

Search Committee 1975 - 1976

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

February 20, 1976

MEMORANDUM

TO: Members of the Search Committee

FROM: Barbara Gale

Enclosed is the fourth list of applicants for the directorship received as of February 20, 1976, as well as two nominations made by Professor Deane Montgomery. If you have any questions on any of this, please let me know.

Messrs. Forrestal, Drell, Roth, Straus
Mrs. Gray

cc: Professors Adler and Gilliam

Applicants for Directorship, Institute for Advanced Study (As of 1/14/76)

Berardi, Louis A. (45) Ph.D., New York University School of Education
Presently Assistant Professor, Department of Secondary and Continuing
Education, The City College of New York School of Education. Previously
taught elementary and secondary classes.

Boneau, C. Alan (50) Ph.D. Duke University; Present position: Director,
Programs and Planning, American Psychological Association. Prior to
joining the American Psychological Association in 1966, he was an
assistant and associate professor at Duke.

Chessick, Richard D. (45) M.D., Professor of Psychiatry, Northwestern
University and in private practice of psychotherapy in Evanston, Illinois.

Cole, Charles C., Jr. (54) Ph.D., Columbia University; From 1970-75,
President, Wilson College, Chambersburg, Pennsylvania. His background
is in academic administration and teaching, having been a professor of
History, Provost and Dean of the Faculty, Lafayette College.

Coleman, Howard S. (58) Ph.D., Pennsylvania State University. Director
of Howard S. Coleman and Associates, an engineering management firm located
in El Paso, Texas.

Drought, James (44), publisher, author; President, Moon Light Movies, Inc.
since 1967. (His publishing house is engaged mainly in publishing his own books.)

Ficarra, Bernard J., M.D., Georgetown University. Consultant in Surgery and
Legal Medicine, engaged in private practice in Greenvale, New York.

George, A. J. M.D., Christian Medical College, India. Engaged in the practice
of internal medicine. Served at various hospitals in the United States
and India.

Giardini, Louis (35) B. A., Middlebury College, former French and Spanish
teacher at the secondary level.

Grin, S. Spencer (47) JD, Brooklyn Law School, Ph.D., Union Graduate
School of Antioch College. Presently Vice-Chairman, The Saturday Review
since 1972. Engaged in the practice of law from 1953-70.

Gundersheimer, Werner L. - See attached resume.

Henisch, Heinz K. (53) Ph.D. University of Reading, England. Concurrent
appointment at the Pennsylvania State University as Professor of Physics
and Professor of the History of Photography.

Karp, Abraham, Instructor of Occupational Education for the New York City
High School System.

May, Michael M. - See attached resume

McFeely, James F., presently employed as an Administrative Educational Consultant, St. Vincent's Hall, Inc., Brooklyn, New York. Prior to that, he was a high school teacher of Latin, Spanish and English in Oyster Bay, New York.

Millholland, Donald W. (43) Ph.D., Duke University. Associate Professor of Philosophy, Guilford College, Greensboro, North Carolina since 1965. Currently a Visiting Scholar at Columbia University.

Natunewicz, Chester F. (43) Ph.D., Yale University. Has taught Classics at the University level since 1959 and is presently Professor and Chairman, Department of Classics, Goucher College.

Pan, Stephen C. Y. (60) Ph.D., Catholic University. Presently Director of the East Asian Research Institute, New York City, he has taught political science at the college and community college level.

Rosenberg, Jerry M. (40) Ph.D., New York University. He has taught at the university level, most recently as a Professor of Management at Polytechnic Institute of New York.

Smith, Josephine F. (37), High School teacher of Geography and Typing, Medford, New Jersey.

Weintraub, Stanley(43), Ph.D., Pennsylvania State University; Director, Institute for the Arts & Humanistic Studies, The Pennsylvania State University. Has taught English at Penn State since 1956.

Applicants for Directorship, Institute for Advanced Study
(2/7/76-2/20/76)

Albright, Kathryn (23) Undergraduate student at the University of Virginia.

Baratz, Stephen S. (40) Ph.D. Kansas University. Dr. Baratz is presently a staff member of the Commission on Federal Paperwork in Washington, D.C. From 1969 to 1974, he held various staff positions with the National Academy of Sciences. Prior to that, he was an assistant professor of psychology at Howard University.

Burns, Gerald P.- Dr. Burns is presently president of Our Lady of the Lake University of San Antonio. Prior to this, he was a vice president at Johns Hopkins. He was recommended by Donald G. Colley, Director of Research, Council for Community Services, Inc. Providence, Rhode Island.

