

THE INSTITUTE FOR ADVANCED STUDY

PATRICIA H. LABALME
Associate Director

December 1, 1987

Dear Colleague,

Enclosed please find some further names for your consideration as possible Trustees, for discussion at our Nominating Committee meeting on December 14th, 2:00 p.m., in the offices of James D. Wolfensohn, 425 Park Avenue (55th Street).

These are the suggestions of Helene Kaplan and Michel Vaillaud:

I. Helen Kaplan

John R. Stafford	(American Home Products Corp.)
Richard M. Furlaud	(Squibb)

II. Michel Vaillaud

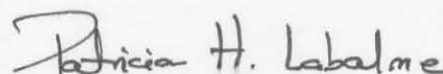
Robert Charpie	(Cabot)
Ed Fitzgerald	(Northern Telecom)
Kenneth Olsen	(DEC)
John Young	(Hewlett-Packard)

III. I am also enclosing entries for those names proposed by Dr. Goldberger which were sent out to you earlier:

Rand Araskog	(ITT)
Max Palevsky	(Xerox)
Roy Vagelos	(Merck)

IV. Finally, the "short list" left over from our last meeting.

Sincerely yours,



Patricia H. Labalme

I. KAPLAN SUGGESTIONS

WEBSTER & SHEFFIELD

FREDERICK SHEFFIELD 1942-1971

J. DINSMORE ADAMS, JR.	BYRON KEITH HUFFMAN, JR.
GORDON B. ANDRUS	MARK C. JOYE***
ALBERT M. APPEL	JAMES V. KEARNEY
DAVID J. H. BILLINGTON	MAXIMILIAN W. KEMPNER
BERNARD S. CARREY	SANDER LEHRER
DONALD J. COHN	JOHN V. LINDSAY
WILLIAM T. COLLINS III	THEODORE S. LYNN
HENRY B. CORTESI	THOMAS A. MCGAVIN, JR.
ELIOT R. CUTLER	RICHARD A. MESCON
FRANCIS K. DECKER, JR.	ALAN J. NEUWIRTH
JAMES F. DOWNEY	JOHN J. O'CONNELL
DONALD H. ELLIOTT	MARK A. ROSENBAUM
THOMAS FIELD	C. KENNETH SHANK, JR.
ROBERT A. FIPPINGER	ROBERT K. SHARP
PAUL A. GANGSEI	KEITH SHORT**
JOHN E. GOULD	SCOTT P. SPECTOR
SAMUEL O. GRAY	JEFFREY L. STANFIELD*
EUGENE W. HARPER, JR.	ROBERT H. STEINFELD
STEVEN B. HARZ	BRUCE TOPMAN
PETER S. HELLER	FREDERICK R. VAN VECHTEN
WILLIAM H. HOGELAND	ROGER L. WALDMAN
KARL B. HOLTZSCHUE	L. ANDREW ZAUSNER

237 PARK AVENUE
NEW YORK, N. Y. 10017
(212) 808-6000

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WASHINGTON, D. C. 20036 (202) 785-8222

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HOUSTON, TEXAS 77002 (713) 228-0500

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BETHUEL M. WEBSTER
SENIOR COUNSEL
MANLY FLEISCHMANN
ETHAN A. HITCHCOCK
HELENE L. KAPLAN
ALVIN L. KASSEL
DAVIDSON SOMMERS
COUNSEL

October 29, 1987

Mr. James D. Wolfensohn
President
James D. Wolfensohn, Inc.
425 Park Avenue
New York, N. Y. 10022

Dear Jim,

I was delighted to learn from Murph that Roy Vagelos has already been proposed as a candidate for the Institute Board. I know him only slightly, in connection with his service on the Carnegie Council on Adolescent Development, but I have been very favorably impressed. He recently had to decline an invitation to join another board with which I am associated, because of time pressures and other commitments, but the meetings of that board would have been far more demanding of his time than those of the Institute. So, good luck in that pursuit!

Two other possibilities come to mind:

- John R. Stafford (*Who's Who* bio enclosed), Chairman, President and CEO of American Home Products Corp. I have gotten to know Jack Stafford because we are both members of the Metropolitan Life Insurance Company Board of Directors. He is a lawyer by training but that should not be held against him! I think very highly of him. Although AHP is located in New York, I believe that he resides in New Jersey and might therefore find it not inconvenient to attend Board meetings.

Mr. James D. Wolfensohn
October 29, 1987

Page Two

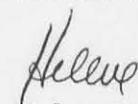
- Richard M. Furlaud (*Who's Who* bio enclosed), Chairman and Chief Executive of Squibb Corp. Dick and I served together for many years on the Barnard College Board of Trustees. He will be 65 years of age this coming April, which I believe may mean that he must retire at that time, and you might wish to await the announcement of a successor if you believe that it is important to have an active CEO on the Board. If that is not a consideration, I am sure he would be an outstanding trustee.

I have not raised the possibility of trusteeship with John or Dick. If you would like to pursue either of these people, I would be delighted to explore the subject with them.

I thoroughly enjoyed the Board meeting and look forward to increasing involvement with the Institute.

With warm regards,

Sincerely,


Helene L. Kaplan

HLK:bj
enclosures
✓ c/c: Dr. Marvin L. Goldberger

WHO'S WHO IN AMERICA

STAFFORD, JOHN ROGERS, pharmaceutical and household products company executive; b. Harrisburg, Pa., Oct. 24, 1937; s. Paul Henry and Gladys Lee (Sharp) S.; m. Inge Paul, Aug. 22, 1959, children—Carolyn, Jennifer, Christina, Charlotte. A.B., Dickinson Coll., 1959; LL.B. with distinction, George Washington U., 1962. Bar: D.C. 1962. Assoc. Steptoe & Johnson, 1962-66; gen. atty. Hoffman-LaRoche, Nutley, N.J., 1966-67, group atty., 1967-70; gen. counsel Am. Home Products Corp., N.Y.C., 1970-74, v.p., 1972-77, sr. v.p., 1977-80, exec. v.p., 1980-81, pres., 1981—, also dir.; dir. Mfrs. Hanover Corp. Mem. adv. bd. The Whole Theatre Co. Recipient John Bell Larner 1st Scholar award George Washington U. Law Sch., 1962, Outstanding Achievement Alumnus award, 1981, Mem. Am. Bar Assn., D.C. Bar Assn.; Pharm. Mfrs. Assn. (dir.). Clubs: Sky (N.Y.C.); Essex Fells (N.J.) Country. Office: Am Home Products Corp 685 3d Ave New York NY 10017

WHO'S WHO IN AMERICA

FURLAUD, RICHARD MORTIMER, diversified pharmaceutical company executive, lawyer; b. N.Y.C., Apr. 15, 1923; s. Maxime Hubert and Eleanor (Mortimer) F.; children: Richard Mortimer, Eleanor Jay, Elizabeth Tamsin; m. Isabel Phelps Furlaud. Student, Institut Sillig, Villars, Switzerland; A.B., Princeton, 1943; LL.B., Harvard, 1947. Bar: N.Y. bar 1949. Asso. Root, Ballantine, Harlan, Bushby & Palmer, 1947-51; legal dept. Olin Mathieson Chem. Corp., 1955-56, asst. to exec. v.p. for finance, 1956-57, asst. pres., 1957-59, v.p., 1959-64, gen. counsel, 1957-60, gen. mgr., v.p. internat. div., 1960-64, exec. v.p., 1964-66; now dir.; pres., dir. E. R. Squibb & Sons, Inc., 1966-68; pres., chief exec., dir. Squibb Beech-Nut, Inc. (renamed Squibb Corp. 1971), 1968-74, chmn., chief exec., dir., 1974— dir. Mut. Benefit Life Ins. Co., Am. Express Co. Mem. profl. staff Ho. of Reps. Com. Ways and Means, 1954; Trustee Rockefeller U.; bd. mgrs. Meml. Sloan-Kettering Cancer Center. Served as 1st Lt., Judge Adv. Gen. Corps U.S. Army, 1951-53. Mem. Assn. Bar City N.Y., Pharm. Mfrs. Assn. (dir. 1965—), Council on Fgn. Relations. Clubs: Links (N.Y.C.), River (N.Y.C.). Home: 644 Pretty Brook Rd Princeton NJ 08540 Office: PO Box 4000 Princeton NJ 08540

II. VAILLAUD SUGGESTIONS

WHO'S WHO IN AMERICA

1986-87

CHARPIE, ROBERT ALAN, physicist; b. Cleve., Sept. 9, 1925; s. Leonard Asbury and Dorothy (McLean) C.; m. Elizabeth Downs, July 12, 1947; children: Richard Alan, Carol Elizabeth, David Wayne, John Robert. B.S. with honors, Carnegie Inst. Tech., 1948, M.S., 1949, D.Sc. in Theoretical Physics, 1950; D.H.L., Denison U., 1965; D.Sc., Alderson-Broadbent Coll., 1967; LL.D., Marietta Coll., 1975; D.Sc., Boston Coll., 1982. With Westinghouse Electric Corp., 1947-50; with Oak Ridge Nat. Lab., 1950-51, tech. asst. to research dir., 1952-54, asst. research dir., 1954-58, dir. reactor div., 1958-61; mgr. adv. devel. Union Carbide Corp., 1961-63, gen. mgr. devel. dept., 1963-64, dir. tech., 1964-66, pres. electronics div., 1966-68; pres. Bell & Howell Co., Chgo., 1968-69; pres., dir. Cabot Corp., Boston, 1969— trustee Mitre Corp., Boston, 1966-82, chmn., 1972-82; dir. Federated Dept. Stores, Inc., Champion Internat. Corp., Schlumberger Ltd., Northwest Airlines, Inc.; sec. gen. adv. com. AEC, 1959-63; mem. Nat. Sci. Bd., 1969-76; sci. sec., editor-in-chief proc., also asst. U.S. mem. 7 nation adv. com. 1st Internat. Conf. Peaceful Uses Atomic Energy, 1955; coordinator U.S. fusion research exhibit, 2d Conf., 1958; chmn. invention and innovation panel U.S. Dept. Commerce, 1965-67. Gen. editor: Internat. Monograph Series on Nuclear Energy, 1955-60; editor: Progress Series in Nuclear Energy, 1955-60, Jour. Nuclear Energy, 1955-60. Mem. Oak Ridge Bd. Edn., 1957-61; pres. Byram Hills Central Sch. Dist., 1966-68; trustee Carnegie Inst. Tech., 1962—. Recipient Alumni Merit award Carnegie Inst. Tech., 1957. Fellow Am. Phys. Soc., Am. Nuclear Soc. (dir.); mem. N.Y. Acad. Sci., Nat. Acad. Engring., Sci. Research Soc. Am., Sigma Xi, Tau Beta Pi, Phi Mu Epsilon. Office: 125 High St Boston MA 02110

WHO'S WHO IN AMERICA

1986-87

FITZGERALD, EDMUND BACON, electronics industry executive; b. Milw., Feb. 5, 1926; s. Edmund and Elizabeth (Bacon) F.; m. Elisabeth McKee Christensen, Sept. 6, 1947; children: Karen, Kathleen, Edmund Greer, Rogers Christensen. B.S. in Elec. Engring, U. Mich., 1946. With Cutler-Hammer, Inc., Milw., 1946-78, v.p. charge engring., 1959-61, adminstrv. v.p., 1961-63, pres., 1964-69, chmn. and chief exec. officer, 1969-78; also dir.; vice chmn. Eaton Corp., Cleve., 1978-79; mng. dir. Hampshire Assos., Milw., 1979-80; pres., dir. No. Telecom Inc., Nashville, 1980-82, chmn., 1985—; pres., dir. No. Telecom Ltd., Mississauga, Ont., Can., 1982—, chief exec. officer, 1984—; chmn., dir. Milw. Brewers Baseball Club, Inc.; dir. No. Telecom, Ltd., Toronto, Bell Can. Enterprises Inc., Bank of Montreal, Trustee, vice chmn. Com. for Econ. Devel.; mem. Pres. Reagan's Nat. Security Telecommunications Adv. Comm. Served to capt. USMCR, 1943-46, 51-52. Named Man of Yr., Milw. Jr. C. of C., 1956. Mem. Nat. Elec. Mfrs. Assn. (pres. 1968). Office: No Telecom Inc 127 Woodmont Blvd Nashville TN 37205

WHO'S WHO IN AMERICA

1986-87

OLSEN, KENNETH HARRY, manufacturing company executive; b. Bridgeport, Conn., Feb. 20, 1926; s. Oswald and Svea (Nordling) O.; m. Eeva-Liisa Aulikki Valve, Dec. 12, 1950. B.S. in Elec. Engring, MIT, 1950, M.S., 1952. Elec. engr. Lincoln Lab., MIT, 1950-57; founder Digital Equipment Corp., Maynard, Mass., 1957, now pres., dir.; dir. Polaroid Corp., Shannut Corp., Ford Motor Co. Mem. Pres.'s Sci. Adv. Com., 1971-73; trustee, v.p. Joslin Diabetes Found.; mem. corp. Wentworth Inst., Boston, MIT, Cambridge; trustee Gordon Coll., Wenham, Mass. Served with USNR, 1944-46. Named Young Elec. Engr. of Year Eta Kappa Nu, 1960. Patentee magnetic devices. Home: Weston Rd Lincoln MA 01773 Office: Digital Equipment Corp 146 Main St Maynard MA 01754

WHO'S WHO IN AMERICA

1986-87

YOUNG, JOHN ALAN, electronics company executive; b. Nampa, Idaho, Apr. 24, 1932; s. Lloyd Arthur and Karen Eliza (Miller) Y.; m. Rosemary Murray, Aug. 1, 1954; children: Gregory, Peter, Diana. B.S. in Elec. Engring, Oreg. State U., 1953; M.B.A., Stanford U., 1958. Various mktg. and finance positions Hewlett Packard Co. inc., Palo Alto, Calif., 1958-63, gen. mgr. microwave div., 1963-68, v.p. electronic products group, 1968-74, exec. v.p., dir., 1974-77, pres., 1977—, chief exec. officer, 1978—; dir. Wells Fargo Bank, SRI Internat. Chmn. ann. fund Stanford, 1969-73, nat. chmn. corp. gifts, 1973-77; Bd. dirs. Mid-Peninsula Urban Coalition, 1972-80, co-chmn., 1976-80; mem. adv. council Grad. Sch. Bus., Stanford U., 1968-73, 75-80, univ. trustee, 1977—, chmn. Pres. Reagan's Commn. Indsl. Competitiveness, 1983; chmn. Nat. Jr. Achievement, 1983-85. Served with USAF, 1954-56. Mem. Am. Electronics Assn. Home: 26 Arroyoadero Rd Portola Valley CA 94025 Office: 3000 Hanover St Palo Alto CA 94304

III. GOLDBERGER SUGGESTIONS

WHO'S WHO IN AMERICA

1986-87

ARASKOG, RAND VINCENT, business executive: b. Fergus Falls, Minn., Oct. 30, 1931; s. Randolph Victor and Hilfred Mathilda A.; m. Jessie Marie Gustafson, July 29, 1956. B.S.M.E., U.S. Mil. Acad., 1953; postgrad., Harvard U., 1953-54. Spl. asst. to dir. Dept. Def., Washington, 1954-59; dir. mktg. sero. div. Honeywell, Inc., Mpls., 1960-66; v.p. ITT; group exec. ITT Aerospace Electronics, Components and Energy Group, Nutley, N.J., 1971-76; pres., chief exec. ITT Corp., N.Y.C., 1979—, chmn. bd., chmn. exec. and policy coms., 1980—; dir. ITT Corp., Hartford Ins., Dayton-Hudson Corp.; chmn. Nat. Security Telecommunications Adv. Com., 1983—. Served with U.S. Army, 1954-56. Mem. Aerospace Industries Assn. (bd. govs.), Air Force Assn. (mem. exec. council), Episcopalian. Office: ITT World Hdqrs 320 Park Ave New York NY 10022*

WHO'S WHO IN AMERICA

1986-87

PALEVSKY, MAX, industrialist; b. Chgo., July 24, 1924; s. Isadore and Sarah (Greenblatt) P.; children: Nicholas, Madeleine, Alexander, Jonathan. Ph.B., B.S., U. Chgo., 1948; postgrad., U. Calif.-Berkeley, UCLA, 1951-52. Mathematician Computer div. Bendix Corp., Los Angeles, 1952-56; v.p., gen. mgr., dir. Packard Bell Electronics, Los Angeles, 1957-61; pres., chmn. bd. Sci. Data Systems; chmn. bd. Xerox Data Systems, Inc., El Segundo, Calif., 1961-72; dir., chmn. exec. com. of bd. Xerox Corp., 1969—; dir. Intel Corp., Santa Clara, Calif., Komag, Inc., Milpitas, Calif., Daisy Systems, Inc., Mountain View, Calif. Mem. Folger com. Folger Shakespeare Library, Washington, 1977—; mem. Democratic Adv. Com., 1968—; bd. dirs. ACLU, Constl. Rights Found. Served with USAAF, 1943-46. Office: 924 Westwood Blvd Los Angeles CA 90024

WHO'S WHO IN AMERICA

1986-87

1. **VAGELOS, PINDAROS ROY**, executive: b. Westfield, N.J., Oct. 8, 1929; s. Roy John and Maranthi (Lambrinides) V. m. Diana Toulaitos, July 10, 1955; children: Randall, Cynthia, Andrew, Ellen. A.B., U. Pa., 1950; M.D., Columbia U., 1954; D.Sc. (hon.), Washington U., 1980, Brown U., 1982, U. Medicine and Dentistry of N.J., 1984. Intern medicine Mass. Gen. Hosp., 1954-55, asst. resident medicine, 1955-56, surgeon Lab. Cellular Physiology, NIH, 1956-59, surgeon Lab. Biochemistry, 1959-64, head sect. comparative biochemistry, 1964-66; prof. biochemistry, chmn. dept. biol. chemistry Washington U. Sch. Medicine, St. Louis, 1966-75, dir. div. biology and biomed. scis., 1973-75; sr. v.p. research Merck, Sharp & Dohme Research Labs., 1975-76, pres., 1976-84; corp. sr. v.p. Merck & Co., Inc., 1982-84, exec. v.p., 1984-85, pres., chief exec. officer, 1985-86, chmn., pres., chief exec. officer, 1986—; mem. molecular biology study sect. NIH, 1967-71, mem. physiol. chemistry study sect., 1973-75; mem. commn. on human resources NRC, 1973-76, Inst. Medicine, Nat. Acad. Scis., 1974—; chmn. sci. adv. bd. N.J. Ctr. for Advancement of Biotech. and Medicine, 1985— Mem. editorial bds. *Jours. in field*, *Mem. Am. Chem. Soc.* (award enzyme chemistry 1967), *Am. Soc. Biol. Chemists*, *Nat. Acad. Scis.*, *Am. Acad. Arts and Scis.* Discoverer of acyl-carrier protein. Home: 10 Canterbury Ln Watchung NJ 07060

IV. SHORT LIST

September 1987

The following people remain on the Nominating Committee's list as possible candidates for the Board of Trustees:

Thomas M. Begel	(Pullman-Peabody)
Gordon J. Davis	(Lord, Day and Lord)
Maurice Greenberg	(American International Group)
Gerald Greenwald	(Chrysler)
Edward Easton Matthews	(American International Group)
Hamish Maxwell	(Philip Morris)
R. Gordon McGovern	(Campbell Soup)
Richard Parsons	(Patterson, Belknap, Webb & Tyler)
Dennis Weatherstone	(Morgan Guaranty Trust)
Edgar Smith Woolard, Jr.	(Du Pont)

Thomas M. Begel

1987 STANDARD AND POOR'S REGISTER

The Pullman- Peabody Company



*Chrm. Pres & Chief Exec Officer—Thomas M. Begel
*Vice-Chrm—James R. Shepley
Exec V-P & Chief Oper Officer—Andrew M. Massimilla
Sr V-P & Chief Fin Officer—Anthony J. Garcia
Sr V-P & Gen Coun—William D. Sivitz

Sales: \$318.55Mil

Stock Exchange(s): NYS, PAC, PSE

*Also DIRECTORS —Other Directors Are:

Gerald R. Ford Jane Mack Gould
John E. McConaughy, Jr. Edward A. Montgomery, Jr.
Steven Shulman

BUSINESS: Holding co.; constr., bldg. & electric products,
ind. mach. & controls

S.I.C. 6711; 1622; 1629; 3433; 3443; 3498; 3499; 3511;
3561; 3567; 3622; 3823

PULLMAN POWER PRODUCTS CORP.

(Subs. Henley Group, Inc.)

P. O. Box 3308, Williamsport, Pa. 17701

Tel. 717-323-9991

Pres—John E. Bowes

V-P & Gen Mgr (Mech Constr)—Andrew J. Martin

V-P—Thomas L. Disher, 3340 Peachtree Rd., Atlanta,
Ga. 30326

V-P (Qual Assur)—Edward F. Gerwin

Accts—Arthur Andersen & Co., Pittsburgh, Pa.

Employees: 2,500

PRODUCTS: Fabrication & erection of piping for electricity
generating plants; design & constr. of tall chimneys, cooling
towers, other concrete structures; mech. erection of power
generating plants

S.I.C. 3498; 1711; 1741; 8911

Gordon J. Davis

MARTINDALE-HUBBELL LAW DIRECTORY 1987

Partner in Lord, Day & Lord

GORDON J. DAVIS, born Chicago, Illinois, August 7, 1941; admitted to bar, 1968, Illinois; 1973, New York and U.S. District Court, Southern and Eastern Districts of New York. *Education*: Williams College (A.B., 1963); Harvard University (J.D., 1967). Co-author: with Michael W. Schwartz, "Tenant Unions: An Experiment in Private Law Making," New York University Institute for Law and Social Welfare, 1967. Member: New York City Planning Commission, 1973-1978; Federal Magistrate Screening Panel, Southern District of New York, 1983—. Commissioner, New York City Department of Parks and Recreation, 1978-1983. Member of the Boards of: Lincoln Center for Performing Arts, 1983—; Municipal Art Society, 1983—; Natural Resources Defense Council, 1983—; Harlem Studio Museum, 1981—; Dance Theatre of Harlem, 1984—; President's Council, Memorial Sloan-Kettering Cancer Center, 1985—; New York International Festival of the Arts, 1986—. Member, Harvard Law School Association of New York, 1985—. *Member*: The Association of the Bar of the City of New York (Member, Municipal Affairs Committee, 1975-1978).

Maurice R. Greenberg

WHO'S WHO IN AMERICA: 1986-87

GREENBERG, MAURICE RAYMOND, insurance company executive; b. N.Y.C., May 4, 1925; s. Jacob and Ada (Rheingold) G.; m. Corinne Phyllis Zuckerman, Nov. 12, 1950; children: Jeffrey W., Evan G., Lawrence S., Cathleen J. Pre-law cert., U. Miami, Fla., 1948; LL.B., N.Y. Law Sch., 1950. J.D. (hon.), 1972; J.D. (hon.), New Eng. Sch. Law, 1970. Bar: N.Y., 1953. With Continental Casualty Co., 1952-60; v.p. C.V. Starr & Co., Inc., 1961-66, exec. v.p., 1966-68, pres., dir., 1968—, pres., dir. Am. Internat. Group, 1967—, also chief exec. officer, chmn., dir. Transatlantic Reins. Co., N.Am. Mgrs. Inc. Trustee N.Y. Hosp., N.Y.U. Served to capt. U.S. Army, World War II, Korea. Decorated Bronze Star. Mem. N.Y. Bar Assn., Fgn. Policy Assn., Council Fgn. Relations, Sigma Alpha Mu. Clubs: City Athletic (N.Y.C.), Sky (N.Y.C.), India House (N.Y.C.); Georgetown. Office: American Internat Group Inc 70 Pine St New York NY 10270

Gerald Greenwald

WHO'S WHO IN AMERICA: 1986-87

GREENWALD, GERALD, automotive company executive; b. St. Louis, Sept. 11, 1935; s. Frank and Bertha G.; m. Glenda Lee Gerstein, June 29, 1958; children: Scott, Stacey, Bradley, Joshua. B.A. Cumlaude (Univ. scholar), Princeton U., 1957; M.A., Wayne State U., 1962. With Ford Motor Co., 1957-79; pres. Ford Venezuela, dir. non-automotive ops., Europe; vice chmn. Chrysler Corp., Highland Park, Mich., 1979-85, chmn., 1985—, chmn. Chrysler Motors, 1985—, bd. dirs. Detroit United Fund, Detroit United Found., Detroit Renaissance. Served with USAF, 1957-60. Mem. Young Presidents Orgn., N.A.M., U.S. C. of C. (bd. dirs.), Hwy. Users Fedn. (exec. com.), Motor Vehicle Mfrs. Assn. (exec. com.), Econ. Club Detroit, Clubs: Princeton, Detroit Athletic.

Edward Easton Matthews

1987 STANDARD AND POOR'S REGISTER

MATTHEWS, EDWARD EASTON (b. 1931 Paterson, N. J.—Princeton Univ. 1953; Harvard Univ. (Grad. Sch. of Bus. Admin.) 1957)—Exec V-P (Fin) & Dir, American International Group, Inc., 70 Pine St., New York 10270—Res: 45 Montadale Circle, Princeton, N. J. 08540

AICCO, Inc., Chrm
AIG Realty Inc., V-P & Dir
AIU Insurance Co., Sr V-P (Fin) & Dir
A.I. Credit, Chrm
AIG, Inc., Exec V-P (Fin) & Dir
American Fidelity Co., V-P (Fin)
American International Adjustment Co., Inc., Dir
American International Adjustment Co. of Illinois Inc., Dir
Airco (Delaware), Dir
Alaska Insurance Co., V-P (Fin) & Dir
A.I. Life Assurance Co. of N.Y., V-P (Fin) & Dir
Amintads, Inc., V-P, Secy & Dir
A.I. Services, Inc., Pres & Dir
American Life Insurance Co., Dir
C.V. Starr & Co., Inc., V-P (Fin), Secy & Dir
C.V. Starr Services Inc., Dir
Delaware American Life Insurance Co.; V-P (Fin) & Dir
Granite State Insurance Co., V-P (Fin) & Dir
Illinois National Insurance Co., V-P (Fin)
Inland National Insurance Co., V-P (Fin)
Insurance Co. of the State of Pennsylvania, Sr V-P (Fin) & Dir
Lambeth Services, Inc., Pres & Dir
Landmark Insurance Co., Sr V-P (Fin) & Dir
Lexington Insurance Co., Sr V-P (Fin) & Dir
Life Insurance Co. of New Hampshire, Sr V-P (Fin) & Dir
Midwestern Risk Spec., V-P & Dir
New Hampshire Insurance Co., V-P (Fin) & Dir
New Hampshire Indemnity, V-P (Fin)
Pacific Union Assurance, V-P (Fin) & Dir
Pacific Equipment Corp., Pres & Dir
Starr International Co., Dir
Starr Realty Corp., Pres & Dir
Transatlantic Reinsurance, Dir
Underwriters Bank (Overseas) Ltd., Dir
270 Carpenter Drive Bldg. Inc., V-P & Dir
206 Sansmone St. Corp., V-P & Dir
AIG Syndicate Corp., Dir
Command Airways, Inc., Dir

Hamish Maxwell

WHO'S WHO IN AMERICA: 1986-87

MAXWELL, HAMISH, diversified consumer products company executive; b. 1926. B.A., Cambridge U., Eng., 1949. With Thomas Cook Sons & Co., 1949-54, with Philip Morris, Inc., 1954-85, salesman, Richmond, Va., 1954-69, v.p., 1969-76, sr. v.p., 1976-78, exec. v.p., 1978-83, pres., chief operating officer, 1983-84, chmn., chief exec. officer, 1984-85, also dir.; with Philip Morris Internat., 1961-83, advt. dir. 1961-63, v.p. mktg., 1963-65, regional v.p., Asia/Pacific region, 1965-73, exec. v.p. Canadian & Asia/Pacific regions, 1973-75, exec. v.p. Can./Asia & Europe/Middle East/Asia regions, 1975-78, pres., chief exec. officer, 1978-85, chmn., chief exec. officer, also dir. Philip Morris Cos., Inc. (holding co. of Philip Morris Inc. & Philip Morris Internat.), 1985—. Served with R.A.F. 1944-47. Office: Philip Morris Cos Inc 120 Park Ave New York NY 10017

R. Gordon McGovern

WHO'S WHO IN AMERICA: 1986-87

MC GOVERN, R. GORDON, bakery products company executive: b. Norristown, Pa., Oct. 22, 1926; s. James Joseph and Marion (Srinzinger) McG.; m. Julia Merrow, June 4, 1955; children: Lucinda, Jennifer, Martha, Douglas. Student, Williams Coll., 1944-45. Coll. Holy Cross, 1945-46; A.B., Brown U., 1948; M.B.A., Harvard U., 1950. With Pepperidge Farm, Inc., 1956-80, pres., 1968-80; also dir.; v.p. Campbell Soup Co., 1976-80, exec. v.p., 1980, pres., 1980—; dir. N.Am. Life Assurance Co., Toronto, Ont., Can., Phila. Nat. Bank, Smith Kline Beckman, DNAP, Inc. Trustee Wheaton Coll., Norton, Mass., 1976—. Served to lt. USNR, 1944-46, 52-54. Mem. Am. Mktg. Assn., Am. Soc. Bakery Engrs., Grocery Mfrs. Assn. (bd. dirs.), Phi Beta Kappa, Sigma Xi, Delta Upsilon. Home: 182 Lounsbury Rd Ridgefield CT 06877 Office: Campbell Soup Co Camden NJ 08101

RICHARD D. PARSONS

Richard D. Parsons is a member of the New York law firm of Patterson, Belknap, Webb & Tyler. He has been with the firm since 1977.

Mr. Parsons graduated from Union University's Albany Law School as valedictorian of his class in 1971. From 1971 through 1974, Mr. Parsons served as an Assistant Counsel and then as First Assistant Counsel for former Governor Nelson A. Rockefeller, and as First Assistant Counsel for former Governor Malcolm Wilson. In 1975 he became Deputy Counsel to then Vice President Rockefeller and, later that year, was appointed by President Gerald R. Ford to the White House staff as General Counsel and Associate Director of the Domestic Council, a position he held until 1977.

Mr. Parsons is a member of the New York State Bar Association and currently serves on the Association's Special Advisory Committee on Legislation. He also serves as a representative on the boards of the Municipal Assistance Corporation for the City of New York and the Financial Control Board of the City of New York, and as a Trustee of the Interest on Lawyer Account Fund of the State of New York. He is a member of the boards of Tri-Star Pictures, Inc., the New York College of Osteopathic Medicine, Bryant Park Restoration Corporation and South Street Seaport Museum.

Mr. Parsons is married and has three children. The family resides in Pocantico Hills, New York.

Dennis Weatherstone

WHO'S WHO IN AMERICA: 1986-87

WEATHERSTONE, DENNIS, banker, b. London, Nov. 29, 1930; s. Henry Philip and Gladys (Hart) W.; m. Marion Blunsum, Apr. 4, 1959; children—Hazel, Cheryl, Gretel, Richard Paul. Student, Northwestern Poly., London, 1946-49. Sr. v.p. Morgan Guaranty Trust Co. N.Y., N.Y.C., 1972-77, exec. v.p., 1977-79, treas., 1977-79, vice chmn., 1979-80, chmn. exec. com., 1980—Home: 28 Beach Dr. Darien CT 06820 Office: Morgan Guaranty Trust Co. NY 23 Wall St. New York NY 10015

Edgar S. Woolard, Jr.

WHO'S WHO IN AMERICA: 1986-87

WOOLARD, EDGAR SMITH, JR., chemical company executive; b. Washington, N.C., Apr. 15, 1934; s. Edgar Smith and Mamie Rowena (Boone) W.; m. Peggy Lou Harrell, June 9, 1956; children: Barbara Annette, Lynda Denise. B.S., N.C. State U., 1956. Gen. mgr. textile fibers El du Pont de Nemours & Co Inc., Wilmington, Del., 1977-81, v.p. textile fibers, 1981-83, exec. v.p., 1983-85, vice chmn., 1985—, dir.; dir. Diamond State Telephone Co., Wilmington, N.C. Textile Found., Raleigh, Del. Trust Bank. Bd. dirs. Young Men's Christian Assn., Wilmington, 1977—; trustee Med. Ctr. Del., 1985—. Served to Lt. U.S. Army, 1957. Lodges: Rotary; Masons. Office: El du Pont de Nemours & Co Inc 1007 Market St Wilmington DE 19898

THE INSTITUTE FOR ADVANCED STUDY

PATRICIA H. LABALME
Associate Director

October 26, 1987

Dear Colleague,

This is to confirm the meeting of the Nominating Committee on Monday, December 14, at 2:00 p.m. in the offices of James D. Wolfensohn, 425 Park Avenue (55th Street).

I enclose, for your review, a list of Trustee classes, a Trustee election and age chart, and a Board profile. Please note that Gladys Delmas and Frank Taplin will be ineligible (because of age) for reelection at the April meeting.

Sincerely yours,



Patricia H. Labalme

Members of Nominating Committee:

Thornton Bradshaw
Vartan Gregorian
Elizabeth McCormack

And:

Charles L. Brown
Marvin L. Goldberger
James D. Wolfensohn

THE INSTITUTE FOR ADVANCED STUDY

BOARD OF TRUSTEES

Term expires April 1988

G. K. Delmas
V. Gregorian
H. L. Kaplan
T. D. Lee
F. E. Taplin

Term expires April 1990

C. L. Brown
M. V. Forrestal
J. D. Wolfensohn

Term expires April 1989

A. Sen
Z. Stewart
D. B. Straus
M. L. Vaillaud

Term expires April 1991

F. L. Byrom
E. J. McCormack
M. E. Segal

Term expires April 1992

T. F. Bradshaw
W. Guth
R. E. Hansmann
G. D. Mostow

TRUSTEES EMERITI

J. R. Dilworth
J. L. Doob
S. D. Drell
L. K. Garrison
H. C. Petersen
N. Simon

TRUSTEE EX OFFICIO

Marvin L. Goldberger, Director

OFFICERS OF THE BOARD AND THE CORPORATION

James D. Wolfensohn
Chairman of the Board

Ralph E. Hansmann
Treasurer

Charles L. Brown
Vice-Chairman of the Board

Donald C. Jenkins
Assistant Treasurer

Patricia H. Labalme
Secretary of the Corporation

September 1987

THE INSTITUTE FOR ADVANCED STUDY
Year and month of Election and date of Birth

TRUSTEES

Donald B. Straus	October 1968	06-28-1916
Michael V. Forrestal	April 1969	11-26-1927
Ralph E. Hansmann	October 1976	05-25-1918
Frank E. Taplin	April 1971	06-22-1915
Martin E. Segal	April 1972	08-15-1916
Fletcher L. Byrom	April 1977	07-13-1918
Gladys K. Delmas	April 1978	07-03-1913
Zeph Stewart	April 1979	01-01-1921
James D. Wolfensohn	April 1979	12-01-1933
Charles L. Brown	October 1979	08-23-1921
Daniel Bell	October 1979	05-10-1919
Wilfried Guth	October 1981	07-08-1919
Thornton F. Bradshaw	April 1982	08-04-1917
George D. Mostow	April 1982	07-04-1923
John F. Akers	November 1984	12-28-1934
Michel Vaillaud	November 1984	12-23-1931
T. D. Lee	February 1986	11-25-1926
Elizabeth J. McCormack	April 1986	03-07-1922
Marvin L. Goldberger	April 1986	10-22-1922
Helene Kaplan	April 1987	06-19-1933
Vartan Gregorian	April 1987	04-08-1934

TRUSTEES EMERITI

Years served

J. Richardson Dilworth	April 1964 to April 1986
Joseph L. Doob	April 1974 to April 1982
Sidney D. Drell	April 1974 to April 1983
Lloyd K. Garrison	April 1953 to April 1971
Howard C. Petersen	April 1969 to April 1984
Norton Simon	April 1970 to April 1980

April 1987

September 1987

Data on the Board of Trustees for the Nominating Committee

Vacancies

The following Trustees will be ineligible for reelection:

Frank E. Taplin	in	1988
Gladys K. Delmas		1988
Donald B. Straus		1989

The Board is currently at 19 members in addition to the Director. According to our Bylaws, the Board should number between 15 and 25, in addition to the Director.

Composition

Currently, we have

INDUSTRY AND BUSINESS: 5
(Bradshaw, Brown, Byrom, Straus, Vaillaud)

ACADEMIC: 6
(Goldberger, Gregorian, Lee, Mostow, Sen, Stewart)

FINANCE AND BANKING: 3
(Guth, Hansmann, Wolfensohn)

ARTS: 2
(Segal, Taplin)

LAW: 2
(Forrestal, Kaplan)

FOUNDATIONS AND PHILANTHROPY: 2
(Delmas, McCormack)

save for December 14

MEETING OF THE NOMINATING COMMITTEE

October 24, 1987

8:00 a.m.

(Director's Office)

AGENDA

1. Minutes of the April 25, 1987, meeting
2. Review of candidates
3. Recommendations to the Board of Trustees
4. Other business

THE INSTITUTE FOR ADVANCED STUDY

PATRICIA H. LABALME
Associate Director

September 8, 1987

Mr. Thornton F. Bradshaw
RCA Corporation
30 Rockefeller Plaza
New York, NY 10020

Dear Brad,

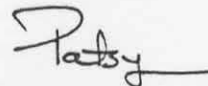
Enclosed please find background material on a number of people Murph Goldberger has suggested to the Nomination Committee for consideration as Trustees. These are:

Rand Araskog
Max Palevsky
Stanley Sheinbaum
(article from L.A. Times Magazine)
Roy Vagelos

I am also enclosing the "short list" of those who were not eliminated in our April meeting.

Would you like me to draft a letter to the Trustees asking for more suggestions, or have we enough at this point?

