

CONFIDENTIAL

Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

January 26, 1966

Interview with: Prof. Carl Kaysen, Professor of Economics
Harvard

Committee Attendance: Messrs. Greenbaum, Hochschild, and Auchincloss

Date: January 21, 1966

Place: Prof. Kaysen's office, Cambridge

Messrs. Hochschild and Greenbaum explained that they had been most interested in the report of Professor Kaysen's earlier discussion with Mr. Henry and, having other business in Cambridge that day, thought it would be worthwhile to hear him expand upon his reflections on the Institute.

Prof. Kaysen recalled that his remarks in the earlier conversation had come pretty much from the top of his head because his acquaintance with the Institute was confined to a few bits of background information. But one of the ideas that had come out of that talk was the suggestion that the balance between permanent faculty and young temporary members at the Institute was weighted too heavily on the side of the permanent faculty as things stood now. He felt that it has become increasingly true in the academic world that original work and ideas come from places where there is a constant flow of young scholars. What is more, younger men on the faculties of universities are in considerable need of some time off from their teaching assignments during their early years; the universities have come to recognize this by offering research time as part of the terms of their contracts. The Institute would be an ideal time for such young scholars to spend their "time off". Of course this is already done, he understood, in mathematics and science, but he thought it should be carried over into the humanities as well.

CONFIDENTIAL

Interview with Prof. Carl Kaysen


Page 2

He would certainly not advocate doing away with the permanent faculty, but he sensed that in time it might be allowed to contract some so as to devote proportionately more of the Institute's resources to younger scholars. He was emphatic, though, in opposing any trend towards the Institute's becoming an "intellectual motel" like the Behavioral Studies Center in Palo Alto. One must maintain a nucleus of faculty members in order to preserve continuity and to attract and select outstanding young people. The example of CERN occurred to him as particularly appropriate. There an outstanding but small permanent staff with an excellent reputation (as well as, of course, a good machine) ensured an annual flow of the best young scientists available.

Messrs. Greenbaum and Hochschild spoke of the Committee's interests in the establishment of a new school; they asked Prof. Kaysen in particular what his views were on the usefulness of bringing together teams of scholars in various fields to work on new problems. His reaction was that in some cases such teams could do things that simply couldn't be done by individual scholars or by men in a single discipline; in other cases these interdisciplinary projects were unfortunately little more than good excuses for wasting time. As examples of successful efforts along these lines, he mentioned the Russian Research Center at Harvard that had brought together people in government, anthropology, and sociology, and also a recent Brookings Institute study of the national economy that was simply too broad for any specialist to have undertaken. He also spoke of recent work being done that drew upon analysis of computers, language, and psychology. This requires a good deal of crossing-over between what are normally discrete fields, and he felt that it is a very promising and important avenue for exploration. Gen. Greenbaum asked whether any university had undertaken such work. There is one man at Harvard who is pursuing this sort of study, Prof. Kaysen said. As for a concerted effort, the only place he could think of was the Carnegie Institute of Technology where Herbert Simon is interested in very much the same thing.

Judging by the comments of members of the group after we had taken our leave, I think it is fair to say that we were highly impressed with the sound and reasonable comments which Prof. Kaysen had to offer on a wide variety of subjects. He exhibited acquaintance with a considerable number of developments in many fields and with the scholars involved, yet he did not do so in a way that could be called flashy or name-dropping. He is extremely articulate but calm; he does not show any exuberance or abandon that might antagonize people who do not agree with him.

KA/d


Kenneth Auchincloss
Executive Assistant

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

January 26, 1966

Interview with: Prof. Louis Hartz, Professor of Government, Harvard

Committee Attendance: Messrs. Greenbaum, Hochschild, and Auchincloss

Date: January 21, 1966

Place: Prof. Hartz' office, Cambridge

Prof. Hartz admitted that he did not know a great deal about the Institute. But he assumed that it should engage in activities that cannot be performed as well, or at all, at universities. Here, he confessed, he had a personal conviction about what the future would hold in his own field of history and government, and he thought that the Institute might be an especially good place to get it started.

History today is studied almost entirely on the basis of nations or continents, but already this is obsolete. Inevitably, he believed, history must become world history, in which explanations will be sought for the behavior of one society not simply in the characteristics past of that society but in the experience of other societies the world over. This is partly because the history of mankind is highly interconnected -- through colonization and the like -- and partly because we can learn about how groups of people react by studying how separate groups, far away in time or place, have acted in similar circumstances.

The present university system, however, practically ensures that no such global approach to history will be taken. History departments are subdivided into particular regions and periods, and any scholar who tries to venture beyond his own region or period is jealously attacked as an invader of someone else's province. Furthermore, as a result of our treating history on a national basis, certain areas (e. g. Germany) are given prominence that

CONFIDENTIAL

Interview with Prof. Louis Hartz

Page 2


they wouldn't have from a global point of view, and certain others (e.g. Iberia) are unduly downgraded.

Although he believed that the global approach to history is much needed and bound to come, he could not foresee the universities accomplishing in the near future the wholesale conversion required. But the Institute, which has no rigid structure and no graduate students who must be trained for university jobs, might quite easily be a place where such a new trail could be cleared.

How might this be done, as a practical matter, he was asked? Should a new school be created for the purpose? Prof. Hartz thought it would be better not to set up a new school but simply to expand the present School of Historical Studies. This was partly because the project would probably gain easier acceptance in this way, and partly because it would be natural to draw upon the interests and knowledge of many members of the present school. Should a specific program be established to draw scholars together from various areas and periods of history? Prof. Hartz took the view that if you brought in scholars who were interested in the global approach, there would not have to be much in the way of a formal program to get them moving in this direction. It would happen quite naturally.

Prof. Hartz spoke with great enthusiasm and conviction. A great deal of his own work at the moment lies in the new field he had described, and as of now, as he put it, he is still a "lone wolf".

KA/d


Kenneth Auchincloss
Executive Assistant

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

January 19, 1966

Memorandum of Conversation

GUEST: Dr. William Baker, Vice President for Research, Bell Labs

COMMITTEE ATTENDANCE: Mr. Henry, Mr. Boyd, Mr. Greenbaum,
and Mr. Auchincloss

DATE: January 14, 1966

PLACE: Mr. Henry's house, Princeton

Dr. Baker recalled that his principal contact with the Institute in the past had been five or six years ago when he took part in a series of informal discussions in New York about the Institute's future; he thought that Henry Allen Moe had been in charge, but he wasn't sure. In any case, he had not received the impression that there was much disposition at that time to embark on any significant departure from the Institute's past course, and he was delighted to hear that the Trustees are now receptive to more adventurous proposals.

His own feeling was that the Institute should devote itself to "the hard problems", the more challenging investigations in either science or the humanities where the method of attack may be unclear, the prospects for success perhaps remote, but the potential consequences far-reaching and even revolutionary. These are the projects which are generally ignored in the universities. There the premium is too much on quick results, on pursuing leads that have been established by others. Very few scholars are willing to foresake almost certain success for the hazards of trying to open up new avenues of knowledge. But the Institute, which ought to lie beyond the status-seeking that infects the universities, is in a position to establish more remote and ambitious objectives. He had in mind jobs such as Einstein's search for a unified field theory in his later years which, though unsuccessful, inspired interest and hope that might otherwise have died away. Significantly enough, Watson's and Crick's work on the genetic code had been accomplished in a dingy set of quonset huts in Cambridge whose obscurity set them apart from the life of the university around them.

CONFIDENTIAL

Memorandum of Conversation
Dr. William Baker

-2

He suggested some of the problems of this nature that might be tackled at the Institute: modern biology with its various ramifications, and linguistics with its important implications for philosophy and communications theory. The best structure for the Institute, if this sort of work were adopted, would be to group people according to the problem they came to work on rather than the particular discipline they might represent. Most projects would probably involve people from a number of disciplines anyway, and the present division into Schools seemed to him unnecessarily rigid.

One idea to which Dr. Baker responded very favorably was the notion of starting off a new project by inviting a group of distinguished men to get together at the Institute for just a few years to see what they could make of it. As Dr. Baker said, you have to start realistically, and this is a method that has been put to very good use in high-energy physics.

As for the present faculty, they should not of course be forcibly dislodged, but if this new conception of the Institute were adopted, many of them would no doubt naturally move away and into universities. Certainly they could in almost all cases do their work at universities just as well if not better at a university, and there was no question but that they would be welcomed elsewhere. There are others who would want to stay on; in particular, he thought that some of the mathematicians might well find fresh inspiration in various aspects of communications theory that might grow up at the Institute.

Clearly in all this there ought to be a close link with the University, particularly the Graduate School, though it is important that the Institute maintain its separate character even while cooperating closely with the University. Unless a place has a distinct character, it will not generate the loyalty and devotion required on the part of people who will be giving much of their lives to tasks that will be certainly difficult and very often unrewarding.

Appropriately enough, Dean Pittendrigh of the Princeton Graduate School joined the conversation after about an hour had passed, having been invited by Mr. Henry. He said many of the same things that Dr. Baker had expressed and reviewed, for the benefit of those who had not talked to him the day before, the thoughts he had presented on that occasion.

Kenneth Aucincloss
EXECUTIVE ASSISTANT

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CONFIDENTIAL

I-39

Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

January 19, 1966

Memorandum of Conversation

GUEST: Dr. C. S. Pittendrigh
Dean of the Graduate School, Princeton

COMMITTEE ATTENDANCE: Mr. Henry and Mr. Auchincloss

DATE: January 13, 1966

PLACE: Dean Pittendrigh's Office

Dean Pittendrigh spoke with great enthusiasm about some of his hopes for developing the Princeton graduate school and his ideas on how this project could prosper even more abundantly if it were carried out by the University and the Institute together. It was unthinkable to him that Princeton's two institutions of higher learning should move forward on an entirely separate and increasingly competitive basis. Of course they were different places and should remain apart to some degree. But there are also areas in which each can profit from the assistance of the other, and in such provinces he wondered whether a more organic relationship between the two could not be devised.

To be specific, he told us in confidence about some of his plans for the graduate school. Princeton has never amounted to much in the Life Sciences, he said, and he had been given a mandate to repair this weakness. Of course one had to face the fact that without a medical school or agricultural school, Princeton has considerable disadvantages in competing with other universities in all areas of biology. But certain avenues of biological inquiry have never been thoroughly explored and yet show signs of leading to discoveries that could richly serve mankind:

1. The study of populations and their relationship to their environment, how adjustments are made in their individual characteristics and their group habits, how their numbers are controlled in response to the environment in which they live.

2. The operation of the nervous system in living beings as a system, and the relations of this to data processing techniques, linguistics, and epistemology. This in turn is closely related to "computer science" and

CONFIDENTIAL

Memorandum of Conversation
Dr. C. S. Pittendrigh

-2

mathematics, and the University is presently considering proposals that would greatly expand its computer resources.

Dean Pittendrigh spoke fervently of the mutual advantages of the University and the Institute going in to such enterprises as these together. Of course they would require a considerable amount of equipment, a laboratory of sorts. As far as he was concerned, he thought the University would be fully prepared to undertake the operation and administration of such a building in order that the Institute could stay away from the complications of establishing laboratories and special staffs to run them. But couldn't the Institute contribute the talents of some of its own mathematicians and other members in the substantive work of a venture like this, and wouldn't this both strengthen the project and enliven the Institute?

Mr. Henry recounted some of the Committee's own notions about establishing new fields of study at the Institute that would be somewhat more related to critical human problems than the scholarship in which the place is presently engaged. He expressed delight that Dean Pittendrigh's suggestions seemed so closely in line with this very notion. Certainly the prospect of a joint venture with the Princeton graduate school would vastly expand the potential for new developments at the Institute.

We asked about some of our candidates, on a confidential basis, and Pittendrigh commented upon Weisskopf and Barzun. Did he have any candidates of his own to suggest, we asked. He said he had not thought much along those lines, but he spoke very highly of Dyson as a man whose intelligence was of the highest order and whose concern about some of the fields he had mentioned was clearly very alive. Another person who occurred to him was Gell-Mann, who in addition to his outstanding work in physics has a penetrating interest in Persian history and in biology. Pittendrigh did admit, upon questioning, that Gell-Mann has a certain arrogance of manner that might handicap his role as a calming influence.

We brought up the name of Jacques Monod, the Nobel prize winner in biology this year to whom Gerard Piel had given such rave notices. Pittendrigh thought this was an interesting idea, but was not convinced he would do. He too has a certain Gallic arrogance, but he could certainly hold his own with any member of the faculty.

Kenneth Auchincloss
EXECUTIVE ASSISTANT

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

Minutes of Meeting

Thursday, January 13, 1966

Place: General Greenbaum's House, Princeton

Attendance: Mr. Henry, Mr. Boyd, Mr. Dilworth, Mr. Greenbaum,
Mr. Hochschild, and Mr. Auchincloss

I. News

The Chairman began the meeting with several pieces of news:

1. Dr. Oppenheimer called recently and took the initiative in suggesting that it would be better if he did not attend the meeting of the Board of Trustees on February 9. Mr. Henry relayed this to Mr. Morgan and suggested that in keeping with this gesture, no one from the Administration should go to the meeting.
2. Mr. Henry has invited Dr. Weisskopf and his wife to come to Princeton to meet the Committee on the weekend of February 5, or failing that date, on either of the two previous weekends.
3. Dr. William Baker would be in Princeton on the next day, January 14, and arrangements have been made for him to spend several hours at Mr. Henry's house during the afternoon. Any Committee member who could come was urged to do so. Dean Pittendrigh has also been invited to join the group for part of the time that Dr. Baker is there.

II. Consultation with Faculty

Gen. Greenbaum thought that once the Committee had narrowed its choice to two or three candidates, or perhaps when it has a clear favorite, it would be very helpful to obtain the reaction of selected members of the faculty

Minutes

January 13, 1966

-2

to these names. Of course it would be a delicate matter to consult the faculty on specific candidates, and he certainly did not want to give the faculty even an implication that they could veto any candidate. But how else could the Committee discover any deep-seated feelings on the part of faculty members concerning candidates whose names have not come up at the initial faculty interviews? He suggested that the Committee select one man from each school, and on an informal and highly confidential basis ask for his own reaction to three or four names and also his estimate of the probable reaction of his colleagues.

Mr. Dilworth expressed the concern that establishing three faculty members as the Committee's advisors might complicate the relations of either the Committee or those three with the faculty as a whole. If these consultations were held, perhaps it would be best not to have the Committee as a whole involved but only a single member. Gen Greenbaum said that this was what he had in mind.

Dr. Boyd thought that consultations would be very dangerous. Individual faculty members would hesitate to express simply personal opinions and would want to consult with their colleagues, so security would be difficult to preserve. Furthermore, what would their reaction mean to the Committee? If they advised against a certain man and their advice were not taken, the consultation procedure would have been an empty gesture. If their advice were taken, this would be a form of faculty veto. Dr. Boyd believed that the Committee had complied with every responsibility to the faculty by consulting each one of them at length and giving them an opportunity to suggest candidates. He recommended that once the Committee reaches the stage of discussing specific names, no further faculty consultations should be held.

Mr. Hochschild said that he too had profound misgivings about the proposal. He feared that it would create bad blood within the faculty to single out a few members and ask only their views.

Mr. Auchincloss suggested that almost the same purpose might be served by consulting selected faculty members at Princeton and other universities about the top candidates. In that way we would not uncover any personal feelings that might be maintained by members of the Institute faculty, but we could obtain a fairly clear idea of our candidates' reputation in their profession.

Mr. Henry felt that Gen. Greenbaum's suggestion should not be left to drop, because it contained an important point. The Committee should, as it goes along, continue to be conscious of how the faculty will react to the Trustees' decision and should consider ways in which the faculty's views might be discovered without breaking security. But for the time being, the sense of the Committee seems to be that no overt consultations should be undertaken.

Minutes

January 13, 1966

-3

III. Problems of the Offer

Mr. Henry introduced a number of questions that must be answered before the Trustees can make an offer to any candidate: what is to be the Director's salary, his title, his tenure, his position on the faculty, his housing arrangement. The last point seemed settled, but he asked his colleagues' views on the others.

Mr. Dilworth made some reflections on the salary problem based upon some confidential inquiries he had recently made in connection with another issue. If the Institute Directorship was to be on a par with the heads of major universities and some foundations, \$35,000 should be considered an absolute minimum and is probably inadequate. He thought the Board would be better advised to fix the salary at \$40,000. Certain perquisites such as cars and house servants could be left flexible for the time being, but the Institute should probably not begrudge them.

As for the question of his title, Mr. Dilworth agreed with Mr. Henry that it would be good to change it to President. This would help to mark a break with the unhappy past and perhaps make it easier to make changes in the head man's jurisdiction. It might also give him some advantage in trying to raise funds.

If the man selected is good, Mr. Dilworth thought that the question of faculty membership would probably take care of itself because the faculty would be likely to recommend him for membership on its own initiative.

Finally, Mr. Dilworth liked the idea of selecting a man who would serve for about 10 years, but he didn't think one could impose such a limit. No good man would be likely to take the job under such circumstances. But of course if the Director were in his mid-fifties when he came, he would retire after about 10 years anyway. It might be wise to consider reducing the retirement age for the Director to 68 or 65.

Mr. Hochschild and Dr. Boyd agreed with the substance of Mr. Dilworth's recommendations. Mr. Hochschild said that his only reservation about the title of President was that a candidate who is a prominent scholar might feel that in taking such a title he was removing himself from the ranks of scholarship. Dr. Boyd thought that the title of President was pretty much accepted by scholars now and there should not be too much difficulty on that account. He was a bit worried, though, about the new man's place on the faculty. The faculty might choose to fight back against an unwanted or disliked Director/President by refusing to recommend him for membership in one of the schools.

Minutes

January 13, 1966

-4

IV. The Meeting of the Board

Mr. Hochschild thought that the date of February 9th was a bit early for a fruitful meeting of the Board. It would be premature to talk about a specific candidate or candidates at that time, because the Committee itself is unlikely to have made up its own minds by then. And he thought it would be tactically unwise to have a meeting of the Board to discuss general issues without having a candidate to suggest; members are sure to ask about candidates and may become impatient if none can be produced. On the whole, he believed it would be better to try to postpone the meeting until the end of February.

Gen. Greenbaum agreed that the Committee should try its best to have a candidate by the meeting of the 9th, but if it did not have one, he didn't see why the meeting should be postponed. In his view, it would be satisfactory to devote the meeting to exposing the Trustees to the variety of issues that have come up and making a progress report on candidates.

Mr. Hochschild and Mr. Boyd noted that a great deal depends on whether Weisskopf accepts Mr. Henry's invitation. If he does not, this would suggest that he is not interested in the job, and the Committee would be left with no clear candidate.

Mr. Hochschild added that it seemed to him that the Committee's task would be easier at the meeting if it could submit its views in advance in a short written report. Gen. Greenbaum disagreed. In a way he thought it would be better to have a fairly thorough discussion with the other Trustees in order to involve them in what is, after all, a joint responsibility.

Mr. Henry said that he tended to agree with Gen. Greenbaum that there were sufficient grounds for going ahead with the meeting on the 9th whether the Committee had fastened on a candidate by then or not. In some ways it might be preferable to expose the problem to the Committee before coming forward with a specific candidate. As for documentation, he suggested that Mr. Auchincloss might rework his earlier report into a short paper presenting the Committee's views as they now stand. All this was agreed to. Dr. Hochschild added that if by February 9th the Committee has developed some notions on possible candidates, these might be presented to the Board in addition to comments upon the general situation. This too won general approval.

The rest of the meeting was devoted to a discussion of particular candidates.

Kenneth Auchincloss
EXECUTIVE ASSISTANT

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

January 18, 1966

MEMORANDUM TO:

Mr. Barklie McK. Henry
Dr. Julian P. Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

There is a significant mistake in the Memorandum of Conversation concerning the Committee's meeting with Dr. Bronk on December 13, 1965.

In line 5 of the last paragraph on page 2, it should read "the same things that it does now and would continue to be about the same size".

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Kenneth Auchincloss
Executive Assistant

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

January 18, 1966

Memorandum to:

Mr. Barklie McK. Henry
Dr. Julian P. Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild

I have arranged the following meetings in Cambridge, Mass. for the afternoon of Friday, January 21st.


2:30 P.M. - Prof. Louis Harts, Professor of Government
Room G-17, Littauer Center for Public Administration

3:30 P.M. - Prof. Carl Kaysen, Professor of Economics and
Associate Dean of the Graduate School of Public
Administration, Room 234, Littauer Center

The Littauer Center is located on Massachusetts Avenue at about the point where the avenue turns right after passing through Harvard Square. It is easily reached by foot from Harvard Square.

Please let me know as soon as possible if you have not done so already whether you will be able to take part in these meetings.

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Kenneth Auchincloss
Executive Assistant

CONFIDENTIAL

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I-38

Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

January 12, 1966

Memorandum of Conversation

GUEST: Prof. Atle Selberg

COMMITTEE ATTENDANCE: Mr. Henry, Mr. Greenbaum, and
Mr. Auchincloss

DATE: January 5, 1966

PLACE: Gen. Greenbaum's House, Princeton

Prof. Selberg had requested a chance to meet with members of the committee a second time, because he had felt that his first discussion had concentrated a good deal on incidents in the past rather than prospects for the future. He made the following points:


1. In considering the Institute's future, it is probably wise to be fairly conservative. One should think twice before introducing some new activity or eliminating something now in existence.
2. The Director should be a distinguished scholar but perhaps not a brilliant one -- brilliant in the sense of flashy and quick without too much depth. His human qualities -- sympathy and perception -- are more important than his surface lustre.
3. It might be well to have someone who is outside the fields of study represented at the Institute. Otherwise the faculty is faced with the embarrassing question of whether he should be made a member of one of the schools.

CONFIDENTIAL

Memorandum of Conversation
Prof. Atle Selberg

-2

4. There is probably no one on the present faculty who would be suitable for the Directorship if the appointment is to be for a long term. On the other hand, it might be possible to have certain faculty members serve short terms and then hand over the job to one of their colleagues. He stressed, though, that by no means all of the present faculty should take part in this rotation.


Kenneth Auchincloss
EXECUTIVE ASSISTANT

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I-37

Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

January 12, 1966

Memorandum of Conversation

GUEST: Prof. Robert Wolff, Dept. of History, Harvard

COMMITTEE ATTENDANCE: Mr. Henry, Mr. Hochschild, and
Mr. Auchincloss

DATE: January 7, 1966

PLACE: Prof. Wolff's Office, Widener Library

Prof. Wolff had his doubts about the healthiness of having no teaching responsibilities at the Institute. Whether scholars realize it or not, he said, almost all of them do their best work when confronted with the stimulus of bright young students in a seminar. Probably on this account, a number of excellent scholars who have gone to the Institute are frankly regarded as disappointments by the profession: Earle and Woodward, for example.

Perhaps one thing that could be done is to bring in a number of young scholars for longer than the usual one-year sojourn -- say, three to five years. An extended stay like that would give them a chance to work closely with a member of the faculty on some important project and develop more profound relations with the professorial staff than could normally grow out of only a year in residence. Of course it would be almost impossible for such men to get extended leaves of absence from their universities, but the prestige of an Institute appointment should be such that they would have no difficulty finding an excellent position when they left.

He also volunteered the notion that the Institute might do well to start some entirely new fields in order to recapture the lively and enterprising spirit that suffused the place in its early years. He thought that


CONFIDENTIAL

Memorandum of Conversation
Prof. Robert Wolff

-2

in science the best new field would be biology, in the humanities it would be literature. Mr. Hochschild asked about the possibility of scholarship in contemporary social problems. If this were to mean sociology, Prof. Wolff replied, he would have to admit a prejudice against that branch of academics: he had not found the work of sociologists to be particularly original and he was not at all sure that their approach held out any great hope of helping mankind solve its difficulties. He emphasized that he was not saying that it was impossible to establish the study of contemporary problems at the Institute, but one should talk to someone with a more hopeful disposition. He himself thought that to staff such a school he would be more inclined to hire a man who had spent some time doing active work in Tanganyika or Mississippi rather than an academic sociologist.

As for candidates, the discussion of contemporary studies led him to think of Louis Hartz, professor of Government at Harvard. He is someone who has a gift for managing the sort of academic enterprise which involves drawing the best out of a number of people of diverse backgrounds. He spoke even more warmly of Paul Freund in this regard; the Institute could not do better than to select him, if he were willing to take such a job.


Kenneth Auchincloss
EXECUTIVE ASSISTANT

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Trustees' Committee on the Future of the Institute

I-36

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

January 12, 1966

Memorandum of Conversation

GUEST: Prof. Herbert Bloch, Classics Dept., Harvard

COMMITTEE ATTENDANCE: Mr. Henry, Mr. Hochschild, and
Mr. Auchincloss

DATE: January 7, 1966

PLACE: Le Brittany Restaurant, Cambridge

Prof. Bloch was delighted to hear that the Committee was not considering a very radical break with the Institute's past. He had been there as a member about 15 years ago, and he thought it was important to keep the size small and the nature of the place about the same.

However, he did recognize the problem of the absence of students. His point of view, refreshingly enough, was the best interests of the students rather than the faculty. In this day when outstanding scholarship is quite rare, it is a shame to sequester a distinguished man at a place where students will normally not be able to take advantage of his learning. For this reason, he was enthusiastic about the prospect of working out arrangements between particular Institute professors and particular universities, much as has just been done between George Kennan and Harvard. In this way a man could spend a few years at the Institute, then a few years at a university with graduate students. Mr. Hochschild suggested that useful trades might be arranged between the Institute and a university: we'll send you a professor if you send us some of your best young Ph.D. s.

CONFIDENTIAL

Memorandum of Conversation
Prof. Herbert Bloch

-2

Another thought of Prof. Bloch's was that the Institute might consider inviting young scholars in the humanities who have a particularly long project in mind, even if this were their Ph.D. thesis. This might require that they be given appointments of longer than a single year, but it would be a way of enabling worthwhile scholarly enterprises of considerable scope to be carried through, rather than foreshortened or abandoned as is now so often the case.

Finally, he strongly approved the idea of changing the head man's title from Director to President.

Kenneth Auchincloss
EXECUTIVE ASSISTANT

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CONFIDENTIAL

I-35

Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

January 12, 1966

Memorandum of Conversation

GUEST: Prof. Victor F. Weisskopf, Prof. of Physics, MIT

COMMITTEE ATTENDANCE: Mr. Henry, Mr. Hochschild, and
Mr. Auchincloss

DATE: January 7, 1966

PLACE: Dr. Weisskopf's Office, MIT

Prof. Weisskopf admitted to having only a second-hand knowledge of the Institute itself, though he knew a number of the people there. Since receiving Mr. Henry's letter, he had done some thinking about the place, and he confessed that the question of its future seemed to him something of a dilemma. In many ways he thought the place might be best off if it became a graduate university something like the Rockefeller; he thought it was unreasonable that there should not be more places like the Rockefeller in this country, and he believed that they have a vigorous atmosphere that may be lacking at the Institute. Of course to make the Institute into a graduate university would require enlarging the place and bringing in more students.

It would also mean having laboratories, but Weisskopf thought this would probably be a good thing in any case. He didn't think that the natural sciences could be very well carried on without a laboratory near at hand. In part this had to do with what he called "the laboratory spirit", evidently a dose of inquisitiveness, open-mindedness, and discipline that invigorates institutions where experimentation is actively underway. It was a dreadful mistake, in his view, to have folded up the computer project at the Institute. After all, this was the beginning of a field -- which he called "communications science" that is no doubt going to be the science of the future. It offered possibilities of drawing together people in all sorts of fields; mathematics, biology, linguistics, psychology, political science,

CONFIDENTIAL

Memorandum of Conversation
Prof. Victor F. Weisskopf

-2

economics, and this was just one of the things that the Institute might do extremely well.

Relations with Princeton University he considered highly important, particularly if some arrangement could be worked out for sharing of lab space (though unfortunately the Princeton-Pennsylvania accelerator is not so good a machine).

The question of tenure for the professorial staff came up. Weisskopf felt that you had to offer tenure because otherwise the best people wouldn't come there. However, the ideal situation would be for people to come with tenure but not in fact to stay too long. If people move on the problem of stagnation and superannuation can be resolved. Perhaps the Institute has made a mistake at setting its salaries at so high a level, because this makes it very difficult for the faculty to move elsewhere without suffering a loss in income. Another thing that might be done is to establish an intermediate level on the faculty, with scholars brought in for a few years without tenure. This would be appropriate for younger people.

He said that in all frankness the Institute sometimes reminded him of an exquisite but artificially arranged bouquet of flowers that are now beginning to wither. Its past success he considered something of a tour de force which could not possibly last and was now showing the inevitable signs of collapse. Hence his pondering over what the best future course might be.

We asked him about what might be done to invigorate the humanities at the Institute. He said that he was really not familiar enough with that area to say. Perhaps something along the lines of international studies could be set up.

On a variety of other points he had strong and clear reactions. He thought it was fine to try to get the scholars in different disciplines talking to each other more, but he gave little credence to the notion that there was an important role for faculty wives or the Director's wife in drawing the place together. He didn't think it made much difference at all whether the head man was called "director" or "President".

At the end of the conversation, Mr. Henry asked whether Prof. Weisskopf would like to come down to Princeton the following week to expand his views with the other members of the Committee. Weisskopf was very grateful but said that he really felt he needed a rest after the fitful traveling he had done recently as part of his duties at CERN. He regretted saying no and went out of his way to stress that this did not mean a lack of interest in the Institute's problems. In fact he would like very much to be consulted again.

Memorandum of Conversation
Prof. Victor F. Weisskopf

-3

Throughout the talk, Weisskopf's perceptiveness and level-headedness were extraordinarily impressive. He seems quick to recognize the essential elements of a problem and very deliberate in looking for a solution. It is hard to imagine him rushing off in a radical direction or talking in grandiose terms without having thought out his purpose well in advance. This sort of realism suggests considerable administrative skill. Although deliberate, he does not conceal his views or modify them when confronted with a contrary point of view; he is not the type of person who seems easily pushed around. Combined with all this is a charming modesty and personal warmth which we found very engaging.



Kenneth Auchincloss
EXECUTIVE ASSISTANT

KA/d

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

January 12, 1966

MEMORANDUM TO:

Mr. Barklie McK. Henry
Dr. Julian P. Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

On January 10, I had lunch in New York with Mr. Gerard Piel, editor of the Scientific American. He was impressively well-informed about the Institute and, of course, about the scientific world in general. Quite early in the conversation, he expressed the view that it would be best to select a scientist as the new Director, not on account of any special virtue possessed by scientists but because it would take a scientist to keep the mathematics and scientific sections of the Institute healthy. He sensed that a Director in the humanities would probably let the scientists and mathematicians go pretty much their own way, and this might well lead to their deterioration. In particular, he felt that mathematicians (not only at the Institute but almost everywhere) have made a dangerous mistake in sanctifying "pure theory" and shunning contamination by the natural world. The Institute needs someone who will be able to question some of their assumptions.

If the new Director is to be a scientist, what sort would be best? Admitting that he was proposing a radical plan, Mr. Piel made a strong case for selecting an outstanding modern biologist. The two fields of the structure and mechanics of the living cell and the operation of the nervous system are clearly, he judged, the areas in which the most important and provoking developments are likely to be made in the future. They will not only point out new directions of scientific inquiry but also arouse crucial questions of morality and public policy. There is no place in the world that he knew of where both the scientific and the humanist problems of the new biology are being examined. If the Institute

CONFIDENTIAL

- 2 -

were to adopt this field, it would make an extremely valuable contribution to a critical human problem and also greatly enliven its own scholarly community.