Gingerich, Owen J.(45) Ph.D.(Astronomy) Harvard University. Dr. Gingerich is presently a professor of astronomy and the history of science at Harvard and an astro-physicist at the Smithsonian's Astrophysical Observatory. (see attached). Dr. Gingerich was recommended by Dr. Wilton S. Dillon of the Smithsonian Institution.

Pervin, William J. (45) Ph.D., University of Pittsburgh. Dr. Pervin is currently the Director of the Regional Computer Center and a Professor of Mathematical Sciences at the University of Texas. Prior to this, he held a similar position at Drexel University and has taught mathematics at several universities including Penn State and Wisconsin.

GINGERICH, OWEN (JAY), b. Washington, Iowa, Mar. 24, 30; m. 54; c. 3.
ASTRONOMY. B.A. Goshen Col. 51; M.A. Harvard. 53. Ph.D.(astron). 62.
Dir, observ, American Univ. Beirut, 55-58, instr. astron. univ. 55-57, asst.
prof, 57-58; lectr. astron. Wellesley Col. 58-59; **ASTROPHYSICIST**, SMITH-
SONIAN ASTROPHYS. OBSERV. 61-; assoc. prof. **ASTRON. & HIST. SCI.**
HARVARD, 68-69, **PROF**, 69-, lectr. 60-69. Joint organizer. Harvard-
Smithsonian Steller Atmosphere Confs. 64, 65, 68; astron. consult. Proj.
Physics, Harvard, 64-69; dir, cent. telegram bur, Int. Astron. Union. 65-
68, assoc. dir, Cent. Bur. Astron. Telegrams, 68-, pres. comm. on hist. of
astron. 71-; mem. Copernicus Comt. & Kepler Comt. Int. Union Hist. &
Philos. Sci; Sigma Xi nat. lectr. 71; George Darwin lectr. Royal Astron.
Soc, 71. **AAAS**; Hist. Sci. Soc; Am. Astron. Soc; Am. Assn. Variable Star
Observers; Royal Astron. Soc; Int. Astron. Union. Model stellar atmo-
spheres; history of astronomy; applications of computers to history of as-
tronomy. Address: Smithsonian Astrophysical Observatory, Cambridge,
MA 02138.

Applicants for Directorship, Institute for Advanced Study (1/15-1/22/76)

Bernhardt, Harry L. (24) M.P.A., New York University (1975). Taxi-cab driver in Rockville Centre, New York.

Birnbaum, Norman (49) Ph.D. Harvard University. Currently a member of the School of Social Science of the Institute, Dr. Birnbaum is a professor of Sociology at Amherst College.

Bishop, Thomas (46) Ph.D, University of California, Berkeley. Dr. Bishop is chairman of the Department of French and Italian at New York University where he has taught since 1956.

Bitensky, Reuben (60) Ph.D. Syracuse University School of Social Work. Past administrative experience in a number of social welfare organizations; Dr. Bitensky is presently a professor and Associate Dean of the Syracuse University School of Social Work.

Burrows, Reynold L. (54) Ph.D. Princeton University. Dr. Burrows has taught at numerous colleges and universities here and abroad and is presently an associate professor of Greek and Latin at Sweet Briar College where he has taught since 1962.

Cohen, George Ph.D., Columbia University. Presently Director for Academic Development to Dean, Touro College, New York City. He has also served as Vice President for Academic Affairs at Sangamon State University. Prior to that, he taught philosophy for 20 years at Columbia and Long Island University.

Deane, Herbert A. Ph.D. Columbia University. Currently the Lieber Professor of Political Philosophy at Columbia, Dr. Deane has served as Department Chairman, Vice Dean and Acting Dean of the Graduate Faculties and Vice Provost of Columbia. He was recommended by George K. Fraenkel, Dean of the Graduate School of Arts and Sciences at Columbia.

Horton, Melvin E. Ph.D. University of Washington. He is presently employed by the Maryland Department of Economic and Community Development as Chief of the Office of Statistical Information Services and has taught economics in various colleges and universities.

London, Herbert I. (36) Ph.D., New York University. He is presently a Professor of Social Studies at New York University and a consultant to the Hudson Institute on poverty matters and national values.

Peone, Joseph, Jr. (39) Ph.D. Clarkson College of Technology. Dr. Peone is a professor of chemistry and since 1974 has served as Dean of Science & Engineering Technology at Broome Community College.