Sincerely yours,



Patricia H. Labalme

cc: James D. Wolfensohn
Charles L. Brown
Marvin L. Goldberger

WHO'S WHO IN AMERICA

1986-87

ARASKOG, RAND VINCENT, business executive; b. Fergus Falls, Minn., Oct. 30, 1931; s. Randolph Victor and Hilfred Mathilda A.; m. Jessie Marie Gustafson, July 29, 1956. B.S.M.E., U.S. Mil. Acad., 1953; postgrad., Harvard U., 1953-54. Spl. asst. to dir. Dept. Def., Washington, 1954-59; dir. mktg. aéro. div. Honeywell, Inc., Mpls., 1960-66; v.p. ITT; group exec. ITT Aerospace, Electronics, Components and Energy Group, Nutley, N.J., 1971-76; pres., chief exec. ITT Corp., N.Y.C., 1979—, chmn. bd., chmn. exec. and policy coms., 1980—; dir. ITT Corp., Hartford Ins., Dayton-Hudson Corp.; chmn. Nat. Security Telecommunications Adv. Com., 1983— Served with U.S. Army, 1954-56. Mem. Aerospace Industries Assn. (bd. govs.), Air Force Assn. (mem. exec. council). Episcopalian. Office: ITT World Hdqrs 320 Park Ave New York NY 10022*

WHO'S WHO IN AMERICA

1986-87

PALEVSKY, MAX, industrialist; b. Chgo., July 24, 1924; s. Isadore and Sarah (Greenblatt) P.; children: Nicholas, Madeleine, Alexander, Jonathan. Ph.B., B.S., U. Chgo., 1948; postgrad., U. Calif.-Berkeley, UCLA, 1951-52. Mathematician Computer div. Bendix Corp., Los Angeles, 1952-56; v.p., gen. mgr., dir. Packard Bell Electronics, Los Angeles, 1957-61; pres., chmn. bd. Sci. Data Systems; chmn. bd. Xerox Data Systems, Inc., El Segundo, Calif., 1961-72; dir., chmn. exec. com. of bd. Xerox Corp., 1969—; dir. Intel Corp., Santa Clara, Calif., Komag, Inc., Milpitas, Calif., Daisy Systems, Inc., Mountain View, Calif. Mem. Folger com. Folger Shakespeare Library, Washington, 1977—; mem. Democratic Adv. Com., 1968—; bd. dirs. ACLU, Constl. Rights Found. Served with USAAF, 1943-46. Office: 924 Westwood Blvd Los Angeles CA 90024

WHO'S WHO IN AMERICA

1986-87

VAGELOS, PINDAROS ROY, executive; b. Westfield, N.J., Oct. 8, 1929; s. Roy John and Marianthi (Lambrinides) V.; m. Diana Touliatos, July 10, 1955; children: Randall, Cynthia, Andrew, Ellen. A.B., U. Pa., 1950; M.D., Columbia U., 1954; D.Sc. (hon.), Washington U., 1980. Brown U., 1982. U. Medicine and Dentistry of N.J., 1984. Intern medicine Mass. Gen. Hosp., 1954-55. asst. resident medicine. 1955-56; surgeon Lab. Cellular Physiology, NIH, 1956-59, surgeon Lab. Biochemistry, 1959-64. head sect. comparative biochemistry, 1964-66; prof. biochemistry, chmn. dept. biol. chemistry Washington U. Sch. Medicine, St. Louis, 1966-75. dir. div. biology and biomed. scis., 1973-75; sr. v.p. research Merck, Sharp & Dohme Research Labs., 1975-76, pres., 1976-84; corp. sr. v.p. Merck & Co., Inc., 1982-84. exec. v.p., 1984-85. pres., chief exec. officer, 1985-86, chmn., pres., chief exec. officer, 1986—; mem. molecular biology study sect. NIH, 1967-71, mem. physiol. chemistry study sect., 1973-75; mem. commn. on human resources NRC, 1973-76. Inst. Medicine, Nat. Acad. Scis., 1974—; chmn. sci. adv. bd. N.J. Ctr. for Advancement of Biotech. and Medicine, 1985—. Mem. editorial bds. journ. in field. Mem. Am. Chem. Soc. (award enzyme chemistry 1967), Am. Soc. Biol. Chemists, Nat. Acad. Scis., Am. Acad. Arts and Scis. Discoverer of acyl-carrier protein. Home: 10 Canterbury Ln Watchung NJ 07060

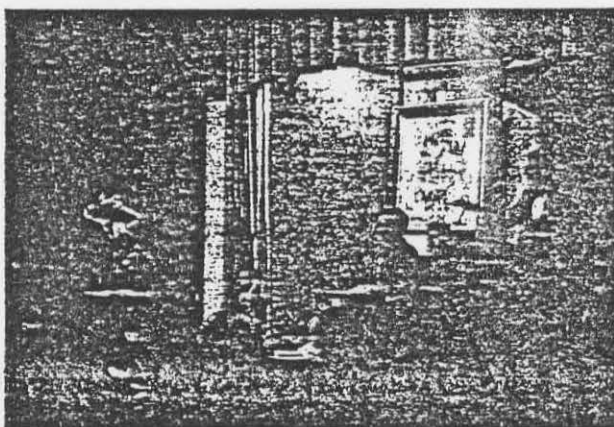
Peter Darley Miller / Visages



The Man Who Would Be KINGMAKER

Stanley Sheinbaum, High-Level
Kibbitzer, Mentor and Fund-Raiser for
American Liberals

BY RONALD BROWNSTEIN



IN THE VIP LOUNGE ABOVE the auction room at Sotheby's in New York one drizzly evening this May, Stanley K. Sheinbaum is pacing like an expectant father. He walks up to the window that overlooks the hall. He walks away. He picks at the hors d'oeuvres arrayed on a table. He chats for a moment with his wife, Betty. He shuffles over to the bar. He drifts back to the window. He looks uncomfortable. "This is not my world," he says, as he watches the room below fill with elegantly dressed couples, all of whom seem to have known each other since prep school. Then he walks away again.

Sotheby's on a night when the polo set has dropped in for the spring auction of contemporary art is not Stanley Sheinbaum's usual habitat. Since the day 23 years ago when he married Betty Warner, the daughter of movie mogul Harry Warner, Sheinbaum has had the money to mingle in these circles. But this isn't his crowd. It's the wrong coast, the wrong style and the wrong politics.

Sheinbaum is a creature of living-room Los Angeles. He is the genial proprietor of the city's busiest political salon and a full-time political activist at the hub of the city's liberal Westside world. During his 16 years in Los Angeles, Sheinbaum has built a unique political role. He doesn't actually have a job per se, although he participates

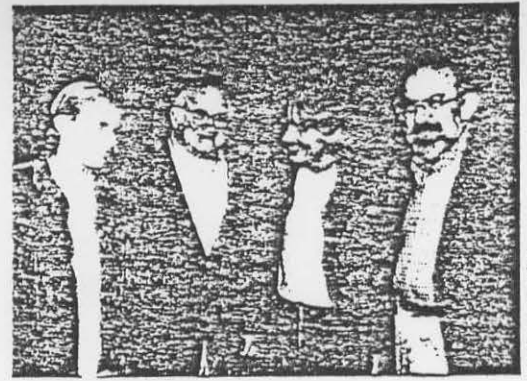
"The Statue of Liberty of liberal politics in America," at home in Brentwood, left; above, Stanley and Betty Sheinbaum's painting "Pink Lady" is auctioned at Sotheby's.



*Teaching economics at
Michigan State, 1959.*



*In Santa Barbara with Daniel
and Patricia Ellsberg, 1972.*



*A Fairfax High Town Meeting, 1984: Darryl
Hannah, Jacobo Timmerman, Jackson Browne.*

Michael Jacobs

in half a dozen left-of-center organizations and is a University of California regent. Sheinbaum's work is easier to list than it is to define: He's a networker, a mentor, a high-level kibbitzer, a fund-raiser, a source of funds himself, and an operator who brings together causes, money and politicians. On any given evening in his living room, amid the pottery, paintings and elegant artifacts, you might find Walter F. Mondale or Sen. Edward M. Kennedy, John Kenneth Galbraith or Abbie Hoffman, giving a speech, or looking for money, or, typically, both.

"He's sort of the Statue of Liberty for liberal politics in America," says Anthony T. Podesta, founding president of People for the American Way, one of the liberal groups on whose board Sheinbaum sits. "He stands there at the harbor in L.A. and says, 'Give me your tired, your hungry and your poor, and we'll see if we can do something with them.'"

It's an apt comparison, except, to the consternation of many around him, Sheinbaum can't slow down enough to become a monument. At 67, he remains an insistent, deeply committed man who lives his life behind a wall of motion that obscures his feelings and motivations even from many of his closest friends. Few people in liberal Los Angeles don't know Sheinbaum; but very few know him well. He is a public man driven by private doubts and uncertainties.

There is a palpable restlessness in Sheinbaum, a ticking compulsion to be where the action is, which helps to explain why he is at Sotheby's now, eyes nervously darting around the room, while John Marion, the auctioneer, dispatches with items number 22, 23 and 24. Then Sheinbaum sits back, takes a deep breath and listens to the buzz that ripples through the aisles when Marion announces lot 25, the evening's premier attraction, a striking 1944 Willem de Kooning oil-and-charcoal painting called "Pink Lady" being offered for auction by Stanley and Betty Sheinbaum. The bidding starts at \$1 million, and, even so, for the Sheinbaums this is not a happy occasion.

One morning not long ago, Sheinbaum invited 40 friends and political colleagues to the Beverly Wilshire Hotel to look over Democratic presidential candidate Bruce E. Babbitt, the former Arizona governor, who was trolling for money. As the host, Sheinbaum introduced the governor. "The quality I like best about Bruce," Sheinbaum said, "is that he is an arguer. Bruce fought back in discussion and that delighted me enormously." A few minutes later Babbitt got his turn. "I spent a lot of time arguing with Stanley," the candidate said, "but the plain fact is, he's never conceded me a single point." Babbitt then moved into his speech. But a few moments after that he was interrupted by a loud cry from the audience. "Wait a minute," Sheinbaum shouted, reaching for a last laugh. "How do you spell 'conceded'?"

Ronald Brownstein is the West Coast correspondent for the National Journal.

BETTY WARNER SHEINBAUM, an artist herself, bought "Pink Lady" more than 30 years ago from painter Fairfield Porter. At the time, a decade before she met Stanley Sheinbaum, she was married to Milton Sperling, a writer and producer. The painting cost her about \$17,000.

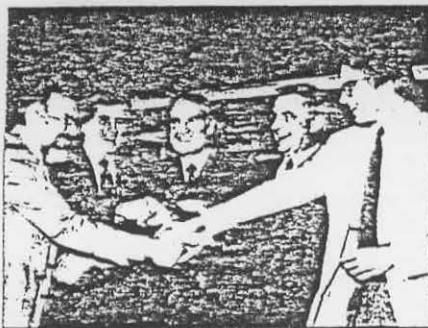
"Pink Lady" was put on the block last month primarily to establish an endowment for one of Stanley Sheinbaum's current projects: New Perspectives Quarterly, a small politics and policy magazine. The magazine was founded in 1983 by former Gov. Edmund G. (Jerry) Brown Jr. As is so often his style, Brown drifted off after a few years, and the magazine's editor, Nathan Gardels, approached Sheinbaum, who had been involved tangentially, about taking over the publication.

For Sheinbaum, the magazine was an unusually appealing opportunity—not because it was profitable or particularly influential, but because it was, self-consciously so, an intellectually serious endeavor. Sheinbaum has long been drawn to the intellectual world: 35 years ago he studied for a Ph.D. in economics at Stanford. But he's never been fully comfortable in that arena; throughout his adult life, Sheinbaum has struggled with the conflict between his need to be accepted as a thinker and his doubts about his intellectual ability, between his natural inclination toward activism and the solitary nature of scholarship.

Sheinbaum's fascination with the life of the mind is not uncommon among Jews of his generation and circumstance. He grew up in New York City during the Depression, and a university position was a ticket into respectability and the middle-class. As a child, Sheinbaum tasted middle-class life, then watched it slide away. Sheinbaum's father was a small businessman, a manufacturer of women's shoes and belts, who kept the family "moderately well off" through the '20s, but then lost his stake in the stock market crash. Bleak years followed. "The economic insecurity," Sheinbaum says, "was awesome."

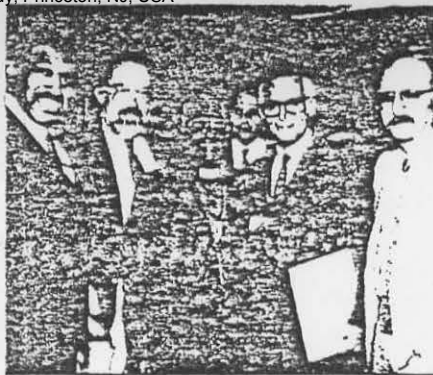
As a young student, Sheinbaum did well, skipping several grades. But he did poorly in high school, and when he graduated he felt too uncertain of his ability to pursue college. Through the late 1930s, he drifted from job to job; restless, he moved to Houston, took a job in a printing plant and began attending night school. Then he was drafted and, because of his printing experience, spent most of World War II making maps.

Armed with the support of the GI Bill, Sheinbaum came back from the war and applied to 33 colleges. Each rejected him. Insult was added to injury when he decided, as a 26-year-old war veteran, that he had no choice but to return to high school for another semester of study. Humiliation aside, the crash course worked: he was accepted at Oklahoma A & M, where, to his surprise, he did well enough to transfer to Stanford. At Stanford he took an undergraduate degree and then stayed on for graduate work in economics. He began preparing his Ph.D. thesis on the U.S.-French balance of payments in the 19th Century ("the dullest subject imaginable," he now calls it) and

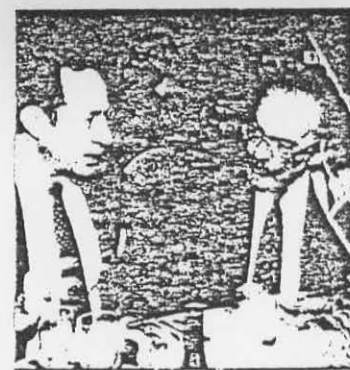


UPI / Bettman Archive

Party unity, 1984: Sheinbaum, Hart, McGovern, Mondale and Beatty.



At Jimmy's Restaurant with Dick Griffey, Bishop Tutu, Norman Lear, Peter Yarrow.



Betty E. Levine

At a Center for Law in the Public Interest dinner with Cuomo, 1987.

even found he had a facility for teaching.

With his Ph.D. still unfinished, Sheinbaum accepted a job at Michigan State University teaching economics and administering the East Lansing end of the university's Vietnam advisory project, a project that at times seemed to run the shaky South Vietnamese government of Ngo Dinh Diem. Though later a prominent critic of the U.S. involvement in Vietnam, Sheinbaum then welcomed the prospect of bringing Western capital and expertise to the Third World.

Over time, his enthusiasm waned. During a trip to Saigon in 1957, he learned that some of the men he had hired were really CIA agents. Meanwhile, at home, he got caught in bureaucratic in-fighting over which department would control the program; he wasn't in much of a position to resist because he hadn't secured his place on campus by finishing his Ph.D. In 1959, he resigned from the Vietnam project, not out of principle but rather weariness, and set himself the equally wearying task of ensuring his academic future by completing his dissertation.

Unhappy in Michigan, Sheinbaum found his escape in the larger-than-life presence of Robert Maynard Hutchins, the boy genius who had been dean of Yale Law School at 28 and president of the University of Chicago at 30. In 1959, Hutchins had founded an elite think tank called the Center for the Study of Democratic Institutions, and though many considered the entire exercise pretentious and arid, Hutchins attracted some of the most glittering minds of the day. Perched atop a hill in Santa Barbara, housed in a sprawling old mansion, the center considered the manifold problems of the world with Olympian detachment.

In the summer of 1960 Hutchins invited Sheinbaum to join this rarefied world. To this day Sheinbaum isn't sure how Hutchins came to choose him from all the other young struggling economists in the country, but he didn't ask any questions. He packed his belongings and headed for the coast with his wife, a woman he'd met at Michigan State. His introduction to the center was jarring. Just after Sheinbaum arrived, a freak electrical fire destroyed his still-uncompleted thesis. He felt curiously ambivalent about the incineration of what was at the time his life's work, saddened yet liberated. "I remember there was a sense of relief," he says.

Sheinbaum's mixed feelings about the accident reflected his continuing doubts about academic life. But its allure still held him when, in 1961, he was offered several positions by the Kennedy Administration: in the Peace Corps, the U.S. embassy in Argentina and the Agency for International Development. Sheinbaum was tempted, but, particularly in the early years, he loved the center—though it was never easy for him. Because of the intractable difficulty he had writing, he couldn't fully participate. "He had acute writer's block," says W. H. (Ping) Ferry, a center fellow at the time. "There was always this handicap of getting something down on paper. He had something to say, but he wasn't quite sure what it was because he couldn't see it on a piece of paper."

Meanwhile, his marriage, which had been disintegrating, ended in divorce, but Sheinbaum eventually found his place on the hill. Animated and incisive, he thrived in the round-table debates that the center held every morning. And over time, he found a more public and political role, particularly after he met Betty Warner at a party in Beverly Hills, married her in 1964 and achieved independent means.

Over the next few years, Sheinbaum's doubts hardened into active opposition to the Vietnam War. He became involved with *Ramparts*, a left-leaning magazine intensely opposed to the U.S. policy, and through *Ramparts* he returned to Vietnam. After several newspaper reports that the United States was planning to bomb what it believed to be North Vietnamese supply routes through Cambodia, Sheinbaum and *Ramparts* foreign editor Robert Scheer (now a Los Angeles Times national correspondent) set out in spring 1966 to investigate for themselves. For about a week they sat in Phnom Penh waiting for an audience with Prince Norodom Sihanouk, who finally provided them with permission and a plane to inspect the area. By plane, jeep and foot they canvassed the South Vietnam border, finding no evidence of major supply routes. That was fine, but they worried about proving their case. They had pictures, but one jungle looked pretty much like another. They needed something that said "Cambodia." They couldn't find anything. Then they realized that the answer was not something but someone, and so they convinced the Australian ambassador to Cambodia, who had accompanied them on his own fact-finding mission, to pose in each of their photos as a silent stamp of authenticity.

V IETNAM POLITICIZED SHEINBAUM. As the U.S. involvement increased through the mid-1960s, Sheinbaum tried without success to interest several publications in his story of CIA links to the Michigan State advisory project. Eventually, he told the story to Scheer, who published it first in a center pamphlet, and later in a 1966 story for *Ramparts* that bounced into the national press.

With that, the obscure former economics professor suddenly emerged as an attraction for anti-war teach-ins around the country. Sheinbaum became a regular on the circuit. That year, taking another step down from the academic environs of the hill, Sheinbaum ran unsuccessfully as a peace candidate in the Democratic primary for the Santa Barbara congressional seat. Two years later, he served as a McCarthy delegate to the bloody Democratic convention and ran again for Congress, losing in the general election. As the decade roiled through the anarchy of the student protests, Sheinbaum steadily listed left. "There is no doubt that at the time I had gotten into a radical mindset where I felt that liberals, by going along with this policy [in Vietnam], were doing a great disservice to the country," he says. "I began to see not too much difference between a liberal and a

He moves from meetings to lunches, to more meetings, to dinners—all the while ducking out for regular transfusions of the latest news and gossip on the phone.



Peter Darley Miller / Visages

With Betty Warner Sheinbaum, at their Brentwood home. There was always the matter of money; it wasn't his. But Betty, whose money it was, shares her husband's politics.

conservative."

Sheinbaum found the electricity of politics invigorating, and, not entirely without regrets, he discovered that he had "a natural penchant for activism." Inexorably he found himself pulled away from the center, which was, by that time, in decay. Conservatives who were harassing the Sheinbaums (a shot was once fired through a window of their home) made Santa Barbara itself less congenial for them. In fall 1970, Sheinbaum left the center and began his transformation into something without exact parallel in American political life.

Hobbled by operations to rebuild his crumbling spine, retired businessman Harold Willens, whom Sheinbaum met at the center, now sits in a stiff chair in the corner of his living room protected from the strong afternoon sun, talking about another sunny afternoon long ago. "There was one meeting of the group at my house in the Colony in Malibu," remembers Willens, and he doesn't stop to explain that the "group" was the Malibu Mafia, the loose collection of wealthy, liberal men that included Sheinbaum and Willens, producer Norman Lear, businessmen Leopold Wyler, Miles L. Rubin and Max Palevsky, and Ted Ashley, the chairman of Warner Bros. And on the afternoon sparkling in Willens' memory, the gathering included Warren Beatty, Neil Diamond, Paul Newman and Robert Redford. Over the course of the day, as the group mapped its latest project and watched the ocean roll toward them, Willens saw knots of people, growing larger by the hour, passing slowly by the house, lingering on the beach, pointing, reluctantly drifting on. It puzzled him until he understood, and then he asked his guests, the stars, to turn their chairs away from the ocean, so that the group might return, with less fanfare, to the plans they were hatching.

DANIEL ELLSBERG, the former Defense Department analyst who became an icon of the anti-war movement when he leaked the Pentagon Papers, was the cause that brought Sheinbaum to Los Angeles. After Sheinbaum left the center, he and Betty bought a house in New York; and then another, for summers, on a small island off the coast of Italy. This was a pleasant, rich man's life, but it lacked direction until former center colleague

Ping Ferry asked Sheinbaum to take on the fund-raising for Ellsberg's defense fund. The trial was in Los Angeles, so Sheinbaum moved back to Southern California only a year after he had left.

Sheinbaum's job was to raise money, and over the next two years he helped collect about \$900,000 for Ellsberg and his co-defendant, Anthony Russo. Characteristically, Sheinbaum expanded his role until he was doing much more. "He was sort of a father figure to both [my wife] Patricia and me," Ellsberg says, "and he smoothed over the relations and furnished the glue that kept [the defense team] going for a number of years. He was very diplomatic and compassionate and empathetic."

From the Ellsberg trial, Sheinbaum plunged into Los Angeles political life. Sheinbaum raised money for George McGovern's presidential campaign, working with Willens, Rubin (who had become the campaign's national finance director) and Max Palevsky (who, in the days before campaign finance reform, gave McGovern several hundred thousand dollars). Betty's Hollywood connections brought Sheinbaum into that world, another rich source of political money.

With some help, in particular from Lear, Sheinbaum became the chief fund-raiser for the previously moribund American Civil Liberties Union Foundation of Southern California. During Sheinbaum's tenure, which stretched from 1973 until 1982, the group's budget and visibility increased rapidly. "His impact was very, very great," says Ramona Ripston, the group's executive director at the time. "Number one, Stanley was regarded by people in this community as a person who believed in social change; that gave a whole new dimension to the ACLU here. That, coupled with his ability to raise money, helped turn the organization around."

These were glory days. Anything seemed possible: On Labor Day in 1975, Willens called to his Malibu home Sheinbaum, Newman, Rubin and Leo Wyler and by the end of the day, the five of them had committed \$500,000 to launch a lobbying organization with which they intended to battle Big Oil in the legislative wars over energy policy.

In time, this group of friends became the heralded kingpins of liberal politics in Los Angeles. The Malibu Mafia was always more a confederacy than a cabal, composed of allies who often

went their separate ways. ("Once, Max [Palevsky] called us all together to get behind Jimmy Carter," Rubin says. "I left before they got to the dessert.")

But often many of them found common cause: in a short-lived group called Democrats for Change, which tried to convince Jimmy Carter not to seek a second term; in the formation of People for the American Way, which grew from a television commercial that Lear designed to combat the influence of religious fundamentalists into one of the most powerful liberal lobbying groups in Washington; in the 1980 presidential campaign of Republican Rep. John B. Anderson. "I don't think we ever thought of ourselves as a group," Sheinbaum says. "[but] once that catchy phrase was thrust upon us, I think a self-consciousness did appear where we did work together."

Time, reform and disillusion splintered the Malibu Mafia. Rubin and Ashley moved away. Lear diverted most of his political energy to his People For organization. Illness slowed Willens. Wyler became discouraged. When the campaign finance laws barred the huge contributions that gave him voice, Palevsky found it difficult to adapt and withdrew.

But Sheinbaum kept on, maintaining his roots on the left, and all the while moving more deeply into mainstream Democratic politics, until he had become an unlikely institution himself: a bridge between the fervent issue activists whom he befriended on the party's left flank and the establishment politicians he hosted at elegant fund-raisers; the augur eastern Democrats consulted for the pulse of the mysterious Westside; a massive, inescapable presence, Mount Sheinbaum.

Even on the summit of his own design, though, Sheinbaum didn't feel entirely at ease. There was always the matter of the money; it wasn't his. Betty, whose money it was, shared her husband's politics. As a young woman in Los Angeles, she numbered among her "best friends" several former members of the Communist Party who were dragged before the House of Representatives' Committee on Un-American Activities during the era of the blacklist. But friends saw that Sheinbaum was uncomfortable about building his career on his wife's inheritance; in conversation about the money, he still invariably manages to mention that he significantly increased the fortune through sophisticated foreign currency speculation just before

President Richard Nixon devalued the dollar in 1971—a strategy he based on his academic work.

And as he enjoyed the comforts of affluence—not the least of which was the freedom to devote himself full time to his mushrooming political interests—Sheinbaum didn't want to relinquish his identity as an intellectual. In a recent letter to Democratic National Committee chairman Paul G. Kirk Jr., Sheinbaum described himself as an "issues nut" in counterpoint to "the Lew Wassermans of this world"—a reference to the Establishment power politicians exemplified by the MCA chairman.

Sheinbaum has a broader and deeper interest in issues than the vast majority of fund-raisers. He has sponsored economic conferences to bring together bright young left-leaning thinkers; he bombards elected officials with unsolicited correspondence on the issues that most animate him (primarily economics, arms control and campaign finance reform), and he regularly sends books to dozens of politicians and policy-makers.

But Sheinbaum's own writer's block still stops him from setting down his thoughts in any greater depth than a letter. "He's had several ideas, economic ideas," says Betty, "and people say to him, sit down and write an article or a book, and his response is 'I can't.' He doesn't like to sit down and put something on paper. It's almost a phobia."

Nor is he comfortable following the literature on these issues, relying instead on meetings and phone calls to stay in touch. "I never started reading until I was 23, so reading doesn't come easy to me," Sheinbaum says. "I am not nearly as well read as I ought to be. One of my great frustrations is I've never honed myself intellectually."

The deeper he moved into the political world, the more his frustration grew. As Sheinbaum completed his metamorphosis into the consummate political operator, fewer and fewer of the people he dealt with—outside of his immediate circle of friends and acquaintances—even knew of his academic background. He became more a promoter of ideas than a producer of them. Sheinbaum wanted to be known as an economist who happened to be wealthy; but inevitably he became known as a wealthy man who happened to be an economist.

Sincerely, Stanley

STANLEY SHEINBAUM IS A prolific letter writer, sending out about 30 missives a week. As a prominent fund-raiser for the Democratic Party and a player in international liberal circles, he's in a position to have his letters read. A selection from his correspondence:

MAY, 1986, TO former Gov. Edmund G. (Pat) Brown, declining an invitation to a fund-raiser for Rep. Tony Coelho (D-Calif.): "I simply cannot accept. I consider Tony Coelho, for all his success as a fund-raiser, to be symbolic of the worst kind of activities that have the Democratic Party in a terrible place these days. There is no doubt that all Democrats—especially office holders—think that the name of the game is campaign dollars. Tony Coelho, however, in so doing, is clearly making Democratic office holders increasingly dependent on money that comes from conservative sources. . . . As between votes and money, Democrats have opted for money. We are not getting the votes and the result is that the country is in trouble."

JANUARY, 1986, TO LIBERAL New York financier Felix Rohatyn, criticizing the glitziness of most charity fund-raising events in Los Angeles: "Another way of looking at this is that the priorities are being determined by, on the one hand, the stars who for whatever reason are attracted to this or that, and on the other hand, by the social arbiters who under-

standably enjoy the hosting or hostessing of these kinds of events. Sadly, I make the guess that neither group devotes much thought to the social priorities. As in New York, night after night, literally, there are up to half a dozen such events. I was recently at one such black-tie dinner—a movie premiere followed by a tented dinner in the parking lot of the theater. A 10-foot-wide red carpeted pathway with about 3-foot walls on either side had been constructed so that the guests could proceed from the film to the festivities. The problem was that hundreds, possibly a thousand, stood on the outside of this pathway, and I literally was reminded of the French Revolution as I remember it from bad 1930s Paramount movies."

OCTOBER, 1984, TO NEW YORK Gov. Mario Cuomo, complaining that Cuomo came out only for fund-raisers, and not to meet voters: "As recently as 8 and certainly 12 years ago, nobody like yourself could have come to town for any purpose without an event to beef up the presidential campaign. What excitement those rallies [sic] stirred. Now the Democratic party has become such a system of warlords that all the movers and shakers in the apparatus focus on their own needs without attending to the overall concerns. In a way I fault even you for not having made it a condition of the trip . . . and I certainly fault the Mondale/Ferraro people. Who's minding the store?" □

Waiting for the shuttle to New York in a Washington airport one evening this spring, Stanley Sheinbaum was chatting with liberal Rep. Barney Frank of Massachusetts when the Rev. Jesse Jackson, resplendent in double-breasted gray suit, sashayed through the metal detector. Jackson spied Frank, ambled over to him, and then bent on one knee in mock obeisance, bowing his head theatrically. Then he looked up, saw Sheinbaum and headed toward the floor again. "Both knees for you, Stanley," he said on the way down.

SHEINBAUM'S internal conflict over his position in the political world hasn't slowed him. If anything, it has propelled him forward, doubt operating as a bilious fuel. "There is a restlessness in Stanley that will never go away," says Ashley, the former Warner Bros. chairman who now lives in New York. "There is a questing, a push for more accomplishment, more recognition, more achievement. That insecurity helps motor a great deal of his drive."

And there are practical reasons why Sheinbaum, despite periodic spells of debilitating fatigue, remains frenetic at an age when many people have retired. Every liberal looking for money and introductions in Los Angeles calls him, because they've heard his name, because he cares enough about their causes not to hang up the phone, and because he loves the game itself. But just as important, he constantly displays a strong emotional need to belong; what People For's Podesta jokingly calls "the don't end the war in Nicaragua until I'm back from Italy" syndrome.

"I think Stanley knows what it is to be wounded, alienated. . . . It becomes a whole way of life to try to reduce that [injury]," says Rabbi Leonard I. Beerman, a close friend who was the founding rabbi at the Leo Baeck Temple. "It's linked to the needs of the self to be appreciated and to be respected."

Sheinbaum defines himself by his activity; being busy is what he does. He buries uncertainty beneath motion. He moves from meetings to lunches, to more meetings, to dinners—all the while ducking out for regular transfusions of the latest news and gossip on the phone. "It's hard to have quiet time with Stanley. It is never calm; Stanley is never calm," says Christie Hefner, president of Playboy Enterprises Inc. and a friend for more than a decade. "Stanley has always struck me as the sort of person who if he stopped running would just shrivel up."

If anything, he is busier today than when he first hit Los Angeles. His stepdaughter Karen Sperling says, "Basically he is lovable, because he is a good man, a decent person. But he's in a hurry, so you have to kind of stand right in front of him to give him a hug, and then you've got to get out of his way because he's got to get on the phone, he's got to get to a meeting."

But a strange thing has happened: As his pace has accelerated, Sheinbaum's importance as a direct political player has diminished. He wasn't involved in the last presidential election, and though he's been an active participant in the elite dinners for presidential candidates and Westside donors that Norman Lear has sponsored at his home, he is unlikely to play a major role for any of the Democratic contenders in this race either. And Sheinbaum's reputation as a fund-raiser now exceeds his reach; his network of donors is tired and shrinking, and some of the lieutenants he has relied upon to assist his efforts are now independent operators, competing with him for dollars. Candidates looking for quick cash in Los Angeles now often turn to younger, fresher sources such as savings and loan executive Carl M. Rheuban or department store heir Frederick

Sheinbaum
wanted to
be known as an
economist who
happened to be
wealthy; but
inevitably he
became known as a
wealthy man who
happened to be
an economist.

W. (Ted) Field.

Sheinbaum himself has become dismayed by the relentless press of fund-raising. Once you become identified as a fund-raiser, everyone asks for money. (Even auto maker John DeLorean, facing drug charges, once asked Sheinbaum to organize a defense fund, as he had for Ellsberg. "I told him," Sheinbaum says drily, "I didn't think he represented a social cause.") And as the costs of campaigns have increased, so have the demands from the candidates. "It is somewhat gross," Sheinbaum says, "when candidates come in [to Los Angeles] in the fall of 1986, for example, to raise money for themselves not for the 1986 campaign, but for 1988 or even 1990." At the same time, Sheinbaum has become increasingly convinced that candidates couldn't care less what their fund-raisers think about policy.

What candidates listen to, Sheinbaum now believes, are institutions—such as the ACLU or People for the American Way—that speak for large numbers of their constituents. Far more than most people active in establishment Democratic politics, he has devoted time over the past 15 years to building such groups.

But his recent efforts on that front also reflect a lengthening of perspective that diminishes direct political influence. His most pressing current projects are the magazine, *New Perspectives Quarterly*, and his involvement with the Six Nations Peace Initiative, a group of Third World government leaders trying to bring the superpowers to arms control agreements. In different orders of magnitude, both of these projects are ambitious, and from the perspective of immediate political impact, peripheral.

As his focus has shifted, Sheinbaum seems to have lost patience with politics and politicians. Always plain-spoken, Sheinbaum has become, on occasion, cranky. In one recent letter to former Arizona Gov. Babbitt, Sheinbaum wrote, "If I have to explain to someone like you what is wrong with protectionism, then there is no point in you and I discussing anything anymore." Heads turned last summer when Sheinbaum criticized the performance of Democratic presidential hopeful Sen. Joseph R. Biden Jr. of Delaware at a Lear dinner—only a few weeks after Biden flew cross-country to deliver a speech at another Los Angeles dinner honoring Sheinbaum.

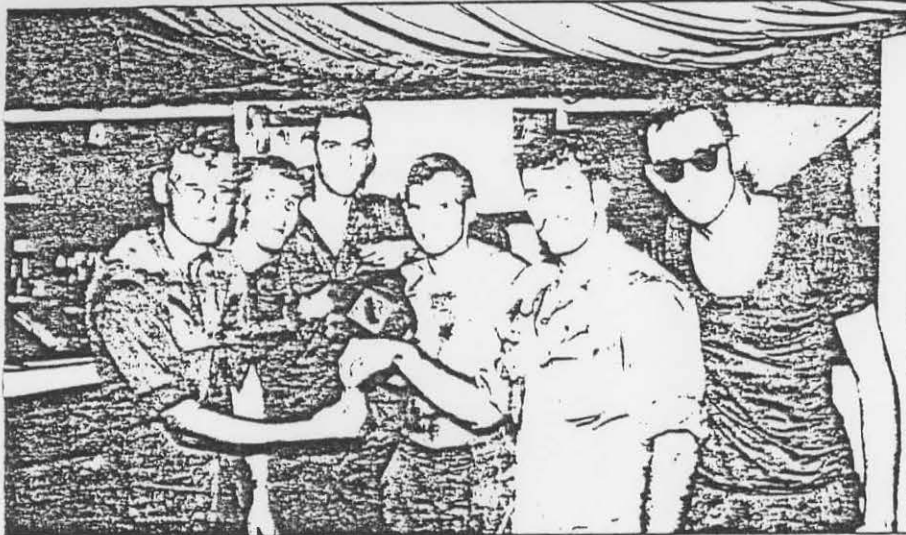
Many more heads turned this winter when Sheinbaum turned up in the Los Angeles Times criticizing New York Gov. Mario M. Cuomo's poorly received speech at a Center for Law in the Public Interest dinner. Sheinbaum had been trying to convince Cuomo to come to California since 1984, and it was his invitation that prompted Cuomo to speak at the center's dinner, the governor's aides said.

To Cuomo's staff—and to many neutral observers—it seemed a bit strange that Sheinbaum turned on his invited guest. "I think fair's fair and accuracy is accuracy," Sheinbaum says defensively of his remarks. "I didn't think it was a betrayal." Cuomo apparently didn't either, meeting with Sheinbaum a week later in New York (though during the meeting he pointedly left Sheinbaum in the dark about his decision, announced later that day, not to seek the presidency). But to some national Democratic political operatives, Sheinbaum's denunciation of Cuomo demonstrated a rich man's arrogant belief that he has outgrown the rules of the game.

There's much truth to that, but an irony too, for Sheinbaum's independence is bounded by his need to belong. His relationship with Los Angeles' powerful Jewish community is instructive: Because of his outspoken belief that Israel must cede territory to the Arab states as part of a peace agreement,

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Gustav Hasford



With other 1st Marine Division combat correspondents, west of Da Nang, 1968:
from left, Jeff Ault, Bob Bayer, Gustav Hasford, Roger Garratt, Eric Grimm and Rick Lavers.

little pale academic who writes poetry and never raises his voice; I'm an ex-Marine and that makes me a bard and more or less fearless individual, and if these hardball boys from the Harvard School of Business want to play hardball, I'm in the mood to play hardball. The next arrogant S.O.B. at Bantam that even coughs in my direction is going to wake up with a piece of the world nailed to the side of his head."

God, what an arrogant, although funny, guy.

The thing that strikes me is that you developed as a writer despite the fact that you were more or less self-educated.

Well, I'm not more or less self-educated. I am self-educated.

Tell me about your book collection. How big is it now?

I have 10,000 books in archive boxes that are numbered, and I have a card catalogue that cross-indexes them according to the different subjects. It's a research library. I'm interested in hard-boiled detective stories, the American Civil War, Napoleon, the Alamo, Custer, the Minoan civilization on Crete, Jack London, Ambrose Bierce, ancient Greek coins—all kinds of things.

I intend to write a biography of Ambrose Bierce, focusing only on his years as an officer in the Civil War. I'm planning a trip to the battlefields to walk out his route at each battle and get the layout in my mind so I can know what I'm dealing with.