Piel suggested two men as Director in these circumstances. Both are foreigners; there are a number of excellent American biologists, he said, but they are almost exclusively laboratory men without the breadth of interest and vision needed for the Directorship. The men he recommended are:

1. Jacques Monod, of the Institut Pasteur in Paris. From Piel's description, Monod must be an extraordinary man. He began his career as a physicist and won a Rockefeller Fellowship to Berkeley. There he was most notable for founding the Bach Society and became so proficient with the cello that the Rockefeller people wondered whether his fellowship shouldn't be shifted from science to the humanities. After returning to Europe, he took up biology and this year won the Nobel Prize. He is apparently the sort of man who automatically gathers about him the best biologists around, so great is his reputation and so magnetic his personality. He has, too, a remarkable gift for elucidating his work to intelligent laymen and a penetrating interest in the human and social implications of biological discoveries.

2. Francis Crick, of Cambridge University. He too is a biologist with a lively appreciation of the ethical problems his work has engendered. He recently shared the Nobel Prize with Watson of Harvard. He is not quite as outstanding an intelligence as Monod, but he might be more likely to be available for the job.

Piel recognized that of course such men must be outfitted with laboratories and a distinguished group of biological collaborators. He thought that the expenses of faculty and equipment would probably increase the Institute's budget by \$2-3 million annually, and therefore a sizeable amount of new money would have to be raised. Needless to say, neither of the men he mentioned is likely to be much interested in the job if most of their time would have to be sacrificed to the exigencies of money-raising. On the other hand, if the trustees were to declare their intention of amassing the necessary sums and were to actively assist the new Director in the job of doing it, Piel believed that the money-raising task might not be too burdensome and that either of these two men might undertake the job.

- 3 -

I mentioned Weisskopf as someone who had been recommended to us. Piel responded with great enthusiasm. Weisskopf, he said, would make an excellent "interim" Director to tide the place over if there is to be no change in the format or else a waiting period before any change is adopted. He is a man of both great intellectual power and extraordinary sympathy for everyone and everything around him. It would be difficult for even the most testy faculty member to carry on personal feuding in his presence.

I also brought up the name of Carl Kaysen. A good man, said Piel, but simply not in the same class with Monod, Crick, or Weisskopf. He would not perceive the broad questions that they do.



Kenneth Auchincloss
EXECUTIVE ASSISTANT

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

January 12, 1966

MEMORANDUM TO:

Mr. Barklie McK. Henry
Dr. Julian P. Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

I spent about an hour on the afternoon of January 10 with Dr. Frederick H. Burkhardt, President of the American Council of Learned Societies. He is a former President of Bennington College and, as one would expect, knows a great many people in the academic world.

His view was that the Institute, having seen the scholarly opportunities that it offered almost alone in the 1930s now made available at a host of other places, would do well to look for some new contribution that it could make to the cause of learning. One such enterprise would be to try to revive the type of scholarship that was not afraid of siring "big ideas" of the scope of Mommsen's or Toynbee's in the past. This would mean bringing to the Institute established scholars who, using the hard raw material of their researches, would reflect on the broader questions that emerge from it.

For this reason, he favored a humanist rather than a scientist as Director. The list of suggestions that he put forward included:

1. R. R. Palmer, historian at Washington University. Burkhardt described him as one of the country's "biggest historians", a man whose qualifications no one would question. (With some difficulty, I forbore comment.)
2. Carl Schorske, historian at Berkeley. He is in his mid-40s and is remarkably "broad-gauged and clear-headed".

CONFIDENTIAL

- 2 -

3. Ed Morgan, American historian at Yale. Burkhardt does not know him personally, but says that his reputation is very good.

4. Philip Morrison, physicist at Cornell. A man of broad interests in the humanities as well as his own field.

5. Robert Morison, former head of the science section of the Rockefeller Foundation who has just moved to Cornell. He has the advantage of being very "institution-minded" rather than simply preoccupied with his own work.

6. Gerald Holton, physicist at Harvard. Though Burkhardt knew that his reputation among physicists was mixed, he himself found him a most stimulating and constructive thinker.

7. Franklin Ford, Dean at Harvard. He would be excellent but is probably too happy with his situation at Harvard to consider moving.

8. Carl Friedrich von Weizsäcker, physicist at Hamburg. He is Germany's great physicist-philosopher. But Burkhardt was not sure that his English was very good; he has never, to Burkhardt's knowledge, been in this country for any length of time.

I asked Burkhardt about some of our other candidates:

Weisskopf - He didn't know him but had heard good things about him.

Quine - Certainly he is at the top of the field in the brand of philosophy he represents. But does he have the broad view that the Director should have? Burkhardt admitted a prejudice against analytic philosophers whom he considered rather narrow.


Morton White - Burkhardt was more in sympathy with his type of philosophy, but he feared that any philosopher would find two-thirds of the men in his own profession against him.

Kaysen - He seemed to Burkhardt rather outside the Institute's line of country, what with his interest in international affairs and disarmament problems. Burkhardt felt that he was better as an analyst and critic than as the head man of a place like the Institute.

- 3 -

As for money-raising, Burkhardt said that if this were to be a major function of the Director, it would be hard to find someone with high academic qualifications who would be willing to take the job. When I mentioned the figure of \$15 million as possibly the sort of amount that would have to be raised, however, he thought this could be managed without much difficulty. The Institute has been a success, he noted, and successful places are the easiest ones to find money for.

He also told me that in his judgment the job we had to offer was an extremely attractive one; we should not worry too much about able people being reluctant to accept it.


Kenneth Auchincloss
EXECUTIVE ASSISTANT

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey


January 7, 1966

MEMORANDUM TO:

Mr. Barklie McK. Henry
Dr. Julian P. Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

The meeting of the Committee on Thursday, January 13th, will be held at General Greenbaum's house, 104 Mercer Street, instead of at Mr. Henry's house as previously announced. The time will be the same -- 5:30 p.m.

KA/d


Kenneth Auchincloss
EXECUTIVE ASSISTANT

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Trustees' Committee on the Future of the Institute

I-33

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

January 5, 1966

Memorandum of Conversation

GUEST: Dr. David Speiser

COMMITTEE ATTENDANCE: Mr. Henry and Mr. Hochschild

DATE: December 21, 1965

PLACE: In Carlton Restaurant, Brussels, Belgium, Dinner and After

Dr. Speiser looked in his early forties. He is a stepson of our late Professor Hermann Weyl. He is married and lives in the suburbs near the University. He had studied and taught at the University of Iowa. Just as Professor Panofsky said, Speiser showed wide knowledge and interest in humanistic subjects. He had considered Mr. Hochschild's written questions in advance, and he responded to them during the interview.

The IAS in the future can help the intellectual development of the world by preserving its unique situation as a place where learned people can come and pursue their own research without external interruptions. The IAS excites people in intellectual life all over the world by the fact of its existence, and by its reputation for excellence. In the U. S. there is great achievement in terms of laboratories -- but because of this, theory tends to be the step-child, so the IAS is important.

As for modern studies, these are too easy sometimes. Other places can do them just as well perhaps. Dr. Speiser spoke critically of the notion that serious history could be written concerning such recent events as the

CONFIDENTIAL

Memorandum of Conversation
Dr. David Speiser

-2

regime of Kennedy. This was not history, but journalism.

As to High Table activities, occasional interdisciplinary lectures, etc., he said this brings on the "time-money" question: time was so pressed for the young that they could spare hardly any time for diversion.

Europe has a strong tradition in the Western Classics. Why shouldn't the IAS pursue the Oriental and Near Eastern Classics, and make itself pre-eminent in these fields? They have a contemporary importance because of the necessity of our Western world understanding the East in future years much better than it does today.

Dr. Speiser, in passing, spoke warmly of Dr. Wigner as a possible candidate, and also begged us to check on Lynn White, a Professor of Medieval Science, who had made a great impression on him at an Oxford Conference on the History of Science. He is at UCLA. (Note: since this is partly M. Clagett's field, checking on him shouldn't be hard. - B.H.)

The connections a young man makes at IAS are enormously important to his subsequent career. "I asked to be invited, and I was, when I was 31."

Discussing the problem of appointing successors to scholars who retired, he said it would be a shame to let a job go unfinished (in Greek epigraphy, for example), but unless there were an absolutely top scholar to be found to take the place of the man retiring, his work should be passed along to someone outside the IAS to finish. He strongly rejected the notion that the IAS School of Historical Studies should contain any rigid framework of substance -- such as 3 professors in each of the four fields of Western history from its beginnings to the end of the Renaissance.

He said the IAS should be proud of its position as a world-known center for studies in classical Mathematics. He said he had been much inspired by something he heard A. Weil say when he was at the IAS, quoting the great mathematician Jacobi to his colleague Legendre: "Mathematics is working and fighting for the honor of the human spirit." He had no objection to the IAS giving degrees if it wanted, but wondered whether this would not involve a sort of responsibility for subject matter which would over-complicate the present simple structure.

He said that in the future, the IAS school of Physics could not expect that "Every day must be Sunday" -- meaning, probably, that we could not expect the IAS group in physics to be the very greatest in the whole world, and its discoveries to be earthshaking from moment to moment.

Memorandum of Conversation
Dr. David Speiser

-3

In general, Messrs. Hochschild and Henry felt that Dr. Speiser was a brilliant young man of broad cultural interests, but that he probably lacked the age and stature which would make it easy for him to serve successfully yet as President or Director of the IAS. Also, he is a Swiss citizen, thoroughly European, and probably not sufficiently sophisticated concerning the ways of American university and philanthropic life for our purposes.

/d

Barklie McK. Henry

January 5, 1966

Memorandum of Conversation

GUEST: Dr. C. Van Hove

COMMITTEE ATTENDANCE: Mr. Henry and Mr. Hochschild

DATE: December 20, 1965

PLACE: Amphitryon Restaurant, Geneva. Dinner and After

It will be recalled that Dr. Van Hove was about the only man whom Dr. Oppenheimer seriously put forward as a candidate during his first meeting with the Committee. Dr. Van Hove impressed us at once as a person of rare intellectual quality and character. He looks in his early forties. He is tall, not striking in appearance, but quickly reveals much quiet charm. He is humble rather than modest. His manner is quiet, but he is not shy. He has a most warming smile. He uses the English language eloquently, but with a pronounced accent. He is head of Theoretical Physics at CERN. His Division numbers about 50 physicists.

In the dinner devoted to the IAS, he was clear, decisive and imaginative. At the end of it, Messrs. Hochschild and Henry agreed that if a foreigner were to be considered, Van Hove was an appealing candidate.

He stressed the importance of appointing a President or Director for no more than a 5-10 year term, with the provision that when his term was over he would continue, if he wanted, as a member of the faculty. But he pointed out that this entailed certain consequences:

1. The man carrying the manifold responsibilities of a President would probably not "run out of gas" in ten years, but if he served longer than that there was the danger of going stale. In the case of Dr. Oppenheimer, it

Memorandum of Conversation

Dr. C. Van Hove

-2

was interesting to observe how not only the world of physics, but the whole world of intellectual life, had changed since he first took office.

2. If such a scheme were followed, one could not have a series of these short-term Presidents or Directors, all pushing the Institute strongly, first in this direction, then in that. Accordingly, the faculty itself should be developed into a body which would take long term responsibility.

3. The faculty responsibility would be in the nature of a responsibility to advance the IAS as a whole along predetermined lines -- as he put it, borrowing a phrase from physics, "with boundary conditions" -- and these would need to be worked out.

As to the problems raised in Mr. Hochschild's written questions, he thought that the ideal structure for the IAS of the future would look something like this: There would be 3 classes of academic persons: (1) the permanent professors, as now. (2) A group he called "Intermediates," who would be of the same general level as the permanent professors, but with appointments ranging from 3-6 years only. These "Intermediates" would have definite teaching responsibilities -- to hold seminars, etc. (3) Post-doctoral Fellows, selected for their brilliant promise, to come for 1 year. He did not consider the present rate of stipends sufficient to insure the recruitment of the best men.

We questioned him about numbers, and it seemed to come out something like this, ideally:

	<u>In each school, with 4 schools</u>	<u>Totals</u>
Permanent Faculty	3-5	12-20
Intermediates (3-6 yrs.)	15	60
Post-doctoral Fellows and Young Asst. Professors, etc.	<u>45</u>	<u>180</u>
	65	260

At the IAS there should be a conscious effort to keep in close touch with the people who had been there at one time or another, for many of these now hold top posts all over the world, and would be ideal feeders for the recruitment of the Fellows.

The "Community of Scholars" notion is terribly important if the IAS is to achieve its full potential. This goes far beyond the "High Table" idea -- although that would be an important start. All kinds of things could be done, in a community consisting of persons divided more or less evenly among all

Memorandum of Conversation

Dr. C. Van Hove

-3

the schools, and belonging to the 3 groups he had described. For example, there should be seminars and lectures organized, to be given by extroverts in the groups of young fellows who enjoyed this sort of thing, to which would be invited members of the other disciplinary groups -- lectures by historians attended by physicists and mathematicians, etc. He said this sort of thing could be very important and exciting in a community of young scholars. He said that young physicists, in his opinion, were often interested in attending lectures on history, when there was time.

Usefulness. Dr. Van Hove used this word when he came to discussing the possibilities of the IAS taking more interest in studies with a focus on the problems of contemporary society. He felt that the IAS, no longer at the lonely summit of the intellectual pyramid, should recognize its responsibility to make a useful contribution in the world, for example in the terribly difficult area concerning the responsibility of scientists to civilization.

In describing the amazingly successful organization and achievements of CERN, he volunteered out of a clear sky that a lot of its success was due to Weisskopf, and that Weisskopf had done a truly wonderful job.

What about introducing other natural sciences at this time -- primarily those which have taken a strongly theoretical turn recently? He would go easy on this. The first job at the moment is to restore Physics to its critical size.

What did he mean by critical size? In physics, it would be simply impossible to find more than 3-4 permanent professors of the stature needed. However, what could be done would be to find enough "Intermediates," on short term appointments, representing in their numbers a cross-section of theoretical physics in its most important aspects at any one time. (Note: cf. the recent Oppenheimer short-term appointments in Physics.)

He again emphasized this notion by stating that no man on the permanent faculty through his whole professorial life could possibly be expected to represent a crucial area of physics through that entire period. Things change. New faces and new ideas should continually be introduced.

What did he think of Barzun's word "atelier" to describe the relations which might exist between the "Intermediates" and the Fellows? That was, he said, precisely the right word.

He said: "In my case, the IAS was invaluable to my career. The people with whom I associated there, roughly in my own age group, are now my lifelong friends in physics, holding highly important positions all over the world."

Memorandum of Conversation

Dr. Van Hove

-4

On the following morning, Van Hove took us over CERN. The 25 billion electron volt accelerator, the vast instrumentation, the absolutely enormous laboratory buildings -- some large enough to build a battlecruiser in -- the pleasant social facilities, made an unforgettable morning. Van Hove's own department was very large. We mentioned Yang's statement that for the next five years the greatest discoveries in theoretical physics would need to come from people close to the experiments. Van Hove said he thoroughly agreed -- and his own setup here demonstrated just that.

We talked again of size at the IAS. Referring to the fact that the School of Physics at the IAS not only should not, but probably could not, number more than 3-4 permanent professors, he said that the real purpose of the permanent faculty was to select the right people for "Intermediates" and Fellows.

Throughout the evening, when Van Hove was asked such questions as, "How about that idea in terms of its effect on the School of Historical Studies, or on Math?" he would reply: "I don't know how it would affect them." We were at times not sure whether this showed a lack of interest in fields other than physics, but were reassured to the contrary by his own ideas about interdisciplinary lectures among the younger people, and by the fact that he himself was trained as a mathematician, and crossed over to theoretical physics at a rather late stage. In stressing "usefulness," he clearly indicated his approval of the IAS taking an interest in contemporary problems.

When we asked Van Hove if he thought it would help things if the new head man abandoned the division into Schools entirely, and treated the whole faculty as one, he replied that in his opinion such a change would accomplish no useful purpose that he could see.

He stressed that teaching arrangement for the Faculty should be made possible, but not compulsory. It would suit some and not others.

He considered our stipends in general too low.

Should our head man be an American? He had no comment.

He was quite definite that professors should not choose their own successors.

/d

Barklie McK. Henry

CONFIDENTIAL

Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

December 28, 1965

MEMORANDUM TO:

Mr. Barklie McK. Henry
Dr. Julian P. Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

SUBJECT: Dr. Brian Medawar

On 22nd December Messrs. Henry and Hochschild dined at the Athenæum in London with Dr. Brian Medawar, a distinguished microbiologist with the Medical Research Council of the National Institute for Medical Research. He has a wide circle of friends in the United States.

Medawar does not think that the Institute should grant doctorates. He was lukewarm on the suggestion that intervals of teaching or lecturing at universities would stimulate creativeness in the Institute faculty and also enhance the usefulness of mathematicians and physicists past the zenith of their creative powers, but he saw no objection to the idea provided that teaching or lecturing was not compulsory.

Medawar opposed the suggestion that the Institute should expand into biophysics. "Everybody's doing it," was his attitude. To our question whether increased use of Princeton University's laboratory facilities would help us to attract top rank physicists to the Institute he replied "If that is a prerequisite, why don't you merge your physics department with Princeton's?"

Our stipends, when explained, seemed low to him.

No retiring professor should, in Medawar's view, have anything to do with selecting his successor or deciding whether the Institute is to continue to pursue his own particular studies.

CONFIDENTIAL

-2-

Medawar was sympathetic to van Hove's suggestion that we create a new intermediate class of members with a tenure of, say, three years but thought the Institute should be flexible as to the length of each individual member's appointment, e.g., the terms might vary between two and six years.

Medawar did not favor the rotation of the directorship among faculty members. As to the qualifications of the new director, he felt that many different kinds of men could do the job. He considers personality, character and capacity more important than whether the man is by training a scientist, a humanist or an administrator.

On this reasoning, although Medawar gave us no cause to assume that he himself might be interested in the job, he should, except for one handicap, be considered. He has an unusually attractive personality. He is witty, urbane and intellectually stimulating, and has a decisiveness that suggests administrative ability. The handicap would be his strong conviction that the director of the Institute should not be expected to have anything to do with fund raising.

HKH/d

Harold K. Hochschild

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

December 28, 1965

MEMORANDUM TO:

Mr. Barklie McK. Henry
Dr. Julian P. Boyd
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Mr. Harold K. Hochschild
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Admiral Lewis L. Strauss

SUBJECT: Charles Townes, Provost of MIT

I spent about an hour with Dr. Townes on the afternoon of December 16th. He confessed that he did not know the Institute itself very closely, though he knew a number of the people there quite well. I described some of the ideas for improving the place that have grown out of the Committee's work.

He agreed warmly with the view that it was essential to have a yearly flow of young scholars through the place, in order to keep the permanent faculty on its toes and to keep the place lively.

He was quick to perceive some of the dangers of establishing a new school devoted to contemporary problems, but on balance he thought it could work very well if handled with care. One must be on guard against "scholars" who have turned to contemporary issues or have adopted "interdisciplinary" fields of study because they haven't made a success of their earlier academic work. There are unfortunately quite a number of such types lurking in the shadow areas into which it was proposed that the Institute should move. I asked him what new fields of study the Institute might establish with the greatest hope of accomplishment and the least danger of charlatanism. He mentioned social anthropology, linguistics (and its links with psychology and logic), and astrophysics and cosmology. He seemed to feel that whatever is adopted, it should be something in which the scientific method of hypothesis-experiment-and-conclusion could be applied with reasonable precision. He shied away

CONFIDENTIAL

-2-

from economics and politics as areas in which personal prejudices are apt to infect scholarly work too strongly for them to be fit candidates for advanced study at the Institute.

He also asked about the Institute's financial situation. Was it rich enough to undertake a new program such as this. I told him that the Committee seemed to think that new money would probably have to be raised even if the Fourth School were not established. He reflected a bit on the prospects for doing so -- it would not be an easy job if the experience of the Salk Institute were any guide, but of course the Salk Institute does not have the record of strength and the high reputation of the Institute. He agreed that it was important to keep a sharp eye on faculty salaries and member's grants to make sure they stayed at the top rank. One of the Institute's sources of strength has been its willingness to offer high salaries and complete security for its faculty.

In closing, I asked Dr. Townes about his general impression of the future of the Institute. Are its days as an important factor in American higher education over and is it now in a period of inevitable decline? Or is there some new service that it can perform and new heights that it can attain? Dr. Townes felt that undoubtedly the Institute is now on the wane but he was quite optimistic that it could be revived. It does, he felt sure, need a change at this point in its existence, and he seemed relieved that the Trustees were thinking along the same lines.

Dr. Townes impressed me as an extremely sensible man whose judgment is sound and whose intellectual interests are varied. He is no doubt in touch with activities in a number of fields, and he has the critical faculties to judge what is worthwhile and what is not in areas outside his own field of specialization. Whether his interests and sympathy extend very far into the "humanities" is a question it is impossible to answer after so short a meeting, but some of his comments on fields that might be appropriate for the Institute made me think that the question ought to be raised.



Kenneth Auchincloss
Executive Assistant

KA/d

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

December 28, 1965

MEMORANDUM TO:

Mr. Barklie McK. Henry
Dr. Julian P. Boyd
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Admiral Lewis L. Strauss

SUBJECT: Crane Brinton, Professor of History, Harvard

I had about an hour's talk with Prof. Brinton on the morning of December 14. He has only recently stepped down as head of the Society of Fellows, so he had a number of things to say about the Society's experience as it might be applied to the Institute. For one thing, he admitted that historians were the most difficult bunch of all to select as Junior Fellows; he felt that the most mistakes had been made in this area. But still it is important to make the effort and to take the chances. He himself had some suspicion of a place where there were no young people, and the School of Historical Studies as presently constituted seemed to fit this description. The notion of inviting young historians to the Institute a few years after taking their doctorate had great appeal for him; he also thought it might be good to have some degree of formal sessions, perhaps seminars established on some subject in which a number of historians share an interest, or perhaps discussions on what historicism is all about. Young scholars would profit from that a great deal, and they would derive from it a sense of participation in something more than their own little areas of specialization while they are at the Institute.

It is impossible, though, to enforce participation in such ventures and, for some scholars, it is probably wrong. There will always be a few monks at any academic institution, he pointed out, and this is probably a good thing. Some great scholars simply do their best work when they are left entirely alone. The Institute should have no worries about possessing a few of this breed, though there might indeed be reason for concern if the whole place were made up of them.

CONFIDENTIAL

-2-

Prof. Brinton, like many others, recommended that we take a good look at the Center for Advanced Study of Behavioral Sciences in Palo Alto. His impression was that it had been quite successful in stimulating interdisciplinary work without being oppressive.

He did not object at all to the idea of establishing a new school to deal with contemporary problems, but I got the impression that he would not be among its most enthusiastic supporters. He suggested a man like Alex Laitin at Cornell as someone who would be very good at that sort of thing and whose advice might be useful.

I asked the usual question about candidates. He pondered for a while and then asked if we had ever considered Prof. R. R. Palmer.

KA/d



Kenneth Auchincloss
Executive Assistant

CONFIDENTIAL

Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

December 28, 1965

MEMORANDUM TO:

Mr. Barklie McK. Henry
Dr. Julian P. Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

SUBJECT: W. V. Quine, Professor of Philosophy, Harvard

On December 15, Mr. Henry and I had lunch at the Society of Fellows in Eliot House at the invitation of Professor Quine. Even before Quine arrived, we were surprised to be joined by Judge Wyzanski, who is evidently a member of the Society and who considerably enlivened discussion of the Institute over the luncheon table until he was called away by "a request for an emergency injunction."

Quine is a tall, pleasant looking man with a somewhat nervous manner of speaking. He seemed both extremely amiable and a bit ill at ease, a condition which may have been prompted by the lively conversational tussle that took place around him, with Mr. Henry on one side of him, I on the other, Judge Wyzanski opposite him, and assorted Fellows clustered around, all trying to seize the initiative to talk to him from time to time.

Quine liked very much the idea of bringing in younger scholars in the humanities. Admittedly they are harder to select than in the sciences, but he ventured to say that historians in the rather specialized fields represented at the Institute were easier to choose than most.

Judge Wyzanski introduced the question of the Institute's fields of study by contending that one should choose the man, not the field. If the best man available is an Antarctic geologist, then appoint an Antarctic geologist -- there should be no restriction upon the fields in which appointments may be made. Quine did not agree. He felt that it was wise to

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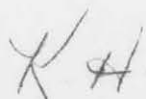
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concentrate on a few disciplines and to bring together men who can learn from each other rather than men whose interests are so divergent that they will have little to say.

On the other hand, Quine (like Brinton) thought there was nothing wrong with having a few rather cloistered types on the faculty, provided that the main body was lively and interested in the annual infusion of young talent.

As for the process of selecting new faculty members, Wyzanski put forward the view that the decision should really rest with one man, the Director, if the appointments were to be of the highest quality. Certain procedures might have to be observed, but all that is (or should be) window-dressing. Prof. Quine took a somewhat more moderate view, but he too was attracted by Mr. Henry's suggestion that the new Director might be given more free play in faculty selection than his predecessor had recently enjoyed.

Judge Wyzanski also put forward Prof. Kennan as the strongest candidate by far, skilled as he is in diplomacy, well-known throughout the world, and on very good terms with Oppenheimer himself.



Kenneth Auchincloss
Executive Assistant

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Trustees' Committee on the Future of the Institute

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December 28, 1965

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Admiral Lewis L. Strauss

SUBJECT: Julius Stratton, President of MIT and new Chairman of the
Ford Foundation

Mr. Henry and I had about half an hour with Dr. Stratton on the morning of December 15. He was extraordinarily cordial and candid, so much so that some of his remarks and revelations should probably not at this point be made part of the record.

Mr. Henry described some of the Institute's problems and some of the prospects for the place that made the job of new Director seem exciting. Dr. Stratton responded warmly. He himself had harbored some doubts as to the Institute's viability. He did not think it was good for the health of any institution to have a number of professors, no matter how distinguished, sitting around "growing old together." It was important to bring young scholars to the place to provide an annual renewal of intellectual vitality, and he was delighted to hear that the Trustees were thinking along the same lines. The possibilities for reviving the place did seem to him stimulating and not at all unhopeful; if he were younger he would put his own name down for the job. In a way it is better, he reflected, to take over a place that is in bad shape than a place that has reached new heights under your predecessor. With the former you can hope to improve it; with the latter, you can only hope to maintain its distinction and you live in the shadow of the man who went before you.

CONFIDENTIAL

-2-

In commenting on some of the candidates we mentioned, he gave extremely high marks to Weisskopf, Kaysen, and Townes. He admired Barzun but for various reasons did not think he was well suited for the Institute job.



Kenneth Auchincloss
Executive Assistant

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

December 28, 1965

MEMORANDUM TO:

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Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

SUBJECT: Dr. Roger Revelle, Director of the Center for Population
Studies, Harvard

I spoke to Dr. Revelle for almost an hour on the morning of December 19th. He is a tall, powerfully built man, and he speaks directly and with conviction. His views he maintains with a good deal of force; one comes away with a fairly clear sense of what he considers important and what he does not. He is a very active man, and the things he said gave me to believe that he is a strong believer in the active life both for people and for academic institutions. He had only recently come back from New Delhi, and in a week's time he is flying overseas again.

He has very little sympathy for a place like the Institute, at least as it is presently constituted. The subjects that are studied there are hardly at all concerned "with real problems of real people," nor are they important ones from the prospect of the future. Biology, sociology, perhaps psychology -- those in his view are the disciplines that will be important to mankind in the years ahead. Mathematics is all very well but it is simply too "pure," too remote from practical affairs. Theoretical physics appears to be on the decline. And history, he believes, is a field devoted to accumulation and description, not to the solving of problems and the testing of imaginative hypotheses.

I told him that it had been suggested that the Institute establish a fourth school, and he obviously approved of this prospect, especially the thought that it should be concerned with problems of contemporary society.

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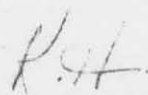
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But he didn't think this would solve the Institute's problem of being, for the most part, outside the world of reality, because the mathematicians, physicists, and historians would continue to be there. One couldn't fire them, and it would be a terrible thing to make life so unpleasant for them that they would resign. Yet he seemed to consider them little more than a dreadful weight around the neck of any new school.

I asked him how a new school devoted to contemporary problems might best be organized. Should there be a permanent faculty, or should people be brought together for a few years at a time? Should there be students, or only post-doctoral people as in the other schools? These were problems that he would like some time to think about, he said. He did think it is necessary to give tenure to the faculty -- otherwise the faculty is not really free to study and teach what they think best.

Towards the end of our conversation, he suggested one thing the Institute might do that would be of great benefit to underdeveloped countries, whose problems often are basically educational problems. The Institute could give appointments to professors from such countries on the understanding that the professor would spend a year or so at the Institute, then a year or so in his home country, in succession. In that way these men would gain the learning and prestige of having been at the Institute and would raise the standards and the status of their home university when they returned.

Dr. Revelle suggested John Kenneth Galbraith as a candidate.


Kenneth Auchincloss
Executive Assistant

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

December 28, 1965

MEMORANDUM TO:

Mr. Barklie McK. Henry
Dr. Julian P. Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

SUBJECT: Paul Freund, University Professor (formerly Professor of Law),
Harvard

Mr. Henry and I spent about 40 minutes with Prof. Freund on the afternoon of December 15th. Appropriately enough, he impresses one with his calm deliberative manner but he is not at all cold or forbearing. He is no doubt a man of broad acquaintances, both among interesting people and among interesting intellectual activities.

Mr. Henry spoke of the notion of creating a fourth school, and Prof. Freund struck a keenly responsive chord. He had long believed, he said, that somewhere in the academic world there should be room for the study of what he called "the middle-range problems," difficulties which will be perplexing the world and society perhaps a generation from now but which are not so critical now that they must be approached on a "crash" basis. Too often the universities ignore such problems until they have set upon us fiercely, and so we are unprepared to deal with them calmly and rationally. He had in mind such areas as local government, microbiology, the practice and ethnics of control of human beings as more is learned about psychology, the ethnics of experimentation on people without their knowledge, and the troublesome problems of penology. These were fields into which the new school might profitably delve.

Freund also was entirely in favor of encouraging Institute professors to go elsewhere after some years at the place. He did not think one could avoid offering tenure, but at least there seemed to him some question as to whether it was good for a scholar to stay at a place like the Institute for too

CONFIDENTIAL

-2-

long. Perhaps the ideal thing would be to assemble at the Institute for a period of years groups of people working on pretty much the same area.

We asked about candidates, and the names he came up with were Purcell, Holton, and Kaysen. He said he would ponder this further and get in touch with us if more ideas occurred to him.

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Kenneth Auchincloss
Executive Assistant

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

December 28, 1965

MEMORANDUM TO:

Mr. Barklie McK. Henry
Dr. Julian P. Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

SUBJECT: Dr. James R. Killian, Chairman of the Corporation, MIT

I had about a half-hour with Dr. Killian after I left Dr. Townes office on December 16th. Like Dr. Townes, he believed that the Institute is ready for a re-evaluation. Many of the things that could be done best at the Institute up to 15 years ago are now done even better at one of the universities. What's more, there are of course real problems of stagnation in having a small faculty with no responsibilities but full tenure. It might be worth considering the formation of some more intimate bond with Princeton University. This would move the Institute into the context of a younger and more lively academic environment, with activities in a great number of disciplines rather than just a few.

Dr. Killian was enthusiastic about creating a new school to do work in the "social sciences." The Harvard-MIT project on urban studies, which was a similar venture, had worked out well. I asked about possible fields of study and he, like Townes, suggested linguistics (an area in which much of the present pioneering is being done at MIT).

As for candidates, he suggested:

Arthur Schlesinger

John Finley (Prof. of Classics, Harvard) -- he mentioned that
Finley is probably now too old for the job.

CONFIDENTIAL

-2-

Elting Morison (Prof. of American History, MIT) -- he is establishing what Killian called "an entirely new method of teaching the social sciences."

Victor Weisskopf -- Killian didn't volunteer his name but he reacted favorably when I brought Weisskopf up.

K.A.