Peyer, Jean B. (29) Ph.D. CUNY (1974) Dr. Peyer is presently an assistant professor at SUNY, Stony Brook.

Porter, Jack N. Ph.D. Northwestern University. Presently a lecturer in the Department of Behavioral Sciences, Pine Manor College in Massachusetts, he has also lectured at Boston College.

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Vecchio, Alfred E. Ph.D., New York University. Dr. Vecchio has served as an associate professor of History and Director of the Marymount College Renaissance Studies Center in Italy.

Weiss, John (48) Ph.D. Columbia University. Dr. Weiss is a professor of History at Herbert H. Lehman College, CUNY and has also taught at Wayne State University and Brandeis University.

Winston, Robert T. (37) Ed.D., Rutgers University. Presently director, Watchung Diagnostics, Child Advancement Center, and Police Testing & Training Center, Watchung, New Jersey. He has served as a psychologist in the New York public schools and in New York City Head Start Programs.

Young, William C. (47) Ph.D. University of Kansas. Presently a Visiting Professor and Director of Graduate Studies in Theatre, University of Nebraska at Omaha, Dr. Young has been engaged in independent research on American Theatre History since 1971.

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

January 23, 1976

MEMORANDUM

TO: Members of the Search Committee

FROM: Barbara Gale

Enclosed is the second list of applicants for the directorship received as of January 22. Please let me know if there are any candidates on whom you would like more information.

Messrs. Forrestal, Drell, Roth, Straus

cc: Professors Adler and Gilliam

January 16, 1976

Mr. Donald G. Brennan
Hudson Institute
Croton-on-Hudson
New York 10520

Dear Mr. Brennan:

Thank you for your very thoughtful letter suggesting Dr. Michael May for the Institute for Advanced Study. I am taking the liberty of passing your letter as well as Dr. May's c.v. on to the other members of my Committee.

Sincerely yours,

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

January 14, 1976

MEMORANDUM

TO: Members of the Search Committee

FROM: Barbara Gale

Here is the list of people from whom we have received applications so far. If you want any more detailed information on any of the candidates, please let me know. In Dr. Kaysen's judgement, the only people who deserve consideration in this group are Werner L. Gundersheimer and Michael M. May, whose curriculum vita are attached. Also enclosed is a copy of the form letter with which all inquiries were answered.

Messrs. Forrestal, Drell, Roth, Straus

Mesdame Gray



Hudson Institute

C R O T O N · O N · H U D S O N , N E W Y O R K 1 0 5 2 0

914-762-0700

TELEX 137343

January 7, 1976

*DAS Add to
Search our files*

Mr. Michael V. Forrestal
Chairman, Search Committee
415 Fuld Hall
Institute for Advanced Study
Princeton, New Jersey 08540

Dear Mr. Forrestal:

I should like to urge that you consider, as a possible successor to Carl Kaysen, Dr. Michael M. May. I telephoned Carl (whom I know quite well) with this suggestion, and he suggested that I write to you about it.

A curriculum vitae on Dr. May is attached. (This was compiled in my office, and could have minor inaccuracies.) I should like to supplement the CV with some less structured remarks here.

By professional background, Dr. May is a physicist, who spent most of his working career on the development of nuclear weapons. This phase of his career essentially culminated in a six-year period (1965-1971) when he was Director of the Lawrence Livermore Laboratory of the University of California. As you may know, this is one of the two major American nuclear-weapon laboratories. In 1971-72, having decided to leave the Directorship of LLL, he was a visiting professor at Princeton University, primarily attached to the physics department, but he also worked at the Woodrow Wilson School on matters of arms control and other national security policy issues. He returned to Livermore as Associate Director at Large in 1972, and in 1974 he was asked to succeed Paul Nitze as the Delegate of the Secretary of Defense on the Strategic Arms Limitation Talks in Geneva, an activity in which he is still engaged.

Mike--as he is widely known--has a genuinely splendid mind, a description that, as Carl can tell you, I do not employ lightly. He also has an equally splendid personality. He is naturally engaging, forthright without ever being aggressive, a highly cultured and genuinely civilized man. I expect that he must be well known to Freeman Dyson of your institute, and if so, Freeman could undoubtedly support this description. A native of France, Dr. May is a naturalized American citizen; he has a very slight French accent.

His administrative experience is, of course, embodied in his term as Director of LLL, a laboratory with 5,000-odd scientists, engineers, technicians, and support personnel. He is held in extremely high regard by his former colleagues.