What other books are you working on?

I have two finished.

"The Phantom Bloop" is a sequel to "The Short-Timers" in which Joker is captured by the Viet Cong and makes the decision to join them, fight alongside them. The book shows the Viet Cong side of the war, which hasn't really been dealt with before. Some editors have already rejected it on the grounds that it's . . .

politically offensive.

The other book will be the first in a six-part series, the "Dowdy Lewis" series. It's called "A Gypsy Good Time," and it's in the tradition of tough-guy detective stories. This Dowdy Lewis is a modern-day bounty hunter who also runs an L.A. bookstore featuring only books about the Old West. Nonfiction books about the Old West—no novels.

Would you consider writing another screenplay?

Well . . . I don't want to be a screenwriter. I've thought about suggesting to Stanley that he do "They Don't Dance Much," that great '30s novel—you know the one—as his next picture project. But I'm afraid he might get interested and we'd be on the phone again for four years.

Theoretically you stand to make a great deal of money if "Full Metal Jacket" is a worldwide hit.

Well, theoretically, yeah. With a capital T. I have points in the film, yeah. But that's movie money. It's like fairy gold, the leprechauns' gold. I don't think I ought to make too much money. I'd just sit around all the time reading my Civil War books.

WHEN I TURNED OFF the tape recorder, Hasford popped his hands together. "Am I famous yet?"

He started leafing through the pages of his victory letter from Australia. "Hmm . . . hmmm. . . . Maybe you better put in that Stanley Kubrick is a diamond cutter of men. I don't know for sure what it means, but it sounds good."

He began to gather up his gear to go. "And put in that I'm not anything like Cpl. Joker. I am not personally a Lusthog beast."

"And, let's see, put in that I am zany and amorous. Tell the women of the world that I am probably in love with them." □

Kingmaker

Continued from Page 16

Sheinbaum has frequently been at odds with organized Jewish groups here, which take a hard line against concessions.

But he will only go so far afield. When asked which of the current Democratic leaders most closely reflects his thinking, Sheinbaum says quickly, "Jesse Jackson," and privately, he has asked McGovern to endorse Jackson. Yet Sheinbaum has not endorsed Jackson himself. "The Jewish community," he says, "would not understand that. They would consider me a traitor to the Jewish people. And that would bother me."

And that is the fundamental paradox of Stanley Sheinbaum: He is an iconoclast who wants to be loved. "People have described Stanley as a big teddy bear of a guy," says Norman Lear, "and teddy bears like to be hugged." Sheinbaum is the reluctant outsider: a man who craves approval as much as influence, and can never accumulate enough of either. After a long career, he is neither at rest nor at peace.

AT SOTHEBY'S, Stanley and Betty Sheinbaum sit rapt, barely breathing, as the auctioneer spirals the price of their painting toward a final bid of \$3.3 million, which exactly tied the record for a work of modern art sold at auction. For Betty, parting with "Pink Lady" is extremely painful. She had never before sold any of the paintings in her collection. But the family, though very wealthy, is not as fabulously rich as often assumed—their worth is probably around \$10 million to \$20 million—and with all of their giving to political, electoral and charitable causes, which they estimate at \$750,000 annually, Sheinbaum needed the money to fund New Perspectives. "I don't see how I can finance it otherwise," Sheinbaum said. "To give more than we're giving, we'd be dipping into our capital."

Earlier that afternoon, while Sheinbaum worked a pay phone in the hall ("No from Bill Moyers," he said into the receiver; then to an associate passing by, "Bill Moyers—I just lost him for a speech"), Betty Sheinbaum stood in the icy quiet of the Sotheby gallery, staring silently at the painting that had hung in her living room for the past quarter-century. After a while, a man strolling through the gallery stopped and softly asked, "You parting with a friend?"

"Oh yeah," she said. "It's really hard. I didn't realize how hard it would be."

He nodded and moved on, and she remained. "Oh dear, dear, dear," she said finally, her words like puffs of smoke. Then she turned and walked out of the gallery to rejoin her husband. □

September 1987

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GORDON J. DAVIS, born Chicago, Illinois, August 7, 1941; admitted to bar, 1968, Illinois; 1973, New York and U.S. District Court, Southern and Eastern Districts of New York. *Education:* Williams College (A.B., 1963); Harvard University (J.D., 1967). Co-author, with Michael W. Schwartz, "Tenant Unions: An Experiment in Private Law Making," New York University Institute for Law and Social Welfare, 1967. Member, New York City Planning Commission, 1973-1978; Federal Magistrate Screening Panel, Southern District of New York, 1983—. Commissioner, New York City Department of Parks and Recreation, 1978-1983. Member of the Boards of: Lincoln Center for Performing Arts, 1983—; Municipal Art Society, 1983—; Natural Resources Defense Council, 1983—; Harlem Studio Museum, 1981—; Dance Theatre of Harlem, 1984—; President's Council, Memorial Sloan-Kettering Cancer Center, 1985—; New York International Festival of the Arts, 1986—. Member, Harvard Law School Association of New York, 1985—. *Member:* The Association of the Bar of the City of New York (Member, Municipal Affairs Committee, 1975-1978).

Edward Easton Matthews

1987 STANDARD AND POOR'S REGISTER

MATTHEWS, EDWARD EASTON (b. 1931 Paterson, N. J.—Princeton Univ. 1953; Harvard Univ. (Grad. Sch. of Bus. Admin.) 1957)—Exec V-P (Fin) & Dir, American International Group, Inc., 70 Pine St., New York 10270—Res: 45 Montadale Circle, Princeton, N. J. 08540

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WHO'S WHO IN AMERICA: 1986-87

GREENBERG, MAURICE RAYMOND, insurance company executive; b. N.Y.C., May 4, 1925; s. Jacob and Ada (Rheingold) G.; m. Constance Phyllis Zuckerman, Nov. 12, 1950; children: Jeffrey W., Evan G., Lawrence S., Cathleen J. Pre-law cert., U. Miami, Fla., 1948; LL.B., N.Y. Law Sch., 1950. J.D. (hon.), 1972; J.D. (hon.), New Eng. Sch. Law, 1970. Bar: N.Y. 1953. With Continental Casualty Co., 1952-60; v.p. C.V. Starr & Co., Inc., 1961-66, exec. v.p., 1966-68, pres., dir., 1968—. pres., dir. Am. Internat. Group, 1967—, also chief exec. officer, chmn., dir. Transatlantic Reins. Co., N.Am. Mgrs. Inc. Trustee N.Y. Hosp., N.Y.U. Served to capt. U.S. Army, World War II, Korea. Decorated Bronze Star, Mem. N.Y. Bar Assn., Fgn. Policy Assn., Council Fgn. Relations, Sigma Alpha Mu. Clubs: City Athletic (N.Y.C.), Sky (N.Y.C.), India House (N.Y.C.), Georgetown. Office: American Internat Group Inc 70 Pine St New York NY 10270

WHO'S WHO IN AMERICA: 1986-87

GREENWALD, GERALD, automotive company executive; b. St. Louis, Sept. 11, 1935; s. Frank and Bertha G.; m. Glenda Lee Gerstein, June 29, 1958; children: Scott, Stacey, Bradley, Joshua. B.A. Cumlaude (Univ. scholar), Princeton U., 1957; M.A., Wayne State U., 1962. With Ford Motor Co., 1957-79; pres. Ford Venezuela, dir. non-automotive ops., Europe; vice chmn. Chrysler Corp., Highland Park, Mich., 1979-85, chmn., 1985—, chmn. Chrysler Motors, 1985—. bd. dirs. Detroit United Fund, Detroit United Found., Detroit Renaissance. Served with USAF, 1957-60. Mem. Young Presidents Orgn., N.A.M., U.S. C of C. (bd. dir.), Hwy. Users Fedn. (exec. com.), Motor Vehicle Mfrs. Assn. (exec. com.), Ecov. Club Detroit. Clubs: Princeton, Detroit Athletic.

WHO'S WHO IN AMERICA: 1986-87

MAXWELL, HAMISH, diversified consumer products company executive
b. 1926. B.A., Cambridge U., Eng., 1949. With Thomas Cook Sons & Co.,
1949-54, with Philip Morris Inc., 1954-83, salesman, Richmond, Va., 1954-69,
v.p., 1969-76, sr. v.p., 1976-78, exec. v.p., 1978-83, pres., chief operating
officer, 1983-84, chmn., chief exec. officer, 1984-85, also dir.; with Philip
Morris Internat., 1961-83, advt. dir., 1961-63, v.p. mktg., 1963-65, regional
v.p., Asia/Pacific region, 1965-73, exec. v.p. Canadian & Asia/Pacific regions,
1973-75, exec. v.p. Can./Asia & Europe/Middle East/Asia regions, 1975-78,
pres., chief exec. officer, 1978-83, chmn., chief exec. officer, also dir. Philip
Morris Cos., Inc. (holding co. of Philip Morris Inc. & Philip Morris Internat.),
1985—. Served with R.A.F., 1944-47. Office: Philip Morris Cos Inc 120 Park Ave
New York NY 10017

WHO'S WHO IN AMERICA: 1986-87

MC GOVERN, R. GORDON, bakery products company executive: b. Norristown., Pa., Oct. 22, 1926; s. James Joseph and Marion (Sintzinger) McG.; m. Julia Merrow, June 4, 1955; children: Lucinda, Jennifer, Martha, Douglas. Student, Williams Coll., 1944-45, Coll. Holy Cross, 1945-46, A.B., Brown U., 1948; M.B.A., Harvard U., 1950. With Pepperidge Farm, Inc., 1956-80, pres., 1968-80; also dir.; v.p. Campbell Soup Co., 1976-80, exec. v.p., 1980, pres., 1980—; dir. N.Am. Life Assurance Co., Toronto, Ont., Can., Phila. Nat. Bank, Smith Kline Beckman, DNAP, Inc. Trustee Wheaton Coll., Norton, Mass., 1976—. Served to lt. USNR, 1944-46, 52-St. Mem. Am. Mktg. Assn., Am. Soc. Bakery Engrs., Grocery Mfrs. Assn. (bd. dirs.), Phi Beta Kappa, Sigma Xi, Delta Upsilon. Home: 182 Lounsbury Rd Ridgefield CT 06877 Office: Campbell Soup Co Camden NJ 08101

RICHARD D. PARSONS

Richard D. Parsons is a member of the New York law firm of Patterson, Belknap, Webb & Tyler. He has been with the firm since 1977.

Mr. Parsons graduated from Union University's Albany Law School as valedictorian of his class in 1971. From 1971 through 1974, Mr. Parsons served as an Assistant Counsel and then as First Assistant Counsel for former Governor Nelson A. Rockefeller, and as First Assistant Counsel for former Governor Malcolm Wilson. In 1975 he became Deputy Counsel to then Vice President Rockefeller and, later that year, was appointed by President Gerald R. Ford to the White House staff as General Counsel and Associate Director of the Domestic Council, a position he held until 1977.

Mr. Parsons is a member of the New York State Bar Association and currently serves on the Association's Special Advisory Committee on Legislation. He also serves as a representative on the boards of the Municipal Assistance Corporation for the City of New York and the Financial Control Board of the City of New York, and as a Trustee of the Interest on Lawyer Account Fund of the State of New York. He is a member of the boards of Tri-Star Pictures, Inc., the New York College of Osteopathic Medicine, Bryant Park Restoration Corporation and South Street Seaport Museum.

Mr. Parsons is married and has three children. The family resides in Pocantico Hills, New York.

WHO'S WHO IN AMERICA: 1986-87

WEATHERSTONE, DENNIS, banker, b. London, Nov. 29, 1930; s. Henry Philip and Gladys (Hart) W.; m. Marion Hunstun, Apr. 4, 1959, children—Hazel, Cheryl, Gretel, Richard Paul, Student, Northwestern Poly., London, 1946-49, Sr., v. p. Morgan Guaranty Trust Co. N.Y., N.Y.C., 1972-77, exec v. p., 1977-79, treas., 1977-79, vice chairm., 1979-84, chairm. exec. com., 1980—Home, 28 Beach Dr. Danem CT 06410 Office, Morgan Guaranty Trust Co. NY 23 Wall St. New York NY 10015

WHO'S WHO IN AMERICA: 1986-87

WOOLARD, EDGAR SMITH, JR., chemical company executive; b. Washington, N.C., Apr. 13, 1934; s. Edgar Smith and Mamie Rowena (Boone) W.; m. Peggy Lou Harrell, June 9, 1956; children: Barbara Annette, Lynda Denise, B.S., N.C. State U., 1956. Gen. mgr. textile fibers El du Pont de Nemours & Co Inc., Wilmington, Del., 1977-81, v.p. textile fibers, 1981-83, exec. v.p., 1983-85, vice chma., 1985—, dir.; dir. Diamond State Telephone Co., Wilmington, N.C. Textile Found., Raleigh, Del. Trust Bank, Bd. dir., Young Men's Christian Assn., Wilmington, 1977—; trustee Med. Ctr. Del., 1985—. Served to lt. U.S. Army, 1957. Lodges: Rotary; Masons. Office: El du Pont de Nemours & Co Inc 1007 Market St Wilmington DE 19898

THE INSTITUTE FOR ADVANCED STUDY

PATRICIA H. LABALME
Associate Director

February 25, 1987

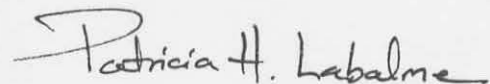
Dear Colleague,

Enclosed please find a resumé for Richard Parsons which Elizabeth McCormack has sent me.

Would you kindly add this to the Nominating Committee resumé sent to you a few weeks ago, for discussion at the April 25 meeting?

Thank you very much.

Sincerely yours,



Patricia H. Labalme

To: T. F. Bradshaw
M. E. Segal
C. L. Brown
J. D. Wolfensohn

RICHARD D. PARSONS

Richard D. Parsons is a member of the New York law firm of Patterson, Belknap, Webb & Tyler. He has been with the firm since 1977.

Mr. Parsons graduated from Union University's Albany Law School as valedictorian of his class in 1971. From 1971 through 1974, Mr. Parsons served as an Assistant Counsel and then as First Assistant Counsel for former Governor Nelson A. Rockefeller, and as First Assistant Counsel for former Governor Malcolm Wilson. In 1975 he became Deputy Counsel to then Vice President Rockefeller and, later that year, was appointed by President Gerald R. Ford to the White House staff as General Counsel and Associate Director of the Domestic Council, a position he held until 1977.

Mr. Parsons is a member of the New York State Bar Association and currently serves on the Association's Special Advisory Committee on Legislation. He also serves as a representative on the boards of the Municipal Assistance Corporation for the City of New York and the Financial Control Board of the City of New York, and as a Trustee of the Interest on Lawyer Account Fund of the State of New York. He is a member of the boards of Tri-Star Pictures, Inc., the New York College of Osteopathic Medicine, Bryant Park Restoration Corporation and South Street Seaport Museum.

Mr. Parsons is married and has three children. The family resides in Pocantico Hills, New York.

THE INSTITUTE FOR ADVANCED STUDY

PATRICIA H. LABALME
Associate Director

January 28, 1987

Dear Member of the Nominating Committee,

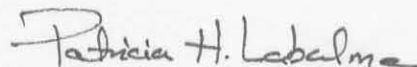
Enclosed please find some information on the people suggested by the Committee for consideration as members of the Board of Trustees.

Not in Who's Who were the following:

- 1) Thomas M. Begel of Pullman Peabody (suggested by Mr. Wolfensohn)
- 2) Gordon J. Davis of Lord, Day and Lord (suggested by Mr. Segal)
- 3) Edward Matthews of American International Group (suggested by Mr. Brown)
- 4) Richard Parsons of Patterson, Belknap, Webb and Taylor (suggested by Miss McCormack)

I would appreciate any information you could obtain for us about these four possibilities, or any other ideas you would like us to add to the list before we meet in April.

Sincerely yours,



Patricia H. Labalme

Bradshaw
McCormack
Segal
Wolfensohn
Brown
Wolf

WHO'S WHO IN AMERICA: 1986-87

GOMORY, RALPH EDWARD, mathematician, business machines manufacturing company executive; b. Brooklyn Heights, N.Y., May 7, 1929; s. Andrew L. and Marian (Schellenberg) G.; m. Laura Dumper, 1954 (div. 1968); children: Andrew C., Susan S., Stephen H. B.A., Williams Coll., 1950, Sc.D. (hon.), 1973; student, Kings Coll., Cambridge U., Eng., 1950-51; Ph.D., Princeton U., 1954. Research assoc. Princeton U., 1951-54, asst. prof. math., Higgins lectr., 1957-59; with IBM, Yorktown Heights, N.Y., 1959—, dir. math. scis., research div., 1968-70, dir. research, 1970—, v.p., 1973-84, sr. v.p., 1984—, also mem. corp. mgmt. bd.; Andrew D. White prof.-at-large Cornell U., 1970-76; dir. IBM World Trade Ams./Ear East Corp., Indsl. Research Inst., Bank of N.Y.; mem. vis. com. Sloan Sch. Mgmt., M.I.T., 1971-77; mem. adv. council dept. math. Princeton, 1974-83, chmn., 1983-85; mem. adv. council Sch. Engring., Stanford U., 1978-85. Trustee Hampshire Coll., 1977—, Princeton U., 1985—; mem. governing bd. Nat. Research Council., 1980-83. Served with USN, 1954-57. Recipient Lanchester prize Ops. Research Soc. Am., 1963, Harry Goode Meml. award Am. Fedn. Info. Processing Soc., 1984, John Von Neumann Theory prize Ops. Research Soc. Am. and Inst. Mgmt. Scis., 1984, IRI medal Indsl. Research Inst., 1985; IBM fellow, 1964. Fellow Econometric Soc., Am. Acad. Arts and Scis.; mem. Nat. Acad. Scis. (council 1977-78, 80-83), Nat. Acad. Engring., Am. Philos. Soc. Research integer and linear programming, non-linear differential equations. Home: 260 Douglas Rd Chappaqua NY 10514 Office: IBM Thomas J Watson Research Center Box 218 Yorktown Heights NY 10598

WHO'S WHO IN AMERICA: 1986-87

GREENBERG, MAURICE RAYMOND, insurance company executive; b. N.Y.C., May 4, 1925; s. Jacob and Ada (Rheingold) G.; m. Corinne Phyllis Zuckerman, Nov. 12, 1950; children: Jeffrey W., Evan G., Lawrence S., Cathleen J. Pre-law cert., U. Miami, Fla., 1948; LL.B., N.Y. Law Sch., 1950, J.D. (hon.), 1972; J.D. (hon.), New Eng. Sch. Law, 1970. Bar: N.Y., 1953. With Continental Casualty Co., 1952-60; v.p. C.V. Starr & Co., Inc., 1961-66, exec. v.p., 1966-68, pres., dir., 1968—, pres., dir. Am. Internat. Group, 1967—, also chief exec. officer; chmn., dir. Transatlantic Reins. Co., N.Am. Mgrs. Inc. Trustee N.Y. Hosp., N.Y.U. Served to capt. U.S. Army, World War II, Korea. Decorated Bronze Star. Mem. N.Y. Bar Assn., Fgn. Policy Assn., Council Fgn. Relations, Sigma Alpha Mu. Clubs: City Athletic (N.Y.C.), Sky (N.Y.C.), India House (N.Y.C.); Georgetown. Office: American Internat Group Inc 70 Pine St New York NY 10270

WHO'S WHO IN AMERICA: 1986-87

GREENWALD, GERALD, automotive company executive; b. St. Louis, Sept. 11, 1935; s. Frank and Bertha G.; m. Glenda Lee Gerstein, June 29, 1958; children: Scott, Stacey, Bradley, Joshua. B.A. Cumlaude (Univ. scholar), Princeton U., 1957; M.A., Wayne State U., 1962. With Ford Motor Co., 1957-79; pres. Ford Venezuela, dir. non-automotive ops., Europe; vice chmn. Chrysler Corp., Highland Park, Mich., 1979-85, chmn., 1985—, chmn. Chrysler Motors, 1985—. bd. dirs. Detroit United Fund, Detroit United Found., Detroit Renaissance. Served with USAF, 1957-60. Mem. Young Presidents Orgn., N.A.M., U.S. C. of C. (bd. dirs.), Hwy. Users Fedn. (exec. com.), Motor Vehicle Mfrs. Assn. (exec. com.), Econ. Club Detroit. Clubs: Princeton, Detroit Athletic.

WHO'S WHO IN AMERICA: 1986-87

MAXWELL, HAMISH, diversified consumer products company executive; b. 1926. B.A., Cambridge U., Eng., 1949. With Thomas Cook Sons & Co., 1949-54, with Philip Morris, Inc., 1954-85, salesman, Richmond, Va., 1954-69, v.p., 1969-76, sr. v.p., 1976-78, exec. v.p., 1978-83, pres., chief operating officer, 1983-84, chmn., chief exec. officer, 1984-85, also dir.; with Philip Morris Internat., 1961-83, advt. dir, 1961-63, v.p. mktg., 1963-65, regional v.p., Asia/Pacific region, 1965-73, exec. v.p. Canadian & Asia/Pacific regions, 1973-75, exec. v.p. Can./Asia & Europe/Middle East/Asia regions, 1975-78, pres., chief exec. officer, 1978-85, chmn., chief exec. officer, also dir. Philip Morris Cos., Inc. (holding co. of Philip Morris Inc. & Philip Morris Internat.), 1985—. Served with RAF, 1944-47. Office: Philip Morris Cos Inc 120 Park Ave New York NY 10017

WHO'S WHO IN AMERICA: 1986-87

MC GOVERN, R. GORDON, bakery products company executive; b. Norristown., Pa., Oct. 22, 1926; s. James Joseph and Marion (Stritzinger) McG.; m. Julia Merrow, June 4, 1955; children: Lucinda, Jennifer, Martha, Douglas. Student, Williams Coll., 1944-45, Coll. Holy Cross, 1945-46; A.B., Brown U., 1948; M.B.A., Harvard U., 1950. With Pepperidge Farm, Inc., 1956-80, pres., 1968-80; also dir.; v.p. Campbell Soup Co., 1976-80, exec. v.p., 1980, pres., 1980—; dir. N.Am. Life Assurance Co., Toronto, Ont., Can., Phila. Nat. Bank, Smith Kline Beckman, DNAP, Inc. Trustee Wheaton Coll., Norton, Mass., 1976—. Served to lt. USNR, 1944-46, 52-54. Mem. Am. Mktg. Assn., Am. Soc. Bakery Engrs., Grocery Mfrs. Assn. (bd. dirs.), Phi Beta Kappa, Sigma Xi, Delta Upsilon. Home: 182 Lounsbury Rd Ridgefield CT 06877 Office: Campbell Soup Co Camden NJ 08101

WHO'S WHO IN AMERICA: 1986-87

O'REILLY, ANTHONY JOHN FRANCIS, food company executive; b. Dublin, Ireland, May 7, 1936; s. John Patrick and Aileen (O'Connor) O'R.; m. Susan Cameron, May 5, 1962; children: Susan, Cameron, Justine, Gavin, Caroline, Tony. Student, Belvedere Coll., Dublin, Univ. Coll., Dublin, Wharton Bus. Sch. Overseas, 1965; B.C.L.; D.C.L. (hon.), Ind. State U.; Ph.D. in Agrl. Mktg. U. Bradford, Eng.; LL.D. (hon.), Wheeling Coll., Trinity Coll., Dublin, Rollins U. Indsl. cons. Weston Evans, 1958-62; personal asst. to chmn. Suttons Ltd., Cork, 1960-62; lectr. dept. applied psychology Univ. Coll., Cork, 1960-62; dir. Robert McCowen & Sons Ltd., Tralee, 1961-62; gen. mgr. An Bord Bainne/Irish Dairy Bd., 1962-66; dir. Agrl. Credit Corp. Ltd., 1965-66, Nitrigin Eireann Teoranta, 1965-66; mng. dir., chief exec. officer Comhlucht Siuicre Eireann Teo. and Erin Foods Ltd., 1966-69; joint mng. dir. Heinz-Erin Ltd., 1967-70; dir. Allied Irish Investment Bank Ltd., 1968-71; mng. dir. H.J. Heinz Co. Ltd., U.K., 1969-71; dir. Thyssen-Bornemisza Co., Rotterdam, 1970-71; sr. v.p. N.Am. and Pacific H.J. Heinz Co., 1971-72, exec. v.p., chief operating officer, 1972-73; pres., chief operating officer, dir. World Hdqrs., Pitts., 1973-79, pres., chief exec. officer, 1979—; chmn. Atlantic Resources, Dublin, Ind. Newspapers Ltd., Dublin, Fitzwilton Ltd., Dublin, Ireland Fund. Author: Prospect, 1962, Developing Creative Management, 1970, The Conservative Consumer, 1971, Food for Thought, 1972. Fellow Brit. Inst. Mgmt.; mem. Inst. Dirs., Inc., Law Soc. Ireland. Clubs: St. Stephens Green (Dublin), Kildare St. (Dublin), University (Dublin); Annabels (London), Les Ambassadeurs (London); Union League (N.Y.C.); Duquesne (Pitts.), Allegheny (Pitts.), Fox Chapel Golf (Pitts.), Pittsburgh Golf (Pitts.); Rolling Rock (Ligonier); Lyford Cay (Bahamas). Office: PO Box 57 Pittsburgh PA 15230

WHO'S WHO IN AMERICA: 1986-87

PEROT, H. ROSS, data processing services company executive; b. 1930; married. Ed., U.S. Naval Acad. Data processing salesman IBM Corp., 1957-62; with Electronic Data Systems Corp., Dallas, 1962—, now chmn., chief exec. officer, also dir. Served with USN, 1953-57. Office: Electronic Data Systems Corp 7171 Forest Ln Dallas TX 75230*

WHO'S WHO IN AMERICA: 1986-87

ROBINSON, JAMES D., III, corporation executive; b. Atlanta, Nov. 19, 1935. B.S., Ga. Inst. Tech., 1957; M.B.A., Harvard U., 1961. Officer various depts. Morgan Guaranty Trust Co. of N.Y., N.Y.C., 1961-66, asst. v.p., staff asst. to chmn. bd. and pres., 1967-68; gen. partner corp. fin. dept. White, Weld & Co., 1968-70; exec. v.p. Am. Express Co., N.Y.C., 1970-75, pres., 1975-77, chmn. bd., chief exec. officer, 1977—, dir., 1975—; pres., chief exec. officer Am. Express Internat. Banking Corp., 1971-73; dir. Bristol-Myers Co., Coca Cola Co., Fireman's Fund Ins. Cos.; mem. adv. council on Japan-U.S. Econ. Relations; mem. U.S. sect. European Community-U.S. Businessmen's Council; bd. dirs. Econ. Devel. Council N.Y.C., Inc. Chmn. Meml. Hosp. for Cancer and Allied Diseases; vice chmn. bd. overseers, bd. mgrs. Meml. Sloan Kettering Cancer Center; mem. council Rockefeller U.; chmn. bd. govs. United Way Am.; chmn. N.Y. State Savs. Bond Co., 1980-81. Served to lt. USNR, 1957-59. Mem. Bus. Roundtable, N.Y. C. of C. and Industry (dir.), Bus. Council (vice chmn.), Council Fgn. Relations. Clubs: Economic (N.Y.C.); Pilgrims of U.S. Office: Am Express Plaza New York NY 10004

WHO'S WHO IN AMERICA: 1986-87

WEATHERSTONE, DENNIS, banker; b. London, Nov. 29, 1930, s. Henry Philip and Gladys (Hart) W.; m. Marion Blunsum, Apr. 4, 1959; children—Hazel, Cheryl, Gretel, Richard Paul. Student, Northwestern Poly., London, 1946-49. Sr. v.p. Morgan Guaranty Trust Co. N.Y., N.Y.C., 1972-77, exec. v.p., 1977-79, treas., 1977-79, vice chmn., 1979-80, chmn. exec. com., 1980—. Home: 28 Beach Dr Darien CT 06820 Office: Morgan Guaranty Trust Co NY 23 Wall St New York NY 10015

WHO'S WHO IN AMERICA: 1986-87

WOOLARD, EDGAR SMITH, JR., chemical company executive; b. Washington, N.C., Apr. 15, 1934; s. Edgar Smith and Mamie Rowena (Boone) W.; m. Peggy Lou Harrell, June 9, 1956; children: Barbara Annette, Lynda Denise. B.S., N.C. State U., 1956. Gen. mgr. textile fibers El du Pont de Nemours & Co Inc., Wilmington, Del., 1977-81, v.p. textile fibers, 1981-83, exec. v.p., 1983-85, vice chmn., 1985—, dir.; dir. Diamond State Telephone Co., Wilmington, N.C. Textile Found., Raleigh, Del. Trust Bank. Bd. dirs. Young Men's Christian Assn., Wilmington, 1977—; trustee Med. Ctr. Del., 1985—. Served to lt. U.S. Army, 1957. Lodges: Rotary; Masons. Office: El du Pont de Nemours & Co Inc 1007 Market St Wilmington DE 19898

THE INSTITUTE FOR ADVANCED STUDY

February 3, 1986

To: The Board of Trustees

From: Thornton F. Bradshaw
Chairman of the Nominating Committee

The Nominating Committee, at its meeting on February 3, 1986, has nominated Dr. T. D. Lee to the Board of Trustees. Dr. Lee would be replacing George Field in the Class of 1988. He was chosen from a list of candidates approved by both the School of Natural Sciences and the Director, and has been both a Visiting Member and a Professor at the Institute for Advanced Study. Together with C. N. Yang, he won a Nobel prize in 1957. He is currently a professor at Columbia University.

Since we would like him to be able to attend the April meeting of the Board, would you kindly mark your vote below and send it to Patricia Labalme in the enclosed envelope? Thank you very much.

- - - - -

I ☐ do ☐ do not approve the election of Dr. T. D. Lee as a member of the Board of Trustees of the Institute for Advanced Study.

(Name)

COMMENTS:

Who's Who in America 1984-85

LEE, TSUNG-DAO, physics educator; b. Shanghai, China, Nov. 25, 1926; s. Tsing-Kong L. and Ming-Chang (Chang); m. Jeannette Chin, June 3, 1950; children: James, Stephen. Student, Nat. Chekiang U., Kweichow, China, 1943-44, Nat. S.W. Assoc. U., Kunming, China, 1945-46; Ph.D., U. Chgo., 1950. Research assoc. in astronomy U. Chgo., 1950; research assoc., lectr. physics U. Calif.-Berkeley, 1950-51; mem. Inst. for Advanced Study, Princeton, N.J., 1951-53, prof. physics, 1960-63; asst. prof. Columbia U., N.Y.C., 1953-55, assoc. prof., 1955-56, prof. physics, 1956-60, 63—, Enrico Fermi prof. physics, 1964, adj. prof., 1960-62; Loeb lectr. Harvard U., 1957, 64. Recipient Albert Einstein sci. award Yeshiva U., 1957, Nobel prize in physics (with Chen Ning Yang), 1957. Mem. Nat. Acad. Sci. Office: Dept Physics Columbia U New York NY 10027 *

THE INSTITUTE FOR ADVANCED STUDY

PATRICIA H. LABALME
Associate Director

February 3, 1986

Mr. Thornton F. Bradshaw
Chairman of the Board
RCA Corporation
30 Rockefeller Plaza
New York, NY 10020

Dear Brad,

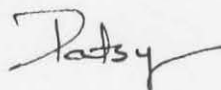
Enclosed please find the minutes for our meeting this morning. Would your secretary kindly call my office with any changes? (You will notice that I added our approval of the minutes--secretary's prerogative!)

As to which class we should recommend for these candidates, please see the enclosed suggestions. T. D. Lee will go in the Class of 1988 to replace George Field, and the other two vacancies (in order to keep our classes even) will be, assuming Dick Dilworth's resignation, in the Class of 1990 and the Class of 1991. I suggest that Elizabeth McCormack (or whoever is put forward if she declines) go in the Class of 1991, and Goldberger/or/Branscomb in the Class of 1990. In either case, McCormack, Goldberger, or Branscomb would be able to stay for two terms of five years each, given their ages now.

The ballot on T. D. Lee will go in the mails today.

With thanks for your hosting the meeting today,

Sincerely yours,



Patricia H. Labalme

D R A F T

M I N U T E S

Meeting of the Nominating Committee

February 3, 1986

New York, New York

Present: Messrs. Bradshaw (Chairman), Segal, Woolf; also Mrs. Labalme.

Absent: Mr. Brown.

Minutes: Mr. Bradshaw opened the meeting at 10:30 a.m. with the approval of the minutes of October 26, 1985, as circulated.

Vacancies: Mr. Bradshaw stated that there were at least three vacancies on the Board.

Dr. T. D. Lee was nominated to fill the vacancy left by George Field in the Class of 1988. In order to make possible Dr. Lee's attendance at the April meeting of the Board, a ballot on his nomination will be sent out immediately to the Board to vote on.

The need for someone conversant with high technology was discussed, and the Committee decided to put forward the names of Marvin L. Goldberger, President of the California Institute of Technology or Lewis M. Branscomb, chief scientist with IBM. Mr. Bradshaw would inquire about the availability of these two men in that order.

Other possible nominees were discussed and were ranked as follows: Elizabeth McCormack, Howard Johnson, Vartan Gregorian, A. Bartlett Giamatti, Henry Rosovsky. Mr. Bradshaw would approach these possible candidates in this sequence and would report back to the Nominating Committee at its next meeting.

Officers:

The election of Board and Corporation officers was discussed. It was proposed that Mr. Wolfensohn be elected Chairman of the Board and Mr. Forrestal be elected President of the Corporation and Vice-Chairman of the Board at the April meeting. Mr. Bradshaw would consult first with Mr. Wolfensohn and then Mr. Forrestal about these changes.

There being no further business, the meeting was adjourned at 11:15 a.m.

Respectfully submitted,

Patricia H. Labalme
Secretary to the Corporation

THE INSTITUTE FOR ADVANCED STUDY

BOARD OF TRUSTEES

(will be class of 1991)

Term expires April 1986

J. F. Akers
F. L. Byrom
→ M. E. Segal

Term expires April 1988

G. K. Delmas
S. M. Hufstedler
F. E. Taplin
T. D. Lee

Term expires April 1987

T. F. Bradshaw
W. Guth
R. E. Hansmann
G. D. Mostow

Term expires April 1989

D. Bell
Z. Stewart
D. B. Straus
M. Vaillaud

Term expires April 1990

→ C. L. Brown
J. R. Dilworth
M. V. Forrestal
J. D. Wolfensohn

TRUSTEES EMERITI

J. L. Doob
S. D. Drell
Lloyd K. Garrison
H. C. Petersen
N. Simon

TRUSTEE EX OFFICIO

Harry Woolf, Director

OFFICERS OF THE BOARD AND THE CORPORATION

J. Richardson Dilworth
Chairman of the Board

Ralph E. Hansmann
Treasurer

James D. Wolfensohn
President of the Corporation and
Vice-Chairman of the Board

Donald C. Jenkins
Assistant Treasurer

Patricia H. Labalme
Secretary

September 1985

THE INSTITUTE FOR ADVANCED STUDY
Year and month of Election and date of Birth

TRUSTEES

J. Richardson Dilworth	April 1964	06-09-1916
Donald B. Straus	October 1968	06-28-1916
Michael V. Forrestal	April 1969	11-26-1927
Ralph E. Hansmann	October 1976	05-25-1918
Frank E. Taplin	April 1971	06-22-1915
Martin E. Segal	April 1972	08-15-1916
Fletcher L. Byrom	April 1977	07-13-1918
Gladys K. Delmas	April 1978	07-03-1913
Zeph Stewart	April 1979	01-01-1921
James D. Wolfensohn	April 1979	12-01-1933
Charles L. Brown	October 1979	08-23-1921
Daniel Bell	October 1979	05-10-1919
Wilfried Guth	October 1981	07-08-1919
Thornton F. Bradshaw	April 1982	08-04-1917
George D. Mostow	April 1982	07-04-1923
John F. Akers	November 1984	12-28-1934
Michel Vaillaud	November 1984	12-23-1931
Shirley M. Hufstedler	April 1985	08-24-1925

TRUSTEES EMERITI

Years served

Joseph L. Doob	April 1974 to April 1982
Sidney D. Drell	April 1974 to April 1983
Lloyd K. Garrison	April 1953 to April 1971
Howard C. Petersen	April 1969 to April 1984
Norton Simon	April 1970 to April 1980

January 1986

10/11/1986

40 WALL STREET
NEW YORK, N. Y. 10005

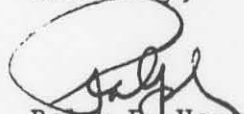
January 23, 1986

Dear Brad,

In response to your request for suggestions for Board members of The Institute for Advanced Study, I suggest Helene L. Kaplan. She is a member of the firm of Webster & Sheffield, Chairman of the Board of Trustees of Barnard College, and also Chairman of the Board of Trustees of the Carnegie Corporation of New York. In addition, she serves as a Trustee or Director of many other institutions or companies which are listed in her resume, a copy of which I enclose herewith.

I have known Helene for many years and find her to be a most intelligent, energetic and attractive person with broad experience and sound judgment. You probably know of her through Pat's activities at Barnard College. In addition she is well-known to Jim Wolfensohn.

Sincerely,



Ralph E. Hansmann

Mr. Thornton F. Bradshaw,
Chairman of the Board
RCA Corporation
30 Rockefeller Plaza
New York, New York 10020

REH/imr

Enc.

cc: Ms. Patricia Labalme

HELENE L. KAPLAN

PROFESSIONAL

Member of the firm of Webster & Sheffield, One Rockefeller Plaza,
New York, New York 10020.