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Kenneth Auchincloss
Executive Assistant

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

December 22, 1965

MEMORANDUM TO:

Mr. Barklie McK. Henry
Dr. Julian P. Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss


SUBJECT: Milton Katz, Director of International Legal Studies, Harvard
Law School

Mr. Henry and I stopped by Mr. Katz's house late in the afternoon of December 15th. He was impressed by the growing competition that the Institute faces from similar institutions across the country. In order to attract the brightest young scholars these days, one had to plunge into a pretty rugged seller's market. If the Institute were to move into contemporary studies, this problem might become even worse because so many of the new outfits have embraced the same sort of program.

As for the Directorship, Katz offered two prescriptions: it should be a man who can draw the best work out of others, and it should be someone who can make ideas grow and bear fruit. He likened academic administration to the art of gardening -- one must learn what type of soil and fertilization is best for which plants and one must not simply scatter seeds at random but nurture them and help them to take root.

He mentioned Crane Brinton and John Gardner as the sort of people who could do the job well. We asked about Kaysen, Weisskopf, Townes, and Quine. None of them, he said, seemed to him ideal. Subsequently, however, he sent Mr. Henry a letter containing further information on Weisskopf, and a copy is attached.

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Kenneth Auchincloss
Executive Assistant

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

December 28, 1965

MEMORANDUM TO:

Mr. Barklie McK. Henry
Dr. Julian P. Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

SUBJECT: Harvey Brooks, Dean of Engineering and Applied Physics, Harvard

Mr. Henry and I called upon Dean Brooks on the morning of December 15 and spent about 45 minutes with him. He was extremely frank and friendly; clearly he thought well of the Institute. He gives the impression of being both cheerful and forceful, of combining a very engaging manner with a stern refusal to become beguiled by the irrational or easily quelled by other personalities.

As we reflected on some of the Institute's problems, Dean Brooks mentioned that now seemed to be a particularly difficult time between mathematics and theoretical physics. Mathematicians, having moved further and further into a realm of theory and abstraction, are very much on the defensive against anyone who represents a discipline underpinned a bit more solidly with reality. They feel embattled and therefore suspicious of outsiders, especially theoretical physicists who have received so much publicity as the great minds of the age. The skirmishes that the Institute has seen are only one front in a much bigger battle.

Dean Brooks also commented on the process of faculty selection. He had become convinced that democracy in such affairs guarantees that there shall be no innovation. He himself followed a very flexible procedure, consulting whomever seemed appropriate but hardly ever having a meeting of the entire faculty in his section.

CONFIDENTIAL

-2-

We asked him about candidates. Mark Kac's name had come up earlier, and Dean Brooks wondered whether he oughtn't to be considered. If we wanted to find out more about him, he suggested that we consult George Carrier at Harvard, who knows Kac well.

He also suggested Hans Bethe, a physicist at Cornell, though he thought that Bethe was perhaps too interested in experimental work to be interested in a place like the Institute. In the humanities, he recommended Gordon Craig, now at Stanford, whom he did not know well but whose work had impressed him. Dean Ford could tell us more about him.

Revelle's name came up, and Dean Brooks had some strong reservations about his suitability. For one thing, Revelle spreads himself quite thin: he tends to be travelling around the world for a good part of the year. He wondered whether such a man could or would give enough time to the Institute's problems.

KA/d



Kenneth Auchincloss
Executive Assistant

CONFIDENTIAL

Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

December 28, 1965

MEMORANDUM TO:

Mr. Barklie McK. Henry
Dr. Julian P. Boyd
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Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

SUBJECT: Jerome Bruner, Professor of Psychology, Harvard

Dr. Bruner and I talked for about half an hour on the afternoon of December 14. He had been at the Institute as a member, and he conveyed a strong appreciation for the Institute and the magnificent opportunity that it offered to scholars in all sorts of fields. I asked whether it had seemed strange that he was assigned to the School of Mathematics when he was there. Not in the slightest, he said, because he had done most of his work with mathematicians, particularly von Neumann.

We discussed the problem of long-term professorial appointments, and he volunteered the suggestion of Dual Appointments by which the Institute and a university would share the services of a professor who would live at one place and then the other at regular intervals. This would help to cure people of the stagnation that long sojourns at the Institute could produce, and it would also be a help to men who would profit from occasional spells in the vicinity of a laboratory.

He also welcomed the suggestion of establishing a new school outside the humanities. It would be a good thing, he thought, to broaden the view of the humanists at the Institute. Perhaps cultural anthropology would be a good thing to adopt; he wondered whether the concentration on Western culture was necessary or wise. I asked him whether he thought psychology could thrive at the Institute. He thought not, at least not permanent professors of Psychology -- they are too dependent on their laboratories to be permanently detached from them. It is very healthy to get away for a while and to go to a place like the Institute, but not for good.

CONFIDENTIAL

-2-

As for the Directorship, he thought there was a good argument for appointing a non-scientist. Any man, and particularly a scientist, would have a tough time following Oppenheimer. The names he suggested were:

Ed Levy, Dean of the Univ. of Chicago and a lawyer

Elting Morison, Prof. of History at MIT

Andrew Gleason, Prof. of Mathematics, Harvard

Merle Fainsod, Prof. of Government, Harvard.

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Kenneth Auchincloss
Executive Assistant

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

December 13, 1965

Memorandum of Conversation

GUEST: Dr. Detlev Bronk, President of Rockefeller University

COMMITTEE ATTENDANCE: Mr. Henry, Mr. Dilworth, Gen. Greenbaum,
Mr. Wilmarth Lewis, Admiral Strauss and
Mr. Auchincloss

DATE: Thursday, December 9, 1965

PLACE: Dr. Bronk's house, New York City

Mr. Henry opened the discussion by asking Dr. Bronk about procedures for selecting new members of the faculty at the institutions he had been associated with. Was it a good thing for the faculty to be given a formal voice in such decisions? Should the President have to consult the entire faculty or simply selected members of the faculty or perhaps, in some cases, no one on the faculty at all? Dr. Bronk thought that it was best not to have any standard procedure for decisions of this kind. Established rules generally, at one time or another, prevent you from doing good things or force you to do bad ones. It was better to keep the process flexible and give a certain amount of play to the judgment of the head of the institution. In most cases one should certainly consult some of the faculty but not all. It is useless to ask the advice of someone whose scholarly work lies far removed from that of the candidate in question. He himself made it a general practice not to act on an appointment or a promotion until he was quite certain that the consensus of the faculty in the field involved supported his action. But there are also times when the natural conservatism of any faculty will prevent innovation in the institution as a whole unless the head man is empowered to act more or less on his own. The examples he gave were the various decisions at the Rockefeller to strike out into new fields of study.

CONFIDENTIAL

Memorandum of Conversation

Dr. Detlev Bronk

-2

One point that he made in this connection was that he himself, when he took his present job, felt strongly that he should be the President of the place rather than the Director. He did not like the implication of the latter title that he was actually directing the work of the faculty. What in fact he did was simply to preside over the faculty and to exercise leadership in a general way and so the title of president is more appropriate.

The discussion turned to the future of the Institute. Dr. Bronk suggested that in general it was a bad thing to change an institution radically at any point in time. A sense of tradition is an important factor in the health of any academic establishment and particularly in a young place this continuity and bond to the past is something that can be ruptured only with considerable danger to the well-being of the place. Radical changes should be made only when the situation is really critical. Mr. Lewis believed that if a place is in turmoil one must calm it down. If a place is in stagnation one must stir it up. The Institute's problems were of the first sort and so a calming influence was needed. Mr. Henry wondered whether the problems did not include both turmoil and stagnation, which is not much different from the sort of challenge that confronted Dr. Bronk himself when he came to the Rockefeller Institute.

Dr. Bronk, having cautioned against radical changes, then suggested a solution for the Institute's future that could hardly be called conservative. Why not, he asked, let the Institute become the humanistic side of the Rockefeller University? Mathematics and science are done very well at the Institute but today they can be done as well or even better at other places. However, graduate work in the humanities is not at all well served by the present American academic establishment. The Institute could fill an important gap by devoting itself to graduate work in the humanities alone. Part of the motive for his suggestion, he admitted, was that he was somewhat suspicious of any academic person who doesn't want to engage in teaching. It was hard for him to avoid the impression that such a person was cutting himself off from an important source of scholarly stimulation and he wondered whether an institution could long remain lively without having any students.

Admiral Strauss, even before Dr. Bronk came up with his idea of a merger with Rockefeller University, suggested another way of solving the present problem of the Directorship. Why not, he asked, turn the Institute over to Princeton University with the idea that it would continue to do very much the same things that it does not and would continue to be about the same size but would operate as part of the University structure with President Goheen as its head? Dr. Bronk thought there would be some problem because Princeton

* now - corrected in memo dated Jan. 18, 1966

Memorandum of Conversation
Dr. Detlev Bronk

-3

already has so strong a graduate program of its own. There would be severe strains and jealousies involved in making the Institute a haven for the elite of the Princeton Graduate School because the entire graduate school is of high quality. Such an arrangement would work better at a place whose graduate program is much weaker; in fact he had long urged the establishment of a post-doctoral center similar to the Institute at the University of Pennsylvania. Mr. Lewis and Gen. Greenbaum both expressed the view that to do what Admiral Strauss had suggested would be to admit the failure of the Institute as presently constituted and was something that should be contemplated only as a last resort. Admiral Strauss disagreed that this would be to admit the failure of the Institute. It would simply be to recognize the impossibility of finding an ideal Director for such a place as an independent entity.

Mr. Henry asked Dr. Bronk whether he had any suggestions of candidates for the Directorship. Dr. Bronk said that he had not given it too much thought because he had not known what sort of man the Trustees were looking for. He himself would have suggested someone like McGeorge Bundy or Donald Hornig. Some of the members of the Committee expressed the view that Bundy would have been too high-powered a person for the job. As Admiral Strauss put it, he had too much horsepower for the Institute's machinery to cope with. Dr. Bronk promised to give more thought to candidates now that he had a clearer idea of the Trustees' thoughts on the problem, and he would communicate to the Committee any ideas that occurred to him.

KA

KA/d

Kenneth Auchincloss
Executive Assistant

CONFIDENTIAL

Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey


December 13, 1965

MEMORANDUM TO:

Mr. Barklie McK. Henry
~~Dr.~~ Julian P. Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild

Please consider the Minutes of the Meeting of December 4th, a copy of which you received last week, to be a first draft. No copies have yet been sent to members of the Committee who were not present. I shall plan to distribute the Minutes in final form in about two weeks, with any corrections or additions that I receive by that time.

KA/d


Kenneth Auchincloss
Executive Assistant

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

December 13, 1965

MEMORANDUM TO:

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Dr. Julian P. Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss


SUBJECT: Henry Smythe (revised memorandum of December 9th)

Prof. Smythe requested a second meeting with Mr. Henry and he and his wife went to dinner at the Henry's house on December 6th. Mr. Henry was hard put to determine exactly what message Prof. Smythe was intent on bringing. Smythe spoke at some length about the considerable gossip that was going around University and Institute circles concerning the problems of the Institute, and particularly some of the proposals for faculty appointments.

He spoke well of Goldberger as a physicist but did not consider him ideally suited for the Institute Directorship.

Finally he allowed that it would be a mistake for the Institute to deviate from its standards of high scholarship in order to set up a fourth school. Mr. Henry assured him that if such a school were set up there would be no question about maintaining scholarly respectability of the highest order. At this Prof. Smythe said that perhaps he had misunderstood the original plan and the idea seemed fine to him.

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Kenneth Auchincloss
Executive Assistant

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

December 13, 1965

MEMORANDUM TO:

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Admiral Lewis L. Strauss

SUBJECT: Professor Richard Hofstadter

I went up to Columbia on the afternoon of Thursday, December 9th to see Prof. Hofstadter of the History Department. As you know, he is a professor of American History and was recommended to us by McGeorge Bundy and John Gardner.

He agreed emphatically with the thought that the Institute would be an excellent place for young historians to go for a year, shortly after they have received their first academic appointment. It would be particularly good if a conscious effort could be made to bring together groups of three or four young scholars whose fields of study overlap to some extent. He recognized, as others have pointed out, that one must take a few chances in selecting young historians who have not already proved themselves the way young mathematicians and physicists often have. But he felt that he would have no trouble at all in any year recommending half a dozen promising young people.

We discussed for a while the role of the permanent faculty and Prof. Hofstadter suggested that a permanent appointment to the Institute faculty was a rather peculiar type of academic job which should probably go only to quite special sorts of people. By special he meant not only outstanding in their scholarly work but also ill-suited to life at a university. He had known a number of excellent scholars who were not very good as teachers and whose teaching obligations seemed clearly to detract from their scholarly work.

CONFIDENTIAL


-2-

This is the sort of person he felt who perhaps should be brought to the Institute on a permanent basis. He did not think it was at all essential to assemble a large faculty in any school or, in the School of Historical Studies, to cover any particular fields of history. It seemed to him that the Institute's prestige was high enough even in history so that good young scholars would welcome the opportunity to go there even if there were no permanent faculty member involved in their own areas of interest.

I mentioned the idea of establishing a new school which would concern itself with contemporary problems and he reacted with great enthusiasm. He thought this was an excellent idea and in particular he warmed to the notion of bringing together academic people from a number of fields to study problems of urban life. Men like Nathan Glazer and Daniel Bell, he suggested, would be very good in such a project. The Institute, he thought, offered a very fetching environment for work of this kind, probably better than any university could provide.

In this connection he mentioned the experience and success of the Center for Advanced Study in the Behavioral Sciences at Palo Alto. He urged that we talk to people who had been there and to Ralph Tyler, the Director of the place. One interesting problem that he mentioned as something that the Palo Alto Center had been obliged to face was the psychological strains of interdisciplinary work. Historians, for example, once they are brought into contact with economists and other scholars whose methods can be more "scientific" than their own, begin to suffer all sorts of worries about the inadequacies of their own work. This apparently has been overcome at Palo Alto but it is something to be aware of.

KA/d


Kenneth Auchincloss
Executive Assistant

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

December 9, 1965

MEMORANDUM TO:

Mr. Barklie McK. Henry
Dr. Julian P. Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss


SUBJECT: Henry Smythe

Prof. Smythe requested a second meeting with Mr. Henry and he and his wife went to dinner at the Henry's house on December 6th. Mr. Henry was hard put to determine exactly what message Prof. Smythe was intent on bringing. Smythe spoke at some length about the considerable gossip that was going around University and Institute circles concerning the problems of the Institute, and particularly some of the proposals for faculty appointments.

He spoke well of Goldberger as a physicist but did not consider him ideally suited for the Institute Directorship.

Finally he allowed that it would be a mistake for the Institute to deviate from its standards of high scholarship in order to set up a fourth school. Mr. Henry assured him that if such a school were set up there would be no question about instituting all scholarly responsibilities of the highest order. At this Prof. Smythe said that perhaps he had misunderstood the original plan and the idea seemed fine to him.

KA/d


Kenneth Auchincloss
Executive Assistant

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

December 9, 1965

MEMORANDUM TO:


Mr. Barklie McK. Henry
Dr. Julian P. Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

SUBJECT: Rosemary Park, President of Barnard College

Mr. Henry chanced to sit next to Mrs. Park at a meeting in New York on Monday, December 6th, and he took every opportunity to ask her advice about the Institute. In particular he questioned her about Jacques Barzun.

She felt strongly that Barzun and his talents are wasted to a great extent in his administrative post at Columbia. And too often he has to be bothered with trivial matters and devote his energies to tasks which a much lesser man could handle. She recognized that his manner was sometimes frosty, but stressed that he could also be extremely warm and charming. He would be particularly good at a high table if such a dining arrangement were established at the Institute.

KA/d


Kenneth Auchincloss
Executive Assistant

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

December 9, 1965

MEMORANDUM TO:


Mr. Barklie McK. Henry
Dr. Julian P. Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

Attached are copies of several recent communications to members of the Board of Trustees:

- A letter dated November 18th from Prof. Montgomery to Wilmarth Lewis and Mr. Lewis's reply
- A letter dated November 24th from Marjorie Nicolson to Mr. Henry. This followed Mr. Henry's conversation with Miss Nicolson recently.
- Letter dated December 1st from Prof. Montgomery to Mr. Henry. This concerns the recent faculty meeting at the Institute rather than the business of the committee.

In addition there are enclosed a report by Mr. Hochschild of his discussion with Clark Kerr on Thanksgiving Day and an account by Mr. Henry of his talks with Verna Hobson and Harold Linder last week.

KA/d
encls.


Kenneth Auchincloss
Executive Assistant

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

December 7, 1965

MEMORANDUM TO:

Mr. Barklie McK. Henry
Dr. Julian P. Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

SUBJECT: John Palfrey

Mr. John Palfrey, Commissioner of the Atomic Energy Commission, dined with the Committee at Mr. Henry's house on the evening of Saturday, December 4. There was quite a long discussion of Institute affairs after dinner was over.

Fields of study. Mr. Palfrey thought there was much to be said for adding to the fields of study represented at the Institute -- there ought to be a place there for people who do not fit into one of the present schools but whose work could profit from the Institute's environment. A new school dealing with more contemporary concerns than the others would be a good idea. But his feeling was that it would be best not to impose too rigid a framework on that school in the beginning. Better to try to get some outstanding men to staff it, and then let it grow naturally. He mentioned scholars like Ernest Nagel and others interested in the relationships between science and other disciplines -- if men like these were at the Institute, they would almost surely attract a lively bunch of younger people concerned with such interdisciplinary work.

The faculty. There was a good deal of discussion of the problem of stagnation on the part of professors appointed to the Institute with tenure. One way of dealing with this, Palfrey suggested, would be to arrange something like dual appointments, whereby a professor spends a certain amount of his

CONFIDENTIAL

-2-

time at a university and a certain amount at the Institute. This really raised a fundamental question for the Trustees: do they want their faculty to be affiliated solely with the Institute, or would a double allegiance be acceptable? Gen. Greenbaum said that he couldn't see that it would be a good thing for most scholars to divide their time in this manner. Palfrey admitted that it might not be good for all, but there were some scholars for whom this might be a healthy regime.


Palfrey also noted that the very presence of a fourth school might ease the situation. His experience was that many of the best scientists begin to shift their interest into new aspects of their field -- often its social or political implications -- once they feel their creative powers as scientists beginning to wane. A fourth school open to this sort of area of interest would give such men stimulation and freshness (though of course the school should be much more than a resort for burnt-out scientists). He suggested that in order to deal with questions like this, the Committee might find it useful to have an advisor who is a scientist himself.

(NOTE: In a conversation with Mr. Henry the following day, Palfrey came up with another thought: why not make faculty appointments with the same sort of retirement provisions as apply in the army or the foreign service? A man should be able (or perhaps should be obliged) to retire after 25 years of service, no matter at what age this point was reached.)

The Directorship. In a small organization like the Institute, it seemed clear to Mr. Palfrey that the Director should be vested with considerable authority. He should, for example, be involved in all faculty appointments and should work closely with the schools when they recommend new professors. Probably he should have a veto power in such cases.

Palfrey wondered whether the Trustees had ever considered the possibility of appointing both a Director and a Deputy Director, an arrangement that might have something to recommend it if the Institute's fields of study were now going to be fairly evenly divided between science and the humanities.

KA/d


Kenneth Auchincloss
Executive Assistant

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

December 7, 1965

MEMORANDUM TO:

Mr. Barklie McK. Henry
Dr. Julian P. Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

SUBJECT: Jacques Barzun

Mr. Henry and I called upon Jacques Barzun, Dean of the Faculty and Provost of Columbia University, on Thursday, December 2. He greeted us very cordially, said he knew the Institute reasonably well, and had in fact given some thought to its problems.

The idea of introducing somewhat younger temporary members into the School of Historical Studies appealed to him. One failing of the university system today is that it does not provide for extended periods of fairly close collaboration and tutelage between mature, established scholars and young men at the start of their scholarly careers. Too often the young assistant professor, having specialized early and having been made to feel entirely on his own in the academic world, freezes prematurely into a certain mould. It would be extremely healthy to expose him to the experience and wisdom of an older scholar for about a year in order to keep his mind receptive and his ego in check. This is something that the Institute could do well but which the universities cannot. Dean Barzun called it the "atelier" method.

The right time to bring these young men to the Institute would be, in Barzun's judgment, at about the age of 31 or 32, after they have spent several years in their first university appointment. Columbia and other universities as well have in fact begun programs deliberately designed to give promising young faculty members a year off from their teaching duties early on in their

CONFIDENTIAL

-2-


careers. What better place than the Institute at which to spend that year?

How should they be selected? Barzun thought that the only practicable way is to trust the judgment of the senior faculty and administration of the top colleges around the country. He could not imagine that they would not be delighted and complimented to send their best young men to the Institute for a year. Many of the people recommended, of course, would be men who had not yet made their marks in the scholarly world, but the Institute should be ready to take such chances.

Barzun emphasized that the sojourn of these people at the Institute should not exceed a year. If they spend a longer time away from home base, they have a very difficult time catching up when they return.

Dean Barzun was also quite enthusiastic about the suggestions that a new school be established concentrating upon contemporary problems and that the Institute's social side be enhanced.

KA/d


Kenneth Auchincloss
Executive Assistant

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

December 6, 1965

MEMORANDUM TO:

Mr. Barklie McK. Henry
Dr. Julian P. Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

SUBJECT: Prof. Montgomery

Professor Montgomery came to Mr. Henry's house for lunch on Friday, December 3, at the latter's invitation. The discussion was entirely friendly and apparently unaffected by the tense faculty meeting earlier in the week.

Dr. Montgomery reiterated his preference for rotating the Directorship among members of the faculty. Again he suggested Professors Selberg and Meiss as the best possible choices as the first Director, with a decided preference for Selberg whom he considered eminently judicious and balanced. He did say frankly that his advocacy of a rotating Directorship was based on his skepticism that the Trustees would be able to find a good man as permanent Director. If he believed that there was an 80% chance that a good man could be found, he would support a long-term appointment. But he thought the prospects were far dimmer than that.

He made clear, however, that he felt that no Director should hold the job for too long. Ten years seemed to him an absolute maximum.

He also expressed the view that if an outside Director were chosen, there was much to be said for not selecting a professional scholar. He felt that a retired businessman or lawyer, for example, who had a general sympathy for and understanding of scholarship, might do even better. One reason for this was his belief that it would be a mistake automatically to make the Director a member of the faculty in one of the schools.

CONFIDENTIAL

-2-

Mr. Henry described the proposal that has been made for guiding the Institute if there is an "interregnum" between Dr. Oppenheimer's retirement and the time that the next Director comes upon the scene: faculty representatives from each of the three schools should act as advisors, with the powers of Director resting temporarily in the hands of the Chairman of the Board of Trustees. Dr. Montgomery said that he was quite partial to this arrangement; it seemed to him the best that could be devised.

The qualities that he most hoped the next Director would bring to the job were integrity and good taste. Any Director could usually get his way if he were willing to be ruthless with the faculty, because there are always some who do not care enough to object. A good Director, however, will be one who does not simply seek to fashion majorities for his own point of view but will respect and listen to all members of his faculty, whether they always agree with him or not.

KA/d



Kenneth Auchincloss
Executive Assistant

CONFIDENTIAL

Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

Minutes of Meeting

Saturday, December 4, 1965

Place: Mr. Henry's house, Princeton

Attendance: Messrs. Henry, Boyd, Dilworth, Greenbaum, Hochschild and Auchincloss

The Chairman first addressed himself to the nature of the report which the Committee should present to the Board of Trustees at its meeting on December 8th. He himself felt that the report should be fairly brief and should be kept in fairly general terms. A detailed explanation would be out of place because there would not be time to recount the Committee's views on particular points and also because it was important for the Committee and probably for the Trustees as well not to come to very definite conclusions on details of policy until a new Director has been selected and has been given a chance to express his own opinion.

Other members of the Committee agreed. Gen. Greenbaum thought it would be a mistake to present too precise a report. After all, there are other extremely important items on the agenda for the meeting. His own feeling was that there should be a special meeting of the Trustees quite early in the new year at which the Committee could report at length.

Mr. Dilworth spoke in very much the same vein. He thought that the Institute's problems were of such complexity as to warrant perhaps several special Trustees' Meetings. The Committee has discovered a good deal that is probably not generally known to members of the Board, and it would not be possible to do justice to it at the meeting on the 8th. His view was that Mr. Henry should give a broad introduction to the problem at that meeting and request that the Trustees assemble again for one or more meetings devoted entirely to the Future of the Institute.

CONFIDENTIAL

Minutes

-2

December 4, 1965

Mr. Hochschild and Dr. Boyd agreed.

Mr. Henry invited other comments from members of the Committee. Mr. Hochschild reflected upon a number of thoughts that Mr. Auchincloss had earlier presented to the Committee. He did not agree that the School of Mathematics should necessarily be continued at its present level. For one thing, the Institute's finances were such that it would not be easy to expand in a new direction without cutting back in another. Furthermore the School of Mathematics is presently the source of the Institute's greatest headaches. He thought the Trustees should face the possibility of letting its numbers dwindle somewhat in the future.

He also advocated some addition to the numerical strength of the School of Historical Studies. However, he also urged that the Trustees take a careful look at the question of whether the present fields of study should be perpetuated. If they were, the Institute would become even more frozen than now into certain areas of historical study. His own view was that this should be avoided.

Finally, he did not agree with Mr. Auchincloss that a humanist should be preferred as Director. He thought that a scientist with broad interests outside his discipline might be a good choice; such a man might be better able to "stand off the wolves" among the scientists and mathematicians now at the Institute.

Mr. Dilworth said that he agreed substantially with all that Mr. Hochschild had said. Dr. Boyd added that it seemed to him that the Trustees would have to face the question not only of whether the School of Mathematics should be cut back but also of how this should best be done if it were deemed advisable.

In the School of Historical Studies, he was quite sure that the Institute should get away from the idea of covering certain prescribed fields of study. In that direction lay stultification and rigidity. Instead, the Institute should concentrate on finding the best men for its professorships, in whatever field their interests might lie. The most suitable choices would be outstanding scholars who have special projects of 15 or 20 years' duration that could be pursued in the environment of the Institute and Princeton.

Mr. Henry raised the question of the Interregnum between Directorships. At earlier meetings there had been some disposition to lay before the Trustees a fairly specific plan for coping with this period. Lately, however, Mr. Henry had come to the conclusion that this might be a mistake. By June 1966, when Dr. Oppenheimer would retire, the Committee certainly ought to have recommended a successor, and even if the new Director could not enter on full-time duty right away, he might well wish to begin to devote some time to the Institute's affairs. In that case it would be unfortunate if an elaborate system of interim administration had already been set up without him. The Committee concurred in this view.

Minutes

December 4, 1965

-3

The Chairman suggested that it might be well for Gen. Greenbaum, as the practicing attorney of the group, to take a look at the Institute's By-Laws to determine whether they should be amended. Gen. Greenbaum believed that the actual wording of the By-Laws was a matter of minor importance. The crucial question is what the Director's authority is to be. Should he be required to consult the entire faculty before recommending an appointment to the Trustees? Should he be empowered to appoint a man without the recommendation of any School? Should he be able to decide to make an appointment in Historical Studies when a Professor of Mathematics dies or retires? These are all questions that the Committee and the Trustees, in his judgment, should consider with some care.

The Chairman agreed wholeheartedly. Mr. Hochschild emphasized that these were questions on which the Trustees should lay down some guidelines. It would be wrong to oblige the new Director to take the primary responsibility on issues of such fundamental importance.

The meeting concluded with a discussion of some of the candidates that had been suggested and of their prospects on the basis of what the Committee presently knew of them.

KA/d



Kenneth Auchincloss
Executive Assistant

CONFIDENTIAL

Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

December 3, 1965

MEMORANDUM TO:

Dr. Julian P. Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

SUBJECT: Prof. Millard Meiss

Millard requested a chance to talk tonight. On account of our meetings tomorrow, I felt you would prefer me to take the chance.

He stressed the importance of dealing kindly with Alföldi's request for a pension, not on account of the hardship nature of the case -- sick wife, deranged son -- but because it should be seen that the Institute takes responsibility for its distinguished men. Alföldi is thus far only assured of \$5,000. He came at age 60, from Switzerland, where, if he had stayed, he would have received his full salary for the rest of his life, Meiss thinks. Meiss believes Lowe and Woodward get \$10,000, and Panofsky \$12,000. His argument is that if we took Alföldi at such an age under such circumstances, we should accept the obligations that taking him imply.

I reminded him of our non-intervention rule, and he said he simply happened to find me at that moment the most accessible Trustee.

I then retalked with him some of our present ideas. About the young scholars, he said this had his complete assent -- that actually, he had been the most frequent user of the Herodotus Fund. He again affirmed his support of the High Table ideas.

Meiss gave me the feeling that there was hope for the place, and that we could, with luck, expect his support.

BMcKH/d


Barklie McK. Henry

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

December 3, 1965

MEMORANDUM TO:

Dr. Julian P. Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

SUBJECT: Dr. Robert Oppenheimer

Robert telephoned me today to stress one point that was on his mind as to the future. He felt that life would be very difficult for the new Director unless there were one change in the By-Laws. He had hoped not to find himself suggesting any, but he could see no way out of recommending this one.


The present By-Laws [I do not have them before me] state that the Director shall make appointments " . . . after consultation with the Faculty, " In Robert's view, this should read: " . . . after consultation with members of the Faculty. "

Clearly we shall have to face up to this problem before we are through. In my opinion, we have two questions before us:

1. What should the By-Laws specify with respect to the process of appointments, as between the Director and the Faculty?
2. If a change is involved, how and when should it be effected? Without prior consultation with the Faculty? Soon? Before the new Director is on the scene? After the new Director has expressed his views?

In general, it seems to me that it might be wise to effect such a change in such a way that the new man does not start off his regime being blamed for potential tyranny.

BMcKH/d


Barklie McK. Henry

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

Agenda for Committee's Report to Trustees

1. Introduction

Committee's Procedures and Progress, present and contemplated

2. The Institute

A. The Faculty

- Problems of limited tenure
- Encouragement of frequent leaves
- Attendance at Trustees' Meetings

B. The Members

- Younger members in Historical Studies
- Post-doctoral program

C. A New School, focusing on problems of contemporary society

D. Dining and Social Facilities

E. The Need for New Money

- Stipends
- Salaries
- New School
- Dining Hall

3. The Director

A. The Interregnum

- Faculty committee
- SDL in charge; Committee on Future as his surrogate
- Morgan as secretary

B. The Candidates

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December 1, 1965

MEMORANDUM TO:

Mr. Barklie McK. Henry
Dr. Julian P. Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild

Attached is a paper I wrote just before going to Cambridge before Thanksgiving. It gives my own thoughts to date on the issues before the Committee.

KA/d
encl.

Kenneth Aechincloss
Executive Assistant

CONFIDENTIAL

Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

December 1, 1965


MEMORANDUM TO:

Mr. Barklie McK. Henry
Dr. Julian P. Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

The Committee will meet at 10:30 A.M., Saturday, December 4th, at Mr. Henry's house in Princeton in order to discuss its report to the Trustees at the meeting of December 8th. I shall distribute an agenda for Saturday's meeting within a few days.

As previously announced, Dr. Detlev Bronk of Rockefeller University in New York has invited the Committee to dine with him in New York on Thursday, December 9th. The group will meet at 6 P.M. at Caspary Hall on the grounds of Rockefeller University at York Avenue and 66th Street. There will be an opportunity for a short visit to some of the university's meeting and dining rooms before going on to Dr. Bronk's house for dinner at 7 P.M. Could you please fill out and return to me the enclosed postcard in order that I can let Dr. Bronk know how many people to expect for dinner.

KA/d
encl.


Kenneth Auchincloss
Executive Assistant

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THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY

Same letter sent to Dr. Hoyt and Mr. Dilworth

November 1, 1965

November 15, 1965

that I will be away from
date let you know where I
am. I am leaving for New York
Galpin. Over the weekend I
will be in New York City.

CONFIDENTIAL

M-3

Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

Meeting No. 3

Thursday, October 14, 1965

Place: Mr. Dilworth's house

Attendance: Messrs. Henry, Boyd, Dilworth, Hochschild and Auchincloss

Mr. Henry opened the meeting at about 5:40 p.m.