Mr. Michael V. Forrestal

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January 7, 1976

During the academic year when Mike was at Princeton, Herman Kahn and I tried to recruit him as President of Hudson Institute. We were in need of someone to fill that position and, after considerable search activity by members of our Board of Trustees and others, it appeared to us that Mike was the best candidate we might find. Mike came close to accepting the position, but finally decided he wanted to return to Livermore to do some more physics. He said at that time that he might well be interested in accepting the position two or three years later. Our administrative arrangements at Hudson Institute seem now to be reasonably settled, but Mike's reactions to our earlier offer lead me to think that he might now be willing to consider accepting the Directorship of your Institute.

It may be useful to mention that, at about the same time as the Hudson offer, officials of the RAND Corporation in Santa Monica explored with him the possibility of his accepting the presidency of RAND. Dr. Henry Rowen, then the president of RAND but who intended to leave, tells me that the idea of having Mike as their president generated considerable enthusiasm there. However, Mike did not wish to accept the position.

Because of the classified nature of much of his professional work, he is of course not as well known in the scientific community at large as would be the case had he pursued a different kind of career. I should argue that this does not diminish his prospective usefulness for your Institute. It does have the effect that you may have to look harder to find other people who know him and can comment on him to you. He is of course well known to Edward Teller, Harold Brown, and other senior present and former members of the nuclear-weapon community.

Dr. May does not know that I have suggested his name for this purpose. I have no objection if he should come to know of my role in it. Please let me know if I can provide any further assistance.

Sincerely yours,

DG Brennan

Donald G. Brennan
Director of National Security Studies

DGB:mlm

Encl.: Curriculum vitae, Michael M. May

Copy to: Dr. Carl Kaysen

MAY, MICHAEL MELVILLE

January 1976

Associate Director at Large, University of California, Lawrence Livermore Laboratory,
Livermore, California
Delegate of the Secretary of Defense to the Strategic Arms Limitation Talks, Geneva

Birth Marseille, France, December 23, 1925; naturalized U.S. citizen, 1944

Family: Wife: married in 1952 to Mary Elizabeth Cottrell in Grayland, Washington
Children: Richard, Margaret, Barbara, and John

Addresses: Residence: 728 E. Angela St., Pleasanton, California 94566
Basic office (not in use at time of compiling this information):
University of California
Lawrence Livermore Laboratory
P.O. Box 808
Livermore, California 94550

When SALT in session:
U.S. SALT Delegation
80 Rue de Lausanne
1202 Geneva, Switzerland

When SALT not in session:
Office of the Secretary of Defense
SALT Support Office
Room 3E 121, The Pentagon
Washington, D.C. 20301

Education: Whitman College, Walla Walla, Washington, 1941-1944, B.A.
 (physics-math)
University of Washington, Seattle, Washington, 1946-1947
University of California, Berkeley, California, 1947-1952, Ph.D.
 (physics)

Positions: Teaching and Research Assistant, University of California, 1950-1952
University of California, Lawrence Livermore Laboratory, Livermore,
California, 1952-1957

1952-1954 Staff Member
1954-1957 Group Leader
1957 Alternate Division Leader, Theoretical Physics

Vice President, E.H. Plesset Associates, Inc., Los Angeles,
California, 1957-1960
University of California, Lawrence Livermore Laboratory, Livermore,
California, 1960-present

1960- Staff Member
1961-1962 Division Leader, B-Division
1962-1964 Associate Director for Nuclear Design
1964-1965 Staff Member, Theoretical Division (Part-time)

...

MAY, Michael Melville

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Positions: 1965-1971 Director
(Cont.) 1972- Associate Director at Large (on leave since 1974)

Lecturer, Department of Applied Science, University of California,
Davis at Livermore, California (Part-time), 1963-1965; 1971-

Visiting Physicist, Princeton University, Princeton, New Jersey,
1971-1972

Delegate of the Secretary of Defense to the Strategic Arms Limitation
Talks, Geneva, Switzerland, 1974-

Research: High energy radiation and cosmic rays. Nuclear weapons design.
Radiation transfer theory. Weapons effects, particularly at high
altitudes. General relativity. Astrophysics.