CURRENT ACTIVITIES

Chairman of the Board of Trustees, Barnard College.
Chairman of the Board of Trustees, Carnegie Corporation of New York.
Member, Advisory Committee to the U.S. Secretary of State on South Africa.
Member, Council on Foreign Relations.
Trustee, John Simon Guggenheim Memorial Foundation.
Director, The May Department Stores Company.
Trustee, The MITRE Corporation.
Trustee, Mount Sinai Hospital, Medical School and Medical Center.
Trustee, New York Foundation.
Member, New York State Governor's Task Force on Life and the Law.
Trustee, New York University Law Center Foundation.
Member, Rockefeller University Council.
Member, The Bretton Woods Committee.
Member, Women's Forum, Inc.

Trustee, Catskill Center for Conservation and Development, Inc.
Trustee, Olive Free Library Trust, Town of Olive, New York.

PREVIOUS ACTIVITIES

Trustee, Columbia University Press, 1977-80.
Trustee, New York Council for the Humanities, 1976-81; (Chairman, 1978-81)
Director, New York City Public Development Corporation, 1978-84;
(Vice Chairman, 1979-81).
Director, Toys "R" Us, Inc., 1978-80.
Director, American Arbitration Association, 1979-82.
Member, Committee on Philanthropic Organizations, 1978-81 and
Committee on Professional Responsibility, 1980-83 of the
Association of the Bar of the City of New York.

EDUCATION

Barnard College (A.B. 1953, *cum laude*)
New York University Law School (J.D. 1967)

PERSONAL

Born: June 1933, New York City
Married; two daughters
Residences: 146 Central Park West, New York, New York 10023;
Olive Bridge, New York 12461
Clubs: The Cosmopolitan Club; The Coffee House

THE INSTITUTE FOR ADVANCED STUDY

PATRICIA H. LABALME
Associate Director

September 12, 1985

Mr. Thornton F. Bradshaw
Chairman of the Board
RCA Corporation
30 Rockefeller Plaza
New York, NY 10020

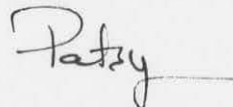
Dear Brad,

Just a note to remind you as Chairman of the Nominating Committee that due to George Field's and Howard Kauffmann's resignations, we are down to twenty Trustees (including the Director).

Our By-Laws state that "normally the Board shall be not less than twenty and not more than twenty-five in number, in addition to the Director and Honorary Trustees."

So I think we do need to consider some candidates for election in April, and I hope you will be able to be here for our October 25-26 meetings so that we can have a Nominating Committee meeting Saturday morning at 8:00 a.m. If not, should we plan one at a different date in New York, sooner rather than later?

Sincerely yours,



Patricia H. Labalme

cc: J. Richardson Dilworth

THE INSTITUTE FOR ADVANCED STUDY

PATRICIA H. LABALME

Associate Director

January 15, 1986

Memorandum

To: Members of the Nominating Committee

From: Patricia H. Labalme ^{PHL}

Re: New Trustees

This will serve as a reminder that there will be a meeting of the Nominating Committee on February 3, at 10:30 a.m. in Thornton Bradshaw's office, 30 Rockefeller Plaza, 53rd floor.

1) The nomination of Dr. T. D. Lee is proposed as academic Trustee to fill the vacancy left by George Field's resignation. Dr. Lee was chosen from a list approved by the School of Natural Sciences and he has been both a Visiting Member and Professor at the Institute for Advanced Study. Together with C. N. Yang, he won a Nobel prize in 1957.

2) At the last Nominating Committee meeting and in subsequent weeks, the following names have been raised as possible candidates:

Ed David
A. Bartlett Giamatti
Vartan Gregorian
Howard Johnson
Richard Lyman
Henry Rosovsky
Franklin Thomas
Clifton Wharton

3) Some women candidates on earlier lists include:

Betsy Ancker-Johnson (Vice President for environmental activities at General Motors)
Pat Edgerton
Katherine Graham
Carla Hills
Ada Louise Huxtable
Elizabeth McCormack
Cecily Selby

4) You will recall that at the fall meeting of the Board, some concern was expressed about the need for someone highly conversant with technology. These names were mentioned:

Marvin L. Goldberger, President of CalTech
Lewis M. Branscomb, Chief Scientist with IBM
Lawrence G. Rawl, Senior Vice President of Exxon

5) Going back through our files, here are some other names which have been under consideration at one time or another:

James E. Bacon, Executive Vice President of U.S. Trust
Gerald Greenwald, Vice President of Chrysler
Philip Hawley, Carter Hale Stores (located in Los Angeles)
Soedjatmoko (Indonesian), Rector of United Nations University in Tokyo
Keizo Saji, Chairman and President of Suntory Ltd. in Japan
The possibility of an officer from Matsushita or other major Japanese company with American headquarters in New Jersey was also discussed.

6) Please either send in or telephone me with any further suggestions you may have.

Brief descriptions of most of the above are included on enclosed sheets, listed in alphabetical order. Also attached is a profile of the composition of the present Board and an indication of future retirements.

January 1986

Data on the Board of Trustees for the Nominating Committee

Vacancies

The following Trustees will be ineligible for reelection:

Frank E. Taplin	in	1988
Gladys K. Delmas		1988
Donald B. Straus		1989
J. Richardson Dilworth		1990

The Board is currently at 17 members, in addition to the Director. According to our Bylaws, the Board should number between 15 and 25.

Composition

Curently, we have

INDUSTRY AND BUSINESS: 6
(Akers, Bradshaw, Brown, Byrom, Straus, Vaillaud)

ACADEMIC: 4
(Bell, Mostow, Stewart, Woolf)

FINANCE AND BANKING: 4
(Dilworth, Guth, Hansmann, Wolfensohn)

ARTS: 2
(Segal, Taplin)

LAW: 1
(Forrestal)

FOUNDATIONS AND PHILANTHROPY: 1
(Delmas)

Who's Who of American Women
1983-84

ANCKER-JOHNSON, BETSY, physicist, exec.; b. St. Louis, Apr. 29, 1927; d. Clinton James and Fern (Lalan) Ancker; B.A. in Physics with high honors (Pendleton scholar), Wellesley Coll., 1949; Ph.D. magna cum laude, U. Tuebingen (Germany), 1953; D.Sc. (hon.), Poly. Inst. N.Y., 1979; LL.D. (hon.), Bates Coll., 1980; m. Harold Hunt Johnson, Mar. 15, 1958; children—Ruth P. Johnson, David H. Johnson, Paul A. Johnson, Martha H. Johnson. Instr., jr. research physist U. Calif., 1953-54; physicist, Sylvania Microwave Physics Lab., 1956-58; mem. tech. staff RCA Labs., 1958-61; research specialist Boeing Co., 1961-70, exec., 1970-73; asst. sec. commerce for sci. and tech., 1973-77; dir. phys. research Argonne Nat. Lab. (Ill.), 1977-79; v.p. environ. activities staff Gen. Motors Tech. Center, Warren, Mich., 1979—; affiliate prof. elec. engring. U. Wash., 1964-73. Mem. staff Inter-Varsity Christian Fellowship, 1954-56. Trustee Wellesley Coll., 1972-77. AAUW fellow, 1950-51; Horton Hollowell fellow, 1951-52; NSF grantee, 1967-72. Fellow Am. Phys. Soc. (councillor-at-large 1973-76), IEEE; mem. Nat. Acad. Engring.; Phi Beta Kappa, Sigma Xi. Author, patentee in field. Office: Environmental Activities Staff GM Technical Center Warren MI 48090

Who's Who in America 1984-85

BACON, JAMES EDMUND, banker; b. Mt. Vernon, N.Y., Feb. 27, 1931; s. John Anderson and Charlotte (Robb) B.; m. Edith Morgan Williamson, Oct. 5, 1963; children: Charlotte M., Rachel P., J. Nicholas. A.B., Harvard Coll., 1952, LL.B., 1958. Bar: D.C. 1959, N.Y. 1967. Assoc. Steadman, Collier & Shannon, Washington, 1958-61; atty.-adviser Securities and Exchange Commn., Washington, 1961-63; v.p. Am. Stock Exchange, N.Y.C., 1963-68; sr. v.p., dir. White, Weld and Co., N.Y.C., 1968-78; exec. v.p. U.S. Trust Co. of N.Y., 1978—. Trustee The Day Sch., N.Y.C., 1982—. Served to lt. (j.g.) USN, 1952-55. Mem. N.Y. State Bankers Assn. (dir. 1982—), Downtown-Lower Manhattan Assn. (dir., asst. treas. 1980—). Clubs: Racquet and Tennis (N.Y.C.); Metropolitan (Washington). Home: 169 E 69th St New York NY 10021 Office: US Trust Co of NY 45 Wall St New York NY 10005

Who's Who in America 1984-85

BRANSCOMB, LEWIS MCADORY, physicist; b. Asheville, N.C., Aug. 17, 1926; s. Bennett Harvie and Margaret (Vaughan) B.; m. Margaret Anne Wells, Oct. 13, 1951; children—Harvie Hammond, Katharine Capers. A.B. summa cum laude, Duke U., 1945, D.Sc. (hon.); M.S., Harvard U., 1947, Ph.D., 1949; D.Sc. (hon.), Poly. Inst. N.Y., Clarkson Coll., Rochester U., U. Colo., Western Mich. U., Lycoming Coll., L.H.D., Pace U. Instr. physics Harvard U., 1950-51; lectr. physics U. Md., 1952-54; vis. staff mem. Univ. Coll., London, 1957-58; chief atomic physics sect. Nat. Bur. Standards, Washington, 1954-60, chief atomic physics div., 1960-62; chmn. Joint Inst. Lab. Astrophysics, U. Colo., 1962-65, 68-69; chief lab. astrophysics div. Nat. Bur. Standards, Boulder, Colo., 1962-69; prof. physics U. Colo., 1962-69; dir. Nat. Bur. Standards, 1969-72; chief scientist, v.p. IBM Corp., Armonk, N.Y., 1972—; chmn. commn. atomic and molecular physics and spectroscopy Internat. Union Pure and Applied Physics, 1972-75; mem. JASON div. Inst. Def. Analyses, 1962-69; chmn. gen. com. Internat. Conf. Physics of Electron and Atomic Collisions, 1969-71; U.S. rep. to CODATA com. Internat. Council Sci. Unions, 1970-73; mem.-at-large Def. Sci. Bd., 1969-72; mem. high level policy group sci. and tech. info. Orgn. Econ. Coop. and Devel., 1968-70; mem.

Pres.'s Sci. Adv. Com., 1965-68, chmn. panel space sci. and tech., 1967-68; mem. Nat. Sci. Bd., 1978—, chmn., 1980—; mem. Pres.'s Nat. Productivity Adv. Com., 1981-82; mem. standing com. controlled thermonuclear research AEC, 1966-68; mem. adv. com. on sci. and fgn. affairs Dept. State, 1973-74; mem. U.S.-USSR Joint Commn. on Sci. and Tech., 1977-80; chmn. Com. on Scholarly Communications with the People's Republic of China, 1977-80; dir. Gen. Foods Corp., Mobil Corp.; Mem. pres.'s bd. visitors U. Okla., 1968-70; mem. astronomy and applied physics vis. coms. Harvard bd. overseers, 1969—; mem. physics vis. com. M.I.T., 1974-79; mem. Pres.'s Com. Nat. Medal Scis., 1970-72; Bd. dirs. Am. Nat. Standards Inst., 1969-72; trustee Carnegie Instn., 1973—, Poly. Inst. N.Y., 1974-78, Vanderbilt U., 1980—. Editor: Rev. Modern Physics, 1968-73. Served to lt. (j.g.) USNR, 1945-46. USPHS fellow, 1948-49; Jr. fellow Harvard Soc. Fellows, 1949-51; recipient Rockefeller Pub. Service award, 1957-58, Gold medal exceptional service Dept. Commerce, 1961, Arthur Flemming award D.C. Jr. C. of C., 1962, Samuel Wesley Stratton award Dept. Commerce, 1966, Career Service award Nat. Civil Service League, 1968, Proctor prize Research Soc. Am., 1972. Fellow Am. Phys. Soc. (chmn. div. electron physics 1961-68, pres. 1979), AAAS (dir. 1969-73), Am. Acad. Arts and Scis.; mem. Nat. Acad. Scis. (council 1972-75), Nat. Acad. Engring., Washington Acad. Scis. (Outstanding Sci. Achievement award 1959), Nat. Acad. Public Adminstrn., Internat. Astron. Union, Am. Geophys. Union, Am. Astron. Soc., Internat. Union Geodesy and Geophysics, Am. Philos. Soc., Phi Beta Kappa, Sigma Xi Club; American Yacht (Rye, N.Y.). Office: Old Orchard Rd Armonk NY 10504

Who's Who in America
 1984-85

DAVID, EDWARD EMIL, JR., electrical engineer, business executive; b. Wilmington, N.C., Jan. 25, 1925; s. Edward Emil and Beatrice (Liebman) D.; m. Ann Hirshberg, Dec. 23, 1950; 1 dau., Nancy. B.S., Ga. Inst. Tech., 1945; M.S., Mass. Inst. Tech., 1947, Sc.D., 1950; D.Enging. (hon.), Stevens Inst. Tech., 1971, Poly. Inst. Bklyn., 1971, U. Mich., 1971, Carnegie-Mellon, 1972, Lehigh U., 1973, U. Ill. at Chgo., 1973, Rose-Hulman Inst. Tech., 1978, U. Fla., 1982, Rensselaer Poly. Inst., 1982. Exec. dir. research Bell Telephone Labs., Murray Hill, N.J., 1950-70; sci. adviser to Pres. Nixon; dir. Office Sci. and Tech., Washington, 1970-72; exec. v.p. Gould, Inc., 1973-77; ind. cons., 1977; v.p. Exxon Corp., N.Y.C., 1978-80; pres. Exxon Research and Engring. Co., Florham Park, N.J., 1977—; dir. Materials Research Corp., Orangeburg, N.Y.; cons. Nat. Security Council, 1974-77; mem. def. sci. bd. Dept. of Def., 1974-75; chmn. Nat. Task Force on Tech. and Soc.; U.S. rep. to NATO Sci. Com. Author: (with Dr. J.R. Pierce) *Man's World of Sound*, 1958, (with Dr. J.R. Pierce and W.A. van Bergeijk) *Waves and the Ear*, 1960, (with Dr. J.G. Truxal) *The Man-Made World*, 1969 (Lanchester prize Operations Research Soc. Am. 1971); Contbr. articles to prof. journs. Mem. Bicentennial adv. com. Chgo. Mus. Sci. and Industry, 1974-75; mem. adv. bd. Office of Phys. Scis., NRC, 1976—; mem. Pres.'s Commn. on Nat. Medal of Sci., 1975-78; mem. vis. com. to div. phys. scis. U. Chgo., 1976—; mem. adv. council Humanities Inst., 1976—; trustee Aerospace Corp., 1974-81; chmn. bd. trustees, 1975-81; mem. corp. MIT, 1974—, also mem. exec. com., energy adv. bd.; bd. dirs. Summit (N.J.) Speech Sch., 1967-70; mem. Marshall Scholarships Adv. Council; mem. adv. and resource council Princeton U.; mem. cons. sci. com. Chateaubriand Scholarships; trustee Carnegie Instn. of Washington. Served with USNR, 1943-46. Recipient George W. McCarty award Ga. Inst. Tech., 1958, award Summit Jr. C. of C., 1959; Am. Soc. M.E. award merit, 1971; Harold Pender award Moore Sch. U. Pa., 1972; N.C. award, 1972; award for disting. contbn. Soc. Research Adminstrs., 1980; N.J. Sci. and Tech. medal, 1982. Fellow IEEE, Acoustical Soc. Am., Am. Acad. Arts and Scis., AAAS (dir. 1974-75, 77-80, 80—, pres. 1977-78, chmn. bd. dirs. 1979-80), Audio Engring. Soc.; mem. Nat. Acad. Sci., Assn. Computing Machinery, Engring. Soc. Detroit, Nat. Acad. Engring. Patentee in field. Office: Exxon Research and Engring Co 180 Park Ave PO Box 101 Florham Park NJ 07932

Who's Who in America
1984-85

GIAMATTI, A. BARTLETT, university president, English educator;
b. Boston, Apr. 4, 1938; (m), 1960; 3 children. B.A., Yale U., 1960,
Ph.D. in Comparative Lit, 1964; LL.D., Princeton U., 1978, Harvard

U., 1978, Notre Dame U., 1982, Coll. of New Rochelle, 1982,
Dartmouth Coll., 1982; Litt.D., Am. Internat. Coll., 1979, Jewish
Theol. Sem. Am., 1980, Atlanta U., 1981. Instr. in Italian and
comparative lit. Princeton U., 1964-65, asst. prof., 1965-66; asst. prof.
English Yale U., 1966-68, asso. prof., 1968-71, prof. English and
comparative lit., 1971—, master Ezra Stiles Coll., 1970-72, Frederick
Clifford Ford prof. English and comparative lit., 1976-77, John Hay
Whitney prof. English and comparative lit., 1977-78, pres. univ.,
1978—; vis. prof. comparative lit. N.Y. U., summer 1966; mem.
faculty Bread Loaf Sch. English, summers 1972, 73, 74. Author: *The
Earthly Paradise and the Renaissance Epic*, 1966, *Play of Double
Senses: Spenser's Faerie Queene*, 1975, *The University and the Public
Interest*; editor: (with others) *The Songs of Bernart de Ventadorn*
1962, *Ludovico Ariosto's Orlando Furioso*, 1968, A. Variorum
Commentary On the Poems of John Milton, Vol. 1, 1970, *Western
Literature*, 3 vols, 1971. Decorated comdr. Order of Merit, Italy;
Guggenheim fellow, 1969-70. Fellow Am. Acad. Arts and Scis.; mem.
MLA, Am. Philos. Soc., Dante Soc. Am., Am. Comparative Lit. Assn.,
Council for Fin. Aid to Edn., Commn. on Humanities, Mediaeval Soc.
Am., Council on Fgn. Relations, Nat. Commn. on Excellence in Edn.
Office: Office of Pres Yale U New Haven CT 06520

Who's Who in America 1984-85

GREENWALD, GERALD, automotive company executive; b. St. Louis, Sept. 11, 1935; s. Frank and Bertha G.; m. Glenda Lee Gerstein, June 29, 1958; children: Scott, Stacey, Bradley, Joshua. B.A. Cumlaude (Univ. scholar), Princeton U., 1957; M.A., Wayne State U., 1962. With Ford Motor Co., 1957-79; pres. Ford Venezuela, dir. non-automotive ops., Europe; vice chmn. Chrysler Corp., Highland Park, Mich., 1979—. Chmn. Meadowbrook Festival; bd. dirs. Detroit United Fund. Served with USAF, 1957-60. Mem. Young Presidents Orgn., Econ. Club Detroit. Clubs: Princeton, Detroit Athletic.

Who's Who in America 1984-85

GOLDBERGER, MARVIN L., educator, physicist, institute technology president; b. Chgo., Oct. 22, 1922; s. Joseph and Mildred (Sedwitz) G.; m. Mildred Ginsburg, Nov. 25, 1945; children: Samuel M., Joel S. B.S., Carnegie Inst. Tech., 1943; Ph.D., U. Chgo., 1948. Research asso. Radiation Lab., U. Calif., 1948-49; research asso. Mass. Inst. Tech., 1949-50; asst.-asso. prof. U. Chgo., 1950-55, prof., 1955-57; Higgins prof. physics Princeton U., 1953-54, 57-78, chmn. dept., 1970-76, Joseph Henry prof. physics, 1977-78; pres. Calif. Inst. Tech., Pasadena, 1978—; Mem. President's Sci. Adv. Com., 1965-69; Chmn. Fedn. Am. Scientists, 1971-73; dir. Gen. Motors Corp., Haskel, Inc., Interactive Systems Corp. Fellow Am. Phys. Soc., Am. Acad. Arts and Scis.; mem. Nat. Acad. Scis., Am. Philos. Soc., Council on Fgn. Relations. Club: Princeton (N.Y.C.). Home: 415 S Hill Ave Pasadena CA 91106

Who's Who of American Women 1983-84

GRAHAM, KATHARINE, newspaper co. exec.; b. N.Y.C., June 16, 1917; d. Eugene and Agnes (Ernst) Meyer, student Vassar Coll., 1934-36; A.B., U. Chgo., 1938; m. Philip L. Graham, June 5, 1940 (dec. 1963); children—Elizabeth Morris (Mrs. Elizabeth Weymouth), Donald Edward, William Welsh, Stephen Meyer. Reporter, San Francisco News, 1938-39; mem. editorial staff Washington Post, 1939-45, also Sunday, circulation and editorial depts., pub., 1969—; pres. Washington Post Co., 1963-73, chmn. bd., 1973—; dir. Bowaters Mersey Paper Co., Ltd., Newspaper Advt. Bur. Inc. Mem. adv. com. Inst. Politics, John Fitzgerald Kennedy Sch. Govt., Harvard. Bd. dirs. Overseas Devel. Council, A.P.; bd. dirs. Am. Newspaper Pubs. Assn., chmn. and pres., 1980, trustee George Washington U., U. Chgo., Urban Inst., Fed. City Council, Conf. Bd. Mem. Am. Soc. Newspaper Editors (dir.), Sigma Delta Chi. Clubs: Cosmopolitan (N.Y.C.); 1925 F Street, Nat. Press, Washington Press (Washington) Home: 2920 R St NW Washington DC 20007 Office: 1150 15th St NW Washington DC 20071

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GREGORIAN, VARTAN, library adminstr.; b. Tabriz, Iran, Apr. 8, 1934; came to U.S., 1962; s. Samuel B. and Shushanik G. (Mirzaian) G.; m. Clare Russell, Mar. 25, 1960; children—Vahe, Raffi, Dareh. Grad., Coll. Armenien, 1955; B.A., Stanford U., 1958, Ph.D., 1964; M.A. (hon.), U. Pa., 1972. Instr., asst. prof., asso. prof. history San Francisco State Coll., 1962-68; asso. prof. history U. Calif. at Los Angeles, 1968; asso. prof., prof. history U. Tex. at Austin, 1968-72, dir. spl. programs, 1970-72; Tarzian prof. Armenian and Caucasian history U. Pa., Phila., 1972-80, dean, 1974-79, provost, 1978-80; pres. N.Y. Public Library, 1981—; mem. Nat. Humanities Faculty, 1970—. Author: *The Emergence of Modern Afghanistan, 1880-1946*, 1969; editorial bd.: *Armenian Rev*, 1973—; contrb. articles to profl. jours. Chmn. Univ. Profs. for Sissy Farenthold for Gov. Tex., 1972; bd. dirs. Council Internat. Visitors. Recipient award of distinction Phi Lambda Theta and Phi Delta Kappa, 1980; Silver Cultural medal Italian Ministry Fgn. Affairs, 1977; Gold medal of honor City and Province of Vienna (Austria), 1976; Am. Philos. Soc. grantee, 1965, 66; Danforth E.H. Harbison Teaching award, 1969; Cactus Teaching award, 1971; Social Sci. Research Council fellow, 1960; Ford Found. Fgn. Area Tng. fellow, 1960-62; Am. Council Learned Socs.-Social Sci. Research Council fellow, 1965; John Simon Guggenheim fellow, 1971-72; Social Sci. Research Council fellow, 1971-72; Am. Council Edn. fellow, 1973. Mem. Am. Hist. Assn. (program chmn. 1972), Assn. Advancement Slavic Studies (program chmn. Western Slavic Conf. 1967), World Affairs Council Phila., Mid East Studies Assn., Phi Beta Kappa, Sierra Club. Office: NY Public Library 42d St and Fifth Ave New York NY 10018

Who's Who in America 1984-85

HAWLEY, PHILIP METSCHAN, retail executive; b. Portland, Oreg., July 29, 1925; s. Willard P. and Dorothy (Metschan) H.; m. Mary Catherine Follen, May 31, 1947; children: Diane (Mrs. Robert Bruce Johnson), Willard, Philip Metschan Jr., John, Victor, Edward, Erin, George. B.S., U. Calif., Berkeley, 1946; grad., Advanced Mgmt. Program, Harvard U., 1967. With Carter Hawley Hale Stores, Inc., Los Angeles, 1958—, pres., 1972-83, chief exec. officer, 1977—, chmn., 1983—, also dir.; dir. Atlantic Richfield Co., BankAm. Corp., Pacific Tel. & Tel. Co., Walt Disney Productions. Trustee Huntington Library and Art Gallery, Conf. Bd., Com. for Econ. Devel., Aspen Inst., Calif. Inst. Tech.; mem. vis. com. Harvard U. Grad. Sch. Bus. Adminstrn., UCLA Grad. Sch. Mgmt.; mem. Bus. Council, Bus. Roundtable; chmn. Los Angeles Energy Conservation Com., 1973-74. Served to ensign USNR, 1944-46. Decorated hon. comdr. Order Brit. Empire; knight comdr. Star Solidarity Republic Italy; recipient award of merit Los Angeles Jr. C. of C., 1974; Coro Pub. Affairs award, 1978; named Calif. Industrialist of Year Calif. Mus. Sci. and Industry, 1975. Mem. Phi Beta Kappa, Beta Alpha Psi, Beta Gamma Sigma. Clubs: California, Los Angeles Country (Los Angeles); Bohemian, Pacific-Union (San Francisco); Newport Harbor Yacht (Newport Beach, Calif.); Multnomah (Portland). Office: 550 S Flower St Los Angeles CA 90071

Who's Who of American Women 1984-85

HILLS, CARLA ANDERSON, lawyer, former sec. HUD; b: Los Angeles, Jan. 3, 1934; d. Carl H. and Edith (Hume) Anderson; A.B. cum laude, Stanford U., 1955; student St. Hilda's Coll., Oxford (Eng.) U., 1954; LL.B., Yale U., 1958; hon. degrees Pepperdine U., 1975, Washington U., 1977, Mills Coll., 1977, Lake Forest Coll., 1978; m. Roderick Maltman Hills, Sept. 27, 1958; children—Laura Hume, Roderick Maltman, Megan Elizabeth, Alison Macbeth. Admitted to Calif. bar, 1959, U.S. Supreme Ct. bar, 1965; asst. U.S. atty. civil div., Los Angeles, 1958-61; partner firm Munger, Tolles, Hills & Rickershauser, Los Angeles, 1962-74, Latham, Watkins & Hills,

Washington, 1978—; asst. atty. gen. civil div. Justice Dept., Washington, 1974-75; sec. HUD, 1975-77; dir. IBM Corp., Am. Airlines, Signal Cos., Inc., Standard Oil Co. Calif., adj. prof. Sch. Law, U. Calif. at Los Angeles, 1972; mem. Trilateral Comm., 1977—, Am. Com. on East-West Accord, 1977-79, Internat. Found. for Cultural Cooperation and Devel., 1977—, Fed. Acctg. Standards Adv. Council, 1978-80, bd. Intert. Exec. Service Corps. mem. corrections task force Los Angeles County Sub-Regional adv. bd. Calif. Council on Criminal Justice, 1969-71, mem. standing com. discipline U.S. Dist. Ct. for Central Calif., 1970-73; mem. Adminstrv. Conf. U.S., 1972-74, mem. exec. com. law and free soc. State Bar Calif., 1973; bd. councillors U. So. Calif. Law Center, 1972-74; trustee Pomona Coll., 1974-79, U. So. Calif., Brookings Inst.; mem. at large exec. com. Yale Law Sch., 1973—; mem. com. on Law Sch., Yale Univ. Council, Gordon Grand fellow Yale U., 1975; mem. Sloan Commn. on Govt. and Higher Edn., 1977-79, mem. advisory com. Princeton U., Woodrow Wilson Sch. of Pub. and Internat. Affairs, 1977—; trustee U. So. Calif., 1977-79, Norton Simon Mus. Art, Pasadena, Calif., 1976—, Urban Inst., 1978-80, Lawyers Com. for Civil Rights under Law, 1978—; co-chmn. Alliance To Save Energy, 1977—; vice chmn. adv. council on legal policy Am. Enterprise Inst., 1977—; bd. visitors, exec. com. Stanford U. Law Sch., 1978—; bd. dirs. Am. Council for Capital Formation, 1978—; mem. adv. com. M.I.T.-Harvard U. Joint Center for Urban Studies, 1978—, bd. govs. Nat. ARC, 1975—, Fellow Am. Bar Found.; mem. Los Angeles Women Lawyers Assn. (pres. 1964), Am. (chmn. publs. com. antitrust sect. 1972-74, council 1974, 77—), Fed. (pres. Los Angeles chpt. 1963), Los Angeles County (mem. fed. rules and practice com. 1963-72, chmn. issues and survey 1963-72, chmn. sub-com. revision local rules for fed. cts. 1966-72, mem. jud. qualifications com. 1971-72) bar assns., Am. Bar Inst. Clubs: Yale of So. Calif. (dir. 1972-74); Yale (Washington) Co-author: Federal Civil Practice, 1961; co-author, editor Antitrust Adviser, 1971; contbg. editor Legal Times, 1978—; mem. editorial bd. Nat. Law Jour., 1978—, Office: 1333 New Hampshire Ave. NW Suite 1200 Washington DC 20036

Who's Who of American Women 1983-84

HUXTABLE, ADA LOUISE, architecture critic; b. N.Y.C.; d. Michael Louis and Leah (Rosenthal) Landman; A.B. magna cum laude, Hunter Coll.; postgrad. N.Y. U.; hon. degrees Yale U., N.Y. U., Washington U., U. Pa., Radcliffe Coll., Oberlin Coll., Smith Coll., Skidmore Coll., Md. Inst., Mt. Holyoke Coll., Trinity Coll., LaSalle U., Pace Coll., Pratt Inst., Colgate U., Hamilton U., Williams Coll., Rutgers U., Bard Coll., Emerson Coll., C.W. Post Coll. at L.I. U., Cleve. State U., others; m. L. Garth Huxtable. Asst. curator architecture and design The Museum of Modern Art, N.Y.C., 1946-50; Fulbright fellow for advanced study in architecture and design, Italy, 1950, 52; free-lance writer, contbg. editor to Progressive Architecture, Art in America, 1950-63; Guggenheim fellow for studies in Am. architecture, 1958; architecture critic N.Y. Times, N.Y.C., 1963-73, mem. editorial bd., architecture critic, 1973-82; Cook lectr. in Am. instns. U. Mich., 1977. Mem. vis. com. Sch. Architecture and Planning, Mass. Inst. Tech.; bd. overseers Grad. Sch. Design Harvard, Grad. Sch. Fine Arts, U. Pa.; mem. council Rockefeller

U., Smithsonian Instn.; bd. dirs. N.Y. Landmarks Conservancy, N.Y. Council for Humanities. Recipient 1st Pulitzer prize for disting. criticism, 1970; Spl. award Nat. Trust for Historic Preservation, 1971; Am. Inst. Interior Designers Elsie de Wolfe award, 1969; Archtl. Criticism medal AIA, 1969; medal for lit. Nat. Arts Club, 1971; Diamond Jubilee medallion City N.Y., 1973; Woman of Year award AAUW, 1974; Sec.'s award for conservation U.S. Dept. Interior, 1976; Thomas Jefferson medal U. Va., 1977, others; MacArthur prize fellow, 1981—. Fellow Am. Acad. Arts and Scis.; mem. Am. Acad. and Inst. Arts and Letters, AIA (hon.), Soc. Archtl. Historians. Author: Pier Luigi Nervi, 1960; Classic New York, 1964; Will They Ever Finish Bruckner Boulevard?, 1970; Kicked a Building Lately?, 1976. Office: NY Times 229 W 43d St New York NY 10036

Who's Who in America
1984-85

JOHNSON, HOWARD WESLEY, former university president, business executive; b. Chgo., July 2, 1922; s. Albert H. and Laura (Hansen) J.; m. Elizabeth J. Weed, Feb. 18, 1950; children: Stephen Andrew, Laura Ann, Bruce Howard. B.A., Central Coll., Chgo., 1943; M.A., U. Chgo., 1947; certificate, Glasgow (Scotland) U., 1946; recipient numerous hon. degrees. From asst. to assoc. prof., dir. mgmt. research U. Chgo., 1948-51, 53-55; asst. to v.p. personnel adminstrn. Gen. Mills, Inc., 1952-53; assoc. prof., dir. exec. programs, assoc. dean Sloan Sch. Mgmt., Mass. Inst. Tech., 1955-59, prof., dean, 1959-66; pres. Mass. Inst. Tech., 1966-71; chmn. corp., 1971-83, hon. chmn., 1983—; exec. v.p. Federated Dept. Stores, 1966; now dir.; chmn. Fed. Res. Bank Boston, 1968-69; dir. Hitchiner Mfg. Co., 1961-71, John Hancock Mut. Life Ins. Co., Champion Internat. Corp., E.I. duPont de Nemours & Co., Morgan Guaranty Trust Co.; trustee Putnam Funds, 1961-71; Mem. Pres.'s Adv. Com. on Labor-Mgmt. Policy, 1966-68; chmn. Environ. Studies Bd. Nat. Acad. Scis.-Nat. Acad. Engring., 1973-75; mem. sci. adv. com. Mass. Gen. Hosp., 1968-70; mem. Nat. Manpower Adv. Com., 1967-69, Nat. Commn. on Productivity, 1970-72; trustee Com. Econ. Devel., 1968-71, Wellesley Coll., Radcliffe Coll., 1973-79; hon. trustee Aspen Inst. for Humanistic Studies, Inst. Def. Analyses, 1971-79; mem. corp. Woods Hole (Mass.) Oceanographic Instn. Trustee WGBH Ednl. Found., 1966-71; mem. corp. Mus. Sci., Boston; overseer Boston Symphony Orch., 1968-72; mem.-at-large Boy Scouts Am.; pres. Boston Mus. Fine Arts, 1975-80, chmn. bd. overseers, 1980—. Served with AUS, 1943-46. Fellow Am. Acad. Arts and Scis., AAAS; mem. Council Fgn. Relations, Phi Gamma Delta. Clubs: Univ. (N.Y.C.); Somerset, Comm., Tavern, St. Botolph (Boston). Home: 100 Memorial Dr Cambridge MA 02142

Who's Who in America 1984-85

LEE, TSUNG-DAO, physics educator; b. Shanghai, China, Nov. 25, 1926; s. Tsing-Kong L. and Ming-Chang (Chang); m. Jeannette Chin, June 3, 1950; children: James, Stephen. Student, Nat. Chekiang U., Kweichow, China, 1943-44, Nat. S.W. Assoc. U., Kunming, China, 1945-46; Ph.D., U. Chgo., 1950. Research assoc. in astronomy U. Chgo., 1950; research assoc., lectr. physics U. Calif.-Berkeley, 1950-51; mem. Inst. for Advanced Study, Princeton, N.J., 1951-53, prof. physics, 1960-63; asst. prof. Columbia U., N.Y.C., 1953-55, assoc. prof., 1955-56, prof. physics, 1956-60, 63—, Enrico Fermi prof. physics, 1964, adj. prof., 1960-62; Loeb lectr. Harvard U., 1957, 64. Recipient Albert Einstein sci. award Yeshiva U., 1957, Nobel prize in physics (with Chen Ning Yang), 1957. Mem. Nat. Acad. Sci. Office: Dept Physics Columbia U New York NY 10027 *

Who's Who in America
1984-85

LYMAN, RICHARD WALL, found. executive, historian; b. Phila., Oct. 18, 1923; s. Charles M. and Aglae (Wall) L.; m. Elizabeth D. Schaffler, Aug. 20, 1947; children: Jennifer P., Holly Lyman Antolini, Christopher M., Timothy R. B.A., Swarthmore Coll., 1947, LL.D., 1974; M.A., Harvard U., 1948, Ph.D., 1954, LL.D., 1980; Fulbright fellow, London Sch. Econs., 1951-52; LL.D., Washington U., St. Louis, 1971, Mills Coll., 1972, Yale U., 1975; L.H.D., U. Rochester, 1975. Teaching fellow, tutor, Harvard U., 1949-51; instr. Swarthmore Coll., 1952-53; instr., then asst. prof. Washington U., St. Louis, 1953-58; mem. faculty Stanford, 1958—, prof. history, 1962-80, Sterling prof. emeritus, 1980—, asso. dean Sch. Humanities and Scis., 1964-66, v.p., provost, 1967-70, pres. univ., 1970-80, pres. emeritus, 1981—; pres. Rockefeller Found., 1980—; spl. corr. The Economist, London, 1953-66; hon. fellow London Sch. Econs., 1978—; bd. dirs. Council on Funds., Independent Sector, 1980—, chair, 1983—; dir. IBM, Chase Manhattan Bank. Author: The First Labour Government, 1957; Editor: (with Lewis W. Spitz) Major Crises in Western Civilization, 1965; Mem. editorial bd.: Jour. Modern History, 1958-61. Mem. Nat. Council on Humanities, 1976-81; chmn. Commn. on Humanities, 1978-80; trustee Rockefeller Found., 1976—, Carnegie Found. Advancement of Teaching, 1976-82; bd. dirs. Nat. Assn. Ind. Colls. and Univs., 1976-77; chmn. Assn. Am. Univs., 1978-79. Served with USAAF, 1943-46. Decorated officer Legion of Honor; Fulbright fellow London Sch. Econs., 1951-52; Guggenheim fellow, 1959-60. Fellow Royal Hist. Soc.; mem. Am. Acad. Arts and Scis., Am. Hist. Assn., Council on Fgn. Relations, Conf. Brit. Studies, Soc. Study Labour History (London), Phi Beta Kappa. Office: Rockefeller Found 1133 Ave of the Americas New York NY 10036

Who's Who of American Women 1983-84


MC CORMACK, ELIZABETH JANE, found. exec.; b. N.Y.C., Mar. 7, 1922; d. George H. and Natalie J. (Duffy) McC.; B.A., Manhattanville Coll., 1944; M.A., Providence Coll., 1957; Ph.D., Fordham U., 1966; LL.D., Brandeis U., 1972; Princeton, 1974; m. Jerome I. Aron, 1976. Asst. to pres., acad. dean Manhattanville Coll., 1958-66, prof. philosophy, pres., 1966-74; asso. Rockefeller Family and Assos., N.Y.C., 1974—; dir. Gen. Foods Corp., Champion Internat. Corp., Stamford, Conn.; trustee Am. Savs. Bank, N.Y.C. Mem. Faculty Fellowship program United Negro Coll. Fund; trustee Spelman Coll., Atlanta, Hamilton Coll., Clinton, N.Y., N.Y.C. Police Found., bd. dirs. Am. Ditchley Found.; bd. mgrs. Swarthmore (Pa.) Coll., 1980—; bd. overseers and mgrs. Meml. Sloan-Kettering Cancer Center, N.Y.C. Mem. Council on Fgn. Relations. Home: 201 E 62d St New York NY 10021 Office: 30 Rockefeller Plaza New York NY 10112

Who's Who in America
1984-85

ROSOVSKY, HENRY, economist, educator; b. Danzig, Sept. 1, 1927; U.S., 1940, naturalized, 1949; s. Selig S. and Sophie (Rosovsky) R.; m. Nitza Brown, June 17, 1956; children—Leah, Judith, Michael, A.B., Coll. William and Mary, 1949, LL.D., 1976; A.M. (John E. Thayer scholar), Harvard U., 1953; Ph.D., 1959; L.H.D. (hon.), Yeshiva U., 1977, Hebrew Union Coll., 1978, Colgate U., 1979, Ph.D., Hebrew U. of Jerusalem, 1982. From asst. prof. to prof. econs. and history U. Calif., Berkeley, 1958-65; chmn. Center Japanese and Korean Studies, 1962-65; prof. econs. Harvard U., 1965—, Walter S. Barker prof. econs., 1975—, chmn. dept., 1969-72, dean faculty arts and scis., 1973—; assoc. dir. East Asia Research Center, 1967-69; vis. prof. Tokyo (Japan) U., 1962, Hitotsubashi U., Tokyo, 1957, Hebrew U. Jerusalem, 1965; dir. Corning Glass Works. Author: *Capital Formation in Japan, 1868-1940*, 1961, *Quantitative Japanese Economic History*, 1961, (with K. Ohkawa) *Japanese Economic Growth*, 1973; Editor: *Industrialization in Two Systems*, 1966; *Discord in the Pacific*, 1972, (with H. Patrick) *Asia's New Giant*, 1976, *Explorations in Entrepreneurial History, 1954-56*. Chmn. bd. trustees Am. Jewish Congress, 1975—; bd. dirs. Japan Fund. Served to 1st lt. AUS, 1946-47, 50-52. Recipient Schumpeter prize Harvard, 1963, jr. fellow Soc. Fellows, 1954-57. Fellow Am. Acad. Arts and Scis.; mem. Am. Econ. Assn., Econ. History Assn., Assn. Asian Studies. Home: 37 Beechcroft Rd Newton MA 02158 Office: Univ Hall Harvard Univ Cambridge MA 02138

MANAGING

DRINK TO ME ONLY

 Keizo Saji, 65, chairman and president of Suntory Ltd., is Japan's most genial monarch, a Renaissance potentate who has written two books about wine, has created one of Tokyo's best art museums, and loves food, golf, painting, and lively companionship. When Saji raises his voice, it's to sing with the Kansai Philharmonic Orchestra in Osaka.