Dr. Boyd reported on two developments since the last meeting.

Keeney: When he called President Keeney to invite him to the meeting on November 9, Keeney had immediately asked whether he was being invited as someone to give advice or as a potential candidate for the Directorship. Dr. Boyd had replied that he was only authorized to say that Keeney was being asked in order to get his advice. But he could not in honesty conceal the fact that several people to whom the Committee had talked had suggested Keeney as a candidate. Members of the Committee commended this reply as admirable.

New Center for Advanced Studies: The plan for a government-sponsored center for advanced studies in the humanities, to which Dr. Boyd had referred confidentially in an earlier meeting, was now public knowledge. The project had been written into Pres. Johnson's speech at the Smithsonian Centennial.

Progress Report: The Chairman asked Mr. Auchincloss to report on events since the last meeting. Mr. Auchincloss, noting that faculty interviews had been almost completed, mentioned a few of the thoughts that had emerged from this long series of discussions. The idea of bringing scholars in a

CONFIDENTIAL

Minutes
Meeting No. 3

Page 2

certain field together at the Institute for a year or more seemed to have a good deal of appeal for many members of the faculty. Professors Selberg and Morse had spoken of the usefulness of establishing a small faculty committee, made up of a representative of each discipline, to work closely with the Director or even, for a limited period, to act in place of a Director. Professor Morse had also raised the problem of how the Trustees should break the news of their decision to the faculty: should it be presented as a fait accompli, or should some degree of prior consultation with the faculty take place?

Faculty Committee: Dr. Boyd said he had come to the conclusion that a small faculty advisory panel to work with the Director would be a good thing. Why shouldn't such a group be set up now and be taken into the Committee's confidence, to some extent, in its search for a new Director?

The Chairman recalled that Prof. Morse had spoken strongly against the possibility of Dr. Oppenheimer being asked to stay on for a while as Director if a new man were not found by next spring. On the other hand, Prof. Gilbert had been equally emphatic in contending that interim government by a committee would be bad. Mr. Henry wondered if a compromise couldn't be struck between these two views: Dr. Oppenheimer would be asked to remain, but a faculty committee would be established to work with him.

Mr. Dilworth commented that he had initially opposed the idea of faculty government at the Institute. But he had now come round to the belief that in the present circumstances some degree of self-government is essential, given the character of the place and of the people there. He agreed with Dr. Boyd that now is the time to make this change -- he hoped it could be put on the agenda for the December Trustees' Meeting. Whatever new system were established ought, he believed, to be incorporated in the by-laws.

Mr. Auchincloss raised a question of timing. Might it not sour Dr. Oppenheimer's last year with the Institute if the Trustees established a faculty advisory committee to assist him during his last term in office? Wouldn't it be better not to put the advisory committee into effect until after his retirement? Mr. Dilworth felt that an effort should at least be made to convince Dr. Oppenheimer that the advisory committee would be a good thing for the Institute and would be most effective if it were in being during the transition from Dr. Oppenheimer's directorship to the next one. Even if Dr. Oppenheimer didn't agree, Mr. Dilworth thought the Trustees have an obligation to do what they think best for the Institute even at some expense to Dr. Oppenheimer's feelings.

Minutes
Meeting No. 3

Page 3

Mr. Henry suggested the following procedure for introducing the faculty committee. The Trustees' Committee, after consulting with Mr. Leidesdorf and Admiral Strauss and if they approved, would ask the Institute faculty to name one (or two) representatives of each field to assist the Committee in its work. Then, at the December Trustees' Meeting, this arrangement would be put before the Board and, it is hoped, legitimized. Part of the proposal would be that the Faculty Committee would, after Dr. Oppenheimer retires, become a permanent body to advise and assist the Director. This could be written into the by-laws after the plan was discussed and approved by the Trustees. Thus the Faculty Committee would be established right away but its function, until Dr. Oppenheimer retires, would be to advise the Trustees and in particular the Committee on the Future of the Institute. There was general approval of this suggestion.

Mr. Hochschild suggested that while it is always desirable to keep advisory committees small, the faculty as a whole might trust their committee more, under the present circumstances, if each field had two representatives rather than only one. It was agreed that this was a good point. Mr. Dilworth noted that it would be unfortunate, however, to saddle the new Director with so large a committee for the future. Perhaps the best thing would be to have two men from each field for the present but to make no commitment that this format would continue. One might stipulate that there should be only one representative when the committee takes up its functions as an advisory body for the new Director.

Dr. Boyd added that he believed it would be good to fix a limited term for the representatives on the faculty committee, though with the right of re-election.

Mr. Wilmarth Lewis: Mr. Hochschild reported on a telephone conversation he had recently held with Mr. Lewis. Mr. Lewis felt that the Directorship of the Institute was probably now a fairly unattractive job to outsiders. He believed a member of the faculty should take the position -- "the Institute should clean and dress its own wounds." As for money-raising, he considered this to be the Trustees' responsibility; the Institute's Director should be above it. It was important, he believed, to maintain the Institute's academic purity. The criteria for selection of a Director should be quite different than those for a university president.

Mr. Hochschild had asked him whether he had any views on whether the Director should be an American or a European. He was inclined towards an American. He also said that if any of the Institute's rules or procedures were to be changed, now was the time.

Minutes
Meeting No. 3

Page 4

Mr. Lewis had said that he would like an opportunity to meet with the Committee. The Committee welcomed this prospect, and of the dates Mr. Lewis had suggested, October 28 was selected as the most convenient. Mr. Hochschild left the meeting to telephone Mr. Lewis, and it was arranged that he would dine with the Committee on October 28 at Mr. Hochschild's house. Mr. Auchincloss would set up appointments for him with members of the faculty whom he wanted to see.

Candidates: Mr. Henry thought it would give the faculty comfort if the Committee were to lay before them its plan to establish a faculty panel. They might also be told that the Committee is agreed that the new Director should be an eminent scholar.

Dr. Boyd concurred. He thought the new Director should also be a member of the faculty. How then, he was asked, could the Trustees resolve the problem of appearing to impose a colleague on the faculty when they select a Director? Ordinarily all new faculty appointments are recommended by the faculty itself. Dr. Boyd said he was approaching the conclusion that the new Director should be chosen from among the present faculty. He agreed with Mr. Lewis' estimate that the Institute would find it difficult to persuade a man on the outside to take the job. Prof. Meiss seemed to be the most attractive candidate, and perhaps Prof. Clagett would also be a good choice.

Mr. Dilworth thought that even if this proved to be the Committee's decision, it had an obligation to talk to possible outside candidates and to see whether they would consider the position. If the Committee did not look over some of the men who had been recommended, it could be criticized for not considering all possibilities. Dr. Boyd agreed.

Various candidates were mentioned. Mr. Henry noted that Prof. Stuart Hampshire had been suggested, but he had not been in the U. S. for long and was well settled now at Princeton. Also, his selection would violate the rule observed in the Milner case. Mr. Dilworth said he had thought of Prof. Spitzer at Princeton, who might well be drawing to the close of his research career. Dr. Boyd added that Spitzer was well liked by the faculty.

Mr. Henry asked whether recommended prospects such as Franklin Murphy should not be visited, probably by Mr. Auchincloss. It was generally thought that they should, though there seemed little chance of Murphy himself being interested in the job.

Minutes
Meeting No. 3

Page 5

The prospective trip, probably by Mr. Hochschild and Mr. Henry, to see Dr. Weisskopf in Geneva was mentioned, and it was proposed that the physicist Dr. Oppenheimer had suggested, van Hove, should be visited on the same trip.

Finally, appointments were set for interviews with the remainder of the faculty, for a visit to Cambridge on October 22, and for a meeting with Mr. John Palfrey on Sunday, November 21.

The meeting ended at 7:15 p.m.

KA/d

Kenneth Auchincloss
Executive Assistant

CONFIDENTIAL

Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

November 11, 1965

REPORT OF THE EXECUTIVE ASSISTANT
VIEWS OF THE INSTITUTE

I. Introduction

The purpose of this paper is to draw together a compendium of the various comments and suggestions the Committee has received in its discussions about the Institute to date. It will include our talks with the Institute faculty, conversations with people at Princeton and other universities, and discussions with the Trustees not on the Committee. I am afraid it will be one of those exercises whose potential virtues will not include justice to the ideas alluded to. The price for keeping the length reasonable and the organization compact is going to be wholesale oversimplification and abbreviation of the thoughts of the people we interviewed. If at times the reader has the feeling that he has somehow stumbled into a rather overlong article in the Reader's Digest, I apologize.

II. The Soundness of the Institute

Practically everyone on the faculty and most people on the outside think that there is nothing fundamentally wrong with the Institute (leaving aside for a moment the subject of its internal organization). They are far more concerned lest something be done to disturb its present qualities than they are anxious that something be done to improve them. The prevailing view is that the absence of students and of academic obligations is what gives the place its special attraction. The practice of concentrating upon excellent scholarship in a few fields, rather than seeking broad coverage of many disciplines, is generally applauded. The faculty, except for one or two members, would strongly deplore any substantial increase in the Institute's size.

Those are the attitudes of the vast majority. Here are some of the individual dissents:

Prof. Montgomery would personally like to see the Institute greatly expanded to cover a large number of fields, partly in order to lend stability

CONFIDENTIAL

Views of the Institute

-2

to the place and to reduce the risk to the overall quality when a new permanent appointment is made.

Prof. Beurling would like to see the Institute offer the Ph.D. degree, and Mr. Haskins also recommends that there be the opportunity to teach, perhaps by means of agreements with various universities. Dr. Oppenheimer and Dr. Moe suggest that there be flexibility enough for faculty members to go elsewhere from time to time.

President Pusey thinks that the advancement of knowledge is more hindered than helped by removing mature scholars from universities and putting them in a place like the Institute where they do no teaching. Dr. Rabi agrees; he thinks the Institute might do well to become a graduate university emphasizing breadth of culture for its Ph.D. candidates rather than simple specialization in one narrow field.

Mr. Haskins, Dr. Moe, and Professor Yang are all, to one degree or another, uneasy about permanent appointments at the Institute. Mr. Haskins is worried by the rigidity imposed on the Institute by having a lot of professors with tenure; he is also concerned about the place being stuck with a brilliant young man who does not live up to his early promise. Dr. Moe and Prof. Yang similarly draw attention to the problem of stagnation of a man's scholarship after a certain age. They suggest fixing a limit to the term of a professor's appointment at the Institute.

Mr. Haskins feels that one of the major problems to be considered is how to promote cohesion among the various scholars at the Institute. Is the place unavoidably fragmented into several separate schools with little communication between them, or is it possible to make it into something like a "community of scholars" most of whom derive pleasure and profit from the presence of the others? This problem has been discussed a good deal in our interviews, though not very often at the initiative of members of the faculty.

Prof. Wheeler, President Pusey, and Prof. Kennan all favor more attention to contemporary problems in the scholarship represented at the Institute.

Many of these suggestions will be discussed more thoroughly below. I draw them together here because they seem to me the main examples we have encountered of the feeling that the type of scholarly life at the Institute is now, in some important way, deficient or unsatisfactory.

III. The Faculty and Members

A Permanent Faculty - A number of the people whom the Committee has talked to are concerned about certain problems inherent in having permanent members of the faculty at a place like the Institute. A few, such as Dr. Rabi, President Pusey, and (somewhat less emphatically) Prof. Kaysen, think that the problems are so great that it would be better to have hardly any permanent faculty at all, at least unless the Institute is considerably changed in other ways. They question whether the Institute does not do more harm than good by removing brilliant scholars from universities for the rest of their careers.

The issue that these people raise is whether most scholars do not tend to become stagnant after a certain period at the Institute. As Dr. Oppenheimer, Prof. Yang, and others have said, mathematicians and scientists generally suffer a decline in their creative powers fairly early -- at the age of about 45 -- and if they have tenure appointments at the Institute, this means that the faculty in these fields will always be composed of a large number of scholars past their prime. This is not only bad for the Institute; it is unfortunate for the men involved, who are usually well aware that their work is not up to its former standard. They become anxious and unhappy, especially since there is no real sense of accomplishment at the Institute other than that to be derived from individual scholarly achievement. From this point of view, the absence of students is a disadvantage. Professors at universities, when their original scholarly production begins to fall off, at least have the satisfaction of instructing younger men in the knowledge they have acquired. Prof. Kac, in this regard, speaks vividly of the horrors of being at the Institute, with all his practical problems taken care of and all teaching responsibilities removed, during a period when his own work was temporarily in the doldrums.

In many cases, the same people who talk of the sense of gratification that comes from teaching also believe that it stimulates one's own work. A good case in point is Prof. Bailyn of Harvard who turned down the Institute's invitation largely because he believed that his students make a real contribution to his own scholarship. Prof. Weil and Prof. Beurling have the same feeling. Prof. Rabi underlined this point by saying that without the stimulus of students and teaching responsibilities, Institute professors tend to turn into stuffed shirts.

A variety of remedies have been suggested for the malaise of the Institute faculty. Dr. Moe and Prof. Yang recommend limiting the term for which a professor is appointed to the Institute, and Mr. Garrison feels that there is much to be said for this. If this were done, a man could be brought to the Institute for his most creative years, and the faculty would be kept vigorous by fairly frequent infusions of new scholars. Dr. Moe

has in mind the All Souls pattern of seven-year appointments; Dr. Yang recommends about 15 years, during which the professor would be paid a very high salary -- say, half again as much as he would make at a top university.

When asked about such a plan, a number of people have warned that top-ranking scholars would not come to the Institute on those terms. Professors Cherniss, Clagett, and Stromgren all contend that this would be the case. Professors, they say, are as concerned about their future security as anyone else and are not so sure of themselves as to be confident that an attractive offer will be waiting for them even after their best years are over. What's more, Prof. Cherniss cautions, a person who did come for a limited period is likely not to want to leave once his time is up, and forcing a good man to go is unpleasant. Prof. Hampshire and Sir Isaiah Berlin confirm that good men at All Souls are extended for long sequences of seven-year appointments and in fact stay at the college until retirement.

Prof. Clagett was the first to suggest a variation on the theme of limited appointments: he proposed that groups of outstanding scholars concerned with a particular problem, perhaps from different points of view, should be invited to come together at the Institute to pursue that problem for one or more years. Prof. Stromgren, Prof. Hormander, Prof. Hampshire and Sir Isaiah Berlin think this would be an excellent plan, as does Prof. Wheeler of Princeton, who independently recommends a "reverse sabattical" in which Institute professors in rotation would be enabled to invite a group of seven scholars to work on a common subject of interest at the Institute for a year. Prof. Gilbert is worried, however, about whether such study groups will not divert the faculty's time and working space away from their regular activities and primary concerns.

Stimulating the Faculty: Teaching and Annual Reports - Another proposal has been to introduce some more formal teaching into life at the Institute. Prof. Beurling would personally like to see the Institute establish a Ph.D. program, though he says that most of his colleagues would disagree strongly. Prof. Borel suggests more lectures by the faculty (his primary objective is straightforward training of the younger members rather than therapy for the faculty). Mr. Haskins also believes it would be healthy if the Institute faculty were given an opportunity to carry on formal teaching if they wanted to.

Others have proposed that the Institute could improve the well-being of its faculty by making it possible for them to go off fairly frequently to teach at universities. This might involve ad hoc arrangements with a university particularly strong in the subject of interest to an Institute professor

(a suggestion of Dr. Moe's), or it might take the form of dual appointments whereby a professor spent a certain amount of time at the Institute and a certain amount at a university. Prof. Beurling, Stromgren, and Kennan have spoken favorably of such a provision, and Dr. Oppenheimer senses that it might greatly ease the strains within the faculty if there were more flexibility as to where an Institute professor spends his time and does his work. It might be wise, he suggests, to make clear that he is under no obligation at all to remain at the Institute every year in order to keep drawing his salary. President Goheen, too, thinks that dual appointments might be very useful in some cases, but he points out that Princeton cannot afford to pay for half of a man's salary at the Institute level.

Mr. Haskins thinks there is much to be said for requiring that all people at the Institute make an annual accounting of their work, much as the scientists at the Carnegie Institution of Washington produce an elaborate annual report. This would not be in the nature of a justification to his superiors but rather a periodic opportunity for him to review his progress for his own purposes and his own guidance. This suggestion was discussed with Prof. Gilbert, who feared that to insist that each man report at length on his work would at least imply an obligation to demonstrate some accomplishment. He agrees that it might be useful, though, to have a simple report listing who was at the Institute and what they were working on during the past year. This could be used in conjunction with a compilation of the publications of the Faculty and members to give interested parties some idea of what goes on in the place.

Certainly the most far-reaching suggestion has come from Dr. Rabi, who would like to see the Institute become a graduate university which would help correct the current American trend towards extreme narrowness of specialization. His thought is to insist that Ph.D. candidates demonstrate some familiarity in fields other than their own. The contrary view is expressed by Prof. Clagett: in those circumstances, why would anyone want to come to the Institute in preference to a major university? To introduce teaching and the administrative responsibilities that come with expansion would be to rob the Institute of the special character that attracts good people.

The Members - The people who express most doubts about the place of the permanent professor at the Institute often are those **who** also voice the most enthusiasm over the temporary members. There is practically unanimous agreement that the Institute is nearly an ideal place for scholars to come for a year or two at the start or in the midst of their careers at universities. At the Institute, a man can write the book that he has not had a chance to finish amid the distractions of regular teaching jobs, or he can

pursue a special line of research that he would not have the time for elsewhere, or he can simply polish his own intellectual resources by contact with the outstanding men to be found there.

The issues on which opinions differ are such questions as: What should be the ratio between members and faculty? What responsibilities should the faculty bear toward the members? What sort of scholar should be invited as a member?

A few people, such as President Pusey and Prof. Kaysen, think that ideally the Institute should be composed almost entirely of temporary members. As has been noted, President Pusey regards the establishment of permanent faculty members at the Institute as a net loss for the cause of learning. Prof. Kaysen seems concerned with the loss of flexibility involved in putting a considerable number of men at the Institute for the remainder of their careers. Both of them say that the Institute has a great deal to offer to the relatively young scholar at the start of his professional life. Prof. Kaysen has in mind particularly the young assistant professor struggling to win tenure yet burdened with teaching responsibilities that make it difficult for him to complete original work for publication. There must be a nucleus of permanent people at the Institute, in Prof. Kaysen's view, in order to select each year's members, but the main attention should be given to the members and they should be regarded as the heart of the place.

This leads to the question of the members' age. At present the typical member of the mathematical or physical schools is in his youth; the typical member of the historical school is in middle age. This reflects not only the different periods of life in which scholars in these fields do their best work but also a difference in attitude between the two schools as to what should be the purpose of inviting members to the Institute. The mathematicians appear to regard membership at the Institute as much more of an educational experience than the historians do. They invite not only some established mathematicians but also a good many promising young post-graduates and also, as Prof. Borel and Prof. Weil explain, a certain number of not-so-brilliant but capable mathematicians from underdeveloped countries. They deliberately set out to help train the rising generation of mathematicians, both in the United States and overseas, by exposing them to the frontiers of the field. A number of them -- Prof. Montgomery, Morse, Borel and Weil, among others -- seem to have a genuine sense of mission in the cause of mathematics as a discipline. Consequently they are concerned about the training and education of the members in their field. Prof. Borel suggests that there be more lectures for the younger members. Prof. Selberg favors a more formal program of instruction to be undertaken jointly with Princeton University. Prof. Morse puts in a plea for the young American mathematicians who may not be great creative scholars but show promise of becoming great teachers: they too deserve a place at the Institute. And Prof. Beurling, as has been noted, would like to have a Ph.D. program.

There is not a great deal of this spirit in the School of Historical Studies. There the prevailing view seems to be that Institute membership is for the established scholar who needs a year off to refine or complete a particular project. For such members the Institute is more a facility than an educational institution. Prof. Gilbert, who would like to see a greater number of young historical scholars as members, says that he often finds little to say or to suggest to many of the members in his school because they are mature scholars and set in their ways. Perhaps the closest parallel in the history school to the sense of educational responsibility the mathematicians appear to feel is a project that has not yet come off. Dean Ford of Harvard says that one of Dr. Oppenheimer's objectives in inviting Prof. Bailyn to join the faculty was to establish with his help a practice of drawing to the Institute young American Ph. D. s who have showed promise but not received particularly good graduate training. The Institute faculty would then round them out and, it is hoped, prepare them for genuine excellence of historical scholarship.

Several people, among them Prof. Hampshire and Sir Isaiah Berlin, have pointed out that if the ages of members in the two schools corresponded more closely -- or rather if there were more youth among the historical members -- there would likely be more contact between the members of the two schools and less encapsulation of people working in separate disciplines.

Another important problem relating to the members has emerged from the Committee's discussions: many faculty members believe that the members' stipends are not high enough. Prof. Clagett, Gilbert, and Meritt have all referred to this. The difficulty is far more critical for the historians than for the mathematicians and physicists who are able to sweeten the basic \$6500 grant with increments supplied by government agencies. European scholars generally find the basic grant quite adequate, especially since they often continue to receive full salaries from their home institutions, but Americans do not. They have to look for additional sources of support, and the financial sacrifice of coming to the Institute is considerable even for younger scholars who may be offered as much as \$9,000 for teaching jobs even before they have completed Ph. D. s.

IV. Constitutional Issues: Faculty, Director, Trustees

Some members of the faculty believe that the by-laws of the Institute do not extend sufficient rights to the faculty, or at least do not make the relative positions of the faculty and Director clear enough. This feeling takes its most extreme form in the view that the Directorship should rotate among members of the faculty. There are variations, however, that would retain an independent Director but give the faculty more of a voice in the Institute's academic affairs.

A Rotating Directorship - Three members of the faculty -- Professors Alföldi, Montgomery, and Weil -- would do away with the idea of appointing a Director to serve until retirement and instead establish a system in which faculty members would serve short terms, say three years renewable once, as Director (Prof. Weil would call him Dean). Their main objective is to remove what they consider an inevitable tendency towards dictatorship on the part of anyone who remains Director for a long period. They wish to give the faculty more of a voice in setting the Institute's academic policy, since they believe that the faculty is likely to be at least as wise if not wiser than a single man in setting the Institute's direction. Part of the proposal would be to set up a committee to handle major decisions; this committee would be composed either of faculty representatives only or members of both the faculty and the Board of Trustees. Prof. Weil suggests a standing committee of the latter sort, and Prof. Montgomery agrees that this might be useful.

Another aspect of this suggestion is that the post of the General Manager would be strengthened. More of the administrative control of the Institute would be turned over to him, so as to relieve the burden upon the faculty Director. In particular, he would be in charge of fund-raising (though Prof. Montgomery recanted this proposal in his conversation with Mr. Lewis).

This plan has received limited support. Prof. Morse says that he once favored it but has grown cooler because he cannot think of anyone on the present faculty who would both make a good Director and also be willing to take the job. Prof. Borel thinks it might be a good idea, but he favors a cutback in the Director's authority anyway, so it would not make too much difference to him who was in charge and for how long. Among the trustees, Mr. Lewis favors such a plan, at least as a temporary experiment. He thinks it is up to the Institute to "clean and dress its own wounds"; no first-rate outsider would want the job under present circumstances.

Prof. Cherniss and Prof. Panofsky strongly oppose this arrangement. Prof. Panofsky contends that the analogy to faculty self-government in Europe is false because in almost all European universities the national Government is in real control. In the United States where the Government has no control over most institutions, it is necessary to vest authority in a single Director acting with the approval of the Trustees. Prof. Stromgren also considers it a bad idea -- a faculty Director would become simply a spokesman for the faculty. Prof. Beurling opposes it because he thinks that all members of the present faculty are too identified with one faction or another to be successful Directors. Besides, to act as Director even for a few years would divert a scholar's time from his own creative work. Prof. Hormander, who also finds little to recommend the idea, believes that those who espouse it are mainly intent upon "minimizing the losses" if a poor Director is chosen. As for the Trustees, Mr. Garrison, Mr. Linder, Mr. Mitchell, and Mr. Shanks all question the wisdom of the scheme.

The Faculty and the Director - Prof. Beurling believes that the by-laws should be revised to give the faculty more than simply an advisory role. What he has in mind is a formal procedure in making new appointments to the faculty, and perhaps in other matters of important academic policy, according to which the faculty would make a proposal in writing, the Director would receive the proposal and either forward it to the Trustees with his approval or else remand it to the faculty with his written objections. If the faculty still wished to press its original view, the case would be taken to the trustees with written documents expressing the views of both faculty and Director. One point that Prof. Beurling stresses is that this process would ensure that the faculty can at least have its opinion aired in its own words before the Trustees when there is a major disagreement with the Director.

Prof. Selberg is also anxious that the by-laws be clarified in order to define the responsibilities of the faculty and the Director, but he urges that the rules not be made too rigid -- most problems, he points out, are best handled on an ad hoc basis. Prof. Hormander thinks it would be wise to eliminate some of the vagueness in the by-laws and to establish in writing certain of the procedures already established to take care of academic business, but he too cautions against excessive rigidity. Prof. Whitney recommends that the Director's powers and responsibilities be more clearly described, and Prof. Borel contends that the role of the Director under the by-laws should be reduced.

In addition, Prof. Selberg suggests that it might be useful from the viewpoint of both the faculty and Director to create a small committee of one faculty representative from each of the three disciplines to advise and assist the Director. The existence of such a body would help convince the faculty that its views are heard, and it would be helpful to the Director to have a small group with whom he could discuss new ideas. Prof. Morse also supports this plan, though he would go one step further and consider establishing such a committee in lieu of a new Director, perhaps adding a member of the Board of Trustees as the committee's chairman.

Prof. Cherniss and Prof. Panofsky are firmly opposed to the notion of rule by committee; they think it would lead to worse fights than before. Prof. Kennan expresses exasperation at the quibbling within the faculty. He warns that the faculty should not be given to think that it wields authority in the Institute, because that would lead to endless debates and indecisiveness. He does think, however, that there might be something to be said for establishing "Deans" of each discipline, thus elevating somewhat the role of the Secretary of the School and making him an advisor to the Director on academic policy. Prof. Meritt, too, should probably be counted among those who are opposed to a broader role for the faculty in running the Institute -- he would like the faculty members left alone as much as possible to pursue their scholarly work and not be disturbed with administrative problems.

The Faculty and the Trustees - The problem of clearing the lines of communication between the faculty and the Trustees is very important to several Institute professors. They do not, in general, ask to be able to by-pass the Director, but they would feel better with an assurance that their views could be put before the Trustees when they disagree with him. Prof. Weil, for example, recommends that several faculty members sit on the Board of Trustees, with or without voting rights, or that a joint faculty-trustee committee be set up and consulted on any important issue of academic policy. Prof. Beurling's plan for appointments has already been described. Another proposal grew out of the discussion with Prof. Kennan: that a representative of each discipline be invited to come as an observer to each Trustees' Meeting and to give advice or speak out in the interests of his own colleagues. (Of course there could always be an Executive Session from which all non-Trustees would be excluded.) The objective would be not only to give the Trustees the benefit of expert opinion but also to satisfy the faculty that their interests are not being betrayed behind their backs.

Another problem of relations between the Faculty and Trustees concerns the work of the Committee. Now that almost every member of the faculty has been consulted individually, what steps, if any, should be taken to maintain communications and to seek faculty reactions to new proposals as they occur? And once the Trustees are near a decision on the new Director, should there be advance consultation with faculty members? This last issue was raised by Prof. Morse, who thinks that in the present delicate situation some advance consultation would be advisable. Prof. Kennan disagrees: he advises the Trustees simply to announce their decision to the faculty shortly before it is made public. As for the more general problem of continuing communication between the Committee and the faculty, one proposal has been to ask each discipline to send its Secretary and one other member to occasional meetings with the Committee to be briefed on progress and to be asked for advice. All professors who have been asked about this suggestion have reacted favorably, but Prof. Beurling recommends that the representatives of each school be invited to come separately; otherwise they would not speak openly.

V. The Director

Scholar or Non-Scholar - Practically everyone consulted has had an opinion on whether the new Director should be a scholar. The preponderant view is that he should. Prof. Cherniss, Dyson, Godel, Gilbert, Panofsky, Stromgren, Morse, Meiss, Meritt, Hormander, and Whitney all say so. Prof. Kaysen and White of Harvard and Prof. Uhlenbeck of Rockefeller University agree. Prof. Montgomery, Weil, and Alfoldi think that the Directorship should rotate among the faculty, so they too are on the side of scholarly distinction in the Director's chair. Among the trustees, Adm. Strauss, Mr. Garrison, Mr. Linder, Mr. Mitchell, and Mr. Shanks all favor a scholar, though Mr. Shanks would prefer a scholar who has had some contact with the "world of affairs."

Some of those who recommend a scholar for the job also feel that his scholarship need not be of the highest rank, that he need not be the peer of the faculty. Prof. Panofsky, Whitney, and Meritt (who suggests a man like President Goheen) and Adm. Strauss share this view. One point that they make is that it would be a shame to divert a first-rate scholar's time from his creative work to administration. Prof. Gilbert, however, puts forward a sensitive problem: if the Director is to be a scholar, and particularly if he is to be something less than the faculty's peer in scholarship, will he also be made a member of the faculty in one of the schools? This would appear to be foisting a colleague upon the faculty without their having any voice in the matter.

There are others who either do not believe that it makes much difference whether the new Director is a scholar or not, or who would prefer a non-scholar. Among those who contend that it makes little difference, provided that the man understands and sympathizes with scholarship, are Prof. Harish-Chandra, Regge, and Beurling (though the latter would favor a scholar if the Institute is to expand into new fields), and among the trustees, Mr. Rosenwald. Those who would prefer a non-scholar are Prof. Borel, Yang, and Kennan, and Mr. Schur. Prof. Yang makes the point that a scholar in any field would probably be suspected of partiality to some faction in the Institute. He also feels that the greatest contribution to easing the Institute's difficulties would be to raise some money with which to install younger professors, and a non-scholar would probably be more competent in this endeavor. Prof. Kennan is concerned with the trivial arguments and hair-splitting into which scholars tend to fall; he is anxious to see a decisive administrator in charge, and he would like a Director who is in contact with American society and contemporary affairs. Mr. Schur, too, believes that the administrative and money-raising qualities of the new Director are the most important ones to look for; if one can find a man who combines these traits with good scholarship, fine, but one is more likely to find the first two together than to discover all three in a single man.

Prof. Kac of Rockefeller University makes a point that is also relevant here. He recommends that a scholar be chosen but not a scholar who is still "in the game," that is, still engaged in the most creative phase of his career. If a man is still in the game, he will begrudge the time he has to devote to administrative functions, and he will be regarded by his faculty colleagues as, in some sense, a competitor, which is apt to lead to strain between them.

The Director's Field of Scholarship - Among those who feel that the Director should be a scholar, a number have said that his field should be outside those represented at the Institute. Prof. Beurling, Panofsky, Whitney, and Yang (who really would prefer a non-scholar) have expressed this view. They fear that a man in one of the Institute's fields would suffer from rivalry with his colleagues on the faculty. This suggestion would also avoid the problem Prof. Gilbert raised -- a

Director who is a scholar outside the Institute's disciplines would not have to be imposed as a colleague upon the faculty of one of the schools.

Most of the rest of the faculty have said that the Director's field does not make much difference. Prof. Meiss suspects that a physicist would have some difficulty coming on the heels of Dr. Oppenheimer, and he confesses to having some inclination for a humanist in the job. Prof. Gilbert also slightly favors a humanist, if only because the Institute has long been associated with mathematics and physics in the public eye. Prof. Dyson says it is the humanists' turn.

Prof. Kac of Rockefeller University warns against appointing a mathematician. Speaking as a mathematician himself, he says they are congenitally unable to take an unbiased view where mathematics is involved.

The Director's Age - Most people with whom this question has been discussed sense that 45-55 may be about the right range. Both Prof. Gödel and Prof. Morse, however, have advised against getting too young a man. Prof. Gödel thinks 60 would be about the right age. Prof. Morse is anxious that the Institute not make too long a commitment to a man who may in fact not work out well.