Memberships: American Physical Society, Society of Sigma Xi, American Association
for the Advancement of Science, American Astronomical Society
Member of Various Ballistic Missile Joint Working Groups, 1955-1957
Member of Ad Hoc Committee on Base Hardening, Air Force Scientific
Advisory Board, 1956-1957
Consultant, The Rand Corporation, 1957-1963
Consultant, Air Force SAB, 1961-1962
Member of BSD Ad Hoc Group on Nuclear Radiation, Air Force, 1963
Member of DSB Strategic Task Force, 1970-
Member of Defense Science Board, 1971-

Awards: 1970 Ernest O. Lawrence Memorial Award (AEC)

cc. Mr. Forrestal

January 8, 1976

Dr. Louis A. Berardi
285 Grant Avenue
Cliffside Park, New Jersey 07010

Dear Dr. Berardi:

Mr. Forrestal has asked me to thank you for your letter of January 4th, and the attached materials which he will bring to the attention of his colleagues on the Committee. As I am sure you will understand, the deliberations of the Committee will take some time and Mr. Forrestal will be in further touch with you should he wish more information.

Sincerely yours,

Barbara Gale
Executive Assistant to the Committee

UNIVERSITY of PENNSYLVANIA

PHILADELPHIA 19174

The Law School
3400 Chestnut Street 14

January 9, 1976

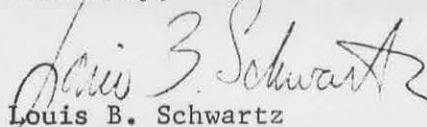
Mr. Michael V. Forrestal
Chairman
Search Committee
Institute for Advanced Study
415 Fuld Hall
Princeton, New Jersey 08540

Dear Mr. Forrestal,

I am responding to the advertisement by the Trustees for nominations for the Directorship. I propose to you Dr. Werner L. Gundersheimer, Professor of History at the University of Pennsylvania. Accompanying this letter are copies of his vita and an editorial that appeared in Penn's student newspaper five years ago when the University was seeking a Provost.

In taking this initiative, I am moved by my respect for the Institute and my admiration, based on long acquaintance, for Dr. Gundersheimer. Some aspects of his career that seem to mark him especially for responsibilities such as the Directorship are the following: his eminence and scholarly productivity in his own field; the breadth of his cultural interests; the extensive international experience; the numerous occasions on which he has functioned in a setting where humanities and the "hard" sciences are brought together (Junior Fellow at Harvard, chairman of the Committee of Instruction at our College of Arts and Sciences, etc.); his administrative experience within and without academe; his agreeable, level-headed address to controversies; and his strong sense of social responsibility.

Sincerely,



Louis B. Schwartz
Benjamin Franklin Professor of Law

LBS:hm

Enclosures

CURRICULUM VITAE

Werner L. Gundersheimer

Education:

B.A., Amherst College, 1959
M.A., Harvard University, 1960
Ph.D., Harvard University, 1963

Major Field:

Europe, 1300-1600; especially Italian and French Intellectual History

Present Position:

Professor of History, University of Pennsylvania

Publications: Books

Ferrara: The Style of a Renaissance Despotism, (Princeton University Press, 1973).
Art and Life at the Court of Ercole I d'Este: The 'De Triumphis religionis' of Giovanni Sabadino degli Arienti (Geneva, Droz, 1972).
Les simulachres et historiees faces de la mort, (Dover Books, 1972), a new facsimile of the first edition of Holbein's Dance of Death woodcuts, with an historical introduction.
French Humanism, 1470-1600 (New York [Harper and Row], 1970 and London [Macmillan], 1969, ed. with an introduction.
The Italian Renaissance (Prentice-Hall, 1965); an anthology of source readings, with an introduction and prefaces to the selections.
The Life and Works of Louis Le Roy (Geneva [Droz], 1966; Travaux d'Humanisme et Renaissance, vol. 82).

Articles

"Louis Le Roy's Humanistic Optimism," Journal of the History of Ideas XXIII: 3 (July, Sept., 1962), 324-339.
"Eramus, Humanism and the Christian Cabala," Journal of The Warburg and Courtauld Institutes, XXVI, (1963), 38-52.
"A Reinterpretation of Ferrara in the Renaissance," Bibliothèque d'Humanisme et Renaissance (1968).
"Anne de Montmorency and Polybius' History," Studi Francesi (1971).

"The crisis of the Late French Renaissance," in Renaissance Studies in Honor of Hans Baron (Florence and Chicago, 1971).
"Crime and Punishment in Ferrara, 1440-1500," in Violence and Civil Disorder in Italian Cities, 1200-1500, ed. L. Martines, (University of California Press, 1972).

Reviews

in Renaissance Quarterly, Bibliothèque d'Humanisme et Renaissance, The Reporter, Mosaic, Journal of Economic History, The Social Studies, Archive of Reformation History, The American Scholar, Canadian Historical Review, etc.