Still, no one in the Suntory court tells the Suntory king what to do. At the request of Suntory management, a U.S. investment banker found a wine company ripe for acquisition. The purchase had been approved all the way up to and including Saji, or so the American thought. On the day the papers were to be signed the sellers and the Suntory executives gathered and waited for Saji to appear. And waited. With no explanation he simply refused to show up, and the deal died.

More often Saji puts executives through the ordeal of the five whys. He explains the procedure: "At a meeting someone will suggest something. I ask, 'Why?' I want more detail. He will answer, and then I ask, 'Why?' I ask 'why' five times, and then I stop." By that time the subordinate is likely to feel that the examiner has taken a sample of his bone marrow.

Suntory was founded by Saji's father, and it thrived on the thirst of U.S. occupation troops. It has grown into a \$4-billion-a-year business that produces 18 blends of whiskey, six dozen wines, gin, tequila, and soft drinks under brand names such as Bora Bora. Suntory is still owned by Saji and other members of the family.

Saji uses the company to pursue some dilettantish fancies. An organic chemist by training, he has taken Suntory into biomedical research. Also, he is negotiating with *Newsweek* for a license to publish a Japanese-language edition of the magazine, figuring that as many as 250,000 students and businessmen want to know more about the U.S. than they can read in the Japanese press. Other publishers doubt it.

Without question, however, Saji's imagination attracts talent. Male college students majoring in liberal arts rated Suntory the company they'd most like to work for this year. Working for a Medici evidently has its attractions.

Bon vivant-in-chief Keizo Saji, in Suntory's tasting room, must approve before Japan drinks.



Who's Who of American Women 1983-84

SEIBY, CECILY CANNAN, educator, scientist; b. London, Feb. 4, 1927; d. Keith and Catherine Anne Cannan; A.B. cum laude, Radcliffe Coll., 1946; Ph.D. in Phys. Biology, Mass. Inst. Tech., 1950, in Henry M. Selby, Aug. 11, 1951 (div. 1979); children—Norman, William, Russell; m. 2d, James Stacy Coles, Feb. 21, 1981. Teaching asst. in biology Mass. Inst. Tech., 1948-49, adminstr. head virus study sect. Sloan-Kettering Inst., N.Y.C., 1949-50, asst. mem. inst., 1950-55, research asso. Sloan-Kettering div. Cornell U. Med. Coll., N.Y.C., 1953-55, also instr. microscopic anatomy, 1955-57; tchr. sc. Lenox Sch., N.Y.C., 1957-58, headmistress, 1959-72; nat. exec. dir. Girl Scouts U.S.A., N.Y.C., 1972-75, mem. speakers program Edison Electric Inst., 1976—; adv. cum. Simmons Coll. Grad. Mgmt. Program, 1977-78; mem. Cum. for Corp. Support of Pvt. Univs., 1977—; spl. asst. acad. planning N.C. Sch. Sci. and Math., 1979-80, dean acad. affairs, 1980-81, chmn. bd. advisors, 1981—; cons. U.S. Dept. Commerce, 1976-77; dir. Avon Products Inc., RCA, NBC, Loehmanns Inc.; pres. Am. Energy Ind., 1976. Founder, chmn. N.Y. Ind. Schs. Opportunity Project, 1968-72; mem. invitational workshops Aspen Inst., 1973, 75, 77, 79. Trustee Mass. Inst. Tech., Bklyn. Law Sch., Radcliffe Coll., Women's Forum N.Y. Mem. Headmistresses of East (hon. mem., pres. 1970-72), Cum Laude Soc. (past chpt. pres., dist. regent), Sigma Xi. Contrb. articles to profl. journ., chpt. to book Clubs Cosmopolitan (N.Y.C.), Women's Forum N.Y. Home and office: 45 Sutton Pl S New York NY 10022

Who's Who in the World 1984-85

SOEDJATMOKO, social scientist, university rector; b. Sawahlunto, Sumatra, Jan. 10, 1922; s. K.R.T. Saleh Mangundiningrat and Isna Dikin; m. R. Adjeng Ratmini Subranti Gandasubrata. 1957. Dep. head fgn. press dept. Ministry of Info., 1945, chief editor *Het Inzicht*, 1946; dep. chief editor *Siasat* mag., 1947; del., later alt. perm. rep. to UN, 1947-51; mem. Indonesian Constituent Assembly, 1956-59; asso. editor *Pedoman* (daily), 1952-60; dir. P.T. Pembangunan, pub. co., 1953-61; vice chmn. del. to 21st UN Gen. Assembly, 1966; personal advisor to minister of fgn. affairs, 1967-77; ambassador to U.S., 1968-71; spl. advisor on social and cultural affairs to chmn. Nat. Devel. Planning Agy., 1971-80; rector UN U. Tokyo, 1980—. Recipient Magsasay award for internat. understanding, 1978. Co-editor: *An Introduction to Indonesian Historiography*, 1965; *The Re-emergence of Southeast Asia: An Indonesian Perspective*, 1969; *Southeast Asia in World Politics*, 1969; *Development and Freedom*, 1980; contbr. articles to periodicals and revs. Office: UN Univ, 29th Floor, Toho Seimei Bldg, 15-1 Shibuya 2-chome, Shibuya-ku, Tokyo 150, Japan

Who's Who in America
1984-85

THOMAS, FRANKLIN AUGUSTINE, foundation executive; b. Bklyn., May 27, 1934; s. James and Viola (Atherley) T.; (div.)children: Keith, Hillary, Kerrie, Kyle. B.A., Columbia U., 1956, LL.B., 1963; LL.D. (hon.), Yale U., 1970, Fordham U., 1972, Pratt Inst., 1974, Pace U., 1977, Columbia U., 1979, Bar: N.Y. 1964. Atty. Fed. Housing and Home Finance Agy., N.Y.C., 1963-64; asst. U.S. atty. for So. Dist. N.Y., 1964-65; dep. police commr. charge legal matters, N.Y.C., 1965-

67; pres., chief exec. officer Bedford Stuyvesant Restoration Corp., Bklyn., 1967-77; pres. The Ford Found., 1979-; dir. Citicorp./Citibank, CBS, Inc., Aluminum Co. Am., Allied Stores Corp., Cummins Engine Co. Trustee J.H. Whitney Found., Columbia U., 1969-75. Served with USAF, 1956-60. Recipient LBJ Found. award for contrbn. to betterment of urban life, 1974, medal of excellence Columbia U., 1976, Alexander Hamilton award, 1983.

Who's Who in America
1984-85

WHARTON, CLIFTON REGINALD, JR., university chancellor; b. Boston, Sept. 13, 1926; m. Dolores Duncan, 1950; children: Clifton, Bruce, B.A., Harvard U., 1947; M.A., Johns Hopkins U., 1948, LL.D., 1970; M.A., U. Chgo., 1956, Ph.D. in Econs, 1958; LL.D., U. Mich., 1970, Wayne State U., 1970, Central Mich. U., 1970, Oakland U., 1971, Georgetown U., 1976, CCNY, 1978, Wright State U., 1979, Duke U., 1981, Amherst Coll., 1983, U. Ill., 1984; L.H.D., Columbia U., 1978, Brandeis U., 1981, N.Y. U., 1981, U. Conn., 1983. Exec. trainee Am. Internat. Assn. Econ. and Social Devel., 1948-49, program analyst, 1949-51, head reports and analysis, 1951-53; research asst. econs. U. Chgo., 1953-56, research asso., 1956-57; exec. asso. Agrl. Devel. Council, 1957-58, asso., 1958-64, dir. Am. univs. research program, 1964-67, v.p., 1967-69; pres. Mich. State U., 1970-78; chancellor SUNY System, 1978—; vis. prof. U. Malaya, Singapore, 1958-64, Stanford U., 1964-65; mem. Presdl. Task Force Agr. in Vietnam, 1966; adv. panel on East Asia and Pacific State Dept., 1966-69; mem. Presdl. mission to Latin Am., 1969, Presdl. Com. on World Hunger, 1978-80, Nat. Council on Fgn. Lang. and Internat. Studies, 1980-81; chmn. bd. internat. food and agrl. devel. AID, State Dept., 1976-83; co-chmn. Commn. on Security and Econ. Assistance Dept. State, 1983; dir. Ford Motor Co., Equitable Life Assurance Soc., 1969-82, Time Inc., Fed. Res. Bank N.Y., Burroughs Corp., 1973-77. Co-author: Patterns for Lifelong Learning, 1973; editor: Subsistence Agriculture and Economic Development, 1969; contrb. articles to prof. jous. Trustee Rockefeller Found., 1970—, chmn., 1982—; trustee Asia Soc., 1967-77, Overseas Devel. Council, 1969—, Carnegie Found., 1970-79, Agrl. Devel. Council, 1973-80, Aspen Inst. Humanistic Studies, 1980—, Com. Econ. Devel., 1980—. Mem. Am. Agrl. Econs. Assn., Am. Econs. Assn., Assn. Asian Studies, Nat. Acad. Edn., Council Fgn. Relations, Internat. Assn. Agrl. Econs. Club: Univ. (N.Y.C.). Address: Office of Chancellor State U NY System State Univ Plaza Albany NY 12246

October 1985

Data on the Board of Trustees for the Nominating Committee

Vacancies

The following Trustees will be ineligible for reelection:

Frank E. Taplin	in	1988
Gladys K. Delmas		1988
Donald B. Straus		1989
J. Richardson Dilworth		1990

The Board is currently at 18 members, in addition to the Director, which is, according to our Bylaws, two less than the normal minimum. We can have as many as 25.

Composition

Currently, we have

INDUSTRY AND BUSINESS: 6
(Akers, Bradshaw, Brown, Byrom, Straus, Vaillaud)

ACADEMIC: 4
(Bell, Mostow, Stewart, Woolf)

FINANCE AND BANKING: 4
(Dilworth, Guth, Hansmann, Wolfensohn)

ARTS: 2
(Segal, Taplin)

LAW: 2
(Forrestal, Hufstedler)

FOUNDATIONS AND PHILANTHROPY: 1
(Delmas)

nominating
committee

THE INSTITUTE FOR ADVANCED STUDY

PATRICIA H. LABALME
Associate Director

January 7, 1986

Dear Colleague,

The Nominating Committee will be meeting on February 3 to consider candidates for several vacancies we have on the Board. Shirley Hufstedler has regretfully sent in her resignation since every Board meeting planned for the next few years conflicts with a prior commitment which she has been unable to change. This brings us down to seventeen Board members, in addition to the Director. Although our recent change in the By-Laws permits us to be as few as fifteen, that is not really desirable for the health of the Institute, so it is incumbent upon all of us to suggest good candidates.

Would you therefore think about possible additions to our group and send your suggestions to the Secretary, Patricia Labalme, or if you prefer, give me a call at my office number (212- 621-6800)? We are really counting on your ideas and help here. Please let us hear from you.

Sincerely yours,

Thornton F. Bradshaw
Chairman, Nominating Committee

THE INSTITUTE FOR ADVANCED STUDY

PATRICIA H. LABALME
Associate Director

September 12, 1985

Mr. Thornton F. Bradshaw
Chairman of the Board
RCA Corporation
30 Rockefeller Plaza
New York, NY 10020

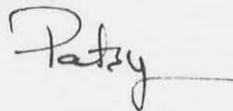
Dear Brad,

Just a note to remind you as Chairman of the Nominating Committee that due to George Field's and Howard Kauffmann's resignations, we are down to twenty Trustees (including the Director).

Our By-Laws state that "normally the Board shall be not less than twenty and not more than twenty-five in number, in addition to the Director and Honorary Trustees."

So I think we do need to consider some candidates for election in April, and I hope you will be able to be here for our October 25-26 meetings so that we can have a Nominating Committee meeting Saturday morning at 8:00 a.m. If not, should we plan one at a different date in New York, sooner rather than later?

Sincerely yours,



Patricia H. Labalme

cc: J. Richardson Dilworth

THE INSTITUTE FOR ADVANCED STUDY

HARRY WOOLF
Director

July 15, 1985

MEMORANDUM

To: John Bahcall, Executive Officer
From: Harry Woolf *HW*
Re: Academic Members of the Board of Trustees

Thank you very much for your reply of July 11 to my letter concerning the academic candidates for the Board of Trustees. I look forward to a full discussion of the list that we shall submit to the Nominating Committee in the Fall when the faculty has returned.

I feel certain that a general discussion at that time will produce a list of sufficient length, variety and qualifications to present to the Nominating Committee.

I hope you continue to have a good summer.

cc: S. Adler, R. Dashen, F. Dyson, P. Hut

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone: (609) 734-8000 Telex: 887680 IAS PRIN

SCHOOL OF NATURAL SCIENCES

11 July 1985

MEMORANDUM

To: Harry Woolf
From: John Bahcall, Executive Officer.
Re: Academic Members of the Board of Trustees

Thanks for your note regarding possible additional nominations for academic trustees. Since the faculty is now scattered all over the globe, it will be difficult to get a coherent response from us until September. I personally will be away until September 7. Piet will only return in October.

My expectation is that we would have problems with at least two of the names: Val Fitch and T. D. Lee. The School discussed several people from Princeton University and decided that it would not be a good idea to choose anyone from the university because of the possibility of a conflict of interest over future appointments. Also, some members of the School feel that some of T. D. 's opinions are controversial. I do not know how the Faculty would feel regarding Ken Wilson since his name did not come up in our discussions. He has a specific view of how computing should be done (Bigger is Better) that not everyone shares. In the absence of expressed opinions from my colleagues in Natural Science, I would prefer the list of candidates that we submitted (S. Drell, P. Martin, and M. Rosenbluth).

I suggest that you may want to hold off on forwarding any additional names until we can all get together in the same place to discuss your proposals.

cc: S. Adler, R. Dashen, F. Dyson, P. Hut

copy to PHL

THE INSTITUTE FOR ADVANCED STUDY

HARRY WOOLF
Director

July 15, 1985

MEMORANDUM

To: John Bahcall, Executive Officer
From: Harry Woolf *HW*
Re: Academic Members of the Board of Trustees

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I feel certain that a general discussion at that time will produce a list of sufficient length, variety and qualifications to present to the Nominating Committee.

I hope you continue to have a good summer.

cc: S. Adler, R. Dashen, F. Dyson, P. Hut

Trustee
Nominating
Comm.
File

THE INSTITUTE FOR ADVANCED STUDY

HARRY WOOLF
Director

July 9, 1985

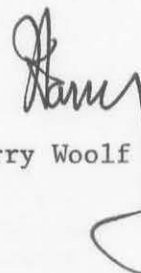
Memo to the Faculty
School of Natural Sciences
The Institute for Advanced Study

Dear Colleagues:

In keeping with the tradition of sending a list of names, which bears our joint approval, as academic candidates to the Board of Trustees, I am forwarding to you the following additional three names for your reaction before I send them on to the Board's Nominating Committee. In addition to the three which you already named to replace George Field, to wit: S. Drell, P. Martin and M. Rosenbluth, I would like to add Kenneth G. Wilson, Cornell University, Val Fitch, Princeton University and T. D. Lee, Columbia University. If I hear no objections from you, I shall send the names on to give the Nominating Committee a list of six to choose from.

Thank you.

Sincerely yours,



Harry Woolf

See: PHL

non comm.

Suite 1607

45 Rockefeller Plaza _____ 5/28 _____ 19 85

To: Thornton F. Bradshaw

From: J. RICHARDSON DILWORTH

Dear Brad:

The attached correspondence is, I think, self-explanatory. Under any circumstances George Field's resignation is a loss, but it is a real loss to the Wolfensohn committee. With Jim Wolfensohn's concurrence, I talked to the physicists about who would be an appropriate replacement and you will find enclosed John Bahcall's answer.

cc: Dr. Harry Woolf (w/enclosures)
J. Wolfensohn (w/o enclosures)

P.S. After dictating this I got a call from Harry, who would like to add the name of Frank Yang and, after further thought, will give you a call should he have any additional names.

Center for Astrophysics

60 Garden Street
Cambridge, Massachusetts 02138

Harvard College Observatory
Smithsonian Astrophysical Observatory

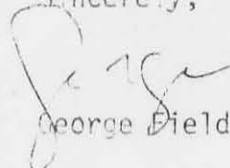
May 8, 1985

Mr. J. Richardson Dilworth
Suite 1607
45 Rockefeller Plaza
New York, NY 10111

Dear Dick,

I regret that I must resign from the Institute Board of Trustees and from the Wolfensohn Committee, effective immediately. During the last week I experienced a cardiac problem, and my physician has advised me to reduce my activities to those which are most important to me professionally. I very much regret having to do this, as I have enjoyed my service on the Board enormously. The greatest reward was getting to know you and the other Trustees.

Sincerely,


George Field

GF/dar

cc: James Wolfensohn

RICHARDSON DILWORTH
45 ROCKWELLER PLAZA
NEW YORK, N.Y. 10111

ROOM 1607

(212) 247-1700

May 15, 1985

Dear George:

To say that I am upset and distressed is quite an inadequate expression of my concern for you. You, of course, should follow your physician's advice but it is indeed a very great loss to us, both personally and professionally.

I have greatly enjoyed, as have our colleagues, our all-too-brief association and I trust that despite your resignation, which I accept with the greatest regret and the Board will formally note at its next meeting, that our paths will continue to cross.

With warmest regards and best wishes,

Very sincerely,

P.S. Although it is probably very presumptuous of me as I am a great admirer of the Boston medical fraternity, I am a director of Squibb, whose most important work is in the cardiac area (Charlie Sanders, our Executive Vice President was, as you probably know, the former head of MGH), and, if there is anything that we can do to be helpful to you or your doctors, please do not hesitate to let me know.

cc: James Wolfensohn

Professor George B. Field
Center for Astrophysics
60 Garden Street
Cambridge, Massachusetts 02138

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone: (609) 734-8054 Telex: 887680 IAS PRIN

SCHOOL OF NATURAL SCIENCES

24 May 1985

Mr. J. Richardson Dilworth
Suite 1607
45 Rockefeller Plaza
New York, New York 10111

Dear Dick:

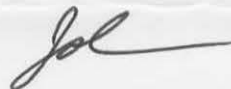
It was good to see and talk with you last week. My colleagues and I are very appreciative of all the time and effort you spend on behalf of the Institute and its academic work.

As I promised, I discussed with each of my colleagues possible replacements of George Field as an academic trustee.

We are agreed that any one of the three people listed below would be great: S. Drell (SLAC), P. Martin (Harvard), and M. Rosenbluth (Texas). As you remember, Syd is a former trustee and is familiar with the Institute. Marshall is a former faculty member and knows the Institute intimately. Paul Martin knows the science that goes on here and is very well connected in the academic community as the senior science Dean at Harvard.

I hope that these names will be useful to the nominating committee.

Sincerely yours,



John N. Bahcall

JNB:jnb

cc: J. Wolfensohn, S. Adler, R. Dashen, F. Dyson, P. Hut

THE INSTITUTE FOR ADVANCED STUDY

PATRICIA H. LABALME
Associate Director

December 19, 1984

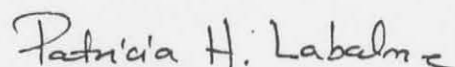
Mr. Thornton Bradshaw
Chairman of the Board and
Chief Executive Officer
RCA Corporation
30 Rockefeller Plaza
New York, NY 10020

Dear Brad,

Enclosed is a tentative agenda for the Nominating Committee meeting on January 10, together with some supplementary documents. Please let me know what you think so I can get these out on January 2 or 3, when we return from our break. (We are closed from December 21 to January 2).

I am sorry to have to ask you about such matters in this busiest of seasons! Meanwhile, my best wishes to you and Pat for a good holiday.

Sincerely yours,



Patricia H. Labalme

Meeting of the Nominating Committee

January 10, 1985

New York City

AGENDA

1. Approval of the minutes of the meeting of April 28, 1984
2. Report on Mr. Dilworth's conversations with Shirley Hufstedler; other possible women candidates
3. Discussion of a Japanese candidate for the Board. Under consideration:

Yotaro Kobayashi
Akio Morita
Ichiro Hattori
Michio Nagai
4. Other candidates
5. Consideration of amendment to the Bylaws concerning the Nominating Committee
6. Other business

(New version)

ARTICLE V

Committees of the Board of Trustees

Section 1 There shall be four Standing Committees:

- (a) An Executive Committee of at least three and not more than five members of the Board of Trustees, in addition to the ex officio members. At any meeting of the Executive Committee four members of the Committee shall constitute a quorum for the transaction of business. All members of the Board of Trustees shall be notified of the time and place of the meetings and may attend and vote at such meetings.
- (b) A Finance Committee of three members in addition to the ex officio members.
- (c) A Budget Committee of three members in addition to the ex officio members.
- (d) A Nominating Committee, of three members, on the nomination of Trustees and officers. Each of these three members shall serve three years, one member shall be replaced each year, and no member shall be eligible to succeed himself, except that a member of the Committee may be designated to serve one additional three-year term as Chairman of the Committee.

suggested
revision {

(Old version)

ARTICLE V

Committees of the Board of Trustees

Section 1 There shall be four Standing Committees:

- (a) An Executive Committee of at least three and not more than five members of the Board of Trustees, in addition to the ex officio members. At any meeting of the Executive Committee four members of the Committee shall constitute a quorum for the transaction of business. All members of the Board of Trustees shall be notified of the time and place of the meetings and may attend and vote at such meetings.
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- (c) A Budget Committee of three members in addition to the ex officio members.
- (d) A Nominating Committee, of three members, on the nomination of Trustees and officers. Each of these three members shall serve three years, one member shall be replaced each year, and no member shall be eligible to succeed himself. The senior member of the Committee shall act as Chairman.

see
next
page

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THE INSTITUTE FOR ADVANCED STUDY

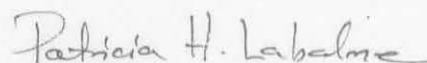
PATRICIA H. LABALME
Associate Director

December 18, 1984

Dear Colleague,

This is to remind you that a meeting of the Nominating Committee will take place on January 10, 1985, at 2:30 p.m., in the office of Thornton Bradshaw, 30 Rockefeller Plaza, on the 53rd Floor.

Sincerely,



Patricia H. Labalme

To:

Mr. Segal
Mr. Brown
Mr. Bradshaw

THE INSTITUTE FOR ADVANCED STUDY

PATRICIA H. LABALME
Associate Director

October 29, 1984

To: Members of the Nominating Committee

From: Patricia H. Labalme *PHL*

The next meeting of the Nominating Committee will take place on January 10, 1985, at 2:30 p.m., in Thornton Bradshaw's office, RCA Corporation, 30 Rockefeller Plaza.

The meeting of the Nominating Committee on November 3rd at 8:00 a.m. is cancelled.

GEORGE DANIEL MOSTOW

Curriculum Vitae

Born in Boston, Massachusetts, on July 4, 1923

Married in 1947; 4 children

Degrees: A.B. Harvard University, 1943
 M.A. Harvard University, 1946
 Ph.D. Harvard University, 1948

Academic Career:	Teaching Fellow	Harvard University	1943-47
	Instructor	Princeton University	1947-48
	Member	Institute for Advanced Study	1947-49
	Assistant Professor	Syracuse University	1949-52
	Assistant Professor	Johns Hopkins University	1952-53
	Associate Professor	Johns Hopkins University	1954-56
	Member	Institute for Advanced Study	1956-57
	Professor	Johns Hopkins University	1957-61
	Professor	Yale University	1961-
	Department Chairman		1971-74
	Member, Physical Sciences Advisory Committee		1963-69
	Member	Institute for Advanced Study	1975 spring term

Visiting Positions:	Visiting Professor	Istituto do Matematica, Rio de Janeiro	1953-54
	John Guggenheim Fellow		
	Advanced Research		
	Fulbright Scholar	Mathematical Institute, Utrecht	1957-58
	Visitor	Institut des Hautes Etudes Scientifiques, Bures-sur- Yvette	1966-67, 1970
	Visiting Professor	University of Paris	1966
		Hebrew University, Jerusalem	1967
		Tata Institute of Fundamental Research, Bombay	1970

Editorships:	Editor	American Journal of Mathematics	1963-68
	Associate Editor	American Journal of Mathematics	1969-
	Associate Editor	Annals of Mathematics	1958-63
	Associate Editor	Transactions of the American Mathematical Society	1959-64
	Associate Editor	American Scientist	1969-

Other positions:	Member	Council of the American Mathematical Society	1963-68
	Co-Chairman	American Mathematical Society Summer Institute on Algebraic Groups	1965
	Chairman	U. S. National Committee for Mathematics	1971-73
	Member	American Mathematical Society Committee on Relations with Government	1971-73
	Chairman		1973-

Research: Differential geometry and the theory of Lie groups

Address: Department of Mathematics, Yale University, New Haven, CT 06520

THE INSTITUTE FOR ADVANCED STUDY

Meeting of the Nominating Committee

Friday, 23 October 1981

Candidates for the Board of Trustees

In addition to

Thornton F. Bradshaw, chairman of the board
and chief executive officer, RCA Corporation

Wilfried Guth, managing director, Deutsche Bank AG

the following candidates have been designated as first priority:

J. Patrick Tannian, legal counsel

Richard Gelb, chairman and chief executive officer,
Bristol-Myers Company

Elvis L. Mason, chairman of the board,
First National Bank in Dallas

James A. Elkins, Jr., chairman
First City Bancorporation of Texas

James D. Robinson III, chairman and chief executive
officer, American Express Company (Houston)

James D. Burke, chief executive officer,
Johnson & Johnson

A candidate (to be suggested) from Japan

.../

Candidates for the Board of Trustees

2

23 October 1981

The following candidates have been designated for the reserve list:

John F. Welch, chairman and chief executive officer,
General Electric Company

Warren Manshel, former American ambassador to Denmark

Robert Beck, chairman, Prudential Insurance

Gordon Gund, founding and general managing partner,
Gunwyn Ventures

C. Peter McColough, chairman and chief executive
officer, Xerox Corporation

John F. McDonnell, executive vice-president,
McDonnell-Douglas Corporation

Max Palevsky, industrialist

Maurice Strong, Canadian oilman and environmentalist

James Simons, investment executive

Dieter von Sanden, director, Siemens Corporation

Mrs James H. Semans of The Duke Endowment

Eugene M. Lang, chairman, president and treasurer,
REFAC Technology Development Corporation

Ezra Khedouri Zilkha, banker

THE INSTITUTE FOR ADVANCED STUDY

October 15, 1981

Memorandum

To: Members of the Board of Trustees

From: John Hunt *JH*

Subject: Curriculum vitae of Wilfried Guth

Attached you will find some background information on Dr Wilfried Guth, whose candidacy will be presented to the Board by the Nominating Committee.



Dr. Wilfried Guth

Dr. Wilfried Guth, Member of the Board of Managing Directors of Deutsche Bank AG, has been appointed Spokesman of the Board jointly with Dr. F. Wilhelm Christians in May 1976. Dr. Guth, born in Erlangen in 1919, was educated at the universities of Bonn, Geneva, Heidelberg and the London School of Economics. In 1953 he entered the service of the German Central bank, then the Bank deutscher Länder. Five years later he was appointed head of the Research Department of the Deutsche Bundesbank. From there Dr. Guth went to the International Monetary Fund in Washington as Executive Director for the Federal Republic of Germany. Following that he was a Member of the Board of Managing Directors of the Reconstruction Loan Corporation (KfW) in Germany from 1962 to 1967 .

At the beginning of 1968 Dr. Guth joined the Board of Managing Directors of Deutsche Bank. His wide-ranging experience is reflected in the fact that he has been appointed member of various international bodies concerned with international monetary policy and questions of economic cooperation and development, such as the International Monetary Conference and the Institut International d'Etudes Bancaires. In 1968 he was a member of the Pearson Commission. He also plays a role in German economic and cultural associations. Important domestic and foreign companies have secured his advice by electing him to their Supervisory Board or Advisory Council. In the Federal Republic of Germany Dr. Guth heads the Supervisory Boards of renowned companies such as Daimler-Benz AG and Philipp Holzmann AG. In the United States Dr. Guth is a Director of the European American Banks, New York.

During the deliberations of the Nominating Committee at its 9 June 1981 meeting in New York City, it was agreed that these people would be considered for Board membership:

Concurrence sought for approaching

Thornton Bradshaw
Wilfried Guth

First priority

J. Patrick Tannian
Richard Gelb
Elvis L. Mason
James A. Elkins, Jr.
James D. Robinson III
James E. Burke
A candidate from Japan, to be suggested by Mr Houghton

Reserve list

John F. Welch
Warren Manshel
Robert Beck
Gordon Gund
C. Peter McColough
John F. McDonnell
Max Palevsky
Maurice Strong
James Simons
Dieter von Sanden
Mrs James H. Semans
Eugene M. Lang
Ezra Khedouri Zilkha

August 31, 1981

Memorandum

To: Harry Woolf
From: John Hunt
Subject: Trustee candidates

You may wish to follow up as indicated during the week of August 31 so that we can be prepared for the October meeting of the Nominating Committee.

June 12, 1981

Memorandum

To: Harry Woolf
From: John Hunt
Subject: Additional information on Trustee candidates

At the June 9 meeting of the Nominating Committee, it was agreed that you would seek further information on the following candidates (CVs attached):

C. Peter McColough (Elizabeth McCormack should be asked)
John F. McDonnell (Betsy Whitehead should be asked)
Max Palevsky (Sid Drell should be asked)
James Simons (Frank Yang should be asked)
Mrs James H. Semans (Frank Taplin should be asked)
Eugene M. Lang (Frank Taplin should be asked)
Warren Manshel (Dan Bell should be asked)

McCOLOUGH, C(harles) Peter, office equipment mfg. co. exec.; b. Halifax, N.S., Can., Aug. 1, 1922; s. Reginald Walker and Barbara Theresa (Martin) McC.; student Dalhousie U., 1943, LL.B., 1947, LL.D., 1970; student Osgoode Hall Law Sch., Toronto, 1945-46; M.B.A., Harvard, 1949; m. Mary Virginia White, Apr. 25, 1953. Came to U.S., 1951, naturalized, 1956. Vice pres. sales Lehigh Coal Navigation Co., Phila., 1951-54; with Xerox Corp., 1954- , v.p. sales, 1960-63, exec. v.p. operations, 1963-66, pres., 1966-71, chief exec. officer, now chmn., chief exec. officer, also chmn. exec. com., dir.; dir. Union Carbide Corp., Rank Xerox Ltd., London, Eng., Fuji-Xerox Co. Ltd., Citicorp., N.Y., Citibank N.A. Mem. steering com. Nat. Com. Full Employment; chmn. Pres.'s Commn. Pension Policy; trustee Com. for Econ. Devel., U. Rochester; chmn. exec. com. Internat. Exec. Service Corps; bd. dirs. Council for Financial Aid to Edn., Overseas Devel. Council, Greenwich, Joint U.S.-USSR Trade and Econ. Council; mem. corp. Greenwich Hosp. Assn.; industries adv. com. Advt. Council; adv. mem. adv. bd. Yale. Mem. Internat. C. of C. (trustee U.S. council), Council on Fgn. Relations (bd. dirs.), Bus. Council, Bus. Com. for Arts, Bus. Roundtable. Roman Catholic. Clubs: Country, Genesee Valley (Rochester); Harvard, River (N.Y.C.); Belle Haven, Greenwich Country, Stanwich (Greenwich, Conn.). Office: Xerox Corp., Stamford, CT 06904.

from WHO'S WHO IN AMERICA,
1980-1981

JOHN F. McDONNELL

Vice-President, finance and development, McDonnell-Douglas Corp.

EDUCATIONAL BACKGROUND

BSE, Princeton University, 1960
MSE (aeronautical engineering), Princeton University, 1962
Attended Washington University Graduate School
of Business Administration

EXECUTIVE POSITIONS

Vice-President, finance and development, McDonnell-Douglas
Corporation, 1972.
Staff Vice-President, fiscal, 1971.
Assistant to Vice-President, financial, Douglas Aircraft
Company, 1968.
Contract Coordinator and Administrator, McDonnell Aircraft
Company, 1957.

YEAR OF BIRTH 1938

COMMENTS

Mrs Betsy Whitehead: "McDonnell is knowledgeable about
science and scientists."

PALEVSKY, MAX, industrialist; b. Chicago, July 24, 1924; s. Isadore and Sarah (Greenblatt) P.; Ph.B., B.S., U. Chicago, 1950; postgrad. U. Calif. at Berkeley, 1949, at Los Angeles, 1951-52; m. Lynda Louise Edelstein, Nov. 10, 1972; children--Nicholas, Madeleine, Alexander. Mathematician, Computer div. Bendix Corp., Los Angeles, 1952-56; v.p., gen. mgr., dir. Packard Bell Electronics, Los Angeles, 1957-61; pres., chmn. bd. Sci. Data Systems; chmn. bd. Xerox Data Systems, Inc., El Segundo, Calif., 1961-72, dir., chmn. exec. com. of bd. Xerox Corp., 1969-72; dir. Intel Corp., Santa Clara, Calif. Mem. Democratic Adv. Com., 1968- . Bd. dirs. ACLU, Constl. Rights Found.; trustee U. Chicago. Served with USAAF, 1943-46. Office: 924 Westwood Blvd, Los Angeles, CA 90024.

from WHO'S WHO IN AMERICA,
1980-1981

Institute for Theoretical Physics
State University of New York at Stony Brook
Long Island, NY 11794
telephone: (516) 246- 6701

Stony Brook

September 26, 1979

Dr. Harry Wolfe
Institute for Advanced Study
Director's Office
Princeton, New Jersey 08540

Dear Harry:

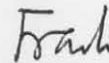
Dr. Jim Simons was formerly the department chairman of the Mathematics Department here at Stony Brook for about ten years. He is an excellent mathematician and is the winner of the Veblen Prize in Geometry in 1976. He was responsible for building up the excellent Mathematics Department here on campus.

Simons is an energetic and enterprising person. Starting three years ago he branched off into the financial circles and formed his own investment company. He is now a multimillionaire. He decided to concentrate his energies on investment activities and as of a year ago, he resigned from Stony Brook. He keeps in touch, however, with his many friends and colleagues here.

I have spoken to him about the desirability of large donations to the Institute for Advanced Study. He indicated that he would like to be involved as a member of the board of the Institute. I thought I should let you know about this.

With best wishes.

Yours sincerely,



Chen Ning Yang

CNY:ct

MRS. JAMES H. SEMANS

We have no information on Mrs. Semans.

EUGENE M. LANG

Mr Lang is associated with REFAC Technology Development Corporation in New York City. Biographical information is not available at this time.

Suggested by Frank Taplin

June 1981

MANSHEL, WARREN DEMIAN, US ambassador; b. Jan 6, 1924; BA, MA,
Harvard U, 1949, PhD 1952; m. Anita Coleman, 1954;
children--Liane Catherine, Michael Demian. Teaching
fellow Harvard U.; investment banker Coleman & Co.;
pub. Public Interest mag.; pub., editor Foreign Policy
mag.; ambassador to Denmark. Office: American Embassy,
Dag Hammarskojold Alle 24, Copenhagen, Denmark.

from WHO'S WHO IN AMERICA,
1980-81

Mr Manshel is the retired ambassador to Denmark; he served during
the Carter Administration. He is intelligent, non-combative.
He has strong ties with people in European government and
with the financial/business community.