The Director's Nationality - A number of people agree that the Director should be someone who, if not American by birth, has at least spent most of his recent career in the United States. The reason is that as Director he should be in fairly close touch with the administration of a number of American universities and with the foundation world and "establishment" in general. The workings of these institutions are not easy to penetrate unless one has spent a good deal of time in this country. Prof. Panofsky, Meiss, and Meritt have all expressed this view, the latter adding that it is important to preserve the image of the Institute as a peculiarly American institution. Mr. Linder and Mr. Mitchell agree; Mr. Garrison thinks that the international flavor of the Institute is a good thing and that a foreign Director might even have some advantages.

A Director from the Present Faculty - The most common view on the faculty is that it would be best to draw the new Director from outside. Prof. Panofsky, Gilbert, Morse, Beurling, Meritt, and Meiss all subscribe to this view, largely because they see no one on the present faculty who would be free from suspicions of favoritism. Prof. Cherniss also thinks this is a sound principle, but he thinks at least one member of the faculty -- Prof. Clagett -- should be considered nevertheless.

A Man with a Mission - Finally, several Institute professors have cautioned against selecting a man who will feel that he must prove himself by developing some new program at the Institute or making his mark in some other dramatic way. Prof. Cherniss, Morse, and Panofsky all feel this quite strongly. Prof. Panofsky registers a special plea that the new Director should not be the sort that will seek publicity for himself or the Institute; this would destroy the peace and quiet of the place which are among its greatest virtues. The idea of raising money does not offend most of the faculty, but the idea of a major fund drive, comparable to that of a university, does. As Prof. Cherniss puts it, one should raise money for purposes for which a need has been felt rather than create academic projects simply in order to justify the raising of money.

The Transition - A number of faculty members have made comments upon the period of transition between now and the time that a new Director takes over. For example, Prof. Beurling believes that a "cooling off" period is needed before a new Director is brought in. During that period (which he thinks should be one or two years) a faculty-trustee committee should review the Institute's affairs, change rules and procedures if that seems advisable, and decide what sort of future the Institute should seek. A Princeton-based member of the Board of Trustees could serve as Acting Director, with assistance from faculty representatives of each school. No permanent appointments to the faculty would be made during this time. The latter recommendation is one that Prof. Weil also makes with considerable emphasis; in his view the only exception should be an appointment approved unanimously by members of all schools.

What should be done if no new Director has been found by the time Dr. Oppenheimer has set for his retirement, or if a new man has been found but is not yet able to take over? Prof. Morse thinks that a four-man committee (three faculty members, one trustee as chairman) should carry on during the interregnum. He does not think that Dr. Oppenheimer should be asked to stay on as Director now that everyone has become used to his retirement next June. Prof. Beurling, as can be seen from his idea of a cooling off period, shares this view. The only faculty member consulted on this point who feels that Dr. Oppenheimer should be asked to stay on was Prof. Gilbert, who believes that without a Director in office the Institute would be considered somewhat adrift and it would become more difficult to attract good members.

VI. Fields of Study

Should the Institute adopt any new disciplines? Should it fill out any of those that now exist? Or should it let any of the existing disciplines lapse?

The most far-reaching proposals come from Prof. Montgomery, who believes that ideally the Institute should expand into a wide variety of fields, and from Dr. Rabi, who recommends that the Institute could best serve higher education by becoming a graduate university.

Others feel that there are certain areas that should be expanded or explored. Among the trustees, Mr. Garrison and Mr. Linder think that it might be well to enlarge and strengthen the Historical School, and Mr. Mitchell favors the introduction of American history. Mr. Linder suggests that economics might be appropriate, but not government which has not yet acquired a substantial body of scholarship. Adm. Strauss would have the Institute always ready to adopt a new field if appropriate; perhaps biophysics and astrophysics would be candidates. On the other hand, Mr. Rosenwald argues against moving into new areas, especially such fields as politics and economics which are not pure sciences. Mr. Shanks too cautions against the danger of trying to do too much, though he thinks it might be healthy for the Institute to explore a few practical applications of its scholarship from time to time.

Humanities - Certain members of the faculty would like to see the School of Historical Studies slightly enlarged. Usually they refer to the Joint Faculty-Trustee Report of ten years ago which recommended several new professorships that have not yet been created. Prof. Cherniss and Prof. Clagett made this point; Prof. Clagett suggests that a medievalist, an historian of the 19th century, an American historian, and an historian of law could all be usefully employed. (In Prof. Clagett's case, his recommendation of new fields is tied to his feeling that the School should try to attract more young post-doctoral members. It can do so only if it has members of the faculty working in fields that are actively being studied in American graduate schools.) Prof. Sir Llewellyn Woodward would like to see more study of recent history. And Prof. Alföldi urges that a pattern be established for the school: he suggests three professors in each of four fields -- Greek history, Roman history, medieval history, and modern history through the 18th century. Prof. Alföldi shares one conviction with Prof. Meritt and Prof. Gilliam: the School of Historical Studies should concentrate on the areas where it is already strong rather than scatter appointments throughout various fields of history.

What about broadening the School of Historical Studies or even introducing other fields in the humanities? Prof. Gödel believes that the School should be devoted to the humanities in general; it should not be confined to history. Prof.

Kennan is anxious that the Institute be ready and able to invite people concerned with "the problems of men and society" and fears that the present Historical Studies faculty is not prepared to do this. It was principally from the discussion with him that the idea emerged of establishing a Fourth School for scholars of this sort. In addition, both Prof. Kennan and Prof. Meiss would like to see the history of literature represented at the Institute.

Several people outside the Institute have also suggested expansion into new areas. Prof. Wheeler of Princeton thinks the Institute should seek out great scholars who are concerned with the nature and use of economic and political power in the modern world. Prof. Morton White of Harvard recommends that a number of scholars in a variety of humanistic fields be introduced into the place, partly in order to try to kindle some common interests on the part of the existing faculty. Prof. Kaysen of Harvard wonders whether the Institute couldn't pursue certain subjects which themselves combine elements of social and natural sciences, such as the relation between computers, economics, and the human brain.

Others, particularly on the Institute faculty, are clearly apprehensive about a move towards establishing a new school or entering into something like "contemporary studies." Prof. Cherniss feels that one of the Institute's great virtues is its devotion to "uncommitted scholarship"; he would not like to see the place given over to fields that are studied simply because they are of topical interest or of practical benefit to some contemporary cause. Prof. Morse has very much the same persuasion -- he urges that the Institute remain devoted to the fields that are of lasting value in our civilization, and he warns against the pursuit of subjects that may be dramatized by contemporary problems but are essentially of transitory concern. Prof. Meiss fears that the introduction of contemporary studies would break down the compactness of the Historical School as it now exists -- because the areas of study are fairly few, most of the professors know something about each other's work.

Prof. Yang, too, cautions against moving into any new fields, but for different reasons. He believes that the sensitivities and tensions that have recently troubled the faculty are to a great extent a result of the high average age of the faculty and the attendant waning of scholarly creativeness. This problem is best relieved by using new appointments to bring younger men into the existing fields, and it would be aggravated by establishing new fields and allowing the faculty in the present ones to become even more superannuated.

Mathematics and Science - As for mathematics and the sciences, the Institute mathematicians are generally satisfied that their school is in excellent shape and they want no real changes. The physicists are aware of their critical condition and want to rebuild their strength.

Among the mathematicians, Prof. Montgomery is the only one who would like to see more than a very modest expansion, and he has in mind only "several" additions to the faculty.

In physics, Prof. Yang makes the point that with the field rather fragmented as it is today, it is hard to predict what will be the most important branch ten or even five years from now. That is one of the reasons why the School has been slow to make permanent appointments recently. Both he and Prof. Regge, however, feel strongly that the school must be brought back to a more healthy size. Prof. Yang says that this is important not so much in order to have a variety of fields represented but rather to bring together a number of different points of view on individual problems.

In a number of conversations, there has been talk of the possibility of bringing new sciences into the Institute. Everyone except Dr. Rabi is agreed that it is wise to avoid the establishment of laboratories, and of course Dr. Rabi would like to see the Institute take an entirely new direction. Biology is the new field most frequently mentioned. Prof. Beurling thinks that to introduce "modern biology" would have a stimulating effect on both the other scientists and the humanists and would be a good thing. Dr. Oppenheimer, Prof. Dyson, and Prof. Yang all question whether biology is at a stage where a scientist could prosper without a laboratory near at hand. Prof. Tatum of Rockefeller University, however, contends (as a biologist himself) that there are now a number of biologists whose work is primarily theoretical and who could thrive at a place like the Institute. He also responded favorably to the notion of changing Section II of the School of Mathematics into a School of Theoretical Science concentrating on physics but possibly also including some biologists. Prof. Yang, on the other hand, is more dubious about this combination; he is not sure there is any reason to put physicists and biologists together in the same school. Prof. Regge is quite enthusiastic about the thought of having biologists at the Institute, and Prof. Strömberg suggests biochemistry and hydro-physics as fields into which the Institute might conceivably expand.

Finally, Prof. Gödel thinks that biology already has the support that it needs elsewhere but that gestalt psychology is an area that has not yet had the advanced exploration that it deserves. If a new field is to be adopted, he suggests this one.

VII. Relations between the Schools

The Institute faculty is now, for all practical purposes, divided in three. Each school conducts its own affairs separately from the others, and for some time there has been no meeting of the entire faculty. The situation is apparently traceable in part to past incidents and peculiar personalities, but it also has its roots in the sizable differences between scholarship in the three disciplines. This

has been made clear when discussions with faculty members turn to the issue of whether something like "a community of scholars" can be established at the Institute. Most of the professors would like very much to see such a spirit kindled at the Institute, and some of them say that the problem is due largely to personalities. But there are also deeper difficulties.

Prof. Harish-Chandra makes clear that the mathematicians regard their own form of intellectual activity as rather special. They devote themselves to pure processes of reasoning, unfettered by any link to the world of events and natural phenomena. Consequently they feel a very real distinction between their work and that of the physicists who are seeking, largely by trial and error, to explain phenomena over which they have no control. The historians seem to them to be engaged to a great extent in compilation and research, a quite different matter from the virtuoso brainstorming which the mathematicians practice.

On the other side, Prof. Kennan may be speaking for more than himself when he expresses a certain amount of exasperation over the mathematicians. He finds the professors in the mathematics school generally admirable men, but he has little use for the members. They seem unmannerly, oblivious to anything going on outside their field, and naive about life and its problems. His recommendation is to separate the schools as much as possible.

Other members of the faculty also express the view that the schools have little if anything to offer each other. Prof. Borel admits that he sees no real benefit to having the two schools together at the Institute. Prof. Hormander thinks the gap between the two is inevitable; people who come as members to the Institute are so busy with their own work while they are here that they have no time for fraternization with people outside their field. Prof. Meiss concludes that the pairing of mathematicians and historians, however it came about, is not a very fruitful union. Sir Isaiah Berlin says that the hope of "cross-fertilization" between scholars in different disciplines is largely an illusion.

Another group senses that although the specific work of neither school may profit from the presence of the other, it is somehow important that the two should exist and prosper together. Prof. Weil exhibits considerable concern for the School of Historical Studies, which in his view is in poor shape. He does not believe that one section of the Institute can long remain healthy while the other is ailing. Prof. Alföldi regards scientific and humanistic scholarship as two sides of a single intellectual coin and says it is essential that they should both be represented at the Institute. Prof. Strömberg has a sense of gratification at being part of an institution that combines scientists and humanists, and Prof. Regge would welcome more contact with the historians because, as he says, physicists tend to live in a world of their own.

There have been a number of suggestions of measures that might be taken to try to improve communication between the schools. Everyone is pretty much agreed, however, that it would not be wise to restore the practice of the entire faculty taking part in the recommendation of new professors in either school. As Prof. Beurling says, this can only lead to bitterness and recrimination whenever a member of one school exercises his right to question another school's candidate. Prof. Beurling himself feels that the introduction of a lively new field, such as modern biology, might inspire both the scientists and the humanists with a sense of excitement and discovery that would enliven the Institute's spirit. In much the same vein, Prof. Morton White of Harvard suggests bringing in a number of scholars in new fields in an effort to bridge the gap. Sir Isaiah Berlin and Prof. Hampshire of Princeton think that if the temporary members in the historical school were younger, friendships and conversation might occur between the schools at the level of the members even though the permanent faculty members may remain, for the most part, too set in their ways to take part. This seems to be borne out by Mr. John Palfrey's and Mr. Joseph Kraft's recollection of their experiences at the Institute 15 years ago.

One thought has been to help stimulate such conversation by providing a more attractive and gracious setting for dining and informal social activities at the Institute. Dr. Moe suggested that it would be a great thing to develop something like the spirit of the All Souls dining hall. Sir Isaiah Berlin and Prof. Hampshire confirmed that the dining arrangements did a good deal to provide the cohesion of All Souls. The All Souls tradition of bringing in guests who are active and knowledgeable in various fields also helps to spark lively talks among people who might not otherwise ever speak to each other. They urge, however, that these occasions not be made ceremonious and formal; guests should be brought in simply as acquaintances of Institute people, not as great personages who would be expected to make grand impressions and before whom there might be too much awe.


Prof. Kennan too recommends that a tasteful room for dining be established -- perhaps the old Library would do -- but he thinks of it as a place for the historians alone. The mathematicians he would set up elsewhere. Adm. Strauss is another who thinks that an attractive dining hall would be an asset to the place. Prof. Meiss agrees and also criticizes the present Common Room as being too much of a traffic crossroads and not enough of a refuge for quiet talk. He also warns, however, against trying to force interdisciplinary gatherings upon the people at the Institute. In many cases they have come here to escape distractions like these and therefore will not readily respond. Finally, Prof. Wheeler of Princeton suggests that the Institute and the University combine in creating a joint dining center somewhere in Princeton -- something like a Faculty Club. His thought is not so much to mix disciplines as to draw together periodically people from the same discipline in the Institute and the University.

VIII. Relations with the University

The prevailing view is that relations between the Institute and the University are currently very good. No one seems to want to make them more formal or to change them in any substantial way. The one issue that rankles a bit is the so-called "Milner Rule," according to which the Institute should not invite as a professor any member of the Princeton faculty whom the Princeton administration does not want to give up. Some members of the mathematics school, Prof. Harish-Chandra for example, contend that the Institute should always be able to invite the most outstanding man available, wherever he may be. They also argue that the Milner Rule hurts Princeton, because if it becomes known that Princeton professors are debarred from invitations to the Institute, outstanding scholars will be discouraged from coming to Princeton. Others, including Prof. Whitney, believe that the Institute has little to gain from co-opting a man who already lives in Princeton and that it is senseless to antagonize the University in this way. On the part of the University, President Goheen urges that both the Institute and the University should have some regard for the needs of the other as well as its own when a permanent appointment is made. Though the two institutions are obviously very different, together they make up a single academic community.

The idea of dual appointments at the Institute and Princeton makes sense both to people at the Institute (e.g. Prof. Strömbergren) and at the University (e.g. Pres. Goheen and Prof. Wheeler), though as noted earlier, Pres. Goheen says that financially it is impossible for the University to pay half of the Institute salary in such a case. No one at the Institute has expressed anything but gratitude for the presence of the University and recognition of his debt to it.

KA/d


Kenneth Auchincloss
Executive Assistant

CONFIDENTIAL

Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

November 9, 1965

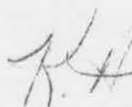
MEMORANDUM TO:

Mr. Barklie McK. Henry
Dr. Julian P. Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

Attached are copies of a letter Mr. Henry received from Mr. Lewis, together with the notes Mr. Lewis made on his recent conversations here.

Also enclosed are copies of letters from Professor Panofsky to Mr. Lewis and to Mr. Henry, both of which concern Professor Panofsky's conversations with Mr. Lewis.

KA/d
encls.


Kenneth Auchincloss
Executive Assistant

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

November 5, 1965

MEMORANDUM TO:

Mr. Barklie McK. Henry
Dr. Julian P. Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

Harold Linder called me on Wednesday, November 3rd, to report on several more conversations he had had in Washington.

John Gardner, Secretary of Health, Education & Welfare

Mr. Gardner suggested the following names as candidates:

(1) Loren Eiseley, an anthropologist and chairman of the Department of the History and Philosophy of Science at the University of Pennsylvania.

- (2) Stuart Hampshire
- (3) Caryl Haskins
- (4) Lawrence Cremin of Columbia Teaching College
- (5) Daniel Bell of the Columbia Department of Sociology
- (6) Jerome Bruner, Psychology Professor at Harvard
- (7) Richard Hofstadter, History Professor at Columbia

Robert Bowie, Director of the Center for International Studies at Harvard

Mr. Bowie made the following suggestions:

- (1) Merle Fainsod, Professor of Government at Harvard
- (2) Robert Wolff, Chairman of the History Dept. at Harvard
- (3) Paul Freund, Professor at the Harvard Law School

KA/d

JA
Kenneth Auchincloss
Executive Assistant

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

October 29, 1965

MEMORANDUM FOR:

Mr. Barklie McK. Henry
Dr. Julian P. Boyd
Mr. J. Richardson Dilworth
Mr. Harold Hochschild
Gen. Edward S. Greenbaum

Here are a few appointments that have been made, or have been tentatively made, for the next two weeks.

Tuesday, November 2nd 3:30 p.m.
Prof. I. I. Rabi of Columbia University
450 Riverside Drive, New York City

Tuesday, November 9th 8:30 p.m.
Prof. Lyman Spitzer of Princeton at
Mr. Hochschild's house. (This appointment is
tentative because I have not yet been able to reach
Prof. Spitzer.)

Wednesday, November 10th 5:20 p.m.
Regular meeting followed by dinner with
President Keeney at Dr. Boyd's house.

Thursday, November 11th 8:30 p.m.
Dean Brown of Princeton at Mr. Dilworth's house.

Sunday, November 14th 11 a.m.
Professor Homer Thompson at Mr. Dilworth's house.

KA/d

Kenneth Auchincloss
Executive Assistant

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Suggestions for Director of Institute for Advanced Study

Recommended by
Secretary of State
Dean Rusk

Clark Kerr
President, University of California at Berkeley.
Age: 54

Barnaby C. Keeney
President, Brown University
Age: 51

Secretary Rusk also mentioned the following as excellent sources for suggestions of candidates:
Henry Allen Moe, 551-5th Ave., NYC -- particularly because of his Guggenheim relationship (is President of John Simon Guggenheim Memorial Foundation)

Warren Weaver, Vice President, Alfred P. Sloan Foundation, 630-5th Ave., NYC, because of his knowledge of the scientific world.

Former Secretary of
State Dean Acheson

Arthur L. Goodhart
Educator
Master's Lodgings, University College
Oxford, England
Age: 74

Alexander M. Bickel
Professor of Law
Yale University
Age: 41

Paul A. Freund
Carl M. Loeb University Professor
Harvard University
Cambridge, Mass.
Age: 57

McGeorge Bundy
Special Assistant to
the President

Jerome S. Bruner
Psychologist.
Director, Center for Cognitive Studies
Harvard University
Cambridge, Mass.
Age: 50

(cont)

-2-

Recommended by

McGeorge Bundy

Albert Hofstadter
Professor of Philosophy
Columbia University, NYC
Age: 55

Victor F. Weisskopf
Professor of Physics
Massachusetts Institute of Technology
Cambridge, Mass.
Age: 57

William T. Golden

Dr. Walter Orr Roberts
Solar Astronomer
Director, National Center for Atmospheric Research
Boulder, Colorado
Age: 50

David E. Bell,
Administrator,
Agency for International
Development

Harvey Brooks
Physicist
Dean of Engineering and Applied Physics
Harvard University
Cambridge, Mass.
Age: 50

Edward M. Purcell
Educator, physicist
Gerhard Gade University Professor
Harvard University
Cambridge, Mass.
Age: 53

Paul A. Samuelson
Professor of Economics
Massachusetts Institute of Technology
Cambridge, Mass.
Age: 50

George P. Shultz
Dean of Graduate School of Business
University of Chicago
Chicago, Ill.
Age: 45

Edward S. Mason
Professor of Economics
(Littauer 122)
Harvard University, Cambridge, Mass.
Age: 66

CONFIDENTIAL

Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY

Princeton, New Jersey

October 25, 1965

MEMORANDUM FOR:

Mr. Barklie McK. Henry
Dr. Julian Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

Attached is a copy of each of the following for your records:

Memorandum of Conversation with
Prof. George Kennan, October 18, 1965


Memorandum of Conversation with
Prof. Millard Meiss, October 21, 1965

Copy of a letter from Prof. Andrew Weil to Mr. Henry

A letter from Prof. Deane Montgomery to Mr. Wilmarth
Lewis

Prof. Victor Weisskopf's reply to Mr. Henry's earlier
letter suggesting an appointment and Mr. Henry's
response.

KA/d
encls.


Kenneth Auchincloss
Executive Assistant

WFB

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY

October 8, 1965.

SCHOOL OF MATHEMATICS

Answered by
phone
10/20/65.
B.N.K.H.

Dear Mr. Henry,

Without waiting for another interview, I should like to submit the following points, which may turn out to be of some urgency (of course these are only my personal views):

✓ 1. At a time when the future of the Institute is under review, it is essential to ask oneself, not only what new fields (if any) could be profitably introduced, but also what are the reasons for continuing even those fields which are now represented. No field should be exempt from such scrutiny.

✓ 2. During the current year, while things are under review, one should refrain from making any permanent additions to the Faculty except for the most compelling reasons; and no such move should be even considered unless it has the unanimous backing of the present Faculty. Failing such unanimous support, any permanent appointment could only consolidate the present unhappy condition of acrimony and discontent and might make it permanent. Should the Trustees be presented with a case for a permanent appointment this year, it is my view that they ought to insist on full debate in the Faculty (not merely in the "school") before making any decision.

Sincerely yours



A. Weil

✓ P.S. One more point, of a more personal nature: I feel strongly that the Institute could well afford to be generous with Alföldi in the matter of his pension and in any arrangements to be made with him after retirement. I am quite convinced that he is (by a wide margin) the most distinguished member of our Historical School, and the circumstances of his case are so unusual that they are not likely to repeat themselves. Anyway, he ought not to be kept dangling at the end of a rope - which is where our Director has had him for some years and still has him. He is to retire in 1966, and still does not know what is in store for him.

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY

October 20, 1965

Mr. Wilmarth S. Lewis
Farmington
Connecticut

Dear Mr. Lewis:

It will be a pleasure to see you on October twenty-eighth. You may wish to talk about the future of the Institute, and in case it might be of some interest, I am writing to describe briefly a proposal which appeals to a number of people here. The proposal is that the Director should be appointed from the Faculty by the Trustees and for a limited term of a few years, possibly with at most one renewal. The appointment should be made after consultation with the Faculty, and no one should serve for more than a few years.

It would be desirable for advice or assistance to the Director to have a committee of three people, one elected from each of the disciplines now here, that is, history, mathematics, and physics. The first selection of a director might need special care and should not be from one or two of the most outspoken critics or closest friends of the present director. Occasionally for a major decision there might be a special committee of the Faculty or a joint committee of the Trustees and Faculty. Perhaps a standing committee of this latter kind would be desirable. Contact between the Faculty and Trustees should not be through a single man. As a matter of principle the Director should not attend department meetings outside his own department.

Such a director as the one proposed should be mainly concerned with academic matters. The position of business manager should be made stronger and, in particular, should include fund raising. Possibly new titles could be chosen to be more descriptive; for example, Dean or Academic Director for the one or Business Director for the other. The Harvard system of ad hoc committees for professorial appointments, if wisely used, could be a safeguard.

This suggestion has arisen for various reasons, one being that the position of Director here is not a full-time job, and another being that there is no one capable of being an intellectual leader in three diverse fields. It may also be worth recalling that some of the Institute's gravest mistakes have been made by a director acting over the opposition of the Faculty. One

2 -- Wilmarth S. Lewis
October 20, 1965

illustration from antiquity is the appointment by Flexner of three economists, who he described as being equals of Einstein though this view was never shared by the Faculty or the Profession of Economics.

There is no doubt that the Institute has been damaged in recent years, but I am rather optimistic that reasonable decisions can be made which will lead to a strengthened future. The need for the Institute is greater than ever. I am grateful for the help it gave me as a young man, and I have talked to scores of others who feel the same.

Sincerely yours,

DM:MMM

Deane Montgomery

cc: Barklie McKee Henry ✓

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Organisation Europeenne Pour La Recherche Nucleaire

CERN European Organization for Nuclear Research

19 October, 1965

Mr. Barklie McK. Henry
Institute for Advanced Study
Princeton, N. J.

Dear Mr. Henry:

Thank you very much for your letter and for the confidence which you have placed in me by asking for help in the difficult task of choosing a new Director for the Institute for Advanced Study. I would be very interested to talk to you or to other members of the Trustees' Committee about the problem. Unfortunately my time is rather filled for the next few months, since I am winding up my work here at CERN. I shall be here in Geneva until Christmas, and then I am going to take up my residence in Cambridge, Mass. I would be very glad to see some of the members of your Committee in Europe, if this can be arranged before 10 December. There are, of course, always a few days when I am occupied, but a meeting could easily be arranged. From January on, of course, we could have our discussions in the States, which would make the scheduling much easier.

I should say that I am not sure whether I can help you very much in this most difficult task, but I would certainly like to do my best.

Yours sincerely,

Victor F. Weisskopf

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22 October 1965

Professor Victor F. Weisskopf
CERN
Geneva 23, Switzerland

Dear Professor Weisskopf:

This brings you warm thanks for your quick and friendly reply to my letter. I received it last night after a day's trip to Cambridge, where (not surprisingly) I encountered several persons who spoke of you as someone whose advice we could scarcely do without.

It turns out to be almost hopeless for any of us to be in Geneva before December 10th. Also, it sounds to me as if you will be so pressed in the coming weeks that whatever time you might spare for us would be in the nature of a serious distraction for you.

Therefore, I hope you will find it possible to see us in Cambridge in January -- the sooner the better from our point of view. Those of us who could come would plan to fly up for this purpose early in the morning, to meet you at any time during the day that you could fit us in.

So -- good luck to you in your preparations for your leave-taking from Geneva, and good luck to us in catching up with you in Cambridge, Mass.

Sincerely yours,

BARKLIE McKEE HENRY

COPY

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October 20, 1965

Mr. Harold K. Hochschild
150 Stockton Street
Princeton, New Jersey

Dear Mr. Hochschild:

Mr. Henry suggested that these books be distributed to the members of the committee. You will recall that Caryl Haskins mentioned in his recent letter that he felt the year book had served Carnegie Institution of Washington extremely well by requiring members of the Institution to account for their work in writing once a year.

Sincerely yours,

KA/d

Kenneth Auchincloss
Executive Assistant

October 15, 1965

General Edward Greenbaum
104 Mercer Street
Princeton, New Jersey

Dear Gen. Greenbaum:

Mr. Henry suggested that these books be distributed to the members of the committee. You will recall that Caryl Haskins mentioned in his recent letter that he felt the year book had served Carnegie Institution of Washington extremely well by requiring members of the Institution to account for their work in writing once a year.

Sincerely yours,

KA/d

Kenneth Auchincloss
Executive Assistant

CONFIDENTIAL

Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY

Princeton, New Jersey

October 19, 1965

MEMORANDUM FOR:

Mr. Barklie McK. Henry
Dr. Julian Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

Attached is a copy of a Memorandum of Conversation held with
Dr. Robert Goheen on Thursday, October 14, 1965.

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encl.

K.A.
Kenneth Auchincloss
Executive Assistant

CONFIDENTIAL

DRAFT

DRAFT

Minutes -- Thursday, October 14th

Committee Attendance: Messrs. Henry, Boyd, Dilworth, Hochschild and Auchincloss

Mr. Henry opened the meeting at about 5:40 p.m.

Dr. Boyd reported on two developments since the last meeting:

Keeney: When he called President Keeney to invite him to the meeting on November 9, Keeney had immediately asked whether he was being invited as someone to give advice or as a potential candidate for the Directorship. Dr. Boyd had replied that he was only authorized to say that Keeney was being asked in order to get his advice. But he could not in honesty conceal the fact that several people to whom the Committee had talked had suggested Keeney as a candidate. Members of the Committee commended this reply as admirable.

New Center for Advanced Studies: The plan for a government-sponsored center for advanced studies in the humanities, to which Dr. Boyd had referred confidentially in an earlier meeting, was now public knowledge. The project had been written into Pres. Johnson's speech at the Smithsonian Centennial.

Progress Report: The Chairman asked Mr. Auchincloss to report on events since the last meeting. Mr. Auchincloss, noting that faculty interviews had been almost completed, mentioned a few of the thoughts that had emerged from this long series of discussions. The idea of bringing scholars in a certain

Draft
Minutes - October 14th

Page 2

field together at the Institute for a year or more seemed to have a good deal of appeal for many members of the faculty. Professors Selberg and Morse had spoken of the usefulness of establishing a small faculty committee, made up of a representative of each discipline, to work closely with the Director or even, for a limited period, to act in place of a Director. Professor Morse had also raised the problem of how the Trustees should break the news of their decision to the faculty: should it be presented as a fait accompli, or should some degree of prior consultation with the faculty take place?

Faculty Committee: Dr. Boyd said he had come to the conclusion that a small faculty advisory panel to work with the Director would be a good thing. Why shouldn't such a group be set up now and be taken into the Committee's confidence, to some extent, in its search for a new Director?

The Chairman recalled that Prof. Morse had spoken strongly against the possibility of Dr. Oppenheimer being asked to stay on for a while as Director if a new man were not found by next spring. On the other hand, Prof. Gilbert had been equally emphatic in contending that interim government by a committee would be bad. Mr. Henry wondered if a compromise couldn't be struck between these two views: Dr. Oppenheimer would be asked to remain, but a faculty committee would be established to work with him.

Mr. Dilworth commented that he had initially opposed the idea of faculty government at the Institute. But he had now come round to the belief that in the present circumstances some degree of self-government is essential, given

Draft
Minutes - October 14th

Page 3

the character of the place and of the people there. He agreed with Dr. Boyd that now is the time to make this change -- he hoped it could be put on the agenda for the December Trustees' Meeting. Whatever new system were established ought, he believed, to be incorporated in the by-laws.

Mr. Auchincloss raised a question of timing. Might it not sour Dr. Oppenheimer's last year with the Institute if the Trustees established a faculty advisory committee to assist him during his last term in office? Wouldn't it be better not to put the advisory committee into effect until after his retirement? Mr. Dilworth felt that an effort should at least be made to convince Dr. Oppenheimer that the advisory committee would be a good thing for the Institute and would be most effective if it were in being during the transition from Dr. Oppenheimer's directorship to the next one. Even if Dr. Oppenheimer didn't agree, Mr. Dilworth thought the Trustees have an obligation to do what they think best for the Institute even at some expense to Dr. Oppenheimer's feelings.

Mr. Henry suggested the following procedure for introducing the faculty committee. The Trustees' Committee, after consulting with Mr. Leidesdorf and Admiral Strauss and if they approved, would ask the Institute faculty to name one (or two) representatives of each field to assist the Committee in its work. Then, at the December Trustees' Meeting, this arrangement would be put before the Board and, it is hoped, legitimized. Part of the proposal would be that the Faculty Committee would, after Dr. Oppenheimer retires, become a permanent body to advise and assist the Director. This could be written into

Draft
Minutes - October 14th

Page 4

the by-laws after the plan was discussed and approved by the Trustees. Thus the Faculty Committee would be established right away but its function, until Dr. Oppenheimer retires, would be to advise the Trustees and in particular the Committee on the Future of the Institute. There was general approval of this suggestion.