Forthcoming publications

"The Patronage of Ercole I d'Este," Journal of Medieval & Renaissance Studies, 1976.

Further work on Ferrara and on Florence in the Fifteenth century.

The first edition of the Astoria Journal of Duncan McDougall, (1811-14)

Past Teaching Positions:

Visiting Assistant Professor of History, The University of Wisconsin, 1963-64.

Visiting Associate Professor, The Johns Hopkins University, Fall Term, 1967-68

Visiting Lecturer, Swarthmore College, Fall Terms, 1971-73

Scholarships, Fellowships, Prizes:

John Simon Guggenheim Fellowship, 1974-75

Fellowship to Villa I Tatti, The Harvard University Center for Italian Renaissance Studies, 1974-75

Institute for Advanced Study, Princeton, N.J., Grant-in-Aid, 1970-71

American Philosophical Society Grant-in-Aid, 1963

Summer Research Fellowship, University of Pennsylvania, 1967

Bowdoin Graduate Prize in the Humanities, Harvard, 1961

Junior Fellowship of the Society of Fellows of Harvard University, 1962-65 (extended to 1966, owing to leave of absence at University of Wisconsin, 1963-64)

Rotary Foundation Fellowship to the University of Paris, 1961-62

Scholarships, Fellowships, Prizes: (continued)

Harvard Faculty of Arts and Sciences Fellowship, 1960-61
Woodrow Wilson Fellowship, 1959-60
Amherst College Scholarships, 1955-59

Professional Associations:

American Historical Association
Royal Historical Society (Fellow)
Renaissance Society of America
Medieval Academy of America
Society for Italian Historical Studies
Society for French Historical Studies
Phi Beta Kappa

Awards & Decorations:

Order of the Star of Italian Solidarity (Stella della Solidarietà Italiana), conferred by Foreign Ministry of the Republic of Italy, 1974.

Administrative Experience and University Service (partial list):

Chairman, Committee on Instruction, College of Arts and Sciences, 1968-69
Member, Steering Committee, University Council, 1969-70
Chairman, Ad Hoc University Council Committee on Black Studies, 1969-70
President (and founder), University of Pennsylvania Seminar on the Renaissance
Member, Council of the Renaissance Society of America
President, Board of Directors, The Philip and A.S.W. Rosenbach Foundation
Chairman, Editorial Board, University of Pennsylvania Press (1971-4)
Member, Committee on Educational Policy, 1971-72
Member, Committee on Faculty Personnel, 1972-73
Chairman, University Task Force on Continuing Education, 1974

Family:

Married; two sons

1885

The
Daily Pennsylvanian

1970

Page 4

Tuesday, September 15, 1970

The New Provost

ISSUE: Do students have the right to support a candidate for provost, and if so, who is the best person on whom to focus their efforts?

Two-and-one-half years ago, an editorial in this paper promoted the Rev. Jack Russell as the new vice provost for student affairs, a groundswell of student support developed, and he was subsequently appointed. Last fall, the Presidential Selection Committee was presented with a similar ledger of student support, as approximately 1,500 students signed petitions backing Martin Meyerson.

Now, as the Provost Selection Committee intensifies its deliberations and prepares to submit a final list of five candidates to President Meyerson, it is time for students to successfully seize upon this precedent for a third time.

As we reflect upon the men whose involvement in the crucial academic issues in recent years has prepared them for the provostship, we find that one man stands out above the others -- Dr. Werner L. Gundersheimer, associate professor of history.

Since his appointment to the University faculty in 1966, Gundersheimer has played a leading role in instituting much needed change within the University's academic sphere. As chairman of the College Committee on Instruction, he initiated the major liberalization of degree and distributional requirements, vastly increasing the

student's opportunity to plan his own academic course of study. Also acting in this capacity, Gundersheimer spearheaded the successful drive to eliminate academic credit for ROTC courses, a course of action subsequently followed by the Wharton School, the Engineering Schools in part, as well as other colleges throughout the country.

Last year, performing his most sensitive task as chairman of the University's third black studies committee, Gundersheimer succeeded where the others had failed. Withstanding political pressures and intrigues, Gundersheimer held his committee together and co-authored a much applauded report calling for a two-year school of black studies.

Throughout the past years, as he waded from the thick of one issue to the next, Gundersheimer has been able to speak his voice and press his causes without emerging as a symbol of division. He has maintained his calm and integrity in the midst of acrimony and it is this reasoned approach to people and issues, as well as his stands on the issues, which qualifies him for provost.