Suggested by Daniel Bell

CORNING

Corning Glass Works
Corning, New York 14831
Tel: 607-974-8332

James R. Houghton
Vice Chairman of the Board

August 18, 1981

Mr. J. Richardson Dilworth
50 Rockefeller Plaza
New York, New York 10020

Dear Dick:

Thanks for your note of August 7th. I certainly will continue to pursue a top Japanese candidate for the Board. I guess I understand your point about the age of both Bob Ingersoll and Mike Mansfield and I will do nothing further on this. The next time our committee meets it might be worthwhile discussing other younger non-Japanese that could fulfill a role such as Mike Mansfield or Bob Ingersoll might have.

Your thoughts were most useful. Thanks again.

Sincerely yours,

A handwritten signature in cursive script, appearing to read "Jimie", with a long, sweeping diagonal line extending downwards and to the left from the end of the signature.

Copies to Mrs. Gladys K. Delmas
Mr. James D. Wolfensohn
Dr. Harry Woolf

J. RICHARDSON DILWORTH
70 ROCKEFELLER PLAZA
NEW YORK, N.Y. 10020

Room 638

212 47-3700

August 7, 1981

Mr. James R. Houghton
Corning Glass Works
Corning, New York 14830

Dear Jamie:

Your letter of July 30 was forwarded to me at Blue Mountain Lake, where we are vacationing with our children and grandchildren. As I have no facilities for making copies, I am dictating my reply to my secretary in New York in order that she may make copies for the other addressees.

Strictly speaking I should not comment on Nominating Committee matters but, since I was invited to the last meeting and you have written to me, I think I may venture an unofficial reply to you and the rest of the committee, who are, of course, at liberty to totally disregard it.

I am delighted that you are pursuing, through your Japanese contact, a suitable Japanese member for our Board.

As to Bob Ingersoll or Mike Mansfield, I agree that they are more than knowledgeable -- not only about Japan -- but also qualified in every other respect except one: Age. Bob is some 2½ years older than I and will be 68 this coming January and, if I am not mistaken, Mike is either 77 or 78, which is considerably beyond our statutory limits.

I would strongly urge that the committee make a determined effort to get younger members, who can and will serve for a good period of time. In my experience, this is important for a board of any educational institution, but particularly so in the case of the Institute, which is, as we all know, a very special place with a special character and problem.

With best wishes,

Very sincerely,



cc: Mrs. Gladys K. Delmas, James Wolfensohn, Dr. Harry Woolf

(dictated but not read)

July 13, 1981

Mr James D. Wolfensohn
Salomon Brothers
One New York Plaza
New York, New York 10004

Dear Jim:

Enclosed you will find all of the replies we have received to your Nominating Committee memorandum to the Board. There have been no objections either by phone or in writing to the two candidates, Thornton Bradshaw and Wilfried Guth. Thus with your agreement, Harry should now talk to these gentlemen about the possibility of their joining the Board.

Concerning Mr Guth, I believe that you were going to find out when he might next be coming to this country. Perhaps you might want to have a word about how and when Harry will be seeing both Bradshaw and Guth.

With best regards, I am

As ever,

John Hunt
Secretary of the Corporation

7 July 1981 phone call
from the office of
Fletcher Byrom:

"In response to Mr Wolfensohn's
memorandum about new Trustees,
Mr Byrom does endorse both
Mr Bradshaw and Mr Guth."

A handwritten signature in dark ink, appearing to be 'JG' or 'JS', located below the typed text.

THE INSTITUTE FOR ADVANCED STUDY

22 June 1981

Memorandum

To: Members of the Board of Trustees

From: James D. Wolfensohn
Chairman, Nominating Committee

Subject: Candidates for Board membership

*Jim -
I agree
C. Brown
6/23*

The Nominating Committee met on 9 June to consider possible candidates for Board membership. I am grateful to all of you who sent in suggestions. Every person suggested was discussed, and candidates have now been established in priority lists. Some of you will soon be receiving requests for further information on the individuals whose names you put forward.

As a result of our deliberations, the Nominating Committee now seeks the agreement of the Board to approach Thornton Bradshaw and Wilfried Guth. Unless I receive objections from Board members by 7 July, we will contact Messrs. Bradshaw and Guth to ascertain if they are willing to serve. The results of such contacts will be brought to the Board in October for its final decision.

Thornton Bradshaw was appointed chairman of RCA in January 1981. The RCA research laboratory is located not far from the Institute. Mr Bradshaw has a distinguished record of business achievement and public service. We believe that he would be a strong and useful member of the Board. His entry from Who's Who is attached.

Wilfried Guth, a managing director of Deutsche Bank AG, is well known to me personally. He is a person of broad interests who will

.../

THE INSTITUTE FOR ADVANCED STUDY

22 June 1981

Memorandum

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From: James D. Wolfensohn
Chairman, Nominating Committee

Subject: Candidates for Board membership

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Wilfried Guth, a managing director of Deutsche Bank AG, is well known to me personally. He is a person of broad interests who will

.../

*They both sound fine to me.
Regards,
Sid Drell
6/25/81*

SDD, 6/25/81

HOWARD C. KAUFFMANN
President

June 24, 1981

Mr. James D. Wolfensohn
Chairman, Nominating Committee
The Institute for Advanced Study
Princeton, New Jersey 08540

Dear Jim:

Thank you for your letter of June 22 concerning
candidates for membership on the Board of the
Institute for Advanced Study.

I heartily endorse the suggestions of Thornton
Bradshaw and Wilfried Guth. Brad is an extremely
effective contributor. All indications that I
have gathered are that Dr. Guth is very well
placed and capable of lending good support to
the Institute.

You may be interested in the attached material
concerning Dr. Guth.

Kindest regards,

Att.

1251 AVENUE OF THE AMERICAS, NEW YORK, N.Y. 10020

FINANCIAL TIMES 10/27/80

Man of innovation and influence

Stuart Fleming profiles Dr Wilfried Guth, joint chief executive of Deutsche Bank, who plays a prominent role in creating world banking policy.

WHEN THE bankers attending the International Monetary Fund annual meeting in Washington this month chose Dr. Wilfried Guth, the 61-year-old co-spokesman of the Deutsche Bank, as the most innovative European banker of the year, it underscored the growing influence of Dr. Guth on the thinking of his peers outside West Germany.

But the significance of the prominence Dr. Guth has achieved among his banking colleagues is only part of the story. In today's world the influence exercised by a chief executive of a major bank can stretch well beyond the boundaries of the financial markets. For the scope of a bank chief executive's business interests has been vastly expanded as the banks themselves have, since 1973, begun to play an even larger role in the financing of countries, and not just of the people and businesses in them.

The banks are well aware of the advantages of having a top executive who commands international prestige. Such a man, who can deal successfully in the Chancelleries and Finance Ministries of the world as well as in its banking parlours, is an asset which translates into bigger profits and more business: it is an added bonus if he has the diplomatic skills needed to exercise a leadership role in public.

From his background, Dr. Guth clearly has the range of experience for the prominent role he is playing in the emerging debate over how best to tackle the challenges facing the banking industry in a world full of financial tensions. At present Dr. Guth is, in effect, joint Chief Executive of the Deutsche Bank, Germany's largest bank, sharing the role with Dr. F. Wilhelm Christians. He did not join the bank until 1968. Before that he had been the Executive Director of the International Monetary Fund for the Federal Republic and, from

1962 to 1967 a member of the Board of managing directors of the Reconstruction Loan Corporation, the agency responsible for administering Marshall Plan funds in Germany.

Dr. Guth began his banking career at Germany's central bank, the Bundesbank, where he headed the research department. At one stage last year it seemed a strong possibility that he might be nominated as the successor to Dr. Otmar Emminger, the Bundesbank president who retired at the end of 1979.

Leading role

The selection of Dr. Guth in the poll among his peers at the IMF, must inevitably be seen as partly the result of some of the ideas he has floated for dealing with the risks associated with recycling the protracted OPEC surpluses, anticipated as a result of the surge in oil prices in the past two years.

The banks played the leading role in the wake of the first "oil shock" in 1973-74, financing the oil-induced deficits of developed and developing countries. It is in part the result of this (highly profitable) expansion that top bankers have been forced to take into consideration broader issues than merely the creditworthiness of a borrower when making lending decisions.

For, in the context of lending to countries, "creditworthiness" often comes down to a question of political risk and that can be influenced not only by the decision on whether to lend or not, but also by the economic and political forces at work in the world. Decisions to lend money in, say, Poland, Yugoslavia or Turkey clearly raise broader issues than what rate of interest to charge.

While the bankers were happy enough to play a leading role recycling surplus funds from the first oil shock many of them, including Dr. Guth, have been making it clear that the

risks are now too high for the banks to undertake such a predominant role again, at least in so far as lending to the oil importing developing countries is concerned.

If efforts to spread the burden are successful then the international agencies such as the International Monetary Fund and the World Bank and the West hopes the OPEC surplus countries will begin to play a bigger role. Such a development clearly impinges directly on the interests of the banks. The terms on which such lending is made available, in what circumstances and to which countries, are issues which will directly affect the risks and profits the banks are already running in some countries.

It is for these reasons that Dr. Guth, for example, sees the need for closer co-operation between the banks themselves as well as between the banks and the other prospective lenders, the IMF in particular. He is well aware that the banks' own freedom of action could be constricted by the circumstances in which such co-operation is undertaken, but already Deutsche Bank itself has been making special efforts to meet and discuss such issues with the top executives of other major banks.

It is against this background of the need for co-operation that perhaps the most controversial idea Dr. Guth has floated needs to be set. At a gathering of top bankers in New Orleans this year he suggested that the world's leading banks ought to consider setting up some form of joint support system to deal with crises which might threaten the world's financial system as a result of an important bank getting into financial difficulties for one reason or another.

Hitherto, perhaps because of their size, their initial dominance in international mar-



Dr. Guth: Banks must co-operate

kets, and the leading role which U.S. foreign policy played, it has tended to be one or two American bankers who have made the running in public in the debate over banking issues of this breadth. The emergence of Dr. Guth, a European banker prepared to take the risks associated with playing a leading role addressing some of (the West hopes) the OPEC as private, takes on an added significance in this context. But, as he himself points out, a banker must not forget that in the end it is the interests of his bank which he must serve, so it is important not to lose touch with the day-to-day business issues which his bank must face.

GUSTAFSSON, Carl Åke Torsten, PH.D.; Swedish geneticist; b. 8 April 1908, Stockholm; s. of Emil and Anna Gustafsson; m. Madeleine Berggren 1932; two s. three d.; ed. Lunds Universitet, and in Stockholm and U.S.A.; Docent, Univ. of Lund 1935, Research Assoc., 1944; Prof. and Head, Inst. of Forest Genetics 1968-74, Prof. Emer. 1974-; Royal Coll. of Forestry, Stockholm 1947, Prefect 1967-68, Head, Inst. of Genetics, Lund Univ. 1965, Prefect 1968; Guest Lecturer at various institutes and universities throughout Europe, and in U.S.A., Thailand, India, Philippines, etc.; mem. Royal Physiographic Soc., Royal Acad. of Forestry and Agriculture, Royal Acad. of Sciences (all in Sweden), and Leopoldina Acad. of Natural Sciences (Germany), Acad. of Sciences and Letters (Denmark and Finland), Nat. Acad. of Sciences (U.S.A.), etc. *Publications*: 200 scientific articles; books of prose and poetry. *Address*: Institute of Genetics, Lund University, Solvegatan 29, 223 62 Lund, Sweden.

GUT, Rainer Emil; Swiss banker; b. 24 Sept. 1932, Baar; s. of Emil Anton and Rosa (Müller) Gut; m. Josephine Lorenz 1957; two s. two d.; ed. Cantonal School of Zug; undertook professional training periods, France and England; North American Rep. Union Bank of Switzerland, New York 1963; Gen. Partner Lazard Frères & Co., New York 1968; Chair. and Chief Exec. Officer, Swiss American Corp. (Crédit Suisse's U.S. investment banking affiliate) 1971; Deputy Gen. Man., Head Office Crédit Suisse, Zurich 1973, Gen. Man. 1975, Spokesman of Gen. Management 1977-. *Address*: Schatzackerstrasse 63, 8303 Bassersdorf, Switzerland. *Telephone*: 01-836-70-86.

GUTH, Paul; French author, journalist and radio and television broadcaster; b. 5 March 1910, Ossun; s. of Joseph and Maria Guth; m. Juliette Loubère 1936; ed. Coll. de Villeneuve sur Lot, Lycée Louis le Grand; teacher of French, Latin and Greek, Lycée de Dijon, Lycée de Rouen, then Lycée Janson de Sailly; journalist, contributor to several newspapers and journals including Spectator, Figaro Littéraire, L'Album du Figaro, La Gazette des Lettres, La Revue de Paris, etc. contrib. to numerous radio programmes; regular appearance on TV programme, Premières Nouvelles; Grand Prix du Théâtre 1946, Grand Prix littéraire, Paris 1964, Grand Prix littéraire, Monaco 1973, Grand Prix de littérature, Académie Française 1978; Officier, Légion d'honneur, Command. des Arts et Lettres. *Publications*: Quarante contre un, Autour des dames du bois de Boulogne, Les sept trompettes, Le Pouvoir de Germaine Calban, Naïf series including, Les mémoires d'un naïf (Prix Courteline 1953). *The naïf locataire* (Grand Prix du Roman, Académie Française 1956), Jeanne la mince series; *Le naïf dans la littérature*, Comment j'ai créé le personnage du naïf, Une bombe littéraire au temps des années folles: dadaïsme, Saint Louis roi de France, Henri IV, Histoire de la littérature française 2 vols. 1967, Lettre ouverte aux idoles 1968, L'histoire de la douce France 1968-70, Mazarin 1972, Le chat beauté, Lettres à votre fils qui en a ras le bol, Notre drôle d'époque comme si vous y étiez; childrens books: La locomotive Joséphine, Le fin mot de l'histoire, Moustique et le marchand de sable, Moustique et Barbe Bleue, Moustique dans la lune, Si ces grands hommes étaient morts à vingt ans. *Address*: 24 rue Desbordes Valmore, 75016 Paris, France.

GUTH, Wilfried, DR.RER.POL.; German banker; b. 8 July 1919; mem. of Man Bd., Deutsche Bank AG; Chair. Supervisory Bd., Daimler-Benz AG, Deutsche Überseeische Bank AG, Philipp Holzmann AG, Knorr-Bremse KG, Saarlandische Kreditbank AG, Metallgesellschaft AG; Deputy Chair. Supervisory Bd., Dierig Holding AG, Reemtsma Cigarettenfabrik GmbH, Schering AG, Allianz Versicherungs AG, Siemens AG; mem. Supervisory Bd., Henkel KGaA, Münchener Rückversicherungs-Gesellschaft AG, Solvay & Cie. S.A., Belgium, August Thyssen-Hütte AG. *Address*: Deutsche Bank AG, 6000 Frankfurt am Main, Grosse Gallusstrasse 10-14, Federal Republic of Germany.

GUTHRIE, Randolph Hobson, B.S., LL.B.; American lawyer and business executive; b. 1905, Richmond, Va.; s. of Mr. and Mrs. Joseph H. Guthrie; m. Mabel E. Welton 1934; two s. one d.; ed. The Citadel, Charleston and Harvard Law School; Sr. Partner of Mudge, Rose, Guthrie and Alexander and predecessor firms since 1943; Chair. Bd. of Studebaker-Worthington Inc. 1963-71, Chair. Exec. Cttee. 1971; Chair. Bd. of UMC Industries Inc. 1969-76, Chair. Exec. Cttee. 1976-. *Leisure interest*: golf. *Address*: 20 Broad Street, New York, N.Y. 10005 (Office); South Beach Lagoon, Hilton Head, S.C., U.S.A. (Home). *Telephone*: 212-422-6767.

GUTIÉRREZ CANO, Joaquín; Spanish international bank official; b. 1920; ed. Univ. of Madrid; Spanish Diplomatic Service 1947-57; Pres. Spanish Fruit Producers' and Exporters' Asscn. 1958; M.P. 1958-; mem. Council of Inst. of Fiscal Studies 1960-; Perm. Counsellor, Nat. Econ.; mem. Bd. Bank of Spain 1962-, Bank

of Industrial Credit 1962-; Exec. Dir. for Spain, Italy, Greece and Portugal, Int. Bank for Reconstruction and Devt. (World Bank) 1963-68; Minister of Devt. Planning 1974-76. *Address*: c/o Ministry of Development Planning, Madrid, Spain.

GUTIÉRREZ GÓMEZ, José, DR.R. DRER.POL.; Colombian diplomatist; b. 1909, ed. Univ. de Antioquia; Man. Cali Agriculture, Industrial and Mining Credit Bank 1932-35, Uribe Angle Lab. Medellín 1935-46; Chair. Nat. Asscn. of Industrialists (ANID) 1946-57; mem. Govt. Econ. Cttee. 1947-48, Econ. Mission to Washington 1948; Del., with rank of Amb., Ninth Gen. Assembly of UNOAS 1952, Fourth Extraordinary Session, Inter-American Econ. and Social Council, Rio de Janeiro 1954; Mayor of Medellín 1957; Amb. to U.S.A. and to Council of OAS 1957-60; Dir. Corporación Financiera Nacional 1961-, now Pres.; Hon. D.Econ. (Univ. of Antioquia). *Address*: Corporación Financiera Nacional, Apartado Aéreo 1039, Medellín, Colombia.

GUTIÉRREZ, Julio César, DR. ECON.; Paraguayan economist and banker; b. 11 Feb. 1920; s. of Emilio and Amalia Gutiérrez; m. Beatriz Ferrari 1963; three s. and two d.; ed. Escuela Nacional de Comercio, Asunción, Universidad Nacional, Asunción, and Centro de Estudios Monetarios Latinoamericano, Mexico; Supt. of Banks Paraguay 1950-56; Financial Adviser to Ministry of Finance 1957-58; Nat. Financial Controller, Paraguay 1959-62; Dir. of Seminar, Faculty of Econ. Sciences, Asunción 1957-60, Univ. Pío 1960-62; Econ. Counsellor, Paraguayan Embassy, Washington 1962-69, Exec. Dir. Inter-American Devt. Bank (IDB) 1963-7, Rep. of the IDB in Lima, Peru 1971-73, Exec. Dir. IDB and Minister of Paraguayan Embassy, Washington 1974-76, Exec. Dir. IBRD 1976-78, Exec. Dir. IMF 1978-79. *Leisure interests*: fishing and golf. *Address*: c/o Ministerio de Relaciones Exteriores, Palacio de Gobierno, Asunción, Paraguay.

GUTIÉRREZ, Mario R.; Bolivian politician and diplomatist; b. 19 Oct. 1917, Santa Cruz de la Sierra; m.; five c.; ed. Univ. Católica de Chile and Gabriel René Moreno Univ., Santa Cruz; mem. Bolivian Socialist Falange; Minister for Foreign Affairs 1971-73; six times interim Pres. of Bolivia; served as Deputy and Senator for La Paz in Nat. Congress; Amb. to UN 1975-78. *Publications*: Alegato Histórico de los Derechos de Bolivia al Pacífico, Predeterminación Histórica de Bolivia, Sangre y Luz de Dos Razas, Soberanía y Entreguismo, Presencia Internacional de Bolivia. *Address*: c/o Ministerio de relaciones Exteriores y Culto, Plaza Murillo, Ingavi, La Paz, Bolivia.

GUTIÉRREZ MELLADO, Lieut.-Gen. Manuel; Spanish army officer and government official; b. 30 April 1912, Madrid; ed. Gen. Mil. Acad.; Lieut. in Artillery 1933; took part in civil war, Capt. 1938; Major 1944; Prof. School of Artillery 1944; Lieut.-Col. 1957; Col. 1965; Command, 13 Artillery Regt., Brig.-Gen. 1970; Prof. Higher Centre of Nat. Defence Studies (CESEDEN), then worked at Supreme Mil. Command 1970-73; Chair. various comms. and inter-ministerial councils 1970-73; Div.-Gen. and mem. Supreme Army Command 1973-75; Command.-Gen. and Govt. Rep. in Ceuta 1975-76; Lieut.-Gen. March 1975-; Capt.-Gen. of 7th Mil. Region March-Sept. 1976; Chief of Gen. Staff June-Sept. 1976; First Deputy Prime Minister (for Defence Affairs) Sept. 1976-; Grand Cross of Order of San Hermenegildo, of Order of Mil. Merit and of Order of Aeronautical Merit; Order of Isabel la Católica; Medal of Merit (First Class) Portugal. *Address*: Consejo de Ministros, Madrid, Spain.

GUTMANN, Viktor, DIP. ING., DR. TECH., DR. PHIL., SCD.; Austrian chemist; b. 10 Nov. 1921, Vienna; s. of Viktor Gutmann and Margarete Lehmann; m. Elisabeth Schuster 1968; two s. two d.; ed. Tech. Univ. of Vienna; Asst. in research, Tech. Univ. of Vienna 1946-48, 1950-52, Dozent 1953-57, Prof. of Inorganic Chemistry 1957-, Head of Dept. 1960-; Post-Doctoral Fellow, Cambridge 1948-50; Prof. of Inorganic and Analytical Chemistry, Baghdad Univ. 1952-53; mem. Göttingen Acad. of Science, Austrian Acad. of Science, Leopoldina Acad. of Science (Halle); Dr. Rer. Nat. (L.C.); J. Heyrovsky Medal, Carl Friedrich Gauss Medal. *Publications include*: Halogen Chemistry (Editor) 1968, Chemical Coordination in non-Aqueous Solutions 1968, Chemical Functionality 1971, General and Inorganic Chemistry 1971, The Donor-Acceptor Approach to Molecular Interactions 1978 and numerous articles; 340 research papers. *Leisure interests*: mountaineering, skiing, gardening. *Address*: Technische Universität, Getreidemarkt 9, A 1060 Vienna (Office); Trinksgelgasse 16, A 2380 Perchtoldsdorf, Austria (Home). *Telephone*: 0222-571651; 116 (Office); 0222-869519 (Home).

GUTOWSKI, Armin Ferdinand; German professor and economist; b. 14 July 1930, Nuremberg; s. of Adam and Meta Gutowski; m. Dr. Renate Merklein 1973; ed. Univ. of Nuremberg, Hamburg

James D. Wolfensohn

One New York Plaza

New York, NY 10004

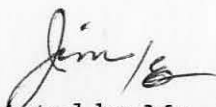
July 8, 1981

Dear John,

I appreciated very much your letter of June 12 concerning the relationship between the Institute for Advanced Study and Germany. The relationship has, no doubt, been extremely interesting and worthwhile, and I shall keep your letter on file pending clearance to approach Dr. Guth.

Warmest wishes,

As ever,

A handwritten signature in cursive script, appearing to read "Jim" followed by a stylized flourish.

(Dictated by Mr. Wolfensohn and
signed in his absence overseas)

Mr. John Hunt, Secretary
The Institute for Advanced Study
Princeton, New Jersey 08540

THE INSTITUTE FOR ADVANCED STUDY

22 June 1981

Memorandum

To: Members of the Board of Trustees

From: James D. Wolfensohn
Chairman, Nominating Committee

Subject: Candidates for Board membership

The Nominating Committee met on 9 June to consider possible candidates for Board membership. I am grateful to all of you who sent in suggestions. Every person suggested was discussed, and candidates have now been established in priority lists. Some of you will soon be receiving requests for further information on the individuals whose names you put forward.

As a result of our deliberations, the Nominating Committee now seeks the agreement of the Board to approach Thornton Bradshaw and Wilfried Guth. Unless I receive objections from Board members by 7 July, we will contact Messrs. Bradshaw and Guth to ascertain if they are willing to serve. The results of such contacts will be brought to the Board in October for its final decision.

Thornton Bradshaw was appointed chairman of RCA in January 1981. The RCA research laboratory is located not far from the Institute. Mr Bradshaw has a distinguished record of business achievement and public service. We believe that he would be a strong and useful member of the Board. His entry from Who's Who is attached.

Wilfried Guth, a managing director of Deutsche Bank AG, is well known to me personally. He is a person of broad interests who will

.../

Memorandum to the Board of Trustees
Candidates for Board membership

2

22 June 1981

appreciate the character and contributions of the Institute. Given the Institute's strong ties with Germany, it seems to the Nominating Committee desirable to add an appropriate Trustee of German nationality to the Board. Mr Guth's frequent trips to the United States would make it possible for him to attend our meetings on a regular basis, should he accept our invitation. Were we able to attract him, I believe that we could count on him to strengthen the financial backing for the Institute from the Federal Republic of Germany.

I look forward to hearing from you.

BRADSHAW, THORNTON FREDERICK, oil co. exec.; b. Washington, Aug. 4, 1917;
s. Frederick and Julia V (See) B.; grad. Phillips Exeter Acad., 1936;
A.B., Harvard, 1940, M.B.A., 1942, D.C.S., 1950; LL.D. (hon.),
Pepperdine U., 1974; D.Social Sci. (hon.), Villanova U., 1975;
m. Sally Davis, 1940 (div. 1974); children--Nancy M. (Mrs. Thomas
Poor), Priscilla W. (Mrs. Richard Page, Jr.), Jonathan G.; m. 2d,
Patricia Salter West, May 11, 1974; children--Jeffrey D. West,
Nicholas S. West, Andrew P. West, Eric R. West. Asso. prof. Grad.
Sch. Bus. Administrn., Harvard, 1942-52; partner Cresap, McCormick
+ Paget, N.Y.C., 1952-56; v.p., dir. Atlantic Richfield Co.
(formerly Atlantic Refining Co.), Los Angeles, 1956-62, exec.
v.p., 1962-64, pres. 1964- , mem. exec. com., 1966- ; also dir.;
dir. RCA, Security Pacific Nat. Bank, Security Pacific Corp.,
NBC, Champion Internat. Bd. dirs. Los Angeles Philharmonic Assn.,
past pres.; bd. dirs. Conf. Bd., Center for Edn. in Internat.
Mgmt., Aspen Inst. for Humanistic Studies, Am. Petroleum Inst.,
Los Angeles World Affairs Council; chm. bd. fellows Claremont U.
Center; trustee Conservation Found., Huntington Library and
Art Gallery, Pasadena, Calif.; mem. vis. com. U. Calif. at
Los Angeles Grad. Sch. Mgmt., John Fitzgerald Kennedy Sch. Govt.;
mem. vis. coms. bd. overseers Harvard Coll., also mem. bd. overseers;
mem. bd. Center for Edn. in Internat. Mgmt.; mem.-at-large bd.
govs. Performing Arts Council Los Angeles; chmn. arms control
panel UNA-Soviet Am. Parallel Studies Project. Served to lt. (j.g.)
USNR, 1943-45. Mem. Harvard Bus. Sch. Assn. (pres. 1966). Home:
945 Hillcrest Pl, Pasadena, CA 91106. Office: 515 South Flower St,
Los Angeles, CA 90071.

from WHO'S WHO IN AMERICA, 1980-1981

Since January 1981 Mr Bradshaw has been chairman
and chief executive officer of RCA.

June 12, 1981

Memorandum

To: Harry Woolf
From: John Hunt
Subject: Additional information on Trustee candidates

At the June 9 meeting of the Nominating Committee, it was agreed that you would seek further information on the following candidates (CVs attached):

D. Peter McColough (Elizabeth McCormack should be asked)
John F. McDonnell (Betsy Whitehead should be asked)
Max Palevsky (Sid Drell should be asked)
James Simons (Frank Yang should be asked)
Mrs James H. Semans (Frank Taplin should be asked)
Eugene M. Lang (Frank Taplin should be asked)
Warren Manshel (Dan Bell should be asked)

VH

June 11, 1981

Mr James D. Wolfensohn
Executive Partner
Salomon Brothers
One New York Plaza
New York, New York 10004

Dear Jim:

Here is the draft memorandum to the Trustees.
If your office will phone in to us your corrections,
we will circulate the memorandum to the Trustees.

With best regards, I am

Sincerely yours,

John Hunt

40 Wall Street
New York, New York 10005


May 28, 1981

Dear John,

The Nominating Committee has requested suggestions for Trustees. I propose Andrew Heiskell as a candidate worthy of consideration. He recently retired as Chairman and chief executive officer of Time Inc. He is about sixty-five years of age and is intelligent, effective, and widely known. Recently he was elected Chairman of the Board of Trustees of the New York Public Library. I should also mention that he is an Overseer of Harvard University. Enclosed herewith is his resume from "Who's Who in America."

With warm regards,

Sincerely,



Ralph E. Hansmann

Mr. John Hunt,
Secretary
The Institute for Advanced Study
Princeton, New Jersey 08540

REH:BMG
Enclosure

SEGAL

MARTIN E. SEGAL
200 PARK AVENUE
8TH FLOOR
NEW YORK, N. Y. 10166
(212) 578-0770

May 27, 1981

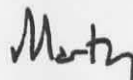
Mr. John Hunt
Secretary
The Institute for Advanced Study
Princeton, New Jersey 08540

Dear John:

Last evening we had the pleasure of seeing the Wolfensohns at the home of a mutual friend. In the course of a conversation with Jim, I mentioned your May 21 memo concerning candidates for membership on the Board of Trustees. I suggested The Rt. Hon. Lord Desmond B. Hirshfield as a possibility. I can't say that Lord Hirshfield would be an important source of potential financial support of the Institute, nor is he by professional background connected with the life sciences. However, Lord Hirshfield is President of Horwath & Horwath International. As you undoubtedly know, this is a well regarded international firm of chartered and certified public accountants. I have known Lord Hirshfield socially for more than 20 years. He is a very intelligent man with excellent relations at the highest business and other levels in the United Kingdom and elsewhere. Lady Hirshfield is a charming and attractive person.

If serious consideration is to be given to Lord Hirshfield as a possible Trustee, I suggest that two steps be taken; first, Jim Wolfensohn should meet Lord Hirshfield and chat with him. Secondly, I should discreetly find out whether Lord Hirshfield is interested in the Institute and the possibility of joining the Board. I'll do nothing further with respect to this matter until I've been asked to.

Cordially yours,



Martin E. Segal

MES:bz

cc: James D. Wolfensohn

FRANK E. TAPLIN
ONE PALMER SQUARE
PRINCETON, N. J. 08540

May 28, 1981

Dear John:

In answer to your memorandum of May 21, I would like to suggest the following individuals for the consideration of the Nominating Committee of The Institute for Advanced Study, which I understand will be meeting on June 9:

Akio Morita: Chairman, Sony Corporation

James A. Elkins, Jr.: Chairman, First City Bancorporation of Texas

James D. Robinson III: Chairman and CEO, American Express Company (Houston)

Walter H. Annenberg: Triangle Publications (Philadelphia)

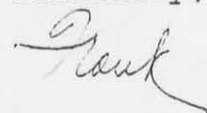
Eugene M. Lang: REFAC Technology Development Corporation (New York)

Ezra Zilkha, 30 Rockefeller Plaza, New York

N. — John (M) Irwin II, 30 Rockefeller Plaza, New York
Mrs. James H. Semans, The Duke Endowment,
(New York) Lives in Durham, N.C.

Some of these names may already have been submitted and are under active consideration. If so, I apologize, and I shall try to send further names along before the June 9 meeting.

Sincerely,



Mr. John Hunt, Secretary
The Institute for Advanced Study
Olden Lane
Princeton, N. J. 08540

cc: James Wolfensohn

HARVARD UNIVERSITY

DEPARTMENT OF THE CLASSICS

319 Boylston Hall
Cambridge, Massachusetts 02138

May 27, 1981

Mr. John Hunt
Secretary of the Corporation
The Institute for Advanced Study
Princeton, NJ 08540

Dear John:

In response to Jim Wolfensohn's and your request for suggestions for new Trustees, I am writing this letter for the Nominating Committee which goes a little beyond the mere suggestion of new names.

First, a person that I think might be considered is Kingman Brewster, who is a vigorous and imaginative thinker about educational and other contemporary problems and is now comparatively free from responsibilities after his Ambassadorship in London. He is living in New Haven, working on a book, practicing part-time at Winthrop Stimson in New York, and serving as President of the English Speaking Union. His experience and contacts might be useful to the Institute.

Secondly, I should like to express myself as opposed to the election of Henry Kissinger as a Trustee. Since I still feel somewhat new to the Board and had not been a member when he was elected previously, I kept silent at our last meeting when his candidacy was discussed. I have now thought further, however, and believe that I should express my opinion. When he was at Harvard, I found him one of the few colleagues I have known here who was too self-centered to be helpful and cooperative in a casual way with colleagues; I have serious doubts about his personal and professional reliability as a historian and autobiographer; and I do not think that his principles and attitudes are consistent with some of the aims of the Institute. I would not be against him because his election would be controversial, but because I think the controversy would reflect an accurate perception that the good he might do for the Institute would be outweighed by negative factors.

Not to be merely negative myself, however, let me suggest the name of Cyrus Vance as someone who might bring some of Henry Kissinger's range of positive contributions and at the same time be a generally more useful and congenial member. I fear that I am proposing too many Yale people, and Dick Dilworth would know whether Cy Vance would be too busy, now that he has rejoined the Yale Corporation, to make a proper contribution to the Institute.

-2-

Thirdly, I mention the obvious: that among the officers of such companies as Merck or Bristol-Myers you are likely to find people who would help with developments in the life sciences. I know people in both those companies, but could not judge who would be the best or whether there are not more likely companies at which to look. I feel sure that Jim and other members of the Board would be better able to know the right names, and I am only suggesting that this is a place to look.

All best wishes to you, as ever.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Zeph'.

Zeph Stewart

ZS/kld

THE INSTITUTE FOR ADVANCED STUDY

May 21, 1981

Memorandum

To: Members of the Board of Trustees

From: John Hunt, Secretary of the Corporation

Subject: Candidates for membership on the Board of Trustees

At Jim Wolfensohn's request, I am writing to remind you that the Nominating Committee will be meeting on June 9. At that time the Committee will select candidates for membership on the Board of Trustees. These candidates will then be presented to the Board for its consideration at the October meeting.

There are at present six openings on the Board. Jim has asked that each Trustee send in suggestions so that the range of choice open to the Committee is as broad as possible. The following points may perhaps be useful to you as you consider those whose names you wish to propose.

In the first instance, there is the question of possible financial support of the Institute. As was pointed out at the April meeting, the Fiftieth Anniversary Fund campaign is now being launched. Additionally, a continuing effort is under way to endow professorships at the Institute. Other gift opportunities exist, and thus the general question of financial support should be kept in mind in connection with new appointments to the Board.

There is also the question of foreign representation on the Board. It is both desirable and in all likelihood possible to develop increased sources of support for visiting members from abroad, particularly from those countries where there are the largest concentrations of former Institute members presently on the faculties of those countries'

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Memorandum to the Members of the Board of Trustees
Candidates for membership on the Board of Trustees

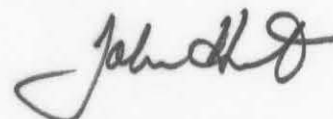
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May 21, 1981

universities and research institutions. In this respect, the leading countries are the United Kingdom, Germany, France and Japan. A useful first step in securing significant funds from abroad would be to name foreign Trustees to the Board.

Finally, there is the question of new intellectual initiatives now in the planning stage. One such initiative involves the life sciences. There is no one on the Board at present who is directly related to that area of the corporate sector which is concerned with basic research in the life sciences. In addition to the first priority of concern for the Institute as a whole, such a person could be of help in the development of a life sciences program and its necessary financial support.

If you will call or write your suggestions to my office, I will see that Jim has them in time for the meeting of the Nominating Committee.



To Mmes. Delmas and Whitehead, Messrs. Bell, Brown, Byrom, Dilworth, Doob, Drell, Forrestal, Hansmann, Houghton, Kauffmann, Opel, Petersen, Segal, Stewart, Straus, Taplin, Woolf.

cc: Mr Wolfensohn

May 11, 1981

Mr James D. Wolfensohn
Executive Partner
Salomon Brothers
One New York Plaza
New York, New York 10004

Dear Jim:

I attach a copy of a letter to you of 7 November 1980. It might be helpful to you as you consider your forthcoming letter to the Trustees concerning suggestions for new Trustees.

The final paragraph refers to a proposal for reallocating certain existing Institute fund accounts. As this was dealt with at our recent meeting, I have not included it again.

With warm regards, I am

Sincerely,

John Hunt
Secretary of the Corporation

THE INSTITUTE FOR ADVANCED STUDY

HARRY WOOLF
Director

25 March 1981

Memorandum

To: Members of the Nominating Committee
From: Harry Woolf
Subject: New Board Members

Following the October 1980 action of the Board of Trustees, we are now entitled to 25 Board members plus the Director. This means we now have six slots to fill, and some action should be taken in April.

Pursuant to earlier conversations on this subject, I think we should now work toward agreement on a group of nominees to be considered by the Nominating Committee for presentation to the Board at the April meeting.

For the foreign slots, you may wish to consider the following:

Germany: Toni Schmücker (suggested by John Opel)
Japan: Akio Morita (suggested by James Houghton)
Canada: Maurice Strong

.../

Memorandum to the Members of the Nominating Committee
New Board Members

2

25 March 1981

For the American slots, you may wish to consider:

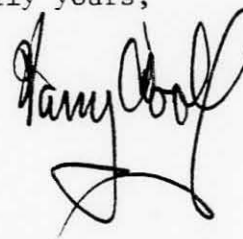
James E. Burke
Gordon Gund
C. Peter McColough
John F. McDonnell
John C. Whitehead

To this group might be added:

Thornton Bradshaw
A member of the Rosenwald family
Robert A. Beck, chairman and chief executive officer
of Prudential
Howard Stein, chairman and chief executive officer
of the Dreyfus Fund
John T. Dorrance, heir to the Campbell Soup fortune
and chairman of the company
William Hambrecht, managing partner of Hambrecht
and Quist investment banking firm, with special
interest in the high technology field
Clinton Murchison, a Texas businessman who received
his master's degree in mathematics from MIT
Max Palevsky
John Simons, former chairman of the mathematics
department at Stony Brook (suggested by C. N. Yang)
Arthur Taylor, former president of CBS, now developer
of Rockefeller Center TV

Résumés of the individuals named above are attached.