Mr. Hochschild suggested that while it is always desirable to keep advisory committees small, the faculty as a whole might trust their committee more, under the present circumstances, if each field had two representatives rather than only one. It was agreed that this was a good point. Mr. Dilworth noted that it would be unfortunate, however, to saddle the new Director with so large a committee for the future. Perhaps the best thing would be to have two men from each field for the present but to make no commitment that this format would continue. One might stipulate that there should be only one representative when the committee takes up its functions as an advisory body for the new Director.

Dr. Boyd added that he believed it would be good to fix a limited term for the representatives on the faculty committee, though with the right of re-election.

Mr. Wilmarth Lewis: Mr. Hochschild reported on a telephone conversation he had recently held with Mr. Lewis. Mr. Lewis felt that the Directorship of the Institute was probably now a fairly unattractive job to outsiders. He believed a member of the faculty should take the position -- "the Institute should clean and dress its own wounds." As for money-raising, he considered that the Trustees' responsibility; the Institute's Director should be above it. It was important, he believed, to maintain the Institute's academic purity. The criteria

for selection of a Director should be quite different than those for a university president.

Mr. Hochschild had asked him whether he had any views on whether the Director should be an American or a European. He was inclined towards an American. He also said that if any of the Institute's rules or procedures were to be changed, now was the time.

Mr. Lewis had said that he would like an opportunity to meet with the Committee. The Committee welcomed this prospect, and of the dates Mr. Lewis had suggested, October 28 was selected as the most convenient. Mr. Hochschild left the meeting to telephone Mr. Lewis, and it was arranged that he would dine with the Committee on October 28 at Mr. Hochschild's house. Mr. Auchincloss would set up appointments for him with members of the faculty whom he wanted to see.

Candidates: Mr. Henry thought it would give the faculty comfort if the Committee were to lay before them its plan to establish a faculty panel. They might also be told that the Committee is agreed that the new Director should be an eminent scholar.

Dr. Boyd concurred. He thought the new Director should also be a member of the faculty. How then, he was asked, could the Trustees resolve the problem of appearing to impose a colleague on the faculty when they select a Director? Ordinarily all new faculty appointments are recommended by the faculty itself. Dr. Boyd said he had come to the conclusion that the new Director should be chosen from among the present faculty. He agreed with Mr. Lewis'

Draft

Minutes - October 14th

Page 6

estimate that the Institute would find it difficult to persuade a man on the outside to take the job. Prof. Meiss seemed to be the most attractive candidate, and perhaps Prof. Clagett would also be a good choice.

Mr. Dilworth thought that even if this proved to be the Committee's decision, it had an obligation to talk to possible outside candidates and to see whether they would consider the position. If the Committee did not look over some of the men who had been recommended, it could be criticized for not considering all possibilities. Dr. Boyd agreed.

Various candidates were mentioned. Mr. Henry noted that Prof. Stuart Hampshire had been suggested, but he had not been in the U. S. for long and was well settled now in Princeton. Also, his selection would violate the rule observed in the Milner case. Mr. Dilworth said he had thought of Prof. Spitzer at Princeton, who might well be drawing to the close of his research career. Dr. Boyd added that Spitzer was well liked by the faculty.

Mr. Henry asked whether recommended prospects such as Franklin Murphy should not be visited, probably by Mr. Auchincloss. It was generally thought that they should, though there seemed little chance of Murphy himself being interested in the job.

The prospective trip, probably by Mr. Hochschild and Mr. Henry, to see Dr. Weisskopf in Geneva was mentioned, and it was proposed that the physicist Dr. Oppenheimer had suggested, van Hove, should be visited on the same trip.

Draft
Minutes - October 15th

Page 7

Finally, appointments were set for interviews with the remainder of the faculty, for a visit to Cambridge on October 22, and for a meeting with Mr. John Palfrey on Sunday, November 21.

The meeting ended at 7:15 p.m.

Kenneth Auchincloss
Executive Assistant

CONFIDENTIAL

Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY

Princeton, New Jersey

October 15, 1965

MEMORANDUM FOR:

Mr. Barklie McK. Henry
Dr. Julian Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

Attached is a copy of each of the following for your records:

Memorandum of Conversation with
Prof. Felix Gilbert, October 13, 1965

Copy of a letter sent to Mr. Dilworth from
Mr. Alfred R. Bellinger

KA/d

Kenneth Auchincloss
Executive Assistant

Trustees' Committee on the Future of the Institute

October 13, 1965

Dr. Victor Weisskopf
Director, CERN
Geneva
Switzerland

Dear Dr. Weisskopf:

As I am sure you already know, Robert Oppenheimer has decided to retire next June as Director of the Institute for Advanced Study, and you can imagine how difficult it will be to replace him. A small committee of the Institute's trustees has been established, not only to recommend a successor to the Directorship but also to consider how the Institute's course should be plotted for the immediate future and whether any changes should be made. I have been made chairman of the group, and let me at the outset excuse myself for intruding with this letter at a time when I am sure you are extremely busy.

Our committee has had a number of talks with people both inside and outside the Institute, and more than one of them has told us how valuable it would be for us to have the benefit of your thoughts and advice. We would be extremely grateful for any opportunity to meet with you. Last week I asked Robert whether he knew how this might be arranged with the least possible inconvenience to you. He reported that so far as he knew you will be in Geneva until February with a very heavy schedule of work, but he said there is always the chance that you may have scheduled a trip back to the United States between now and then. If that should be the case, would it be possible without interfering with your plans to arrange a meeting at a time and place to suit your convenience? It may also be that one or two of our members will be in Europe sometime during the next month or two. Would you be willing to have us call on you in Geneva, and if so, are there any particular dates that would be either especially good or especially bad from your point of view?

I know that requests like this cannot fail to divert your time from your urgent responsibilities, and we shall understand perfectly if a meeting turns out to be impossible. But if you do have the time, we would be honored to be able to talk to you about the Institute at this important point in its history.

Sincerely yours,

BMcKH/d

Barklie McK. Henry

TRUSTEES' COMMITTEE ON THE FUTURE OF THE INSTITUTE

October 13, 1965

Report of the Executive Assistant

I. All Souls

Attached is a paper I have written on All Souls and the Institute -- the differences between them and the lessons that might be drawn for the Institute.

II. Interviews

The Committee will soon have completed its interviews with members of the Institute faculty. I shall arrange similar sessions with certain members of the Princeton faculty, and after that we shall have to deal with the people who have been suggested as consultants but who live out of town. I imagine that visits should be paid to New York, Cambridge, and Washington, and I hope that these can be arranged so that at least one member of the Committee can go. When we have to go further afield, such as to Chicago or the West Coast, perhaps it will be inevitable that I should go alone. Such a trip should probably take place sometime in November.

III. Further Reports

At the Chairman's suggestion, I will do two papers for the Committee in the near future. One will be a round-up of the various views that have been expressed to date, by the faculty, by trustees, and by others who have been consulted. The second, which will, I hope, serve as a target against which Committee members can launch their own views and criticisms, will be my own thoughts and conclusions on the issues that have arisen.

KA/d

Kenneth Auchincloss
Executive Assistant

All Souls and the Institute

The Institute has prompted comparisons with All Souls ever since it was only a dream of Abraham Flexner's. All Souls Fellow A. L. Rowse recalls the time that Flexner himself lived at the College "imbibing its atmosphere." In 1930 Aydelotte suggested to Flexner that the proposed Institute would profit from the All Souls tradition of bringing its former members back from time to time. The next year Oswald Veblen recommended the Oxonian comforts of "free rooms and meals" for the members. Each seemed to grab a bit of the All Souls elephant and propose that it be grafted onto the new enterprise at Princeton.

As things worked out, not many of the suggested grafts were ever performed. It is true that the most obvious distinguishing mark of the two places is the same: neither has undergraduates or (except perhaps occasionally at All Souls) graduates seeking a higher degree. As a consequence of there being no formal instruction, each place releases its members from most of the obligations of teaching and even from the requirement that any project be completed while one is there. One's time is essentially one's own, and one is presumed to have the scholarly maturity to know how to use it best. That is an important similarity, but it is about the only one of any consequence.

The differences between the two seem to be much more important and interesting. In what follows, I have tried to describe a few of the areas of difference that bear upon some of the suggestions that have been made for altering the Institute.

Reputation

On the most obvious and perhaps shallowest level, their reputations, for one thing, are entirely different. In the public eye, the Institute is a magnificent ivory tower in which people like Einstein, like von Neumann, like (for the more sophisticated public) Gödel sit and think far-out thoughts. It is admired, but as a place entirely removed from everyday affairs. All Souls, on the other hand, is, I sense, very much a part of the British Establishment, and its reputation is far from purely academic. Thanks in large measure to the extraordinary assortment of public figures who were Fellows in the 1930s, All Souls is regarded as a meeting ground between intellectuals and men of affairs or, rather, between ideal types who are both, and it is thought to have influence on the life of the nation. This is probably no longer true, but it is probably, to a large extent, still believed. This difference in reputation reflects a genuine difference in purpose. All Souls elects as Fellows a number of young men who have signified that they have no intention of pursuing academic careers. The Institute has only very infrequently elected a man who is not a professional scholar.

Page 2

Fields of Study

All Souls is also distinct from the Institute in that, at least in modern times, it has chosen to confine itself to certain fields of study -- law, politics, history, economics, the areas that we group together as the social sciences. This has of course improved the chances of lively discussion, not only among the various Fellows but also between the scholars there and visiting politicians, journalists, and even clergymen, all of whom are in one way or other concerned with these subjects.

The Institute, on the other hand, has divided its academic pursuits among mathematics, theoretical physics, and historical studies. This dispersion of interest makes the search for avenues of conversation more difficult; in some cases, it may well make it impossible. It also leads to a sense of considerable distance between any guest to the Institute and at least a considerable body of the membership, which would lend a formality to dinners between members and distinguished guests -- a formality whose absence at All Souls dinners, according to Prof. Hampshire and Sir Isaiah Berlin, does much to enliven the conversation.

National Differences

Perhaps it is too speculative to contend that national differences between Britain and America play a major part in the different characters and potentials of All Souls and the Institute, but I can't help believing this to be true. Englishmen have maintained the belief that the educated man should be able to form views on or at least to discuss any issue of importance, and conversely, that an issue cannot really be of much importance unless it is susceptible of opinions on the part of men generally considered to be educated. Americans, on the other hand, pay more respect to the specialist and seem often to sense an intellectual barrier that bars them from discourse as his peer. They tend to refrain from expressing their own views in conversation with someone who is closely familiar with the subject when they are not. I suspect, therefore, that discussions among people, many of whom are beyond the depth of their own specialization, are easier and more stimulating in Britain than in this country.

Undergraduate Background

There is another point about All Souls that may help to explain its cohesion and esprit de corps compared with the Institute. Practically every Fellow of All Souls was once an Oxford undergraduate. This shared experience is undoubtedly a good bond of fellowship. It also means that the people at All Souls, even before they come there, are familiar with Oxford customs

Page 3

and traditions; they discover little that is strange. Members of the Institute, on the other hand, come from all over the world and from a wide variety of backgrounds. In many cases the only thing they share is their work. It is understandable that a number of them should apply themselves almost entirely to scholarship while they are here.

Amenities

Creature comforts at the Institute are probably superior to those at All Souls in every category except architectural distinction (if that counts as a creature comfort) and the dining arrangements. Very likely there is not much difference in the food itself, but All Souls has the advantages of a splendid-looking dining hall and meals that are served rather than cafeteria-style. By what psychic processes these features become transformed into spirited discussions over the dinner table I cannot tell, but they seem to help. Beer and sherry and claret and port doubtless do too.

Length of Appointment

One very apparent difference between the two places concerns their separate types of appointment: All Souls elects Fellows for periods of seven years, while the Institute appoints professors with full tenure until retirement and members with one or two-year terms. The difference, however, turns out to be less striking than it appears, because All Souls too really does have certain people on full tenure. These are, first of all, the so-called Professorial Fellows -- people such as Sir Isaiah Berlin who hold certain chairs at the University -- and secondly many of the Research Fellows who, though technically appointed for seven years at a time, in fact are almost always reappointed when their term comes to an end. In the latter case, of course, there is the advantage of a "trial period" -- if a man does not turn out well in his initial seven-year appointment, the appointment can be allowed to lapse.

But the most significant difference in the tenure system between All Souls and the Institute does not pertain to the senior staff but rather to the junior people who get seven years at All Souls and only one or two at the Institute. It is interesting that both Sir Isaiah and Prof. Hampshire consider the seven-year appointment too long for young, unproven scholars; they favor a two or three-year term, which would bring All Souls even closer to the Institute in this regard.

* * * *

Page 4

Should the Institute draw any lessons from these areas of difference between itself and All Souls? Are there any practices that have contributed to All Souls' success that the Institute could profitably adopt?

Limited Tenure

For example, there is the seven-year appointment. You will recall that Dr. Henry Allen Moe, in his talk with Mr. Henry and Mr. Hochschild, felt that in most cases permanent appointments are a bad thing at a place like the Institute because most scholars, particularly in mathematics and the sciences, tend to lose their creative spark well before the age of retirement. The Institute, he said, suffers from having a number of men on its faculty who are past their prime. Could the All Souls system of appointing a man for a limited period help to repair this problem?

There are two powerful reasons why I do not think so. First, the All Souls seven-year appointment tends to be renewed until retirement age for most Fellows who show that they are serious and competent scholars. These men too tend to stagnate at a certain age, no doubt (though this may be less of a problem in the fields pursued at All Souls), but according to Prof. Hampshire and Sir Isaiah Berlin, once a man has been there for quite a while he is generally not sent away, largely for humanitarian reasons. Prof. Cherniss told us that about the same thing happened when it was a practice at the Institute to have more "long-term members." So, unless the Institute were to apply the seven-year rule in a ruthless and inhumane manner, it would probably not accomplish its purpose of pruning the less vigorous branches from the faculty. If, on the other hand, the Institute were to extend some people's appointments and not others, I suspect that bitterness and internal struggling within the faculty would reach an all-time high.

The other objection is one that has been repeated to the Committee a number of times: outstanding men simply will not come to the Institute without tenure. As Prof. Strömbergren put it, "No man is that sure of himself." It would be highly presumptuous for the Institute to assume that a first-rate scholar would elect to take a seven-year appointment at the Institute in preference to an offer of equal (or higher) salary and full tenure at some outstanding university. And if such offers were not open to him, it is questionable that the Institute would want him. I imagine that the main reason for All Souls' success in getting people on a seven-year basis is that its Fellows are in most cases elected at about the age of 22 when they do not much worry about their future security.

My impression is that the problem of declining creativity on the part of faculty members would be better attacked by trying to make arrangements with universities that would enable Institute professors to spend some time teaching (if they want) or simply to get away from the Institute for a year or so and receive the stimulus of a different academic environment.

Page 5

Non-Academic Life

All Souls has a rather special tradition of good fellowship and lively conversation between its members outside the academic context and usually over the dinner table. For a number of reasons described above -- national characteristics, the members' fields, the special nature of Oxford -- I think it would be very difficult, probably impossible, to establish the same tradition at the Institute without changing the place quite drastically. And there is no particular reason why the Institute should feel that it ought to develop in a fashion similar to All Souls. But there may be some lessons to be learned.

No doubt one of the factors that prompts vigorous talk at All Souls is the youth of many of the Fellows -- not that young people are better talkers than their seniors but they may be more conversationally adventurous and less loath to make fools of themselves cross-questioning the Foreign Minister. Sir Isaiah Berlin and Prof. Hampshire reported that a good deal of the impetus for All Souls discussions comes from the younger Fellows. The Institute has youth in the School of Mathematics but not very much in the School of Historical Studies, and it appears that this imbalance contributes to the social gap between the two. If there were some younger historians around, the non-academic side of the Institute might well become livelier.

One might also consider having more occasions that would draw the faculty and members together for something other than shop talk. At present, as I understand, there are really only two social occasions a year: a cocktail party for the faculty and members, and a dance for them and the entire staff. Both are doubtless very pleasant, but neither a cocktail party nor a dance is a likely forum for interesting discussions. It might be useful to have a number of dinners throughout the year, at which anyone who has been associated with the Institute would be welcome, free of charge. This would include not only the present faculty and members but also former members, faculty who have left or retired, and members of the Board of Trustees. Perhaps outside guests should be invited too, but Sir Isaiah cautioned against too much pomp and circumstance.

Of course it is impossible to prescribe intellectual fellowship or dictate that members should engage in stimulating conversation on set occasions. Such things must happen largely spontaneously, and one can only try to create a promising environment. Flexner himself was very taken by the community of scholars at All Souls, but he approached the question of how best to establish a similar institution with a restraint that still seems wise:

"In course of time, the buildings may be so conceived and executed as to facilitate intercourse of this type. I have in mind the evolution that in the process of centuries has taken place at All Souls College, Oxford, where, as in the

Page 6

proposed Institute, there are no undergraduate students, and where advanced students and the older Fellows live under ideal conditions, whether for their individual work or for collaboration and cooperation. No one planned all this. It grew up because scholars were left free to work out their own salvation. It cannot be imitated or taken over; but it is there, as evidence that the thing can be done, if the pace is not forced and if the hand of the executive . . . touches but lightly the growing organism No 'director' . . . needs to worry for fear that independent or water-tight groups, ignorant of one another, will form or not form. If the spirit of learning animates the Institute -- and without that there is no reason for its existence -- men will talk together and work together, because they live together, have their recreation together, meet on the same humane social level, and have a single goal."

KA/d

Kenneth Auchincloss
Executive Assistant

CONFIDENTIAL

Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY

Princeton, New Jersey

October 12, 1965

MEMORANDUM FOR:

Mr. Barklie McK. Henry
Dr. Julian Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

Attached is a copy of each of the following for your records:

Memorandum of Conversation with
Prof. Atle Selberg, October 9, 1965


Memorandum of Conversation with
Prof. Marston Morse, October 9, 1965

Memorandum of Conversation with
Prof. Kurt Gödel, October 10, 1965

Memorandum re conversation with Lefty Lewis

Memorandum re conversation between Gen. Greenbaum
and Prof. Weil.

KA/d


Kenneth Auchincloss
EXECUTIVE ASSISTANT

CONFIDENTIAL

Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY

Princeton, New Jersey

October 11, 1965

MEMORANDUM FOR:

Mr. Barklie McK. Henry
Dr. Julian Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

Attached is a copy of each of the following for your records:

Memorandum of Conversation with Sir Isaiah Berlin
and Prof. Stuart Hampshire, October 6, 1965

Memorandum of Conversation with Prof. Lars
Hörmander, October 7, 1965

Letter which Mr. Hochschild recently wrote to Dr.
Henry Allen Moe concerning arrangements for a
visit to Peter Medewar in London

A letter which Mr. Henry recently received from Caryl
Haskins of the Carnegie Institution of Washington

A memorandum from Mr. Henry regarding the role of
the University President.

KA/d
encl.

Kenneth Auchincloss
Executive Assistant

TRUSTEES' COMMITTEE ON THE FUTURE OF THE INSTITUTE

MEMORANDUM TO:

October 11, 1965

Dr. Julian Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

I am taking the liberty of sending you the following quotation concerning the role of the University President, which might have some relevance in terms of the role of the Director of the Institute.

"The President of the University is primarily an executive officer; but, being a member of both governing boards and of all the faculties, he has also the influence in their debates to which his more or less perfect intimacy with the University and greater or less personal weight may happen to entitle him. An administrative officer who undertakes to do everything himself will do but little, and that little ill. The President's first duty is that of supervision. He should know what each officer's and servant's work is, and how it is done. But the days are past in which the President could be called on to decide everything from the purchase of a door-mat to the appointment of a professor. The principle of divided and subordinate responsibilities, which rules in government bureaus, in manufactories, and all great companies, which makes a modern army a possibility, must be applied in the University. The President should be able to discern the practical essence of complicated and long-drawn discussions. He must often pick out that promising part of theory which ought to be tested by experiment, and must decide how many of things desirable are also attainable, and what one of many projects is ripest for execution. He must watch and look before -- watch, to seize opportunities to get money, to secure eminent teachers and scholars, and to influence public opinion toward the advancement of learning; and look before, to anticipate the due effect on the University of the fluctuations of public opinion on educational problems; of the progress of the institutions which feed the University; of the changing condition of the professions which the University supplies; of the rise of new professions; of the gradual alteration of social and religious habits in the community. The University must accommodate itself promptly to significant changes in the character of the people for whom it exists. The institutions of higher education in any nation are always a faithful mirror in which are sharply reflected the national history and character. In this mobile nation the action and reaction between the University and society at large are more sensitive and rapid than

Page 2

in stiffer communities. The President, therefore, must not need to see a house built before he can comprehend the plan of it. He can profit by a wide intercourse with all sorts of men, and by every real discussion on education, legislation, and sociology.

"The most important function of the President is that of advising the Corporation concerning appointments, particularly about appointments of young men who have not had time and opportunity to approve themselves to the public. It is in discharging this duty that the President holds the future of the University in his hands. He cannot do it well unless he have insight, unless he be able to recognize, at times beneath some crusts, the real gentleman and the natural teacher. This is the one oppressive responsibility of the President: all other cares are light beside it. To see every day the evil fruit of a bad appointment must be the cruelest of official torments. Fortunately, the good effect of a judicious appointment is also inestimable; and here, as everywhere, good is more penetrating and diffusive than evil.

"It is imperative that the statutes which define the President's duties should be recast, and the customs of the College be somewhat modified, in order that lesser duties may not crowd out the greater. But, however important the functions of the President, it must not be forgotten that he is emphatically a constitutional executive. It is his character and his judgment which are of importance, not his opinions. He is the executive officer of deliberative bodies, in which decisions are reached after discussion, by a majority vote. Those decisions bind him. He cannot force his own opinions upon anybody. A university is the last place in the world for a dictator. Learning is always republican. It has idols, but not masters."

(From the Inaugural Address of Charles William Eliot as President of Harvard College, October 19, 1869.)

Barklie McKee Henry

CONFIDENTIAL

Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY

Princeton, New Jersey

October 5, 1965

MEMORANDUM FOR:

Mr. Barklie McK. Henry
Dr. Julian Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild

Here are a few additional changes in the schedule of faculty interviews:


Thursday, October 7th - The meeting with Professor Hormander will be at 8:30 rather than 5:30.

Wednesday, October 13th - The meeting with Professor Thompson will be at Mr. Dilworth's house instead of Gen. Greenbaum's.

Monday, October 18th - The meeting with Professor Kennan will be at 8:30 rather than 5:30.

One additional note on scheduling: in my memo of September 28th I mistakenly announced the December meeting for Thursday, December 14th. This should have been Thursday, December 9th.

KA/d


Kenneth Auchincloss
Executive Assistant

CONFIDENTIAL

Trustees' Committee on the Future of the Institute

THE INSTITUTE FOR ADVANCED STUDY

Princeton, New Jersey

October 5, 1965

MEMORANDUM FOR:

Mr. Barklie McK. Henry
Dr. Julian Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

Attached is a copy of each of the following for your records:


Memorandum of Conversation with Professor
Andrew Alföldi, September 29, 1965.

Memorandum of Conversation with Professor
Hassler Whitney, October 2, 1965

Memorandum of Conversation with Professor
Arne Beurling, October 2, 1965

Memorandum of Conversation with Professor
Benjamin D. Meritt, October 3, 1965.

KA/d
encl.


Kenneth Auchincloss
Executive Assistant

CONFIDENTIAL

Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY

Princeton, New Jersey

September 29, 1965

MEMORANDUM FOR:

Mr. Barklie McK. Henry
Dr. Julian Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild

Please make the following changes on the schedule of
faculty interviews:

Saturday, October 2nd - The 10:30 meeting will be with
Prof. Whitney in place of Prof. Regge who has not yet arrived.

Thursday, October 7th - The meeting with Prof. Hormander
will be at Mr. Henry's house instead of Dr. Boyd's.

Saturday, October 9 - The sessions with Prof. Selberg and
Prof. Morse will be at 10:30 and 11:30 a.m. instead of 4 and 5 p.m.

Saturday, October 16 - I have scheduled a meeting with Prof.
Regge at 11 a.m. at Dr. Boyd's house.

Thursday, October 21 - I have scheduled a meeting with Prof.
Gilbert at 8:30 p.m. at Mr. Dilworth's house.

KA/d

Kenneth Auchincloss
Executive Assistant

Notes on Discussions with Trustees

Wilmarth S. Lewis - September 20, 1965

Speed is urgent. A man really needs a year to wind up his present work before taking on IAS job. Committee should get to work right away.

This is one good reason for adopting idea of rotating Directorship. Also good way of letting present tensions calm down. Give job first to a broad-minded mathematician. Perhaps alternate schools. IAS has gotten itself into difficulties -- appropriate for Trustees to turn around and ask faculty to take responsibility in curing them. Granted administration is not something professors are interested in, but they should undertake short-term directorship as obligation.

Another reason for this approach is that directorship is not full-time job. If faculty member were director, there would be no problem of how he filled his extra time.

Keeney? Much respected at Brown. Imagine he would want a job with broader scope. Also, he's a bit pompous.

Would greatly value opinions of Marston Morse and Millard Meiss.

Will try to make the dinner with Bronk on December 9th.

CONFIDENTIAL

Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY

Princeton, New Jersey

September 28, 1965

MEMORANDUM FOR:

Mr. Barklie McK. Henry
Dr. Julian Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

The following arrangements have been made for the regular meetings of the Committee in October, November and December.

On Thursday, October 14th, President Goheen will be the Committee's guest at dinner at Mr. Dilworth's house, 141 Hodge Road, Princeton. Dinner will be at 7:30 and the Committee, as usual, will meet beforehand at 5:20 p.m. Could you please send me the enclosed postcard indicating whether you will be able to attend.

On Wednesday, November 10th, President Keeney of Brown University will join the Committee for dinner at Dr. Boyd's house, 120 Broadmead. The Committee will meet at 5:20 that afternoon.

On Thursday, December 14th the Committee will meet in New York City as the guests of Dr. Detlev Bronk of Rockefeller University. Details as to time and place of this meeting will be circulated later.

I shall send out reminders of the November and December meetings about two weeks before they take place.

KA/d
encl.

Kenneth Auchincloss
Executive Assistant

Trustees' Committee on the Future of the Institute

September 28, 1965

**President Barnaby Keeney
Brown University
Providence, Rhode Island**

Dear President Keeney:

At the request of Dr. Julian Boyd, I have enclosed a few documents concerning the Institute -- a general introduction by Dr. Oppenheimer, a list of the permanent faculty, the most recent budget, and the report of a joint faculty-trustee committee that was set up to examine the place about ten years ago.

I'm afraid it is all fairly general; there are in fact very few pieces of prepared material describing the Institute. Perhaps I could try to fill some of the gaps by coming up to Providence to answer your questions after you have had a chance to look at these papers. Not that I am anything like an expert on the place. I am serving as Executive Assistant to the committee of trustees of which Dr. Boyd is a member, and what I know of the Institute has been picked up during two months of discussions with faculty and trustees. I would be delighted to call on you at your convenience before your trip down here on November 10th, so please let me know if you would find such a visit useful. I can be reached by mail at 222 Springdale Road, Princeton, or else call me collect at (609) 924-4968.

I look forward very much to meeting you, whether in November or earlier. I will meet your plane in Newark when you arrive on the 10th and drive you to Dr. Boyd's house. He has given me the details of your flight.

Sincerely yours,

KA/d
encl.

Kenneth Auchincloss
Executive Assistant

bcc: Mr. Henry
bcc: Dr. Boyd

Institute for Advanced Study Permanent Faculty Members

School of Historical Studies

Andrew Alföldi (Professor)
Harold F. Cherniss (Professor)
Marshall Clagett (Professor)
Felix Bilbert (Professor)
George F. Kennan (Professor)
Millard Meiss (Professor)
Benjamin D. Meritt (Professor)
Homer A. Thompson (Professor)
J. Frank Gilliam (Professor)

School of Mathematics **Section I - Mathematics**

Arne Beurling (Professor)
Armand Borel (Professor)
Kurt Gödel (Professor)
Harish-Chandra (Professor)
Lars Hörmander (Professor)
Deane Montgomery (Professor)
Atle Selberg (Professor)
Andre Weil (Professor)
Hassler Whitney (Professor)

School of Mathematics **Section II - Physics**

Freeman J. Dyson (Professor)
Robert Oppenheimer (Professor)
Tullio Regge (Professor)
Bengt G. Strömberg (Professor)
Chen Ning Yang (Professor)

CONFIDENTIAL

Trustees' Committee on the Future of the Institute

THE INSTITUTE FOR ADVANCED STUDY

Princeton, New Jersey

September 24, 1965

MEMORANDUM FOR:

Mr. Barklie McK. Henry
Dr. Julian Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

Attached is a copy of each of the following for your records:

Revised Minutes of Committee Meeting No. 2

Memorandum of Conversation with Professor
Gillam, September 17, 1965

Memorandum of Conversation with Professor (emeritus)
Erwin Panofsky, September 17, 1965

KA/d
encl. 3

Kenneth Auchincloss
Executive Assistant

CONFIDENTIAL

M-2 revised

TRUSTEES' COMMITTEE ON THE FUTURE OF THE INSTITUTE

Meeting No. 2

Thursday, September 9, 1965

Place: Mr. Henry's house, Princeton

Attendance: Messrs. Henry, Boyd, Dilworth, Greenbaum, Hochschild,
and Auchincloss

Mr. Henry opened the meeting at about 5:40 p.m. He reviewed briefly the progress of the Committee to date, which he felt had been substantial. About a quarter of the Institute's faculty had been interviewed, and a considerable number of candidates had been suggested.

The Chairman then turned to several of the most pressing matters of scheduling:

1. Dinner with Detlev Bronk. It had originally been hoped to have Dr. Bronk to the present meeting, but he had been unable to come either to this or to the October meeting. The Chairman suggested that he be invited to the November meeting, which might be held at Rockefeller University in New York. This was agreed, but the date was later postponed to the December meeting (see Keeney, below).

2. Princeton Administration. The Chairman sensed that it would be poor protocol not to talk to the President and Dean of Princeton before consulting other members of the faculty. He suggested that the Committee try to get them for dinner at the October meeting. Prof. Boyd and Mr. Dilworth both stressed the importance of proceeding in this manner, especially in view of the need to preserve good relations between the University and the Institute. Prof. Boyd thought it might be well to meet with Goheen and Brown even before the regular October meeting. It was agreed that Mr. Auchincloss should find out when President Goheen and Dean Brown might be able to come.

3. Barnaby Keeney. Keeney has now been suggested as a candidate in two separate interviews (Moe and Clagett), the Chairman noted. He suggested that perhaps he and Mr. Auchincloss, accompanied by any member of

CONFIDENTIAL

Minutes (revised)
Meeting No. 2

Page 2

the Committee who could go, should pay a visit to Mr. Keeney in Providence. If he seemed a promising candidate, we would try to get him down to Princeton to meet the other members of the Committee.

Prof. Boyd said that Keeney had in fact been the first person who had come to his mind as a candidate. He admired Keeney both as a scholar and as an administrator. He had done a splendid job on the recent Report on the Humanities. Prof. Boyd thought it would be unnecessary to make the scouting visit to Providence; he suggested that Keeney be invited to come to Princeton to meet the Committee whenever possible. Mr. Hochschild recommended that, in view of the fact that Keeney seemed to be a promising candidate, he should be invited to the November meeting and Bronk put off until December. The Chairman agreed, and wondered whether Prof. Boyd would be willing to call Keeney to extend the invitation, since they were acquaintances. Prof. Boyd said that he would be glad to do so.

The Chairman added the thought that Keeney was the sort of man who might be made a consultant to the Committee if he appeared to have some fruitful ideas on the Institute.

The discussion then moved to general reflections on issues and problems that had so far come to light.

Age of Faculty. The Chairman referred to the listing and description of faculty and members that had recently been prepared. The faculty's retirement dates had shown that the Institute's professors were a good deal younger than he had thought. This indicated that any transformations of the place could not be accomplished by waiting for people to retire; they would require instead a sizable chunk of new money.