Werner Gundersheimer combines youth with experience, a progressive educational philosophy with the proven ability to produce. We urge students to support him, the Provost Selection Committee to include his name among the final candidates, and finally we urge President Meyerson to select him as the new provost.

January 12, 1976

Ms. Barbara Gale
Executive Assistant
Review Committee
The Institute for Advanced Study
Princeton, New Jersey 08540

Dear Ms. Gale:

Thank you for your letter about the answers to our advertisement. I wonder if you would be good enough to get up a list of the names of people who have been suggested or who have suggested themselves together with a very brief description after each name of his or her current employment. I think it would be good if you would circulate such a list to the members of the Search Committee as well as Professor Adler and Professor Gilliam. You might also send me a copy of the list.

Finally, I do appreciate your having responded on my behalf to the people who have written in and hope that you will continue to do so.

Many thanks for your help.

Sincerely,

*File
add to adv.
list.*

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

7 January 1975

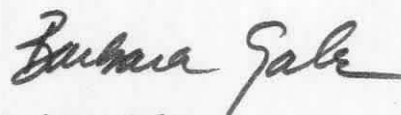
Dear Mr. Forrestal,

I enclose the first four of what I'm sure will be a large number of replies to the Institute's advertisement in the Sunday Times. I've made copies of the letters and resumes for my files. Please let me know if you'd like me to do anything other than send such replies on to you.

At least one person has telephoned about the search for a director, offering himself as a candidate. I suggested he write to you, addressing the letter to my office, and said that I'd pass his letter on to you.

With all good wishes for the New Year.

Sincerely,



Barbara Gale
Executive Assistant to the Review
Committee

Michael Forrestal
Shearman and Sterling
53 Wall Street
New York, New York 10005

enclosures.

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY 08540

THE DIRECTOR

January 7, 1976

Dear Mike:

Here is the first set of replies that I asked Barbara to send out in your name to those who have been answering our ads. If for any reason you see any problems in this language please let me know. Would you like me to send xeroxs of the material directly to the other members of the Committee, which would save your office the trouble?

As ever,



Enclosures

Mr. Michael V. Forrestal
Shearman and Sterling
53 Wall Street
New York, New York 10005

THE INSTITUTE FOR ADVANCED STUDY, Princeton, New Jersey
Office of the Director

C O P Y

January 7, 1976

Dr. Andrij V. Szul
4300 Cottman Avenue
Philadelphia, Pennsylvania 19135

Dear Dr. Szul:

Mr. Forrestal has asked me to answer your letter of January 4th. I am enclosing a pamphlet which describes the Institute briefly and indicates something of the nature of the Director's responsibilities.

In seeking a new Director the Search Committee of the Board will be emphasizing academic distinction as shown by a record of publication and other scientific and scholarly achievement recognized in the academic community, and an academic career as well as experience in administration of an appropriate kind.

Sincerely yours,

Barbara Gale
Executive Assistant to the Committee

Enclosure

THE INSTITUTE FOR ADVANCED STUDY, Princeton, New Jersey
Office of the Director

C O P Y

January 7, 1976

Dr. Jerry M. Rosenberg
Department of Management
Polytechnic Institute of New York
333 Jay Street
Brooklyn, New York 11201

Dear Dr. Rosenberg:

Mr. Forrestal has asked me to thank you for your letter of January 5th, and the attached materials which he will bring to the attention of his colleagues on the Committee. As I am sure you will understand, the deliberations of the Committee will take some time and Mr. Forrestal will be in further touch with you should he wish more information.

Sincerely yours,

Barbara Gale
Executive Assistant to the Committee

THE INSTITUTE FOR ADVANCED STUDY, Princeton, New Jersey
Office of the Director

C O P Y

January 7, 1976

Mr. Louis Giardini
22 Meadow Lane
New Rochelle, New York 10805

Dear Mr. Giardini:

Mr. Forrestal has asked me to thank you for your resumé, received January 6th, which he will bring to the attention of his colleagues on the Committee. As I am sure you will understand, the deliberations of the Committee will take some time and Mr. Forrestal will be in further touch with you should he wish more information.