Cordially yours,



May 7, 1981

Mr James D. Wolfensohn
Executive Partner
Salomon Brothers
One New York Plaza
New York, New York 10004

Dear Jim:

Here is the material on prospective candidates. It was sent to members of the Nominating Committee before the most recent meeting. Please let us know your preference with regard to distribution to all Trustees before the June 9 meeting.

Sincerely,

John Hunt
Secretary of the Corporation

THE INSTITUTE FOR ADVANCED STUDY

February 12, 1981

Memorandum

To: Harry Woolf
From: John Hunt *JH*
Subject: New Board Members

Following the October action of the Board of Trustees, we are now entitled to 25 Board members plus the Director. This means we now have six slots to fill, and some action should be taken in April.

Pursuant to earlier conversations with Jim Wolfensohn, I think you will now wish to meet with Jim and Dick Dilworth to agree on a group of nominees for the April meeting of the Nominating Committee and the Board.

For the foreign slots, you may wish to consider the following:

Germany: Toni Schmücker (suggested by John Opel)
Greece: Stavros Niarchos (a Founding Friend)
Japan: Akio Morita (suggested by James Houghton)
Canada: Maurice Strong

.../

Memorandum to Harry Woolf
New Board Members

2

February 12, 1981

For the American slots, you may wish to consider the following:

James E. Burke
Gordon Gund
C. Peter McColough
John F. McDonnell
John C. Whitehead

To this group might be added:

Thornton Bradshaw
a member of the Rosenwald family
a member of the du Pont family (through Winterthur)
Leonard Block or Thomas Block (both Founding Friends)
a member of the Mellon family
Robert A. Beck, chairman and chief executive officer
of Prudential
Howard Stein, chairman and chief executive officer
of the Dreyfus Fund
John T. Dorrance, heir to the Campbell Soup fortune
and chairman of the company
William Hambrecht, managing partner of Hambrecht
and Quest investment banking firm, with special
interest in the high technology field
Clinton Murchison, a Texas businessman who received
his Master's degree in mathematics from MIT
Max Palevsky
Jim Simons, former chairman of the mathematics
department at Stony Brook, multimillionaire
investor, suggested by C. N. Yang

.../

Memorandum to Harry Woolf
New Board Members

3

February 12, 1981

Arthur Taylor, former president of CBS, now
developer of Rockefeller Center TV

Résumés of the individuals named above are attached.

January 8, 1981

Memorandum

To: Harry Woolf
From: John Hunt
Subject: Meeting with Dick Dilworth and Jim Wolfensohn

This is just a reminder of your desire to meet with Dick and Jim to discuss the framework of the new Board and specific names of those who might serve on it. If everyone is available, you might wish to consider the possibility of a late lunch just before our Budget and Finance Committee meeting on January 28. Let me know if you wish to have materials prepared for that purpose.

THE INSTITUTE FOR ADVANCED STUDY

HARRY WOOLF
Director

7 November 1980

Mr James D. Wolfensohn
Executive Partner
Salomon Brothers
One New York Plaza
New York, New York 10004

Dear Jim:

I very much appreciated the opportunity to discuss with you current plans for new directions at the Institute. These new initiatives will require the support of the Trustees as well as their approval, and I would like to consider our recent decision to enlarge the Board as an opportunity to bring to our community new Trustees who will take a particular interest in these new initiatives now in the planning stage. What follows is a summary of the various items we discussed from the specific point of view of selecting new Board members. I plan to follow up these individual items in separate letters as they develop.

In the course of our discussion, I mentioned our desire to develop in appropriate ways a music program at the Institute. As you know, I am particularly counting on help from you and Frank for this initiative, and I will be getting back to you soon about the formation of a planning committee.

I also mentioned discussions now in process with the American Cancer Society in relation to our desire to develop an appropriate program in the life sciences here at the Institute. Whereas you and Frank have both expressed willingness to help with the development of music at the Institute, there is no one on the Board at present who is directly related to that area of the corporate sector which is concerned with fundamental research in the life sciences. Such a person could be of real help in the development of the life sciences program and its necessary financial support.

/...

Mr James D. Wolfensohn
New York, New York
7 November 1980

2

As regards the program itself, we are now taking action to create an external planning committee which will put together an agenda for a low-profile probing conference here at the Institute.

In considering other potential Board members, I would hope that we could identify individuals whose personal financial situation is such that substantial gifts to endowment could be envisaged. There are various gift opportunities at the Institute which offer the possibility of perpetuating donors' names. To mention only a few, we are now seeking to endow professorships in the School of Mathematics in honor of Hermann Weyl and Kurt Gödel; in the School of Historical Studies in honor of Erwin Panofsky and Benjamin Meritt; in the School of Natural Sciences in honor of Albert Einstein and Robert Oppenheimer; and a special professorship-at-large, reserved for the Director, in honor of Abraham Flexner, who was the Institute's first Director and its primary shaping influence. We also wish to endow our library, which is as yet unnamed. Other such opportunities exist and might very well be thought of in connection with new appointments to the Board.

Finally, there is the question of foreign membership on the Board. It should be kept in mind that from the beginning, the Institute has been an international institution though American in location and organizational form. Institute records show country of birth for 2827 members; 1241 of these have come from the United States and 1586 from 61 other countries. Currently about one-third of our visiting members come from abroad.

We believe that we can and should develop increased sources of support for foreign members, particularly from those countries where there are the largest concentrations of former members presently on the faculties of those countries' universities and research institutions. In this respect, the leading countries are the United Kingdom, Germany, France and Japan.

A useful first step in securing significant funding from these countries would be to name from them members to our Board. I believe that it would be wise to begin with Germany and Japan. The leading

/...

Mr James D. Wolfensohn
New York, New York

3

7 November 1980

candidate from Germany is Toni Schmücker, who is head of Volkswagenwerk; from Japan, we have thought of Akio Morita, chairman of the Sony Corporation.

If we can relate the expansion of our Board to our programmatic and funding needs, we will have markedly strengthened the Institute overall. I look forward to working with you, the Nominating Committee and the present Board toward this objective.

Finally, I attach a proposal for reallocating certain existing Institute fund accounts in order to attract the additional funds we need for endowing four of the professorships which I enumerated above. Once you have had the opportunity to go over this material, I suggest that we get together with Dick to plan our strategy for the future.

With warm regards, I am

Cordially yours,

THE INSTITUTE FOR ADVANCED STUDY

October 1980

For consideration as candidates for the Board of Trustees:

Robert O. Anderson

Robert A. Beck

James E. Burke

John T. Dorrance, Jr.

Gordon Gund

Yoshizo Ikeda

C. Peter McColough

John F. McDonnell

Akio Morita

Toni Schmücker

Dieter Spethmann

Howard Stein

John Cunningham Whitehead

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY 08540
Telephone-609-924-4400

October 9, 1980

Memorandum

To: Harry Woolf
From: John Hunt
Subject: New Board Members

A resolution will be presented to the Nominating Committee, requesting an increase in the number of Board members from 20 to 25.

At the present moment we have 20 members, you included. An increase to 25 would give us six slots to fill, since we are now entitled to 20 plus the Director.

Of these six, I would suggest that we might now use four for foreign memberships (Britain, France, Germany and Japan), reserving the other two for additional American members. This would correspond to the international character of the Institute and would strengthen our ability to attract foreign financial support. Indeed, this is probably an essential first step to securing significant funding from the countries in question. We might then ultimately aim for a Board of 20 Americans and five non-Americans (four Europeans and a Japanese).

At the moment, two Germans and two Japanese are under consideration. They are:

- Germany - Toni Schmücker (suggested by John Opel)
- Dieter Spethmann (suggested by Fletcher Byrom)

/...

Memorandum to Harry Woolf
New Board Members
October 9, 1980

2

Japan - Yoshizo Ikeda (suggested by Fletcher Byrom)
 - Akio Morita (suggested by James Houghton)

Of this group, Schmücker and Morita seem the most interesting to us because of their powerful corporate positions and connections. If the Nominating Committee and Board agree, the initial approach to these two gentlemen might be made by the Board member who made the original suggestion and then be followed up by a personal visit from you.

Once we have secured appropriate Board members from Germany and Japan, we could then turn to the task of finding candidates from Britain and France. If we wanted to add another European, we might consider Stavros Niarchos, who is now a Founding Friend.

If we follow this approach, we will have two American slots to fill (soon to be three if Petersen becomes emeritus in April, and possibly four if Segal is not re-elected in April). At the moment, priority consideration is being given to the following candidates (résumés attached):

James E. Burke
Gordon Gund
C. Peter McColough
John F. McDonnell
John C. Whitehead

To this group might be added Robert O. Anderson; a member of the Rosenwald family (the Stern branch seems to have shown the most interest in philanthropy); a member of the du Pont family; Leonard or Thomas Block (both Founding Friends); a member of the Mellon family; Robert A. Beck, chairman and chief executive officer of Prudential; Howard Stein, chairman and chief executive officer of the Dreyfus Fund; and John T. Dorrance, Jr., heir to the Campbell Soup fortune and chairman of the company.

Résumés of the specific individuals named above are also attached.

/...

Memorandum to Harry Woolf
New Board Members

3

October 9, 1980

I suggest that we go over this memorandum together and establish a priority list of choices so that we can go after those we want immediately following the October meeting.

February 13, 1979

Memorandum

To: Harry Woolf
From: John Hunt
Subject: Replacement for Robert Solow

This is just a reminder about our need for a replacement from the Social Science area for Professor Solow. We will need to present a candidate to the Nominating Committee by April 15. You may want to have a word with Albert and Cliff about this.

25 September 1978

Grant Sawyer, Esq.
Senior Partner
Lionel Sawyer and Collins
Suite 1700
300 South 4th Street
Las Vegas, Nevada 89101

Dear Mr. Sawyer:

At the request of Mr. Robbie MacFarlane, I enclose some descriptive material about The Institute for Advanced Study.

I hope that you find these materials of interest and I look forward to making your acquaintance.

With best regards, I am

Cordially yours,

Harry Woolf

enclosures

IAS description
Staff and Members List
blue brochure

September 14, 1978

Mr. Robert S. Macfarlane, Jr.
16656 Linda Terrace
Pacific Palisades, California 90272

Dear Robbie:

Your letter arrived during the Labor Day break and was set aside for a moment while we got the new academic year underway. Forgive me for the slight delay.

I am most grateful for the information about Tony Frank, and in the next several weeks when we have convened the Nominating Committee of the Board of Trustees I shall place his name before them for serious consideration. In the meantime, I am looking into my own travel plans West. I would like very much to meet him, hopefully together with you. In turn it would be nice to know when you are coming this way so that we can entertain you properly, instead of on the run between airports.

With warm regards, I am,

Cordially yours,

Harry Woolf

FOUNDATION MANAGERS

INCORPORATED

*Twenty-Two Chambers Street
Princeton, New Jersey 08540*

September 1, 1978

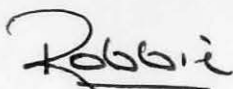
Dr. Harry Woolf
School of Social Science
Institute for Advanced Study
Princeton, New Jersey

Dear Harry:

Here is some information about Tony Frank. Even in its brevity I imagine you can see why I feel he merits consideration for your Board.

I have talked with Tony about you and the Institute so it would be quite appropriate for you to arrange a meeting with him on a direct basis. Or if you prefer, I would be happy to arrange for an occasion when you and Tony can become acquainted the next time you are out this way.

With best wishes,



Robert S. Macfarlane, Jr.
RSM:am
Encs:

ANTHONY M. FRANK

BIOGRAPHICAL DATA

RECENT BUSINESS HISTORY:

- 9-75 - Present: Chairman, President and CEO of United Financial Corporation of California, San Francisco, holding company of Citizens Savings and Loan Association, California's oldest statewide association (\$2.3 billion in assets) of which he is also Chairman, President and Chief Executive Officer.
- 1971: Joined Citizens Savings and Loan Association as President
- 1970-71: President of INA Properties, Inc., and Group Vice President in charge of INA Corporation real estate and health care projects.

DIRECTORSHIPS:

- 1978 - Present: Chairman of the Board and Director of the California Housing Finance Agency
- 1978-Present: Allianz of America
- 1975 - 1978: Vice Chairman and Director, California Housing Finance Agency
- 1978 - Present: Associates for Interactive Management - Director
- 1972-77: Vice Chairman & Industry Director, Federal Home Loan Bank of San Francisco
- 1976-77: President and Director, California Savings and Loan League
- 1975 - Present: Director, California Savings and Loan League
- 1976 - Present: Director, Blue Shield of California
- 1975 - Present: Director, KQED, Inc., San Francisco Public TV Station
- 1972 - Present: Director, Pennsylvania Company
- 1970-71: Chairman and Public Interest Director, Federal Home Loan Bank of S.F.
- 1976 - Present: Director, Greater San Francisco Chamber of Commerce

COMMITTEE MEMBERSHIPS:

Alternative Mortgage Instruments Research Commission, Governor Brown's ad hoc Job Development and Business Expansion Task Force, Commission for Change, U.S. & National Savings and Loan League's Legislative Policy Committees, Fiscal Advisory Committee to Mayor of San Francisco.

EDUCATION:

Hollywood High School; Dartmouth College - B.A.; Tuck School of Business at Dartmouth - M.B.A.; University of Vienna - Post Grad study in Finance.

PERSONAL:

Age 46; married; two children

January, 1978

Who's Who in California
and
Who's Who Historical Society

ALICE CATT ARMSTRONG, EDITOR
1331 CORDELL PLACE
LOS ANGELES, CALIFORNIA 90069

(Please type or print
plainly to avoid errors.)

BIOGRAPHICAL DATA

All questions optional. Answer only those you wish published.

Full Name Anthony M. Frank Position Chairman and President of Citizens
Savings & Loan Assn.
Birthplace Berlin, Germany Birth Date 5-21-31
Father's Name Lothar Frank Mother's Name Elizabeth Frank
Family Notables (Relationship) _____

Education (Degrees, etc.) (Dates) Dartmouth - '53 - AB; Tuck School - MBA

Wife's First and Maiden Name or Husband's Name Gay Palmer Frank

Place of Marriage _____ Date _____

Children and Birth Dates (Married Names of Daughters) Tracy Felicia - 2-15-61;
Randall Palmer - 7-6-62

Chronology of Career (Dates) '58/'61 - Asst. to Pres., Glendale Fed. S&L; '62 - VP-Tre
Far West Fin. Corp.; '62-'66 - Adm. V.P., First Charter Fin. Corp.; '66/'68 -
Pres., State Mutual Savings; '68/'70, Pres., Titan Group; '70-'71, Pres.,
INA Properties; '71 - Pres., Citizens Savings; '73 - Vice Chairman & CEO,
Citizens; '75 - Chairman, President & CEO, Citizens Savings & United
Financial Corp. (holding co. of CS&L)
Past Positions (Dates) _____

Other Offices and Directorates Held (Past and Present) (Dates) 1970-71
Chairman - Federal Home Loan Bank o
San Francisco; President of California Savings and Loan League; '76 - Pres
California Housing Finance Agency;
War Record _____

Corporal in U.S. Army, Division of Intelligence

Lodge, Club and Fraternity Memberships (Offices Held) (Dates) _____

Politics (Offices Held) (Dates) _____

Religion (Church Offices Held) _____

Hobbies Skiing, hiking, reading Recreations _____

Residence (and Phone) 10 Windward Rd., Belvedere, CA - 415/435-2701

Office Address (and Phone) 700 Market Street, San Francisco, CA 94102

Achievements in: Literature, Stage, Screen, Radio,
Television, Art, Scientific, Professional, Publications, etc. (Dates) _____

Please include your Favorite Photograph (Glossy Preferred) \$50.00 (plus tax)

Do you wish to reserve a copy of the book for your library? Yes ☐ No ☒

PLEASE USE REVERSE SIDE FOR ADDITIONAL INFORMATION AND OMIT OR MAKE CHANGES IN
ACCORDANCE WITH YOUR PERSONAL DESIRES.

I wish to nominate the following distinguished Californians for inclusion in "Who's Who in California":

NAME	ADDRESS	PROFESSION
_____	_____	_____
_____	_____	_____
_____	_____	_____

Signed _____

Date _____

To Hand
file

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone 609-924-4400

THE DIRECTOR

August 4, 1978

Letter to AT&T
Fulcrum
Copy to O'Brien

MEMORANDUM

Subject: Luncheon meeting with Phil Van Dusen on Wednesday, 2 August, 1978

Phil Van Dusen informed me that they are on retainer with AT&T to design their guidelines for giving, that therefore it would be wise to approach AT&T with a proposal like the Union Carbide one, not through them but by going directly to the appropriate director; when we have completed our draft proposal we should clear it with Van Dusen and send it as an original from us. Phil feels that this would then be sent on to them and, of course, they would give it resounding approval.

I talked with Van Dusen about Trustee vacancies and Phil suggested that if I were interested in people from the Princeton area there were the following:

Charles Brown, the President of AT&T who is practically a neighbor, runs on the Institute grounds in the morning and is likely to be very interested. Van Dusen would be willing to arrange for a meeting.

James Burke, Chairman and Chief Executive Officer of Johnson & Johnson. Early 50s. Might be interested in this role. Here too, some contact must be made, but it should follow our meeting in September with the Johnson Foundation, to shape some guidelines of interest on their part.

HW

To discuss with JH

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

July 31, 1978

MEMORANDUM

Subject: Discussion with Betsy and Jack Whitehead, July 29-30, 1978

I had a long discussion with Betsy and Jack Whitehead about Trustee problems, and among other things Jack strongly recommended George Weissman, President of Philip Morris, as a man most likely to be interested. He is looking for a new role, clearly of substantial means, and with a significant education in science. Pat had earlier recommended him after she saw him perform at a quasi academic meeting. The Whiteheads are going off to London today through Wednesday, and be back late in the week.

Call Betsy and try to make some arrangement for a social meeting through the Whiteheads with Mr. Weissman.

The second Trustee recommended is John Whitehead (no relation), about whom Jack spoke very enthusiastically.

We talked about a potential Chairman for the Board, about land development, about the Friends Organization, etc. We discussed individual members of the Board somewhat frankly, and it is clear that Betsy, among others, recognizes the difficulties with Martin S.

HW

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

July 12, 1978

MEMORANDUM TO THE FILE

From: Harry Woolf

RE: Conversation with Robbie McFarland on July 11, 1978

Robbie McFarland recommended two individuals to us to consider as possible trustees and he suggests I arrange to meet them. He will go out of his way to go with me to arrange the situation as favorably as possible and to assist in advancing the cause of the Institute. They are the following:

1. Anthony (Tony) M. Frank (wife's name - Gay). He is the chairman of United Financial of California which is a holding company for the Citizens Savings Company, one of the top ten in the country. Dartmouth graduate, age 43-44, highly respected. Head of California Trade Association and a man who has stayed off many boards, but who would be extremely attracted to us, Robbie thinks and while not of great wealth himself would be a bridge to others. He lives on Belvidere in Marin County.
2. Grant Sawyer - he was the first Democratic Governor of Nevada, 60-61, an attorney, is a significant person in the Democratic Party, Chairman of the Board of the Federal Home Loan Bank, among other things, for the Southwest region.

Lively, wealthy and here too McFarland would arrange for a personal introduction in the right social circumstance.

McFarland thinks I should come out on this West trip to Nevada where McFarland would meet me and introduce me to Sawyer and then go on to California with McFarland for the others.

It seems clear that Robbie is on my side and anxious to do something for me in contrast to Norton Simon. The gossip I had heard around about there being a separation between him and Norton Simon was neither confirmed nor denied (I made no attempt to find out) by the nature of the conversation.

Some information on McFarland: Telephone number 213-459-3612 in Pacific Palisades. He has been appointed a Trustee and Director of the Durfee Foundation. The name derives from Dorothy Durfee Avery. The Avery Foundation is a big quiet foundation and the Durfee Foundation is named after Dorothy Durfee Avery and was launched by her bequest of 150,000 shares of Avery stock. In fact, McFarland is the managing director of this foundation. Stephen Avery is the Chairman of the Board of Cal Tech, also on the Huntingdon Library Board. McFarland's number at the Foundation is 213-682-2812. We talked about help from him and about the possibility of his presenting my name for membership on the Boards

-2-

of some appropriate foundations or corporations. He seemed intrigued by that idea and would look into it. We talked about this in connection with the Corporate weekend idea, etc.

My sense of things is that if I have not heard from him by mid-fall then a stimulant from this end would be called for.

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

June 27, 1978

MEMORANDUM

To: Harry Woolf
From: John Hunt
Subject: New Trustees

Thus far we have heard only from Professor Morgan. Dick Dilworth was expecting to see Henry K and Howard K, but I have no news thus far. Gerry has the press release, if and as needed.

Howard Petersen's office did not send Mrs. Delmas a copy of the letter in Venice. Tannian has received an additional copy from us, and is dealing with her. I think you will probably want to write her in Venice, with a copy of our original letter.



FRANK E. TAPLIN
ONE PALMER SQUARE
PRINCETON, N. J. 08540

May 5, 1978

Dear John:

In your absence I presented a report of the Nominating Committee at the Board Meeting of The Institute for Advanced Study on April 29. Harry Woolf, Dick Dilworth and I met early Saturday morning in advance of the meeting to discuss the choice of the faculty trustee to be selected from a list of four supplied by the Faculty of the School of Historical Studies. The decision was to propose the election of Professor Edmund S. Morgan, Sterling Professor of American History at Yale University.

The slate presented to the board, therefore, was the following: For election to the Class of 1983, Howard C. Kauffmann, Henry A. Kissinger, and Mrs. Gladys K. Delmas; for election to the Class of 1982, Edmund S. Morgan. All trustees in the Class of 1978 were re-elected for a five-year term ending in 1983. All trustees were elected subject to their acceptance of election.

This brings the number of trustees to 19, leaving one vacancy. James Wolfensohn was carried over for future consideration and is warmly supported by all the trustees who know him. Others whose names were suggested for future consideration were Gordon Gund (suggested by Jamie Houghton) and Leonard Block (suggested by Maurice Hexter). On your behalf, I invited the Board to submit further names to be added to the pool of candidates to be considered by the Board at a future meeting.

Mr. John Opel
May 5, 1978
Page 2

I am sorry to have delayed in giving you this report, but have been out of town all week on Met Opera business. We missed you at the meeting, and I hope all went well in Mexico City.

Warmest regards.

Sincerely,

A handwritten signature in cursive script, appearing to read "Frank".

Frank E. Taplin

cc: Dr. Harry Woolf
Mr. Fletcher Byrom

Mr. John Opel
President
IBM
Armonk, New York, 10504

April 21, 1978

Memorandum to: Mr. Fletcher L. Byrom
Mr. J. Richardson Dilworth
Mr. Frank E. Taplin
Dr. Harry Woolf

I find that I must be in Mexico during the Board meeting of April 28-29 and would appreciate Frank Taplin acting as chairman of the nominating committee in my absence.

I would propose a short meeting prior to the regular Board meeting to do three things:

1. Recommend that the Board nominate Mrs. Gladys Delmas and Dr. Henry Kissinger as trustees.

(Dr. Kissinger should have indicated his interest to Dick Dilworth by the time of the meeting. As of this writing, he has not concluded that with him.)

2. Review the academic candidates proposed by the faculty. Their names and backgrounds are attached. An appropriate plan to select a trustee from this list should be agreed upon.
3. Set up a plan to contact Mr. James Wolfensohn and Mr. Howard Kauffmann to determine their interest as possible trustees.

I regret that I won't be able to be at the meeting. However, I do support the nominations of Mrs. Delmas and Henry Kissinger.



John R. Opel

JRO: dcg
Attachments

March 29, 1978

Mr. John R. Opel
President
I.B.M.
Armonk, New York 10504

Dear John:

The attached letter from Professor Marshall Clagett of the School of Historical Studies will speak for itself, and follows upon the fourth paragraph of my memorandum to you of 9 March 1978, in which I indicated that the Faculty of the School of Historical Studies would submit names of possible candidates to you.

Sincerely yours,

Enclosure

Harry Woolf

cc. Howard C. Petersen
J. Richardson Dilworth

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY 08540

SCHOOL OF HISTORICAL STUDIES

March 21, 1978

Dr. Harry Woolf, Director
The Institute for Advanced Study

Dear Harry:

At its Faculty meeting of March 17, the School proposed four names as possible candidates for the Board membership left vacant by the resignation of Hanna Gray. All are distinguished scholars with broad understanding of historical scholarship.

Professor H. W. Janson	Department of Fine Arts New York University Washington Square New York, New York 10003
Professor Giles Constable	Dumbarton Oaks 1703 Thirty-second Street Washington, D. C. 20007
Professor Zeph Stewart	Department of Classics Harvard University Cambridge, Massachusetts 02138
Professor Edmund Morgan	Department of History Yale University New Haven, Connecticut 06520

Incidentally, at our meeting I was asked to remind you that the Faculty Liaison Committee is required, by the rules of governance, to meet with the Trustees at least once a year.

Sincerely yours,

Marshall Clagett
Marshall Clagett
Executive Officer

March 15, 1978

Mr. J. Richardson Dilworth
Room 5600
30 Rockefeller Plaza
New York, New York 10020

Dear Dick:

As I am sure Harry has told you, the Nominating Committee agreed that you should approach William Hewlett, Howard Kauffmann and Henry Kissinger. I would appreciate your letting me know if you have done this so that we can make the proper recommendation to the Board at the April meeting.

Best regards.

Sincerely,

John R. Opel

JRO: dcg

cc: Dr. Harry Woolf

March 9, 1978

Memorandum to the Members of the Nominating Committee

Subject: Replacement for Hanna Gray

The Faculty has been informed of the resignation from the Board of Hanna Gray.

According to the Appendix to the Board's memorandum of 27 April 1973, "The Board of Trustees undertakes to have among its number four academic members corresponding to the disciplines represented in the present four Schools but not any member of the Faculty of the Institute."

Hanna Gray was the academic member on the Board whose discipline represented the School of Historical Studies.

In accordance with prevailing regulations, the Faculty of the School of Historical Studies will submit names of possible candidates to replace Hanna Gray after its 17 March 1978 meeting.

The Board is not bound by any regulation to choose from that list, and indeed one of the present candidates, Henry Kissinger, is qualified by academic background to be considered as corresponding to the disciplines represented by the School of Historical Studies.

Harry Woolf

Messrs. John Opel, Fletcher Byrom, Frank Taplin

cc. Howard C. Petersen
J. Richardson Dilworth

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540


Telephone-609-924-4400

THE DIRECTOR

March 7, 1978

Memorandum to John Hunt

A letter should be send to the members of the Nominating Committee as well as Messrs. Petersen and Dilworth regarding the School of Historical Studies' representation on the Board. This letter should include paragraph VI of the Appendix to the Board's memorandum of 27 April 1973 (Appendix attached), and include the information that the School of Historical Studies has been informed of Hanna Gray's resignation and will, after its 17 March 1978 meeting, submit names of possible candidates. The Board is not bound by any regulation to choose from that list, and indeed one of the present candidates, Henry Kissinger, is qualified to be designated a Historical Studies representative.



Harry Woolf

[P.S. I talked to Dick Dilworth last night about the nominations and we now need to send him a batch of blue books as well as several additional copies of the Description of the Institute.

Appendix

- I. The Trustees reaffirm the dedication of the Institute to the pursuit of excellence in fundamental research.
- II. The Trustees shall designate a School of Social Science in accordance with Article VI of the By-Laws at the April, 1973 meeting.
- III. The next two appointments in the School of Social Science shall be made according to the following procedure:

The School is eager to receive suggestions from any source -- and to give special consideration to the views of the Committee of Review described immediately below. Candidates for nomination by the School will be submitted to the scrutiny of a Committee of Review composed of one member from each School of the Institute, selected by that School. No nomination will be made against the recommendation of the Committee of Review. The School will forward a candidate acceptable to the Committee of Review to the Faculty for a vote. The Trustees undertake that an appointment will not be made against the majority vote of the Faculty.

- IV. There shall be a Faculty-Trustee Committee convened to examine the rules of governance of the Institute. The Trustees will invite each School to nominate one member to this Committee. The Trustees will designate an equal number of their own representatives of whom one will be chairman. The Director shall not formally be a member, but he shall be present at any meeting at the invitation of the Chairman.
- V. When the Director is a Professor, as is now the case, he shall not sit or vote as a Professor in a School or in the whole Faculty while serving as Director.
- VI. The Board of Trustees undertakes to have among its number four academic members corresponding to the disciplines represented in the present four Schools but not any member of the Faculty of the Institute.

February 28, 1978

Mr. Frank E. Taplin
One Palmer Square
Princeton, New Jersey 08540

Dear Frank:

In preparation for our April Board meeting, I would like to arrange a conference call with you, Harry Woolf, Fletcher Byrom and myself so that we can agree on a preliminary approach to some candidates as potential trustees.

What I have in mind is as follows: We would ask Dick Dilworth to contact William Hewlett, Henry Kissinger and Howard Kauffmann to see if they would be interested in joining the Board. We would ask Harry to do the same for Mrs. Gladys Delmas. You have biographical sketches for all of the people except Mrs. Delmas, and Harry promises to send that sketch to you before we have the conference call. If we can agree that these candidates should be contacted prior to the meeting, it is possible we can elect them at that meeting since we have five vacancies on the Board at this time.

Hopefully, we can arrange a call with you this coming Friday afternoon, March 3, and we will be in touch with your office to do so.

All we need to do in the conference call is decide on the approach to all of these people, determine their interest, and if it is possible, we can propose these candidates as trustees to the entire Board at the April meeting.

I look forward to our talking on Friday.

Sincerely,

John R. Opel

JRO:dcg

cc: Dr. Harry Woolf

February 28, 1978

Mr. Fletcher L. Byrom
Koppers Building
Pittsburgh, Pennsylvania 15219

Dear Fletcher:

In preparation for our April Board meeting, I would like to arrange a conference call with you, Harry Woolf, Frank Taplin and myself so that we can agree on a preliminary approach to some candidates as potential trustees.

What I have in mind is as follows: We would ask Dick Dilworth to contact William Hewlett, Henry Kissinger and Howard Kauffmann to see if they would be interested in joining the Board. We would ask Harry to do the same for Mrs. Gladys Delmas. You have biographical sketches for all of the people except Mrs. Delmas, and Harry promises to send that sketch to you before we have the conference call. If we can agree that these candidates should be contacted prior to the meeting, it is possible we can elect them at that meeting since we have five vacancies on the Board at this time.

Hopefully, we can arrange a call with you this coming Friday afternoon, March 3, and we will be in touch with your office to do so.

All we need to do in the conference call is decide on the approach to all of these people, determine their interest, and if it is possible, we can propose these candidates as trustees to the entire Board at the April meeting.

I look forward to our talking on Friday.

Sincerely,

John R. Opel

JRO:deg

cc: Dr. Harry Woolf

#4

February 8, 1978

Mr. John R. Opel
I.B.M.
Armonk, New York 10504

Dear John:

Dick has told me of his conversation with you last week.

As he mentioned, we now feel that the best approach to strengthening the Board would be to add a cluster of new Trustees at the next meeting, so that the problems we discussed of trying to convince first-rate people one by one could be overcome.

Specifically, I think we should now set up a conference call with the Nominating Committee to discuss the advisability of approaching Gladys Delmas, William Hewlett, Henry Kissinger, and Howard C. Kauffmann or James Wolfensohn. If other equally strong candidates have been placed in nomination by Board members, such as Earl Wantland of Tektronix, Inc., or Herman Sokol of Bristol-Myers, they all could be discussed at the same time. I would hope that we could have such a telephone conference soon, and then make our approaches accordingly. Dick would be willing to speak to Henry Kissinger, William Hewlett, and Howard Kauffmann. Perhaps you would be willing to approach Wolfensohn or another, depending on which candidates we finally select. You may recall that I had an initial conversation with Jim Wolfensohn in which he expressed interest in the Institute and made a modest contribution to our concert fund.

I am sure that some of these candidates have come up in Board discussions at one time or another, but not all Board members will know about all of them in detail. This is in particular true of Gladys Delmas, who is as you know a special case. I will be working out the necessary arrangements with her myself.

If these four persons agree, we can then present them to the Board for approval at the April meeting. That will leave us with one vacancy, and given our experience with Mrs. Delmas, it may be just as well to keep a vacancy available, at least for a while. Conceivably, this spot could be used for Akio Morita, Tore Browaldh, or a similar person from Germany.

With warm regards, I am,

Cordially yours,

Harry Woolf

cc. Howard C. Petersen
J. Richardson Dilworth

*Nominating
Committee*

JOHN R. OPEL

December 22, 1977

Dear Fletcher,

In answer to my memorandum of November 22 on new Trustees for the Institute for Advanced Study, I received the nominations of fifteen possible candidates as of today.

As you know, it was not possible to have a nominating committee meeting before the Board meets in January. Therefore, I suggest we meet before the April meeting of the Trustees. My secretary, Mrs. Doreen Gibson, will contact your office to set up this meeting.

I have attached the biographies of all candidates for your pre-review.

Best wishes for the holiday season.

Sincerely,

Mr. Fletcher L. Byrom
Koppers Building
Pittsburgh, PA 15219

Administrative
Committee

JOHN R. OPEL

December 22, 1977

Dear Frank,

In answer to my memorandum of November 22 on new Trustees for the Institute for Advanced Study, I received the nominations of fifteen possible candidates as of today.

As you know, it was not possible to have a nominating committee meeting before the Board meets in January. Therefore, I suggest we meet before the April meeting of the Trustees. My secretary, Mrs. Doreen Gibson, will contact your office to set up this meeting.

I have attached the biographies of all candidates for your pre-review.

Best wishes for the holiday season.

Sincerely,

Mr. Frank E. Taplin
One Palmer Square
Princeton, NJ 08540

This MEMORANDUM WAS SENT TO ALL MEMBERS OF THE BOARD.

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

November 22, 1977

MEMORANDUM

To: The Board of Trustees
From: John Opel
Subject: New Board Members

At the most recent meeting of the Institute's Board of Trustees, it was agreed that the Board would need considerable strengthening to enable it to play its leadership role in the effort to add substantially to the Institute's endowment.

With the October 15, 1976 change in the bylaws which brought the maximum permissible number of Board members to twenty, we now have four vacancies to fill. Our aim should be to have those places filled by the April meeting of the Board.

The purpose of this memorandum is to ask you to give this matter your careful consideration, and then to forward your suggestions for new Trustees to me for distribution in good time to the Nominating Committee. I hope to have a meeting of the Nominating Committee before our January meeting, so that recommendations can be placed before the Full Board at that time.

In describing the characteristics of those we seek as fellow Trustees, I can scarcely do better than to quote from Don Straus' memorandum of October 22, 1976:

"Raising money for the Institute demands some very special talents beyond those that will succeed in raising money for a university or the average eleemosynary institute. The values of basic research are seldom obvious and even when observed, rarely elicit much emotional appeal or public empathy, but they are fundamental to the advancement of the applied arts and the capacities of mankind to allude to its own destiny. An understanding of the value of the work performed at the Institute requires an appreciation of the nature and intellectual excitement of research that few non-academics possess. Our new Board members should be capable of becoming sufficiently

-2-

stimulated about the program and problems of the Institute to give generously themselves if they possess the resources, and they should also have the ability to transmit this excitement to others.

The Institute now raises most of its money from foundations, and this will unquestionably be an important source of funds in the future. But raising money from large foundations is a professional job best managed by the Director with an occasional assist from a Trustee. It is anticipated that most of our new endowment funds must be obtained from individual donors and from corporations, and this is where we would hope our new Board members will be most helpful. Ideally, they should have access to the chief executive of large corporations, particularly those that make or rely upon sophisticated technology, and to persons who manage or possess large fortunes.

We also believe that there may be sources of funds abroad that the Institute has not yet tapped. Some foundations and large corporations in Europe, Japan, and the Middle East have a history of giving to U.S. non-profit organizations. The Institute's story should certainly be of interest to some of these. A Board member, whether a U.S. citizen or a foreigner, who could tap these sources would be a valuable addition.

The composit portrait of our ideal new colleagues would therefore look like this: a person with a feeling of excitement about basic research; with the talent to pass this excitement along to others; with the capability of giving generously himself; with access to others of wealth and to the chief executives of large U.S. corporations (especially those in high technology industries); and with the ability to reach and persuade foreigners (notably in Europe, the Middle East, and Japan) to contribute to the Institute."

I look forward to having your suggestions soon.

November 2, 1977

Mr. John Opel
I.B.M.
Armonk, New York 10504

Dear John:

I was very pleased that you could attend our most recent meeting of the Board of Trustees, and particularly gratified that you have agreed to chair the Nominating Committee. As Frank Taplin pointed out in the course of our discussions, we will need to fill the four present vacancies on the Board in such a way that the Board will be able to realize its designated goals in our present development drive.

In this regard, I called on James Wolfensohn of Salomon Brothers a few days after our meeting. Though I did not speak to him specifically about Board membership, I did discuss various aspects of the Institute with him by way of ascertaining his possible interest in us and vice versa.

In my judgment he would make an excellent Trustee, and I would like to place his name along with others before the Nominating Committee.

Now that our Nominating Committee has been reconstituted, I would suggest that a memorandum go out from you to each member of the Board, asking for nominations for Board membership. I have enclosed for this purpose a draft memorandum which could be sent out from here if you agree. My aim is to take as little of your time as possible; however, should you wish to send out the memorandum and receive the nominations directly and then circulate them yourself to the Nominating Committee, I would be happy with whichever procedure you decide to adopt.