Name of Committee. Gen. Greenbaum considered that the Committee's name -- the Committee on the Future of the Institute -- was unfortunate. It implied that perhaps the Committee would decide to liquidate the place and therefore might be taken amiss if it were used in correspondence outside the Committee. He suggested that it be changed to something like "Special Committee of the Trustees." The Chairman noted that the name had been selected by Mr. Leidesdorf, and he had not felt competent to change that. He asked what the other members felt. Mr. Hochschild, Prof. Boyd, and Mr. Dilworth all believed that the name seemed appropriate to the Committee's task. It had already been used, too, in Mr. Leidesdorf's letter to the Faculty. The general feeling was that the name should continue to be used.

Minutes (revised)
Meeting No. 2

Page 3

Reputation of the Institute. Mr. Dilworth reported a conversation he had recently had with President Brewster of Yale. Brewster had told of a discussion with a group of academic people in Boston, most of them from MIT, in which the view had been expressed that no first-class man would want the job of Director of the Institute. This tended to confirm Henry Heald's intimation that the Institute is not as pre-eminent as some of its faculty thinks. For instance, some distinguished outsiders believe that the men who come to the place tend to slow down their scholarly production. Prof. Boyd said that he had heard the same sort of criticisms.

The All Souls Idea. Mr. Hochschild thought that the notion of limited-term appointments seemed particularly logical as applied to the mathematicians and physicists. They are the ones whose creative powers, in the typical case, begin to wane after youth. This difference between them and the historians presented a dilemma.

The Chairman recalled that Prof. Clagett's view had been that good scholars wouldn't come to the Institute under limited-term appointments. He also pointed out that Prof. Hampshire and Sir Isaiah Berlin would be good people to consult about All Souls -- the Committee might try to arrange a lunch or dinner with them. Prof. Boyd mentioned Dr. Strayer's advice that the Institute's future depends to a considerable extent on its being "Americanized." Strayer was someone else the Committee should see, and perhaps it would be interesting to have him at the Hampshire-Berlin lunch or dinner. Mr. Auchincloss would try to arrange this.

Urgency. Prof. Boyd felt that the Committee would complicate and prolong its task if it spent too much time on the structure of the Institute rather than seeking a man for the Directorship. There seemed to him to be a good deal of urgency, because the competition from other places for good men would be rising.

Social Sciences. Mr. Dilworth said that he had come to sense more and more strongly that the real problems facing the world and higher education lay in the social sciences. There is no longer any lack of support for mathematics or the natural sciences. Unless the Institute could break new ground in the social sciences, he wondered whether it would continue to have any special *raison d'etre*. Perhaps even the notion of merging the Institute with Princeton University would not be far off beam.

Prof. Boyd stressed that the important thing for the Institute is to do something that the universities cannot or will not do. He mentioned an example that he had been made aware of by his personal experience: the entire American university system is geared for production of the monograph,

Minutes (revised)
Meeting No. 2

Page 4

the work that can be accomplished by one man in a few years. Meanwhile, the longer, bigger jobs -- such as preparation of the Oxford English Dictionary had been -- are left undone. Our scholars are simply no longer trained for such tasks, and nowadays in the field of history the major projects of research have typically been carried out by amateurs.

The Chairman recalled the problem of the long tenure of the present faculty, but he asked whether this might not be taken as a virtue. We have the great resource of the scholars now in the School of Historical Studies who could be made the base on which to build the strength in the social sciences to which Mr. Dilworth had referred.

Mr. Hochschild thought that before the Committee recommended a man for Director, it should have some idea of whether the Trustees as a whole want to emphasize the social sciences at the Institute. He personally felt that such emphasis would be right. He was asked what he meant by the social sciences. Mr. Hochschild's definition was "studies involving human relationships and how they could be improved." Prof. Boyd was asked whether these fields could not be encompassed by the School of Historical Studies. He thought they certainly could.

Prof. Boyd reflected for a moment on some of the differences between the study of history as practiced in the United States and as practiced in Europe. The European historians tend to be philosophically minded, while American historians are more "structural" in their approach. Also, American historians often write with an eye to present problems; they concentrate on themes (e. g., the Negro in America) that are topical today.

The meeting concluded with a brief discussion of scheduling further meetings with Institute faculty. Mr. Auchincloss distributed a list of the faculty members still to be seen, and he asked the members of the Committee when they would be free. Appointments with Prof. Harish-Chandra and Strömberg were arranged for the following Saturday, and Mr. Auchincloss said he would circulate a complete tentative schedule early the next week. He also distributed a list of candidates and consultants who had been recommended to the Committee, and he invited members to let him know of any additional suggestions that they might want to make.

The meeting ended at 7:30 p. m.

KA/d

Kenneth Auchincloss
Executive Assistant

CONFIDENTIAL

Trustees' Committee on the Future of the Institute

THE INSTITUTE FOR ADVANCED STUDY

Princeton, New Jersey

September 22, 1965

MEMORANDUM FOR:

Mr. Barklie McK. Henry
Dr. Julian Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

Attached is a Memorandum of Conversation on a discussion
held recently with Professor Weil.

KA/d
encl.

Kenneth Auchincloss
Executive Assistant

CONFIDENTIAL

Trustees' Committee on the Future of the Institute

THE INSTITUTE FOR ADVANCED STUDY

Princeton, New Jersey

September 17, 1965

MEMORANDUM FOR:

Mr. Barklie McK. Henry
Dr. Julian Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

Attached is a Memorandum of Conversation on a discussion
held recently with Professor Borel.

KA/d
encl.

Kenneth Auchincloss
Executive Assistant

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MORTON G. WHITE

Field: Philosophy

Age: 48. Married.

Degrees: B.S., CCNY, 1936
Ph.D., Columbia, 1942

Current Position: Professor of philosophy, Harvard (since 1953)

Background: Instructor in philosophy at Columbia, 1942-46
Instructor in physics, CCNY, 1943-44

Member, IAS, 1953-54 and 1962-63

Chairman, Harvard Philosophy Dept., 1954-57

Fellow, Center for Advanced Study in
Behavioral Sciences, Palo Alto, 1959-60

Author:

The Origin of Dewey's Instrumentalism

Social Thought in America

The Age of Analysis

Toward Reunion in Philosophy

Religion, Politics, and the Higher Learning

The Intellectual versus the City

Address: 28 Coolidge Hill Rd.
Cambridge 38, Mass.

Suggested by: Prof. Clagett (8/19/65)
Prof. Cherniss (9-9-65)

Trustees' Committee on the Future of the Institute

THE INSTITUTE FOR ADVANCED STUDY

Princeton, New Jersey

September 15, 1965

MEMORANDUM FOR:

Mr. Barklie McK. Henry
Dr. Julian Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

Forgive me for not having alerted you earlier to my address and telephone number in Princeton.

I do most of my work in my apartment, whose address is 222 Springdale Road and whose telephone number is 924-4968.

Occasionally I am in my office at the Institute, whose telephone number is 924-4400, extension 212.

If I cannot be reached at either of these numbers, please call my secretary, Mrs. Donahue, at 924-3716 and she will pass on your message as soon as possible.

I hope that you will feel free to call me or write me at any time.

KA/d

Kenneth Auchincloss
Executive Assistant

PHILIP H. ABELSON

Field: Physical Chemistry. Editor

Age: 52. Married.

Degrees: B.S., Washington State Coll., 1933
Ph.D., California, 1939

Current Position: Director, Geophysic Lab., Carnegie Institution
of Washington (since 1953)

Editor, Science (since 1962)

Co-editor, Journal of Geophysical Research
(since 1959)

Background: Physicist, Naval Research Lab, 1941-45

Carnegie Institution of Washington since 1945

AEC General Advisory Committee (since 1960)

Address: 2801 Upton St. NW
Washington 8, DC

Suggested by: Auchincloss

KENNETH E. BOULDING

Field: Economics

Age: 55. Married. Born England, naturalized
U.S. citizen 1948

Degrees: B.A. (Oxon.) - first class, 1931
M.A. (Oxon.), 1939

Current Position: Professor of economics, Michigan (since 1949)

Background: Taught at Edinburgh, Colgate, Fisk, Iowa State,
McGill

Economist for League of Nations, 1941-42

Author:

Economic Analysis
Economics of Peace
A Reconstruction of Economics
The Organizational Revolution
The Image
Principals of Economic Policy
The Skills of the Economist
Conflict and Defense
Linear Programming and the Theory of the Firm
Disarmament and the Economy

Address: 2670 Bedford Road
Ann Arbor, Mich.

Suggested by: Auchincloss

JEROME S. BRUNER

Field: Psychology. Nature of perception, learning, thinking, as affected by motives, personality.

Age: 50. Married.

Degrees: A.B., Duke, 1937
Ph.D., Harvard, 1941

Current Position: Professor of psychology, Harvard (since 1952)
Director, Center for Cognitive Studies,
Harvard (since 1961)

Background: Asso. Director, Office of Public Opinion
Research, Princeton, 1942-44

At Harvard since 1945

Member, IAS, 1951

Chairman, Curriculum Study Group, NAS,
1959-61

Author:

Mandate from the People

The Process of Education

Opinions and Personality

A Study of Thinking

On Knowing (essays)

Address: 6 Follen St.,
Cambridge, Mass.

Suggested by: Dr. Oppenheimer (9/8/65)

RICHARD HOFSTADTER

Field: American History

Age: 49. Married.

Degrees: B.A., Buffalo, 1937
Ph.D., Columbia, 1942

Current Position: Professor of American History,
Columbia (since 1952)

Background: Taught at Columbia since 1946

Pulitzer Prize, 1956 (for The Age of Reform)

Author:

Social Darwinism in American Thought
The American Political Tradition
The Development and Scope of Higher
Education in the U. S.
The Age of Reform
The Development of Academic Freedom
in the U. S.
The United States
Great Issues in American History
The American Republic
American Higher Education
Anti-Intellectualism in American Life

Address: 25 Claremont Ave.
NYC

Suggested by: Prof. Clagett (8/19/65)

SHERMAN KENT

Field: Government. History.

Age: 62. Married.

Degrees: Ph. B., Yale, 1926
Ph. D., Yale, 1933

Current Position: Asst. Director, CIA (Office of National
Estimates), since 1950

Background: Taught history at Yale, 1928-54
Professor of history, Yale, 1947-54
OSS, 1941-45
Acting Director, Office of Research and
Intelligence, State Dept., 1946

Author:

Electoral Procedure under Louis Philippe
Writing History
Strategic Intelligence for American World Policy

Address: 2824 Chain Bridge Rd., NW
Washington (McLean??)

Suggested by: Harold Linder (9/24/65)

FRANCIS KEPPEL

<u>Field:</u>	Education. Administration.
<u>Age:</u>	49. Married.
<u>Degrees:</u>	A. B., Harvard, 1938
<u>Current Position:</u>	U. S. Commissioner of Education (since 1962)
<u>Background:</u>	Asst. Dean, Harvard, 1939-41 Asst. to Provost, Harvard, 1946-48 Dean, Faculty of Education, Harvard, 1948-62
<u>Address:</u>	55 Brewster St. Cambridge 38, Mass.
<u>Suggested by:</u>	Lloyd Garrison

EDWARD M. PURCELL

<u>Field:</u>	Physics
<u>Age:</u>	53. Married.
<u>Degrees:</u>	B.S., Purdue, 1933 Ph.D., Harvard, 1938
<u>Current Position:</u>	University Professor, Harvard (since 1960)
<u>Background:</u>	Physics Dept., Harvard, since 1938 Senior Fellow, Harvard, since 1949 MIT Radiation Lab, 1941-45 Nobel Prize in Physics, 1952
<u>Address:</u>	5 Wright Street Cambridge 38, Mass.

WALT W. ROSTOW

Field: Government. Economics.

Age: 49. Married.

Degrees: B.A., Yale, 1936
Ph.D., Yale, 1940

Current Position: Counselor and Chairman, Policy Planning
Council, State Dept. (since 1961)

Background: Rhodes Scholar, 1936-38

Instructor of economics, Columbia, 1940-41

OSS, 1942-45

Asst. chief, German-Austrian economic division,
State Dept., 1945-46

Harnsworth Prof. of Amer. History, Oxford,
1946-47

Asst. to Exec. Secy., Economic Commission
for Europe, 1947-49

Pitt. Professor of American History, Cambridge
1949-50

Professor of Economic History, MIT, 1950-60

Walt W. Rostow - page 2

Author:

The American Diplomatic Revolution

Essays on the British Economy of the
19th Century

T The Process of Economic Growth

The Growth & Fluctuation of the British
Economy 1790-1850

The Dynamics of Soviet Society

The Prospects for Communist China

An American Policy in Asia

A Proposal: Key to an Effective Foreign
Policy

The U. S. in the World Arena

The Stages of Economic Growth

Address:

3414 Lowell St. NW
Washington 16

Suggested by:

Prof. Clagett (8/19/65)

ZEPH STEWART

<u>Field:</u>	Classics
<u>Age:</u>	44. Unmarried.
<u>Degrees:</u>	A.B., Yale, 1942 A.M., Harvard (honorary), 1955
<u>Current Position:</u>	Professor of Greek and Latin, Harvard, (since 1962) Master of Lowell House, Harvard (since 1963)
<u>Background:</u>	Junior Fellow, Harvard, 1949-51 Taught Classics at Harvard since 1953
<u>Address:</u>	Master's Office Lowell House Cambridge 38, Mass.
<u>Suggested by:</u>	Leidesdorf meeting

W. WILLARD WIRTZ

<u>Field:</u>	Law. Government.
<u>Age:</u>	54. Married.
<u>Degrees:</u>	A. B., Beloit College, 1933 LL. B., Harvard, 1937
<u>Current Position:</u>	The Secretary of Labor
<u>Background:</u>	Asst. Prof., Northwestern Law School, 1939-42 General Counsel and Public Member, War Labor Board, 1945 Chairman, National Wage Stabilization Board, 1946 Professor of Law, Northwestern, 1946-54 Law practice, 1955-61
<u>Address:</u>	Dept. of Labor Washington
<u>Suggested by:</u>	Lloyd Garrison

Trustees' Committee on the Future of the Institute
THE INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

September 14, 1965

MEMORANDUM FOR:

Mr. Barklie McK. Henry
Dr. Julian Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

Attached is a copy of each of the following for your records:

Minutes of Committee Meeting, Sept. 9, 1965

Memorandum of Conversation with Professor
Harold Cherniss, Sept. 9, 1965

Memorandum of Conversation with Professor
Harish-Chandra, Sept. 11, 1965

Memorandum of Conversation with Professor
Strömbergren, Sept. 11, 1965

KA/d
encl. (4)

Kenneth Auchincloss
Executive Assistant

CONFIDENTIAL

M-2

TRUSTEES' COMMITTEE ON THE FUTURE OF THE INSTITUTE

Meeting No. 2

Thursday, September 9, 1965

Place: Mr. Henry's house, Princeton

Attendance: Messrs. Henry, Boyd, Dilworth, Greenbaum, Hochschild,
and Auchincloss

Mr. Henry opened the meeting at about 5:40 p.m. He reviewed briefly the progress of the Committee to date, which he felt had been substantial. About a quarter of the Institute's faculty had been interviewed, and a considerable number of candidates had been suggested.

The Chairman then turned to several of the most pressing matters of scheduling:

1. Dinner with Detlev Bronk. It had originally been hoped to have Dr. Bronk to the present meeting, but he had been unable to come either to this or to the October meeting. The Chairman suggested that he be invited to the November meeting, which might be held at Rockefeller University in New York. This was agreed, but the date was later postponed to the December meeting (see Keeney, below).

2. Princeton Administration. The Chairman sensed that it would be poor protocol not to talk to the President and Dean of Princeton before consulting other members of the faculty. He suggested that the Committee try to get them for dinner at the October meeting. Prof. Boyd and Mr. Dilworth both stressed the importance of proceeding in this manner, especially in view of the need to preserve good relations between the University and the Institute. Prof. Boyd thought it might be well to meet with Goheen and Brown even before the regular October meeting. It was agreed that Mr. Auchincloss should find out when President Goheen and Dean Brown might be able to come.

3. Barnaby Keeney. Keeney has now been suggested as a candidate in two separate interviews (Moe and Clagett), the Chairman noted. He suggested that perhaps he and Mr. Auchincloss, accompanied by any member of

CONFIDENTIAL

Minutes
Meeting No. 2

Page 2

the Committee who could go, should pay a visit to Mr. Keeney in Providence. If he seemed a promising candidate, we would try to get him down to Princeton to meet the other members of the Committee.

Prof. Boyd said that Keeney had in fact been the first person who had come to his mind as a candidate. He admired Keeney both as a scholar and as an administrator. He had done a splendid job on the recent Report on the Humanities and apparently is slated for the job as head of the National Humanities Foundation if it is established. Prof. Boyd thought it would be unnecessary to make the scouting visit to Providence; he suggested that Keeney be invited to come to Princeton to meet the Committee whenever possible. Mr. Hochschild recommended that, in view of the fact that Keeney seemed to be a promising candidate, he should be invited to the November meeting and Bronk put off until December. The Chairman agreed, and wondered whether Prof. Boyd would be willing to call Keeney to extend the invitation, since they were acquaintances. Prof. Boyd said that he would be glad to do so.

The Chairman added the thought that Keeney was the sort of man who might be made a consultant to the Committee if he appeared to have some fruitful ideas on the Institute.

The discussion then moved to general reflections on issues and problems that had so far come to light.

Age of Faculty. The Chairman referred to the listing and description of faculty and members that had recently been prepared. The faculty's retirement dates had shown that the Institute's professors were a good deal younger than he had thought. This indicated that any transformations of the place could not be accomplished by waiting for people to retire; they would require instead a sizable chunk of new money.

Name of Committee. Gen. Greenbaum considered that the Committee's name -- the Committee on the Future of the Institute -- was unfortunate. It implied that perhaps the Committee would decide to liquidate the place and therefore might be taken amiss if it were used in correspondence outside the Committee. He suggested that it be changed to something like "Special Committee of the Trustees." The Chairman noted that the name had been selected by Mr. Leidesdorf, and he had not felt competent to change it. He asked what the other members felt. Mr. Hochschild, Prof. Boyd, and Mr. Dilworth all believed that the name seemed appropriate to the Committee's task. It had already been used, too, in Mr. Leidesdorf's letter to the Faculty. The general feeling was that the name should continue to be used.

Minutes
Meeting No. 2

Page 3

Reputation of the Institute. Mr. Dilworth reported a conversation he had recently had with President Brewster of Yale. Brewster had told of a discussion with a group of academic people in Boston, most of them from MIT, in which the view had been expressed that no first-class man would want to go to the Institute any longer. This tended to confirm Henry Heald's intimation that the Institute is not as pre-eminent as some of its faculty thinks. For instance, some distinguished outsiders believe that the men who come to the place tend to slow down their scholarly production. Prof. Boyd said that he had heard the same sort of criticisms.

The All Souls Idea. Mr. Hochschild thought that the notion of limited-term appointments seemed particularly logical as applied to the mathematicians and physicists. They are the ones whose creative powers, in the typical case, begin to wane after youth. This difference between them and the historians presented a dilemma.

The Chairman recalled that Prof. Clagett's view had been that good scholars wouldn't come to the Institute under limited-term appointments. He also pointed out that Prof. Hampshire and Sir Isaiah Berlin would be good people to consult about All Souls -- the Committee might try to arrange a lunch or dinner with them. Prof. Boyd mentioned Dr. Strayer's advice that the Institute's future depends to a considerable extent on its being "Americanized." Strayer was someone else the Committee should see, and perhaps it would be interesting to have him at the Hampshire-Berlin lunch or dinner. Mr. Auchincloss would try to arrange this.

Urgency. Prof. Boyd felt that the Committee would complicate and prolong its task if it spent too much time on the structure of the Institute rather than seeking a man for the Directorship. There seemed to him to be a good deal of urgency, because the competition from other places for good men would be rising.

Social Sciences. Mr. Dilworth said that he had come to sense more and more strongly that the real problems facing the world and higher education lay in the social sciences. There is no longer any lack of support for mathematics or the natural sciences. Unless the Institute could break new ground in the social sciences, he wondered whether it would continue to have any special raison d'etre. Perhaps even the notion of liquidating the place would not be far off beam.

Prof. Boyd stressed that the important thing for the Institute is to do something that the universities cannot or will not do. He mentioned an example that he had been made aware of by his personal experience: the entire American university system is geared for production of the monograph,

Minutes
Meeting No. 2

Page 4

the work that can be accomplished by one man in a few years. Meanwhile, the longer, bigger jobs -- such as preparation of the Oxford English Dictionary had been -- are left undone. Our scholars are simply no longer trained for such tasks, and nowadays almost all big jobs of research are performed by amateurs.

The Chairman recalled the problem of the long tenure of the present faculty, but he asked whether this might not be taken as a virtue. We have the great resource of the scholars now in the School of Historical Studies who could be made the base on which to build the strength in the social sciences to which Mr. Dilworth had referred.

Mr. Hochschild thought that before the Committee recommended a man for Director, it should have some idea of whether the Trustees as a whole want to emphasize the social sciences at the Institute. He personally felt that such emphasis would be right. He was asked what he meant by the social sciences. Mr. Hochschild's definition was "studies involving human relationships and how they could be improved." Prof. Boyd was asked whether these fields could not be encompassed by the School of Historical Studies. He thought they certainly could.

Prof. Boyd reflected for a moment on some of the differences between the study of history as practiced in the United States and as practiced in Europe. The European historians tend to be philosophically minded, while American historians are more "structural" in their approach. Also, American historians often write with an eye to present problems; they concentrate on themes (e. g., the Negro in America) that are topical today.

The meeting concluded with a brief discussion of scheduling further meetings with Institute faculty. Mr. Auchincloss distributed a list of the faculty members still to be seen, and he asked the members of the Committee when they would be free. Appointments with Prof. Harish-Chandra and Strömbergren were arranged for the following Saturday, and Mr. Auchincloss said he would circulate a complete tentative schedule early the next week. He also distributed a list of candidates and consultants who had been recommended to the Committee, and he invited members to let him know of any additional suggestions that they might want to make.

The meeting ended at 7:30 p. m.

KA/d

Kenneth Auchincloss
Executive Assistant

Trustees' Committee on the Future of the Institute

THE INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

September 13, 1965

MEMORANDUM FOR:

Mr. Barklie McK. Henry
Dr. Julian Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

Attached are two copies of a tentative schedule of interviews with faculty members. On one copy could you please circle those sessions which you would be able to attend and return the paper to me in the enclosed envelope. The other copy is for your own use.

I will be in touch with you later to give you the final schedule and to let you know where the meetings will be.

Kenneth Auchincloss
Executive Assistant

KA/d
encl.

IAS FACULTY INTERVIEWS

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Sept.					9	10	11 10-H-Chandra 11-Stromgren
	12	13	14	15 8:30 - Borel	16 5:30 - Weil	17 5:30 Whitney	18 11 - Panofsky
	19	20 5:30 - Beurling	21 5:30 - Gillam	22	23	24 8:30 - Merritt	25
Oct.	26	27	28	29 5:30 - Alföldi	30 8:30 Thompson	1	2
	3	4	5 2:30 - Morse	6 8:30 Selberg	7	8 5:30 Hormander	9 11 - Meiss Lunch/Kennan
	10 4:30 Gödel	11 5:30 - Regge	12	13	14	15	16

CONFIDENTIAL

TRUSTEES COMMITTEE ON THE FUTURE OF THE INSTITUTE
THE INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

September 9, 1965

MEMORANDUM FOR:

Mr. Barklie McK. Henry
Dr. Julian Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

There is an error in my Memorandum of Conversation with Professor Clagett dated August 19, 1965. At the bottom of page 2 Cyril Smith is described as a former "member of the Atomic Energy Commission." Professor Smith has, in fact, never been a member of the Commission but was a member of the AEC's General Advisory Committee from 1946-52.

Kenneth Auchincloss
Executive Assistant

KA/d

CONFIDENTIAL

* denotes Candidate. Names in brackets are recommenders of candidates
CANDIDATES AND CONSULTANTS

PRINCETON

Goheen
D. Brown
Strayer
Smyth
Vlastos
Viner
Hampshire
Berlin
J. Wheeler
Milton White
Whitney J. Cates

HARVARD

* Zeph Stewart (SDL meeting)
* Carl Kaysen (Wyzanski)
* Gerald Holton (Auchincloss)
* Harvey Brooks (Galpin, SDL meeting)
* Purcell (Auchincloss)
* Morton White (Clagett)
* Jerome Bruner (Oppenheimer)
Nathan Pusey
Franklin Ford
George Kistiakowsky
Erwin Griswold
Stuart Hughes
John Snyder

UCLA

* Franklin Murphy (Rosenwald)

RICE

* Kenneth Pitzer (Moe)

YALE

Kingman Brewster
Alfred Raymond Bellinger

CAL. TECH

* Murray Gell-Mann (Oppenheimer)
Lee DuBridge

BROWN

* Barnaby Keeney (Moe, Clagett,
(SDL meeting)
Otto Neugebauer

MICHIGAN

* Kenneth Boulding (Auchincloss)

NYU

James Hester

MIT

* Cyril Smith (Clagett)
* Jerome Wiesner (SDL meeting)
* Victor Weisskopf (Oppenheimer)
Julius Adams Stratton
Van Bush

OVERSEAS

* van Hove (Switzerland) (Oppenheimer)
* Peter Medawar (England) (Moe)

JOHNS HOPKINS

Milton Eisenhower

COLUMBIA

* Samuel Hofstadter (Clagett)
Grayson Kirk
I. I. Rabi
T. D. Lee

MINNESOTA

Walter Heller

CORNELL

James A. Perkins

ROCKEFELLER UNIVERSITY

Bronk René Du Bos
Pais Kaç
Uhlenbeck

UNIV. OF CAL.

Clark Kerr

UNIV. OF PENN.

Gaylord Harnwell

PENN STATE

* Eric Walker (Strauss)

WILLIAMS

Phinney Baxter (Pres. emeritus,
living in NYC, office: 58 E. 68th)

NON-ACADEMIC

Washington

- * Keppel, HEW (SDL meeting, Garrison)
- * Seaborg, AEC (SDL meeting)
- * Wirtz, Labor (Garrison)
- * Sherman Kent, CIA (Linder)
- * Rostow, Walt, State (Clagett)
- * John G. Palfrey, AEC (SDL meeting)

Bundy

Rusk

Acheson

Bill Roth, STR

David Bell, AID

John Gardner, HEW

Leonard Carmichael, ex-head of Smithsonian

Elsewhere

- * James Fisk, Bell Labs (Wyzanski)
- Barbara Ward
Judge Wyzanski, Boston
Henry Wriston
James B. Conant

FOUNDATIONS

- * Philip Abelson - Carnegie Institution of Washington (Geophysical Lab),
Editor of Science (Auchincloss)

Henry Heald - ex-Ford Foundation

Caryl Haskins - Carnegie Institution of Washington

George Harrar - Rockefeller Foundation

August Heckscher - 20th Century Fund

MEETINGS WITH FACULTY OF IAS

<u>Professor</u>	<u>Suggested Time</u>	<u>Committee Attendance & Place</u>
Alföldi (returning Sept. 25)		
Beurling (away; date of return unknown)		
Borel (returning Sept. 8; probably any time)	9 p.m., Mon. Sept. 20	
Gilbert (returning end of Sept.)		
Gillam (any day fine; away for few days after Sept. 15)	5:30 p.m. Tues., Sept. 21	
Gödel (weekdays before 1 or after 4; Saturdays any time)	11 a.m., Sat., Sept. 18	
Harish-Chandra	10 a.m., Sat. Sept. 18	
Hörmander (away; date of return unknown)		
Kennan	Lunch, Sat., Sept. 11	
Meiss (end of month slightly better)		
Merritt (returning mid-Sept.)		
Morse		
Panofsky (any time or day except between 2-4 p.m.)	11 a.m., Wed. Sept. 15	
Regge (arriving probably mid-Sept.)		
Selberg (returning mid-Sept.)		
Strömbergren (leaving for 3 wks. in Europe Sept. 13)	11 a.m., Sat. Sept. 11	
Thompson (returning Sept. 23)		
Weil (returning Sept. 8)	4 p.m., Thurs., Sept. 16	
Whitney (returning Sept. 8)	2:30 p.m., Fri., Sept. 17	

CYRIL S. SMITH

Field: Metallurgy

Age: 62. Born England, naturalized U.S. citizen 1940. Married.

Degrees: B.Sc., U. of Birmingham, 1924
Sc.D., MIT, 1926

Current Position: Professor, MIT (since 1961)

Background: Associate division leader in charge of metallurgy, Los Alamos, 1943-46

Professor of metallurgy, Chicago, 1945-61

Member, General Advisory Committee, AEC, 1946-52

Author of books and articles on metallurgy and the history of that science.

Address: 31 Madison St., Cambridge 38, Mass.

Suggested by: Prof. Clagett (8/19/65)

VICTOR F. WEISSKOPF

<u>Field:</u>	Theoretical Physics
<u>Age:</u>	57. Married.
<u>Degrees:</u>	Ph.D., Goettingen, 1931
<u>Current Position:</u>	Professor of Physics, MIT (since 1946)
<u>Background:</u>	1937-43, Manhattan Project, Los Alamos Max Planck medal (Germany), 1956
<u>Address:</u>	36 Arlington St., Cambridge, Mass.
<u>Suggested by:</u>	Dr. Oppenheimer (9/8/65)

Trustees' Committee on the Future of the Institute
THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY

September 9, 1965

Admiral Lewis L. Strauss
1925 K Street, N. W.
Washington 6, D. C.

Dear Admiral Strauss:

I am very grateful to you for spotting the mistake concerning Cyril Smith in my Memorandum of Conversation with Professor Clagett. The enclosed note has been circulated to all the recipients of the memorandum.

It was a great pleasure to meet you in Washington two weeks ago. We are trying to schedule a dinner with Dr. Bronk on the second Thursday of November and I hope you will be able to attend. I will, of course, keep you posted on all developments concerning the work of the Committee.

Sincerely yours,

KA/d
encl.

Kenneth Auchincloss

JOHN GORHAM PALFREY

Field: Lawyer; Administrator

Age: 46. Married.

Degrees: A.B., Harvard, 1940
LL.B., Harvard, 1946

Current Position: Commissioner of AEC (since 1962)

Background: Staff, General Counsel's Office, AEC, 1947-50
Member, IAS, 1950-52
Lecturer, Assoc. Prof., and Prof.
Columbia Law School, 1952-62
Dean, Columbia College, 1958-62

Address: 3016 Cortland Pl, NW
Washington

or AEC

(On Leidesdorf List)

GLENN T. SEABORG

<u>Field:</u>	Chemist; Administrator
<u>Age:</u>	53. Married.
<u>Degrees:</u>	A.B., UCLA, 1934 Ph.D., Berkeley, 1937
<u>Current Position:</u>	Chairman of the AEC (since 1961)
<u>Background:</u>	Professor of Chemistry, U of Cal. 1945-present Director of nuclear chemical research, U of Cal., 1946-58 Associate director of Radiation Lab, U of Cal., 1954-61 Chancellor of Berkeley, 1958-61 Co-discoverer of numerous elements: Americium, Plutonium, Curium, etc. Nobel Prize for Chemistry, 1951 AEC Fermi Award, 1959
<u>Address:</u>	Home: 3825 Harrison St., NW Washington Office: AEC, Washington

On Leidesdorf List

ERIC A. WALKER

<u>Field:</u>	Engineer; University President
<u>Age:</u>	55. Married. Born in England, naturalized U. S. citizen 1937
<u>Degrees:</u>	B. S., Harvard 1932 Sc. D., Harvard, 1935
<u>Current Position:</u>	President, Penn State (since 1956)
<u>Background:</u>	Assoc. Professor of Electrical Engineering Tufts, 1935-38 Head, Electrical Engineering Dept., Tufts, 1938-40 Assoc. Director, Harvard Underwater Sound Lab., 1942-45 Director, Ordnance Research Lab, Penn State, 1945-52 Dean, School of Engineering, Penn State, 1951-56 Chairman, National Science Board, Natl. Science Foundation
<u>Address:</u>	West Campus University Park, Pa.
<u>Suggested by:</u>	Adm. Strauss (8/27/65)

JEROME B. WIESNER

Field: Electrical Engineer; Administrator

Age: 50. Married.

Degrees: B.S., Michigan, 1937
Ph.D., Michigan, 1950

Current Position: Dean of Science, MIT (since 1964)
Professor of Electrical Engineering
Director, MIT Research Lab of Electronics

Background: Staff, Los Alamos Lab, 1945-46

Professor of Electrical Engineering,
MIT, since 1950

Special Assistant to the President
for Science and Technology, then
Director of the Office of Sci. & Tech.,
1961-64

Address: School of Science
MIT

On Leidesdorf List

TRUSTEES' COMMITTEE ON THE FUTURE OF THE INSTITUTE

September 3, 1965

Report of the Executive Assistant

It has occurred to me that it might be helpful if I were to make a practice of preparing a written report to the Committee shortly before each of its monthly meetings. These reports would provide the Committee with a brief resume of the activities of the past month and would also be the vehicle for accounts of any special projects that I may undertake. They might also include suggestions for the next month's program, which could then be discussed and approved or modified at the Committee meeting. In no sense, though, should the reports be considered agendas for the meeting, especially since many parts of them will no doubt look backward over ground already covered.

If the Committee believes that this would be a good plan, I shall circulate each monthly report a few days before the meeting on the second Thursday, so as to give members a chance to look it over before the meeting takes place.

I. Discussions with Trustees

At the suggestion of the Chairman, I have paid a call upon each of the Institute's Trustees who is not a member of the Committee, with the exception of Mr. Lewis who, as this is written, is still away at his summer

Report of the Executive Assistant

-2

home. They were all clearly interested in the Committee's task, and their most general sentiment was confidence that the Committee was a good one for the job. In particular, Mr. Leidesdorf went out of his way to say that although he had certain views on the future of the Institute, he wanted the Committee to come up with its own recommendations without having been influenced by his notions.

One of the issues that arose in each discussion was whether the new Director should be a scholar. The majority thought that he should, principally in order to win the respect of the Faculty. But there were exceptions. Mr. Leidesdorf and Mr. Schur felt that the three qualities of an ideal Director were scholarship, administrative skill, and the ability to raise money. It would be far easier, in their judgment, to find a man who combined the latter two than one who exhibited all three. Mr. Rosenwald suggested that what is needed is someone "to pull the place together" -- an administrator, not necessarily a scholar. And Admiral Strauss expressed the view that though the Director should be a scholar, his scholarly work should not necessarily be of equal distinction with that of the other Faculty members because a great scholar would be wasted on the administrative duties of the Directorship.

A number of the Trustees had heard of the suggestion that the Directorship be rotated among members of the Faculty. No one found this idea appealing; they felt that a strong, long-term Director was needed to guide the place.

Several Trustees made a point similar to one expressed by Dr. Oppenheimer at the dinner in June: that the personality of the Director is one of the most important factors to consider. A man is needed who can get on with the different and difficult sorts on the Faculty and who will bring vigor and friendliness to the place.

The need for the Institute to raise money was another issue that recurred in many of my conversations. Views on this score were quite mixed. Mr. Leidesdorf and Mr. Schur had this very much on their minds and thought it was extremely important. Mr. Shanks and Admiral Strauss also believed that more money would be needed in the years ahead, even if the Institute were not to expand. Mr. Rosenwald, on the other hand, felt emphatically that trying to increase the capital endowment was a very poor policy and that it would be tragic if the Institute selected a Director mainly as a fund-raiser. Mr. Garrison agreed to the extent that he thought if one sought a fund-raiser as such, one would get a second-rate man for the Institute. He added that the Institute as presently constituted would probably find it hard to raise money, since it has no tangible projects to arouse the interest of potential donors.

The question of money-raising was related to the question of whether the Institute should expand into new fields or strengthen some of its present ones. Mr. Leidesdorf suggested that perhaps the time has come to adopt certain new fields at the Institute, particularly in the "social sciences." Mr. Garrison, Mr. Linder, and Mr. Mitchell all felt that the School of Historical Studies deserved strengthening. Admiral Strauss "

considered that the Institute should always be open to new areas of study but he did not feel in a position to say which might be ripe for adoption -- perhaps physical biology or astro-physics. Mr. Rosenwald, however, saw no need for the Institute either to cut back its present schools or to launch new ones, and Mr. Shanks also saw a danger in the Institute's trying to do too much.

II. Other Activities

Interviews have been held with the following members of the Institute faculty: Dr. Oppenheimer, Prof. Dyson, Prof. Yang, Prof. Montgomery, and Prof. Clagett. Each has been reported in a memo of conversation.

Mr. Henry and Mr. Hochschild have had a conversation with Dr. Henry Allen Moe, which has also been reported. Subsequently, Mr. Henry talked informally with Dr. Oppenheimer and discovered that he had recently seen Dr. Lee who left the Institute to go to Columbia after having been Prof. Yang's colleague for many years. Many of Dr. Lee's reflections on the Institute followed the same lines as Dr. Moe's thoughts about the drawbacks of permanent appointments and the advantages of establishing a limited term for Institute professorships. Dr. Oppenheimer too had considerable sympathy for this notion.

III. Limited Term for Professors

The one innovation of constitutional proportions that has so far been suggested is to restrict faculty appointments to a limited period -- five or ten years, or perhaps seven on the model of All Souls at Oxford. As noted above, this thought has emerged from two separate conversations: one with Dr. Moe and one with Dr. Lee. It would certainly appear to be worth pursuing.

I think it is too early for me to try to elaborate on this proposal at any length. There are people whose views would be valuable but whom we have not yet been able to consult. If the Committee agrees that this suggestion deserves exploring, I shall try to write a special report on it before the next monthly meeting.

Briefly, some of the points that occur to me are:

Would this plan provide the type of flexibility that the Institute may need? What would be the gains from the point of view of the Institute? From the point of view of the faculty members themselves? What would be the losses?

If such a system were adopted, should the same period of appointment apply to all faculty members, or should the period be varied according to the man and his work?

Would first-rate scholars be willing to accept appointments of limited duration? Would it be possible to work out arrangements with universities whereby a scholar works at the Institute for a certain number of years, then goes to the faculty of a university as a full professor with tenure?

Should we consider the variant to this idea suggested by Prof. Clagett: that men working on approximately the same subject should be brought together at the Institute for periods of two years or so, on leave from their universities?

Does the system at All Souls contain any features that the Institute might adopt or learn from? Here it would be invaluable to have a discussion with Professor Hampshire of Princeton, who has been a Fellow of All Souls, with Sir Isaiah Berlin, who is now a Fellow and will be at Princeton this autumn, and especially with Sir Llewellyn Woodward if he comes to this country as we hope.

It would also be useful to have a talk with Dr. Lee in this connection, and perhaps with someone who has been associated with the center for work in the social sciences in Palo Alto, which operates on the basis of limited-term appointments. Needless to say, this is a delicate subject to explore, since some members of the Faculty might well react sharply to a rumor that so sweeping a change were being considered by the Trustees.

IV. Grants for Members

When Prof. Clagett met with members of the Committee, he raised the point that the standard grant of \$6,500 paid to Institute members was too low to attract the best people, in view of the salaries which first-rate scholars can now expect. This difficulty was also discussed by Dr. Oppenheimer at the last Trustees' Meeting. The situation is more serious in the School of Historical Studies than in Mathematics or Physics where

government grants enable the School to offer increments to the \$6,500 base.

An additional \$30,000 which has been appropriated for the School of Historical Studies in the coming year is intended partly to enable higher grants to be paid in some instances. Upon the return of Prof. Gilbert, who is Executive Officer for the historians, it will be possible to find out more about this problem -- particularly, whether the increased appropriation is expected to resolve the difficulty.

V. Who is at the Institute

Attached are lists showing:

- (a) the current faculty, with dates of birth, appointment, and retirement;
- (b) the members present during 1964-65, with their age, nationality, academic situation, and (for historians) field of study. It is interesting to note that out of 37 historians, only 6 are younger than 40, and only 9 hold academic positions lower than Associate Professor. Out of 55 mathematicians, in contrast, 45 are younger than 40, and 39 are lower than Associate Professors. Out of 25 physicists, 22 are younger than 40, and 18 are lower than Associate Professors.

VI. Suggestions for Month of September

1. Continue interviews of Institute Faculty. I shall bring to the Thursday meeting a list of the professors still to be covered, with a tentative

schedule of interviews.

2. Begin talks with Princeton faculty and with other people who have been recommended to us, both within the academic world and outside it. Again, I shall come to the meeting with a list of the names I have so far accumulated. One question will be which people should be seen by the full Committee, which by one or more members, and which by the Executive Assistant alone.

3. Special study of limited tenure proposal -- see III above.

4. Study of the members' grants problem by KA -- see IV above.

5. The next meeting is scheduled for Thursday, October 14.

At the Chairman's suggestion, I have been in touch with Dr. Detlev Bronk of Rockefeller University and have invited him to meet with the committee that evening, either in Princeton or in New York. Unfortunately he has to be at a Trustees' Meeting of the University of Pennsylvania that day. I asked him whether any other day that week might be open for him, and he said he would be glad to meet with the Committee on Monday, Tuesday, or Wednesday. Does the Committee wish to switch the meeting to one of those days, or to invite a different guest for Thursday and see Dr. Bronk some other time?

Kenneth Auchincloss

SUGGESTED CONTACTS

Harvard

Pusey
Ford
Zeph Stewart
Carl Kaysen
Gerald Holton
Harvey Brooks
Purcell
Morton White
Kistiakowsky
Griswold
Stuart Hughes
Jerome Bonner
Fred Mortlar (?)

UCLA

Franklin Murphy

Rice

Kenneth Pitzer

Yale

Brewster
Alfred Raymond Bellinger

Cal. Tech.

Murray Gell-Mann
Lee DuBridge

Brown

Barnaby Keeney
Otto Neugebauer

Michigan

Kenneth Boulding

NYU

James Hester

MIT

Julius Adams Stratton
Cyril Smith
Jerome Wiesner
Van Bush

Overseas

van Hove (Switzerland)
Medawar (England)

Johns Hopkins

Milton Eisenhower

Columbia

Grayson Kirk
Rabi (?)
T. D. Lee

Minnesota

Walter Heller

Cornell

James A. Perkins

Rockefeller Institute

Bronk
Pais
Uhlenbeck

Univ. of Cal.

Clark Kerr

Univ. of Penn.

Gaylord Harnwell

Penn State

Eric Walker (Chmn, Natl. Science Bd.)

Williams

Phinney Baxter (Pres. emeritus,
Univ. of New York City)

NON-ACADEMIC

Washington

Bundy
Rusk
Acheson
Keppel (HEW)
Seaborg (AEC)
Wirtz (Labor)
Sherman Kent (CIA)
Bill Roth (STR)
Rostow (State)
David Bell (AID)
John Gardner (HEW)
Leonard Carmichael (ex-head of Smithsonian)

Barbara Ward
James Fisk (Bell Labs)
Judge Wyzanski (Boston)
Henry Wriston
James B. Conant

FOUNDATIONS

Henry Heald - ex-Ford Foundation
Caryl Haskins - Carnegie Institute
Philip Abelson - Carnegie Institute (Geophysical Lab)
George Harrar - Rockefeller Foundation
August Heckscher - 20th Century Fund

Trustees' Committee on the Future of the Institute

THE INSTITUTE FOR ADVANCED STUDY

Princeton, New Jersey

August 27, 1965

MEMORANDUM FOR:

Mr. Barklie McK. Henry
Dr. Julian Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

The Committee will meet as scheduled on Thursday, September 9th, at Mr. Henry's house in Princeton. The meeting will begin at 5:20 p.m. At 7:30 Professor Harold Cherniss has been invited to join the Committee for dinner.

Please let me know if you will be unable to attend.

Kenneth Auchincloss
Executive Assistant

KA/d

Notes on Discussions with Trustees

Strauss - August 25th

Don't make mistakes we made in selecting a new Director in 46-47: we didn't see many people, and we worked largely with a list of people given us by the faculty.

Director should be a scholar, but not necessarily a scholar of the rank of the other IAS professors. Such a man would be wasting his time on administration.

Director should be leader of the faculty, in some sense the personification of the Institute. Should play a large role in selection of new faculty in his own field and some role in selections outside his field.

Main things to look for, besides scholarship and some administrative talent, are personality and vigor. Should be on easy terms with faculty, making the place friendlier. Idea of improving the dining arrangements is good.

Possibility of new fields? Certainly IAS shouldn't be closed book. Physical biology a likely candidate. Also theoretical astronomy. Round out School of History? Yes, but it will never be complete in sense of covering entire range.

Institute will no doubt have to raise some money before long. Salaries must be kept equal to, and perhaps higher than, those paid at top universities.

Strauss - page 2

Age of Director: 40's or 50's best.

Suggestions of those who should be consulted:

1. Harold Dodds, President Goheen
2. Leonard Carmichael (ex-secretary of the Smithsonian)
3. Clark Kerr
4. Grayson Kirk
5. Gaylord Harnwell (President of the University
of Pennsylvania)
6. Francis Keppel
7. Eric Walker (President of Penn State and physicist)

The last two might be candidates for Director as well as
good sources of ideas.

Notes on Discussions with Trustees

Linder - August 24th

Important to have distinguished scholar, and someone good at working with people. Not a full-time job, so a man could continue with his scholarly work.

Director needed (as opposed to rotating Director or no Director), especially for such tasks as making new appointments.

Certain gaps in history field might be filled. Might introduce Economics. Not Government, which doesn't have much of a body of scholarship behind it.

Men in Washington who might be consulted: Rusk, Bundy, Acheson.

Wriston would be a good source on Keeney.

Probably best to have an American. Difficult to assess the intangible factors in a foreigner

Suggestions:

1. Sherman Kent: Age 62. Was Prof. of History at Yale.

Now head of National Board of Estimates, CIA.

2. Klaus Knorr: Head of "Center for International Studies" (?) at Princeton.

3. Someone in one of the government-sponsored corporations: RAND, Systems Development Corp.

4. Kinney Baxter at Harvard good to talk to.

Notes on Discussions with Trustees

Garrison - August 23rd

Should be scholar. Administrative experience preferable.

Personality, ability to deal with difficult people very important.

Math-Physics row suggests it might be better not to appoint a man in either of these fields. History School could stand expansion -- perhaps Director should be historian.

Fund-raising: shouldn't look for a fund-raiser as such, because this is apt to produce a second-rate man. Institute would probably find it difficult to raise money. Nothing tangible to arouse interest of foundations. Perhaps Institute should consider reducing its size in order to be able to pay more money. Or, establish labs -- something tangible that would attract money.

Doubt that rotating Directorship would work, particularly in period of tension.

Much to be said for notion of non-permanent appointments. Would require long-term planning. Disruptive at start.

Suggestions:

1. Conant would be good to talk to.
2. Willard Wirtz. Plans to return to academic work. Good mediator.
3. Perhaps an Englishman. Important to preserve LAS's international flavor. Consult Barbara Ward (contact Mrs. Houston Kenyon, Jr. in NYC).

Garrison - page 2

4. Might find a distinguished scholar in the South who would be interested in moving.
5. Deans at universities.
6. Talk to Wyzanski.
7. Consult Grayson Kirk of Columbia.

Notes on Discussions with Trustees

Mitchell - August 17th

Have the feeling that what the IAS needs is more discipline. Men would tend to be more productive if they were prodded a bit. This should be role of Director. No good to have rotating Directorship or Faculty committee -- no real leadership. Appreciate scholar's need to be left alone to great extent, so "discipline" shouldn't be overdone.

Director should be distinguished scholar -- otherwise he would not have respect of Faculty.

Director should probably be American. Have slightly jingoistic feeling that IAS should be kept as American as possible.

No strong feelings about his age -- but probably shouldn't be over 60.

Some feeling that Director should be in the School of History. Since mathematicians and physicists often struggle against each other, better not to appoint Director in either field. Also, believe History School should be strengthened and enlarged -- gaps filled. Study of American History, for example.

Notes on Discussions with Trustees

Shanks - August 16th

Director should be scholar -- otherwise would fail to win respect of Faculty and would be relegated to purely administrative role. But he should also have some contact with "world of affairs." IAS needs strong director, particularly to handle current antagonisms. Experience with a large organization would be useful. Some scholars, for example, have been heads of major research institutions -- that is the kind of background that would be worthwhile.

Money-raising will be important for IAS in years ahead, even if there is no expansion. Value of endowment cannot be expected to grow as in past, so Director will have to take hand in fund-raising activities.

Have a feeling that IAS itself a bit too "ivory-towerish." Realize that this is what most of the Profs. want, but something might be done to break atmosphere of "unrelieved calm." Perhaps specific projects with some practical application, sponsored by government, foundations, or even industry.

No strong feeling that new fields of study should be launched. Danger of trying to do too much.

Whom should the Committee consult? Milton Eisenhower would be a very good source of suggestions.

Trustees' Committee on the Future of the Institute

August 19, 1965

MEMORANDUM FOR:

**Mr. Barklie McK. Henry
Dr. Julian Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss**

**Attached is a copy of Mr. Henry's minutes of the
first meeting of the Committee on June 3rd.**

**Kenneth Auchincloss
Executive Assistant**

**KA/d
encl.**

CONFIDENTIAL

TRUSTEES' COMMITTEE ON THE FUTURE OF THE INSTITUTE

Meeting No. 1

Thursday, June 3, 1965

Present: Messrs. Boyd, Dilworth, Greenbaum, Henry.

Absent: Mr. Hochschild

The meeting was called to order by Mr. Henry at 5:25 p.m.

Mr. Henry reported on progress to date, and the agenda was taken up in detail.

It was agreed that stated meetings of the Committee would begin on Thursday, September 9th at 5:20 p.m. in the Princeton Inn, and be held thereafter on the second Thursdays of each month at the same time and the same place until the task was finished. Other meetings of the full Committee would be held as necessary.

The Committee agreed that all members should be supplied with the following material:

A catalogue of the population of the Institute, identifying each person having academic tenure or appointment during the spring term of 1965, providing information with respect to such matters as age, academic background, permanent home, University connections, academic discipline, special interests if significant, etc.

The 2-volume history of the Institute. (Only 2 copies are in existence and these will be circulated during the summer.)

The Trustee-Faculty Study dated May 1956.

Copies of the pages from the Life of Abraham Flexner dealing with Institute matters.

The list of names collected at the meeting of a group of Trustees in Mr. Leidesdorf's office on May 11th.

Minutes
Meeting No. 1

Page 2

Mr. Henry reported that Mr. Kenneth Auchincloss, now serving in the Federal Government as Executive Assistant to the Hon. Christian Herter in Washington, had agreed on June 2nd to join the Committee as its Executive Assistant, at a salary of \$1,000 per month. It was agreed with him that his salary should be guaranteed for 6 months beginning August 2, 1965, and that he would continue with the Committee as Executive Assistant for an additional six months if the work required it, at the rate of \$1,000 per month for each month of additional service required. The Institute agreed to provide for him an apartment suitable to serve both as living quarters and as office during the term of his service.

Mr. Henry reported that Mr. Leidesdorf had approved these arrangements.

Dr. Oppenheimer expressed a desire to do everything possible to make Mr. Auchincloss's stay at the Institute comfortable, and to provide him with assistance, and convenience of access to relevant material.

The Committee expressed pleasure at this news, but no vote was taken.

The Committee discussed the problem of interviews and the following working conclusions were tentatively arrived at:

Mr. Leidesdorf would be asked if he would address an individual letter to each member of the Faculty (presumably including retired members) advising him of the existence of the Committee (using its name) and saying that as soon as practicable a member of the Committee would communicate with him in order to make plans for seeking his advice and counsel.

Mr. Henry undertook to ascertain what members of the Faculty would be in residence at various times during the summer, so that the Committee or its delegates might interview some of them before fall.

In the case of the Faculty, it was agreed that all interviews should be conducted with at least two members of the Committee present, unless there were special circumstances making this undesirable or impossible.

Each member of the Committee would feel free to consult informally such persons as he considered might have views valuable to the Committee, and would undertake to forward a précis of each such conversation to the Committee's office.

Minutes
Meeting No. 1

Page 3

Along this line, General Greenbaum's interview with Judge Wyzanski, resulting in a letter to Mr. Leidesdorf, was discussed, and a copy of the letter was provided for each member.

Professor Boyd was asked to talk informally with Professor Strayer in the course of the summer, and agreed to do so.

It was considered desirable to have official interviews, not necessarily by the whole Committee, with the Presidents, and possibly in certain cases with the Deans of the Faculties, of Yale, Princeton and Harvard, among others.

The idea of a meeting with Dr. John W. Gardner and Dr. Henry Heald, possibly with both of them together, in New York City or in Princeton, was approved. Other names mentioned for interviews were Dr. Caryl P. Haskins and Dr. Detlev W. Bronk.

It was agreed that the first guest of the Committee should be Dr. Oppenheimer, and he was invited to dine with the Committee at the Princeton Inn at 6:30 p.m. on Wednesday, June 23rd. He accepted.

As to security, and the confidential nature of its task, the Committee agreed informally on the following understandings:

that the members of the Committee

- may ask freely for suggestions anywhere,
- may take chances during interviews by putting forward ideas about which it desires opinions, provided these are not avowed or disavowed as the Committee's own,
- will never divulge the thinking of the Committee.

The Committee agreed that at the end there should be no written report, unless the situation demanded a one-page statement of conclusions.

The last part of the meeting was devoted to a random discussion of the substance of the task ahead.

The meeting adjourned at 7:00 p.m.

Respectfully submitted,

Barklie McKee Henry
(Acting Secretary)

Notes on Discussions with Trustees

Schur - August 11th

If IAS is to expand, need a money-raiser. Easier to combine
money-raiser and administrator than those two plus scholarship.

Henry Heald.

Notes on Discussions with Trustees

Leidesdorf - August 11th

Importance of admin. side. Institute probably should expand into some new fields. Social sciences. Math and physics not neglected elsewhere in U. S. today.

Trouble with maths dates from Flexner's time. Want to run the place.

Importance of money-raising if place to expand.

Age of new director not too important. In range 40-55.

Impressed with Moe's comments. Seven-year appointment good in some cases. No use for notion of rotating directorship.

Impressed with Heald, Jim Hester of NYU.

Don't want to impose my thoughts on Committee. Told Strauss same. Want to know what younger types think. Pleased in work so far, confident that right choice for Committee. Will meet with Committee if ever asked, but not otherwise.

Notes on Discussions with Trustees

Galpin - August 11th

Puzzled by nature of IAS. What is it now for? New fields: wary
of applied subjects, prefer pure scholarship.

Perhaps would be good to improve dining, drinking facilities.

Oxford example. Develop more personal contacts among faculty.

Notes on Discussions with Trustees

Rosenwald - August 12th

If Director not scholar, need not be full-time. What is needed is someone to pull the place together: administrator, not necessarily scholar.

Franklin Murphy excellent man: intelligent, active, varied interests. Director of Kress Foundation in NYC. Useful for IAS to have foundation world aware of it, not from point of view of fund-raising but because there may occasionally be projects that could best be carried out at Institute and which some foundation would sponsor.

No need for Institute either to cut back present Schools or to create new ones. Politics, economics, not pure sciences by a long shot. Different sort of fields of study. Should perhaps be room for expansion within present Schools, but that depends on calibre of the men available rather than any artificial target for a School's size.

Fund-raising? No! Be prepared use capital if cause worthy enough. Tragic if Institute selected a Director mainly as a fund-raiser.

Age of Dir? About 50 perhaps the ideal. Not over 55.

1965

Journal

- June 23 Dinner with Dr. Oppenheimer at Mr. Hochschild's house, Princeton. Henry, Boyd, Dilworth, Greenbaum, Hochschild and Auchincloss attended. (I-1)
- July 10 Lunch with Dr. Dyson and Dr. Yang at Gen. Greenbaum's house, Princeton. Boyd, Dilworth, Greenbaum and Auchincloss attended. (I-2)
- July 10 Afternoon discussion with Dr. Montgomery following above. Same group. (I-3)
- July 26 Henry and Hochschild meet with Henry Allen Moe in Cooperstown, New York
- August 11 Auchincloss meets with Messrs. Leidesdorf, Schur, and Galpin in NYC.
- August 12 Auchincloss meets with Mr. Rosenwald in Jenkintown, Pa.

HARVEY BROOKS

Field: Applied Physics

Age: 50, Married

Degrees: A.B., Yale, 1937
Ph. D., Harvard, 1940

Current Position: Gordon McKay Professor of Applied Physics,
Harvard (since 1950)

Dean of Engineering and Applied Physics,
Harvard (since 1957)

Trustee of: Woods Hole Oceanographic Instn.
Smith College
Case Institute of Technology

Address: 46 Brewster Street
Cambridge 38, Mass.

Suggested by: Pendleton Herring (transmitted by P. Galpin)

JAMES B. FISK

Field: Research in Physical Sciences; Administration

Age: 55. Married

Degrees: B.S., M.I.T., 1931
Ph.D., M.I.T., 1935

Current Position: President, Bell Telephone Laboratories
(since 1959)

Background: Society of Fellows, Harvard, 1936-38
Assoc. Prof. of Physics, U. of N. Carolina, 1939
Bell Telephone Labs since 1939
Gordon McKay Prof. of Applied Physics,
Harvard, 1947-49
Director, Research Div., AEC, 1947-48

Member, Harvard Bd. of Overseers

Address: Bell Telephone Labs
Murray Hills, N. J.

Suggested by: Judge Wyzanski

MURRAY GELL-MANN

Field: **Theoretical Physics**

Age: **36, Married**

Degrees: **B.S., Yale, 1948**
 Ph.D., M.I.T., 1951

Current Position: **Professor of Physics, California Institute
of Technology, since 1956**

Address: **California Institute of Technology**
 Pasadena, California

Suggested by: **Sidney Mitchell (5/18/65)**
 also mentioned by Dr. Oppenheimer (5/23/65)

CARL KAYSEN

Field: Economics

Age: 45, Married

Degrees: A.B., U. of Pennsylvania, 1940
A.M., Harvard, 1947
Ph.D., Harvard, 1954

Current Position: Professor of Economics, Harvard, since 1957

Background: Junior Fellow, Harvard, 1947-50

Asst. and Assoc. Prof. of Economics,
Harvard, 1950-57

Deputy Special Assistant to the President for
National Security Affairs, 1961-64

Address: Department of Economics
Harvard University
Cambridge 38, Mass.

Suggested by: Judge Wyzanski. Also mentioned by Dr. Oppenheimer

BARNABY C. KEENEY

Field: University administration

Age: 51, Married

Degrees: A.B., U. of North Carolina, 1936
A.M., Harvard, 1937
Ph.D., Harvard, 1939

Current Position: President, Brown University (since 1955)

Background: Tutor and Instructor in History, Harvard, 1939-42
Asst. Professor of History, Brown, 1946-49
Assoc. Prof. of History, Brown, 1949-51
Professor of History, Brown, 1951-

Dean of Graduate School, Brown, 1949-53
Dean of College, 1953-55

Address: 55 Power Street
Providence 6, R.I.

Suggested by: Henry Allen Moe (7/26/65)

PETER BRIAN MEDAWAR

Field: Zoology, Comparative Anatomy;
Director of research institute

Age: 50. Married. British

Degrees: M.A., D.Sc., Oxford

Current Position: Director, National Institute for Medical Research
London (since 1962)

Background: Scholar, Men Fellow, of Magdalen College, Oxford

Prof. of Zoology, Birmingham U., 1947-51

Prof. of Zoology and Comparative Anatomy,
Univ. Coll., London, 1951-62

Awards: Nobel Prize for Medicine, 1960

Address: National Institute for Medical Research
Mill Hill
London N. W. 7

Suggested by: Henry Allen Moe (7/23/65)

FRANKLIN D. MURPHY

Field: Univ. administration

Age: 49, Married

Degrees: A.B., U. of Kansas, 1936
M.D., U. of Pennsylvania, 1941

Current Position: Chancellor, University of California
at Los Angeles (since 1960)

Background: Instructor in Medicine, U. of Kansas 1946-48.
Dean of School of Medicine, U. of Kansas, 1948-51.
Chancellor, U. of Kansas, 1951-60.

Address: 10570 Sunset Blvd.
Los Angeles 25, California

Suggested by: Lessing Rosenwald (6/10/65)

KENNETH S. PITZER

Field: Chemistry, University administration

Age: 51, Married

Degrees: B.S., Cal. Institute of Technology, 1935
Ph.D., U. of Cal., 1937

Current Position: President and Professor of Chemistry,
Rice University (since 1961)

Background: Instructor, Asst. Prof., Assoc. Prof of Chemistry
U. of Cal., 1937-45

Prof. of Chemistry, U. of Cal., 1945-61

Dean, College of Chemistry, U. of Cal., 1951-60

Address: President's House
Rice University
Houston 1, Texas

Suggested by: Henry Allen Moe (7/26/65)

EUGENE P. WIGNER

Field: Theoretical Physics

Age: 62. Married. Born in Hungary.
Naturalized U. S. citizen since 1937.

Degrees: Dr. Engineering, Technische Hochschule, Berlin

Current Position: Jones Professor of Theoretical Physics,
Princeton

Member: General Advisory Committee of AEC
Physics Panel, National Science Foundation

Awards: Enrico Fermi Award (AEC), 1958
Atoms for Peace Award, 1960
Max Planck Medal, 1961
Nobel Prize for Physics, 1963

Address: 8 Ober Road
Princeton, N. J.

Suggested by: Sidney Mitchell (5/18/65)

Trustees' Committee on the Future of the Institute

THE INSTITUTE FOR ADVANCED STUDY

Princeton, New Jersey

August 5, 1965

MEMORANDUM FOR:

Mr. Barklie McK. Henry
Dr. Julian Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild
Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss

Attached is a Memorandum of Conversation
prepared by Mr. Henry on a discussion that he and Mr. Hochschild
held recently with Dr. Henry Allen Moe.

Kenneth Auchincloss
Executive Assistant

KA/d
encl.

Trustees' Committee on the Future of the Institute

August 5, 1965

MEMORANDUM FOR:

**Mr. Samuel D. Leidesdorf
Admiral Lewis L. Strauss**

**Attached are copies of three Memorandums of
Conversation covering recent meetings of the Trustees' Com-
mittee on the Future of the Institute.**

**Kenneth Auchincloss
Executive Assistant**

KA/d

encl. (3)

Chron.

Trustees' Committee on the Future of the Institute

August 4, 1965

MEMORANDUM FOR:

**Mr. Barklie McK. Henry
Dr. Julian Boyd
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild**

Perhaps you already have a copy of the Report of the
Joint Faculty - Trustee Study Committee of May, 1956. In case
you have not, I have attached a copy for your use in connection
with the Committee's work.

**Kenneth Auchincloss
Executive Assistant**

**KA/d
encl.**

ADVANCED COMMITTEE ON THE FUTURE OF THE INSTITUTE

July 21, 1965

MEMORANDUM FOR:

Mr. Barklie M. Henry
Dr. Julian Boyd ✓
Mr. J. Richardson Dilworth
Gen. Edward S. Greenbaum
Mr. Harold K. Hochschild

Attached are a number of documents relating to the
work of the Committee:

1. A copy of A HISTORY OF THE INSTITUTE FOR
ADVANCED STUDY, 1930-1950, in two volumes.
2. A memo of conversation on the dinner with
Dr. Oppenheimer, June 23, 1965.
3. A memo of conversation of the discussion
with Dr. Dyson and Dr. Yang, July 10, 1965.
4. A memo of conversation on the discussion
with Dr. Montgomery, July 10, 1965.

Please regard the memos of conversation as first
drafts and let me know of any corrections, additions, or
deletions that you may wish to make.

K Auchincloss

Kenneth Auchincloss
Executive Assistant