Once these various suggestions are in and have been distributed to the Nominating Committee, we might then try to have a meeting of the Committee before the meeting of the full Board in order to select nominees. These could then be placed before the full Board at our January meeting in order to make final selections and work out approaches to those so designated. With luck, we would then in April elect our new Board Members and have them join us at that meeting, thus bringing our Board to full strength by the end of this academic year.

Thank you again for your help in this matter as well as for your thoughtful suggestions about the Development Plan.

With warm regards, I am

Cordially yours,

Harry Woolf

cc: Mr. Morgan

September 13, 1977

Dear Don:

As you know, we have four places open on our Board of Trustees, and I want very much to fill these positions with people who can help us in our efforts to build up the Institute's endowment.

Two strong candidates for Board membership, David T. Kearns, and James D. Wolfensohn, have recently been suggested to me, and I am passing on these suggestions with the background information I have at hand.

I'll be calling you early next week about these and other candidates.

I hope that you had a pleasant summer and I look forward very much to seeing you at our October 8 meeting of the Board.

Cordially yours,

Harry Woolf

Mr. Donald B. Strauss
American Arbitration Association
140 West 51st Street
New York, New York 10020

August 8, 1977

MEMORANDUM

TO: Harry Woolf

FROM: John Hunt

SUBJECT: Conversation with Professors Montgomery and Goldstine

Herman Goldstine and Diane Montgomery spoke to me separately last Friday about a matter which they had both discussed with Abe Gilbart. It appears that Ira Schur left the Board of Trustees on reaching mandatory retirement age and has since that time been most unhappy about the fact that he at no point received appropriate expressions of gratitude for his service to the Institute. There seemed to be a number of reasons for you to pay a special call on him early in the fall.

I wonder too if we should not do something special for all Trustees Emeriti involving a dinner and perhaps a presentation by one of our Faculty. Certainly in terms of possible bequests we should be thinking along these lines.

Note - Various people have suggested that Trustee Emeriti should be invited to Board meetings and receptions in the interests of maintaining closer ties with them. The usual practice could be followed whereby they would be free to join in the discussions, but did not have a vote. I would propose that we consider inviting our Trustees Emeriti to the October 8 meeting and to the Members Reception which follows.

CORNING

Corning Glass Works
Corning, New York 14830
Tel: 607-974-8332

James R. Houghton
Vice Chairman of the Board

January 31, 1977

Mr. Donald B. Straus
American Arbitration Association
140 West 51st Street
New York, New York 10020

Dear Don:

I feel terribly remiss in not writing you before now concerning the possibility of new Board members for the Institute. I have three names to suggest, which you may or may not wish to reject.

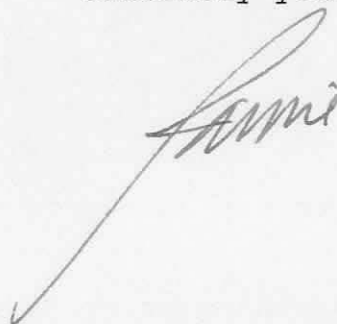
- 1) Bill Paley - as you know he is planning to step out as a Chief Executive Officer at CBS and might well be the type of person that would be interested in the Institute, not only from a personal point of view but also in view of financial support.
- 2) Akio Morita - Akio is the Chairman of SONY and has a lot of connections in the United States. If you do not know him he is somewhat of a "maverick" for a Japanese businessman and has made SONY an enormous success (and in the process made a lot of money). He might be a good contact if you wanted a Japanese Board member.
- 3) David Packard of Hewlett-Packard - I'm sure somebody else has thought of him, but I thought I'd pass on his name anyway.

I don't know how serious you are about trying to get foreign members. If this is a prime goal of the Institute why don't you let me know and I will give some more thought especially to Europeans that might be interested.

All the best.

Sincerely yours,

P.S. How about Irwin Miller?



THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

CONFIDENTIAL

January 25, 1977

TO: Nominating Committee
Hanna Gray
William Roth
Howard Petersen
Harry Woolf

FROM: Donald B. Straus

As you have been notified, there will be a meeting of the Nominating Committee at 12:00 noon on Friday, February 11, 1977. We will meet at the Century Association, 7 West 43rd Street, in New York.

The purpose of our meeting will be to review the following list of persons for Board membership, and any others you may wish to add:

Robert O. Anderson	suggested by	Steve Adler
Patrick E. Haggerty	" "	Betsy Whitehead
William Hewlett	" "	Dick Dilworth
Howard Kauffman	" "	Dick Dilworth
Philip Klutznick	" "	Bill Roth
Sol Linowitz	" "	Betsy Whitehead
Charles Peter McColough	" "	Betsy Whitehead
Arthur Rock	" "	Sidney Drell
Milton Rosenthal	" "	Don Straus
Lord Marcus Sieff	" "	Sidney Drell
Arthur Ochs Sulzberger	" "	Martin Segal

You will find attached biographies for each of the persons on the above list. Also attached is a current roster of the Board, the maximum number of members was increased from 16 to 20. I am also sending another copy of my memo of October 22, 1976.

Enclosures

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

*attached
is longer being
considered
after meeting of
Feb. 11, 1977*

CONFIDENTIAL

January 25, 1977

TO: Nominating Committee
Hanna Gray
William Roth
Howard Petersen
Harry Woolf ✓

FROM: Donald B. Straus

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Howard Kauffman	" "	Dick Dilworth	
Philip Klutznick	" "	Bill Roth	
Sol Linowitz	" "	Betsy Whitehead	
✓ Charles Peter McColough	" "	Betsy Whitehead	
Arthur Rock	" "	Sidney Drell	
+ Milton Rosenthal	" "	Don Straus	
Lord Marcus Sieff	" "	Sidney Drell	
Arthur Ochs Sulzberger	" "	Martin Segal	

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Enclosures

Zafaroni

Spencer

*Wm. Bennett
Deere Co*

*Key
Hewlett Packard
as founders
sources.*

ADDITIONAL CANDIDATES FOR BOARD OF TRUSTEES OF IAS

NAME

SUGGESTED BY

~~BAKER, William Oliver~~

John Milnor

BYROM, Fletcher

Howard Petersen

~~CONNOR, John Thomas~~

~~Steve Adler~~

No

deROTHSCHILD, Evelyn

John Opel

HARMAN, Sidney

MILLER, Joseph Irwin

MORITA, Akio

PACKARD, David

PALEVSKY, Max

Albert Hirschman

~~PALEY, William S.~~

STUART, Robert Douglas, Jr.

WARNER, Rawleigh, Jr.

Lady Bird Johnson
Hans Keesing

George Ball

Herbert A. Hauptmann Jr.

Edgar Kaiser's son
seats? - Howard Phillips

11/20/87

Joseph Henry Reed (Reed?)

Haggard

Heulst

M. Cobb

Monte

Paley

Stacy

Wasser

Ford, Kern TH

Geertz

Kern

Ball

{ English, Jane
{ Rosenfeld, Phil

Shapiro, Jerry

TH) Band Meets

When?

ADDITIONAL CANDIDATES FOR BOARD OF TRUSTEES OF IAS

<u>NAME</u>	<u>SUGGESTED BY</u>
<input checked="" type="checkbox"/> ROBT O. Anderson	Steve Adler
<input checked="" type="checkbox"/> BAKER, William Oliver	John Milnor
<input checked="" type="checkbox"/> BYROM, Fletcher	Howard Petersen
<input checked="" type="checkbox"/> CONNOR, John Thomas	Steve Adler
<input checked="" type="checkbox"/> deROTHSCHILD, Evelyn	John Opel
<input checked="" type="checkbox"/> HARMAN, Sidney	
<input checked="" type="checkbox"/> MILLER, Joseph Irwin	
MORITA, Akio	
<input checked="" type="checkbox"/> PACKARD, David	
PALEVSKY, Max	Albert Hirschman
<input checked="" type="checkbox"/> PALEY, William S.	
STUART, Robert Douglas, Jr.	
WARNER, Rawleigh, Jr.	
Dechtel, Steve Jr.	Roth
Kaiser, (Elliott's son)	"
ages Ball	Petersen
<input checked="" type="checkbox"/> Wendy Messenger	"
Irving Shapiro (DuPont)	Petersen
Henry Ford	



INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

1818 H Street, N.W., Washington, D. C. 20433, U.S.A.

Area Code 202 • Telephone - EXecutive 3-6360 • Cable Address - INTBAFRAD

January 3, 1977

Dr. Harry Woolf, Director
Institute for Advanced Study
Princeton, New Jersey 08540

Dear Harry:

Here's the promised note to remind you of my interest in the health training system for upgrading physicians in developing countries which Johns Hopkins is using. Any additional information would be most helpful.

I promised some names who might be candidates for your board. You suggested that they had to have demonstrated their business ability by rising to the top of the corporate ladder, and be imaginative. One man comes immediately to mind, Sidney Harman. Perhaps Adele could suggest some women.

Sidney Harman is the president of Harman International Industries which makes a range of products in the United States and abroad. Today he has accepted the post of Undersecretary of Commerce. He turned his ideas into a multimillion dollar operation in the most competitive of industries. In this process he both learned that corporate structure and processes were both a major strength and weakness of the American economy, and set out to do something about their drawbacks. His imagination is revealed by his introduction of major changes in the nature and extent of the participation of workers in management, with significant human and corporate benefits.

Dr. Michael Maccoby of the Institute of Policy Studies (Washington) is sending you a copy of a more detailed resume.

Hope this is helpful.

Sincerely,

A handwritten signature in dark ink, appearing to read "John", is written above the typed name.

John Simmons
Development Economics Department
Population & Human Resources Division

JS:da

c: M. Maccoby
A. Simmons

HARMAN

January 12, 1977

Dr. Michael Maccoby
Project on Technology, Work, and
Character
Harvard University
1901 Que Street, N.W.
Washington, D.C. 20009

Dear Dr. Maccoby:

Thank you so much for yours of 5 January,
with the enclosed descriptive material on
Sidney Harman.

Sincerely yours,

Harry Woolf

HARVARD UNIVERSITY
PROJECT ON TECHNOLOGY, WORK, AND CHARACTER

1901 QUE STREET, N.W.
WASHINGTON, D.C. 20009
202/234-9382

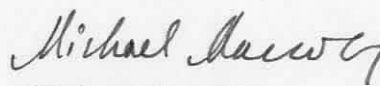
January 5, 1977

Dr. Harry Woolf, Director
Institute for Advanced Study
Princeton,
New Jersey 08540

Dear Dr. Woolf:

John Simmons asked me to send you information about
Sidney Harman. The enclosed is what I sent the Carter
transition group.

Sincerely yours,


Michael Maccoby

kt

cc: John Simmons

enclosures

November 8, 1976

DR. SIDNEY HARMAN

Dr. Sidney Harman is an exceptional person. At fifty-eight years of age, he has combined a thirty year history as a successful industrialist with an active and continuous commitment to human rights and human development.

He is Chief Executive Officer of Harman International, a multi-divisional manufacturer of high fidelity sound products and automotive parts. Harman International has operating divisions and factories in Los Angeles, Grand Rapids, Long Island, Detroit, Tennessee, and Puerto Rico in the United States. It has factories in the United Kingdom, in London and in Coatbridge, Scotland - and in Horkheim, Germany and in Copenhagen, Denmark. It owns distributing firms in Germany, France, Australia, Belgium, Japan, Holland, and Denmark.

From 1969 through 1971, besides running his business, he was President of Friends World College, a transnational institution with centers in the United States, Latin America, Africa, India, and Japan. He then returned to formal study, culminating in his Ph.D. in Social Psychology from the Union Graduate School in 1973.

As a consequence of his experience as President of Friends World College and as Board Chairman and President of the multinational Harman International Industries, Inc., Dr. Harman has traveled widely and frequently throughout the world, is

conversant with the polycultural polylingual population of the world, and is very familiar with the economies and the industrial practices of the major nations of the world.

Harman International was rated by Fortune magazine as the 933rd largest industrial corporation in the United States this past year. It was rated as number 94, measured by the critical standard of return on invested capital. Over the past five difficult economic years, the company has grown at a compound rate in excess of 33%, and profits have grown at a compound rate of 40%.

This has been accomplished while the company, under Dr. Harman's direction, has been in the forefront of developing quality of working life programs within its factories with support from the Harvard Seminar on Science and Public Policy, the National Commission on Productivity and Quality of Working Life, and the Ford Foundation.

Harman has taken the lead in creating new modes of joint management - union cooperation. In the United States, he has worked very closely with Irving Bluestone, Vice-President of the UAW, in creating a model in the Harman factory in Bolivar, Tennessee. The UAW and General Motors have recently used this model in the development of experiments within that corporation. In Great Britain, Harman has worked with the General and Municipal Workers Union to develop similar programs of joint management - union cooperation. That effort has had the enthusiastic support of the British government.

International attention has been focussed on these programs by the New York Times, Business Week, and The Economist. In The Future of the Workplace (New York, Weybright & Talley, 1975), Paul Dickson writes that Bolivar "is the first joint union - management collaboration on a project of its type . . . Bolivar could well become the metaphor for what can be done that Lordstown has become for what is wrong." Dickson characterizes Dr. Harman as follows:

"Harman himself was the perfect individual to complete the circle. Through his diversified company of four thousand employees, he had already been testing a number of ideas. At the Harman plant in Los Angeles, experiments had begun in which small groups were responsible for their own decisions on product quality. And, based on his belief that a worker's individual sense of self-esteem was directly related to his or her satisfaction and to the quality of work, he had instituted a series of weekend open houses in the various divisions of the company for which the rest of the worker's family was invited to see the plant, the product it made, and to be shown the family member's role in making that product. Because these early efforts were proving successful, and because he was clearly concerned about the national problem of worker alienation (he was one of three representatives from private industry to testify at the 1972 Senate hearings on the subject), Harman was ripe for the role of voluntary host for a major experiment."

Harman's programs of human development have demonstrated that it is possible to combine social/human concerns in business with traditional technical/financial concerns - and through that combination, to produce more jobs and continued growth in sales volume, profitability, and return on investment. At the same time, employees have been stimulated to express their ideas both for improving work and educating themselves in both technical and liberal arts.

Dr. Harman's current industrial activity is a natural extension of a lifetime actively devoted to social issues. He was President of the Union Free School District Number 2 Board of Education for three years.

In 1963 when Prince Edward County in Virginia thwarted the Supreme Court ruling on the integration of public schooling, Dr. Harman - at his own expense - traveled weekly to Farmville, Virginia to teach the 4,000 black children who had been denied all education for four years. There he served as a member of the Prince Edward County Free School Association.

He was an early, vigorous, outspoken opponent of the war in Vietnam, an active participant in the civil rights movement, and he was associated with the work of the late Dr. Martin Luther King. He is presently a trustee of the Martin Luther King Center for Social Change .

Dr. Harman has an EE degree from City College of New York. During World War II he was a second lieutenant in the signal corps and worked on a top secret project.

He is a trustee of the Los Angeles Philharmonic Orchestra Society.

He is in excellent health.

Based on my own research, which involved interviewing leading businessmen throughout the country over a five-year period, I have concluded that Dr. Harman is unique among executives in his commitment to human development in the workplace. He represents the best of our society, the successful entrepreneur and builder who is committed to helping others and who can speak and listen to Americans from all walks of life. (He is, by the way, an eloquent speaker.)

His views are expressed in his testimony before the Senate Labor and Public Welfare's Subcommittee on Employment, Poverty and Migratory Labor on April 8, 1976, and I enclose a copy of his testimony.

I believe that further recommendations, attesting to Dr. Harman's unique qualifications, are available from distinguished individuals who have worked with him, including Irving Bluestone, Representative Andrew Young, Professor Harvey Brooks of Harvard (and the National Academy of Sciences), and from Governor Milton Shapp of Pennsylvania, a former business associate.

Michael Maccoby

Director, Harvard Project on Technology, Work and Character

TESTIMONY OF DR. SIDNEY HARMAN
BEFORE THE SENATE LABOR AND PUBLIC WELFARE'S SUBCOMMITTEE
ON EMPLOYMENT, POVERTY AND MIGRATORY LABOR

April 8, 1976

I am Dr. Sidney Harman, Board Chairman and Chief Executive Officer of Harman International Industries. Our corporate office is located at 3000 Marcus Avenue in Lake Success, Long Island.

My Ph.D. was earned in organizational and social psychology in 1973, the year in which our principal visible program of work improvement began. That was four years after I had returned to school in a search for the information and philosophical basis for our new program while still heading our business.

Because much of what I have to say may be regarded as the unrealistic mouthing of an idealist, I think it important to establish the fact that our company employs approximately 4,000 people in 13 manufacturing plants located principally in the United States, but also in England, Scotland and Germany. Our growth during the past five years has compounded at an annual sales rate in excess of 34% and at an annual profit rate of almost 39%. We will have total sales in the year which ends August 31, 1976 of approximately \$140 million and we will earn approximately \$9 million or nearly \$4 per share after taxes. We are a thriving, growing, vigorous company measured by the most conventional standards. Our company showed the ninety-third best return on investment of all the companies listed in last year's Fortune 500. It is my firm belief that the significant social invention which we have been developing during the past four years has made a powerful contribution to that growth and will make a greater contribution in the years ahead.

At Harman International we have two work improvement projects underway. One is approximately one year old and is operating at six Los Angeles-based manufacturing plants of the James B. Lansing Sound Co., one of our several high fidelity equipment manufacturing companies. High fidelity represents approximately 75% of our total business.

The second and more advanced project is located at our Automotive Division in Bolivar, Tennessee where automobile mirrors are made. The division represents approximately 25% of our total business. The program was begun in the Spring of 1973 when, as a consequence of a series of meetings with the United Automobile Workers union, the company and the union jointly proposed establishment of the program to the work force and received its nominal, if somewhat puzzled approval. Dr. Michael Maccoby who had been heading a major study on character and work funded by Harvard University since 1969 was invited to direct the effort and to create a project group as a third force in addition to the company and the union.

We chose to make our major effort in Bolivar because working conditions were by far the worst in any of our facilities, because Bolivar was a small, rural, Southern town in which many of the people employed by us had never worked in industry before and because the plant was organized by a major national union in a "right to work" state.

In the late Spring of 1973, the first major step was taken. An intensive base line study - one with which later studies could be compared - was conducted. Interviewers collected detailed data on workers' backgrounds, health and attitudes - base line data often lacking in earlier work improvement programs - as well as measures of plant productivity such as performance to standards, absenteeism, turnover, overtime and scrap levels.

The crucial element in the study and everything that flowed from it was the recognition that people are different - that they cannot be and must not be perceived as replaceable parts in the machine. That awareness of the differences in people is critical to the program. There are, for example, those of great ambition who want to make personal progress within the company. There are farmers for whom an eight hour day is a genuine burden and who can profit substantially by learning welding skills. There are those for whom the work atmosphere and the associations and related activities developed there are most valuable - and there are those who wish only to do their jobs and go home - who are not interested in more responsibility or more experiments.

These differences are not easy to take account of because industry has historically been designed to make all people the same. But under-

standing those differences is essential to understanding how the program must be responsive to them.

This is vital material to a program that works. It is its central truth.

Subsequently, the union and management established an ad hoc committee consisting of five members from each side. The committee, now known as the "Working Committee" became the soul of the project. Its first mission was to try to do something about the major complaints the survey had revealed. The committee quickly solved some parking problems, banned bill collectors from the premises and set up a Credit Union.

In early 1974, the first experiment, using volunteers, was begun on a classic final assembly line. It began with a series of meetings that included workers, the foremen, the department supervisor and the division's top technical man. The workers indicated their desire to meet their production standards to rid the line of its frequent starts and stops and to improve housekeeping. Later, they decided to go further, to make the distribution of work more equitable and to improve each individual job. Once workers knew that management not only listened to what they had to say, but cared about what they had to say and was capable of respecting the value of what they had to say, a flow of detailed and often ingenious suggestions followed.

At approximately the same time that the project on the assembly line got underway, a program was begun in the Polish and Buff Department, a section of the plant where the work is dirty, repetitive and demeaning. One man said, "Polishing a long frame is more tiring than polishing a shell and I get stuck on that for days at a time and for as long as a week. Is it possible to divvy up that work?". Out of the discussion came the decision to relocate the machines in the department in close proximity to each other so that the jobs would continue to come to the men singly, but they could themselves reassign the work as they saw fit.

Six months after the program began in the Polish and Buff Department, I attended a meeting of the night shift that stirred me as have few events in my life. There were approximately a dozen men at that meeting, half of whom were black, and I heard them speak about the new dignity of their work. One man told me that he now regards himself as a craftsman and that he will not permit a product to pass him that is not right. A white man said of a black man, "I worked next to this fellow for six months and didn't even know his name. Today, we are partners!". The foreman told me how his job had changed. He used to be a policeman. Now he works with other departments, expediting the flow of materials so that his people have them when they are needed.

Today, all departments of the plant have one or more "core groups" whose job is to devise their own work improvement changes. A core group consists of the foreman, the union shop steward and one other worker chosen by the department's work force. Meetings - day and night - about work improvement have become a way of life at Bolivar.

At the beginning of the project, we identified four operating principles that would have to be recognized as systemic, that is, all would have to be applicable if the project were to be successful. These principles state that the worker must:

1. Feel secure about his job and be free from fear and anxiety concerning his health, safety, income and future;
2. Must feel fairness in his treatment;
3. Must feel that his needs are respected and that he can develop his individual capabilities to the fullest;
4. Must have a say in the decisions that affect him, starting with the job itself.

During the life of the program, a fifth and crucial principle evolved; that is, that in any social enterprise the parties must respect each other's differing roles. In short, there must be a sense of mutual respect and trust.

These principles were critical when we began and they are frequently referred to as new formulations are considered. They have, however, become so much the weave of what we do, that it can now reasonably be said that they are ingrained and what has derived is the conviction, not so much that every employee counts - but that every employee matters.

When I say that every employee matters, I am identifying one of two conditions which I regard as essential to an effective work improvement program which will endure. First - and I believe that this point is all too frequently overlooked - the program must be encompassing. That is, the principles must flow throughout the entire company. Every employee matters.

It has been fashionable to talk about the alienation of the blue collar worker in America, and there has been some writing about the alienation of the white collar worker whose job has become routinized, impersonal and uninteresting. I am convinced that a high degree of alienation and of fear exists at the highest levels of management where it is generally assumed that life is good and that life is satisfying. Business leaders with whom I have spoken frequently admit that something indefinable, but terribly important, is missing from their lives.

Corporate life has become so imbued with bureaucratic thinking that individual managers up to and including Chief Executive Officers, all too frequently come to the conclusion that they are working for a company with a life of its own and that they are essentially passengers, along for the ride, whose absence would never be missed. In brief, they live a life of silent terror, and that terror is expressed in terms of their relationship to their work, to each other and to their subordinates.

The familiar structure of business encourages divisiveness and self-doubt, expressions of alienation that must be recognized and dealt with before any work improvement program can hope to be effective. An atmosphere of mutual respect and regard must be created in which executives can work with each other. An opportunity must be given each executive to fully understand the way in which the business - the total business - operates, and to share the experience with others; for in the absence of such circumstance, the executive may consciously or otherwise destroy any efforts to improve the quality of the work environment.

In this area and one other which I will shortly mention, I find the essential material of hope for the future. To coin a wild paradox, "If decision-making is to truly flow from the bottom up, you must start at the top".

The second of the two preconditions for an effective work improvement program is the willingness to risk change. Management must be willing to commit itself to a process in which continued change moves from the bottom up - in other words, to a process in which social invention is truly perceived by those who participate in it as their own.

There is no way of determining in advance the specific direction or the specific consequences of an honest, open work improvement program. But there is no question that such a program will ultimately leave all employees with enhanced self-image and as a consequence of that, enhanced expectations. If one is frightened rather than heartened and challenged by the possibility of such a transformation, let him not begin; for a genuine work improvement program survives its crises precisely because it has been initiated with openness and honesty. Indeed, its very existence strengthens that honesty and generates greater mutual trust.

Further, I would caution, that the world is changing all the time and that it is an illusion to believe otherwise. Those who resist change are denying the inexorable material of the human condition.

I have found that a work improvement program has dramatic effect on people. They change as individuals, and their transactions with others develop a totally new quality - one of confidence, trust and willingness

to explore. The process seems to dilute and, at best, to dispel fundamental anxieties, prejudices and cynicism.

Let me not overstate my case. Of course, in a place like Bolivar - a community made up principally of farmers, often suspicious of strangers - we cannot expect to erase a century of anxiety in a few years. But our executives have found new capacities in themselves to listen, to truly hear, and to respond to the needs and aspirations of others. They, in turn, have shown our foremen and supervisors the way. And as all of this has happened, courage has replaced machismo - courage to take the chance on a program not previously tried, and to encourage people to think, to evaluate and to then speak their minds.

Frequently when I talk with business people about work improvement programs they ask, "Do you have any hard evidence to prove that such activities will result in increased rates of productivity?" I always have trouble with that kind of question because it makes me feel that they don't understand what I'm talking about. I know that if our company does not succeed in conventional terms, we will be hard pressed to continue programs such as this. I also know that there are many who would eagerly identify our failure as evidence of our unreality and of our idealism - whatever that terrible thing is. I, therefore, know that we must be a traditionally successful company if our programs are to survive and grow.

My point, however, is that if one pays lip service to the principles I have identified - if one proceeds manipulatively to plan such a program as a disguised effort to increase efficiency and productivity, he will surely and quickly expose himself and the program will be a disaster. One must begin with the conviction that there are deeper satisfactions, greater rewards than simply making a buck out of the running of a business, if a work improvement program is to succeed.

Please let me make it clear. I am absolutely convinced that if one enters such a program openly and courageously and with reasonable counsel, it will almost surely result in improved operating results because it inevitably leads to enhanced self-image on the part of managers and workers and as a consequence, to improvement in quality and improvement in production processes. Bolivar production per hourly employee per day was \$132 when the program began. Adjusted for inflation, it had risen to \$155 per day by April of 1975 and it is now estimated that it approximates \$165 per day.

Our people are not insensitive to this information. They understand very well that we are concerned with both human development and efficiency. Both are goals and our people are not confused by them. That was not always true, but it is overwhelmingly true today - and it is the product of the careful, respectful, honest and mutually trusting process we have been through together.

Finally, I should indicate that in addition to liberating individuals throughout a company, work improvement programs tend to generate some remarkably innovative developments of their own. At Bolivar, for example, we regularly publish a newspaper unlike any I have ever seen. It is entitled, "The Harman Mirror" despite my earnest proposal that it be entitled, "Harmany Grits". That newspaper of which I have some examples, is truly a "people's newspaper". Any employee is free to write what he believes and in the early issues, a remarkably high percentage of articles began with the phrase, "Of course, this will never see print...". One factory worker, writing at some length, once characterized us as "a company lost, searching for heaven". I'm prepared to accept that as a quite reasonable characterization.

The work improvement program has lead to the development of a company school in which over 200 people are involved in classes ranging through sewing, typing, music, bible studies, painting and accounting, and in classes which study in detail how the business actually functions. There are 100 people in classes geared to health and safety. The school was begun as a natural derivative of the fact that workers were earning idle time by completing eight hours of work in as little as five hours a day. Since one of the principles of the program was that no one would lose employment because of its operation, those who finished early did not continue to work, but had earned "idle time". Idle time has brought its share of hells as well as benefits. One of the benefits was the origination of the school in which many of the courses are taught by

employees of the plant, many of whom have revealed talents which would otherwise never have been identified or nourished.

Another significant outgrowth of the program developed when the company came under pressure to reduce its prices for mirrors in a highly competitive automotive market. Even as our employees are openly critical of the company and its policies on the one hand, they are clearly ready to identify themselves with the problems of the company on the other.

As the company came under pressure to reduce prices, we were able to discuss the problem with the people in the plant and to propose the formation of a plant-wide pricing committee that would deal directly with the complex grid of pricing, work standards and productivity because our people recognize that the contracts we win mean jobs and the contracts we lose mean layoffs.

Today we are joined with the union in developing a cost saving sharing program, the objective of which is to reach agreement on all controllable costs within the plant and to devise an equitable method for sharing all cost improvements achieved beyond those references. It is my belief that when the union joined the company in estimating the cost on a major contract, an estimate which became the basis for the company's

competitive bid, it may well have been the first time in industrial history that such a collaboration was undertaken.

In summary, I believe that the work improvement program in Bolivar has made all of our people more aware of their needs, of their company's needs and of the symbiotic relationship that exists between them and the company. The experience has lead to a consciousness raising for all. The program is clearly influencing the attitude of workers, not only toward each other, their jobs and the company, but also toward life outside of work. It is there perhaps more than within the walls of the plant that we will see the ultimate expression of what is possible in America.

There is a quotation from Albert Einstein which seems to me altogether appropriate as the conclusion of this testimony:

"A human being is a part of the whole, called by us "Universe".
A part limited in time and space. He experiences himself,
his thoughts and his feelings as something separated from the
rest - a kind of optical delusion of his consciousness. This
delusion is a kind of prison for us, restricting us to our
personal desires and to affection for a few persons nearest
to us. Our task must be to free ourselves from this prison

by widening our circle of compassion to embrace all living creatures and the whole of nature in its beauty. Nobody has been able to achieve this completely, but the striving for such achievement is in itself a part of the liberation and a foundation for inner security".

HOWARD C. PETERSEN
135 SOUTH BROAD STREET
PHILADELPHIA 19109

January 18, 1977

Dear Don:

This will confirm my acceptance of attendance
at the meeting of the Nominating Committee on Friday,
February 11th, at 12 noon, at the Century Club.

All best wishes.

Sincerely,

Howard

Mr. Donald B. Straus
American Arbitration Association
140 West 51st Street
New York, New York 10020

OFFICE OF THE DIRECTOR

I.A.S.

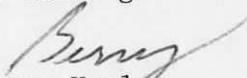
Memo to:

Memo from:

Date: 1/17/77

Dear Mrs. Taube:

Just a quick note to let you know that I have called everyone on the Committee and informed them of the correct date - Friday, February 11. Sorry for the mix-up -- I'm still at a loss to explain it. Thanks so much for calling.


Gerry Kaylor

OFFICE OF THE DIRECTOR

I.A.S.

Memo to: Muriel Taube

Memo from: Gerry Kaylor

Date: 1/13/77

Dear Mrs. Taube:

The enclosed went out this afternoon. As you see, Mr. Petersen received a copy and I will let you know if he is planning to attend. Is there anything I need to do about arrangements for lunch or are you taking care of it?

Thanks for all your help.

1/17 - Called to say *Berny*
The date was 2/11 -
She has it that way on
Calendar - mixed up w/ another mtg.
Will send correction.

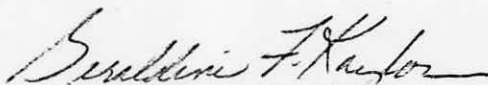
THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY 08540

THE DIRECTOR

January 13, 1977

Memorandum to the Committee on Nominations,
Board of Trustees

This note is to confirm that there will be a meeting of the Nominations Committee of the Board of Trustees on Thursday, February 3 at 12 noon. The meeting will be held at the Century Club, 7 West 43rd Street in New York City.


Geraldine F. Kaylor
Secretary to the Director

Mrs. Gray, Messrs. Straus, Roth, Woolf

cc: Mr. Petersen

January 17, 1977

Mr. William M. Roth
Orchard Road
Skillman, New Jersey 08558

Dear Mr. Roth:

Regarding my memorandum of January 13, please note that the meeting of the Nominations Committee of the Board of Trustees will be held on Friday, February 11 at 12 noon instead of Thursday, February 3. The place will be the same: The Century Club, 7 West 43rd Street in New York City.

Sincerely yours,

Geraldine F. Kaylor
Secretary to the Director

January 13, 1977

Dear Howard:

If you can, do please attend the meeting
of the Committee on Nominations.

Cordially yours,

Enclosure

Harry Woolf

Mr. Howard C. Petersen
135 South Broad Street
Philadelphia, Pennsylvania 19109

Room 5600
30 Rockefeller Plaza

October 28, 1976

To: Mr. Donald B. Straus

From: J. RICHARDSON DILWORTH

In response to your memorandum of October 22, 1976 regarding new Board members for the Institute for Advanced Study, I suggest the names of William R. Hewlett and Howard C. Kauffmann.

File

Institute Nom Comm

STANFORD UNIVERSITY

STANFORD LINEAR ACCELERATOR CENTER

Mail Address

SLAC, P. O. Box 4349
Stanford, California 94305

December 13, 1976

Mr. Donald B. Straus
American Arbitration
Association
140 West 51st Street
New York, NY 10020

Dear Donny:

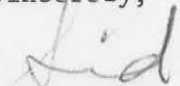
I am trying to reply to your request of October 22, 1976, for candidates for the board of trustees at the Institute. I'm afraid that I am only weakly coupled to the community you are seeking so I have not much to offer, but two names, for what they are worth, that I can suggest are the following:

One is Lord Marcus Sieff of Marks and Spencer in London. I know him through my other similar activity, namely as a member of the board of governors of the Weizmann Institute, of which he is now the chairman. He is a very impressive man, and his work for the Weizmann Board evidences an area of commitment and interest that at least in part overlaps what is required for the Princeton Institute. That very activity, of course, may make him unwilling to join the Institute board also, but at least that's one name.

Another suggestion is that of Mr. Arthur Rock of San Francisco. I do not know him at all but have been told of his deep interest in educational as well as high technology endeavors (which apparently he has helped seed-fund). He has been described to me as very wealthy and brilliant and so I am transmitting his name.

Best wishes.

Sincerely,


Sidney D. Drell

SDD:fu

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

10/27/76
mailed

MEMORANDUM

TO: The Board of Trustees

FROM: Donald B. Straus

SUBJECT: New Board Members

October 22, 1976

Recommendation 10 of the Review Committee stated:

It is clear that additional resources are required for the continued operation of the Institute. An addition to the endowment fund of at least \$10-20 million should be sought immediately, and we strongly recommend that the Board undertake a fund-raising campaign to secure that amount as its initial goal.

With this recommendation in mind, the Board voted at the October 15, 1976, meeting to change the By-Laws by increasing the maximum permissible numbers of Board members from fifteen to twenty. At the same time, the Nominating Committee was instructed to seek new Board members who could help both to establish general policy for the Institute and to put its operations upon a sound financial footing. The purpose of this memorandum is to solicit the aid of all Board members in this search for such colleagues.

Raising money for the Institute demands some very special talents beyond those that will succeed in raising money for a university or the average eleemosynary institute. The values of basic research are seldom obvious and even when observed, rarely elicit much emotional appeal or public empathy, but they are fundamental to the advancement of the applied arts and the capacities of mankind to allude to its own destiny. An understanding of the value of the work performed at the Institute requires an appreciation of the nature and intellectual excitement of research that few non-academics possess. Our new Board members should be capable of becoming sufficiently stimulated about the program and problems of the Institute to give generously themselves if they possess the resources, and they should also have the ability to transmit this excitement to others.

The Institute now raises most of its money from foundations, and this will unquestionably be an important source of funds in the future. But raising money from large foundations is a professional job best managed by the Director with an occasional assist from a Trustee. It is anticipated

/...

that most of our new endowment funds must be obtained from individual donors and from corporations, and this is where we would hope our new Board members will be most helpful. Ideally, they should have access to the chief executive of large corporations, particularly those that make or rely upon sophisticated technology, and to persons who manage or possess large fortunes.

We also believe that there may be sources of funds abroad that the Institute has not yet tapped. Some foundations and large corporations in Europe, Japan, and the Middle East have a history of giving to U.S. non-profit organizations. The Institute's story should certainly be of interest to some of these. A Board member, whether a U.S. citizen or a foreigner, who could tap these sources would be a valuable addition.

The composite portrait of our ideal new colleague would therefore look like this: a person with a feeling of excitement about basic research; with the talent to pass this excitement along to others; with the capability of giving generously himself; with access to others of wealth and to the chief executives of large U.S. corporations (especially those in high technology industries); and with the ability to reach and persuade foreigners (notably in Europe, the Middle East, and Japan) to contribute to the Institute.

Can you add to or modify this profile of our next several Board colleagues?

Can you suggest any names we should consider?

September 10, 1976

Memorandum to the File

RE: Trustees

1. Conversation with Harold Linder

I talked with Harold Linder yesterday. Harold proposed that Ralph Hansmann be elected a full trustee in view of his extraordinary record as the investment manager of the Institute and his other qualifications indicated from the c.v. (attached) and because he has the clear empathy of the entire board. It is now proposed that the ex-officio status which he presently has is not sufficiently rewarding. I agreed, being neither pro nor con on this matter, but expressed my anxiety that for reasons of future funding, the Board be enlarged and suggested earlier to Petersen, Dilworth and others that it be enlarged to about 20 and that these spots be reserved by and large for national figures of substantial wealth whose appointment to the Board would be co-tendered with an agreement in principal of a major gift. The bylaws presently call for 15 trustees and there are no vacancies.

2. Conversation with Howard Petersen

I repeated the Harold Linder conversation in summary with Howard Petersen and suggested that if the bylaws need to be amended for the Ralph Hansmann appointment as trustee, then let us amend them now to create 20 trustees so that we need not go through the amendment process again next spring when we begin to consider other additions. This will give us both flexibility and announce an intention as well as a pattern for action. Howard agreed.

We had already discussed, he and I, the addition of a man whom we would like to recruit who is President of Koppers. I asked Howard to send me a letter and whatever supporting material he wished on this and I would begin the orderly process of assembling dossiers on candidates for trusteeships. This is a highly confidential process and I assured him that on our end it would be maintained. He agreed to that.

NOTE: IF LETTER DOESNOT ARRIVE, FOLLOW UP.

3. Harold Hochschild

Petersen received a note from Harold Hochschild who unfortunately will not be able to attend the Board meeting and reception because of his commitment to his museum in the Adirondacks which has a meeting on the same day.

HW: Be sure to call on Hochschild either before or shortly thereafter.

Harry Woolf