Sincerely yours,

Barbara Gale
Executive Assistant to the Committee

THE INSTITUTE FOR ADVANCED STUDY, Princeton, New Jersey
Office of the Director

C O P Y

January 7, 1976

Dr. Charles C. Cole, Jr.
1421 Lincoln Way East
Chambersburg, Pennsylvania 17201

Dear Dr. Cole:

Mr. Forrestal has asked me to thank you for your letter of December 6th, and the attached materials which he will bring to the attention of his colleagues on the Committee. As I am sure you will understand, the deliberations of the Committee will take some time and Mr. Forrestal will be in further touch with you should he wish more information.

Sincerely yours,

Barbara Gale
Executive Assistant to the Committee

Polytechnic Institute of New York, 333 Jay Street, Brooklyn, New York 11201 212/643-5000

1/6/76

Department of Management
(212) 643 - 4993

Polytechnic

January 5, 1976

Mr. Michael V. Forrestal
Chairman
Search Committee
Institute for Advanced Study
415 Fuld Hall
Princeton, New Jersey 08540

Dear Mr. Forrestal:

I am responding, with interest, to your search for a Director at the Institute for Advanced Study.

As you can see from my attached brief resume, my career has been dedicated to the relationships between science, technology and man. I believe my experience in teaching, research and administration combine to make me a candidate for this position.

My first contact with the Institute began when I participated in a conference at Columbia University with J. Robert Oppenheimer. Over the past several years I have had some dealings with Carl Kaysen, as we both shared interests in the subject of computers and loss of privacy.

Presently, as chairman of the Management Department at Polytechnic Institute, most of my dealings are with students and faculty concerned with principles and issues of science, engineering and social sciences. As an administrator in a highly theoretical environment I have found the challenges both pressing and rewarding.

Rather than go into greater detail at this time, I look forward to hearing from you. Please address all correspondence to my home at: 515 Tulfan Terrace, Riverdale, NYC 10463; Tel: (212) 549-5406 or 549-1413.

Sincerely,



Jerry M. Rosenberg, Ph.D.
Prof. of Management
Department Chairman

New York City: 333 Jay Street, Brooklyn, New York 11201
Long Island: Route 110, Farmingdale, New York 11735

Jerry M. Rosenberg, Ph. D.

Brief Resume

1. Date of Birth: February 5, 1935, New York City.
2. Education: Ph. D. New York University, 1962.
Certificate La Sorbonne, Center of Higher Studies, 1958.
M. A. Ohio State University, 1957.
B. S. City College of New York.
3. Honors: Psi Chi Award - 1956.
Fulbright and French Government Awards - 1957.
Book - "Death of Privacy" - chosen by New York Times as one of the best 22 for the year 1969.
Testified as an "expert witness" on the psychological-organizational implications of loss of privacy, before the U. S. Senate Committee on Constitutional Rights - 1971.
4. Experience: Polytechnic Institute of New York, Head, Department of Management, and Professor of Management - 1974-present.
Baruch College, City University of New York, 1971-1974, Associate Professor, Department of Psychology.
Private Practice, Consultation and Research, 1968-1971.
Teachers College, Columbia University, Assistant Professor, 1964-1968.
Cornell University, Assistant Professor of Psychology and Organizational Behavior, 1961-1964.
5. Books: The Death of Privacy, Random House, 1969, 236 pages.
The Computer Prophets, MacMillan, 1969, 192 pages.
New Conceptions of Vocational & Technical Education, Editor, Teachers College Press, 1967.
Automation, Manpower and Education, Random House, 1966, 179 pages.
6. Additional: Visiting Professor, University of British Columbia, 1967.
Visiting Professor, Israeli Institute, Summer 1962.
Witness before several governmental agencies, 1968 - present.
Consultant for various profit - non-profit organizations.
7. Family: Married, father of two daughters.
8. Address:

<u>Home</u>	<u>Office</u>
515 Tulfan Terrace	Department of Management
Riverdale, New York	Polytechnic Institute of New York
10463	333 Jay Street
(212) 549-5406	Brooklyn, New York 11201
549-1413	(212) 643-4993

1/6/76

4300 Cottman Av
Phila., Penna. 19135
January 4th, 1976

Mr. Michael V. Forrestal
Institute for Advanced Study
415 Fuld Hall
Princeton, N.J. 08540

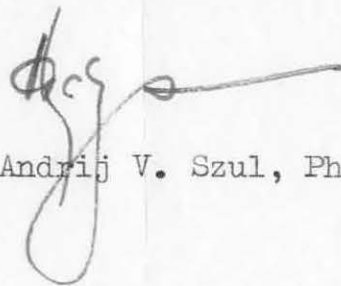
Dear Sir:

I wish to consider applying for the position of
director.

Kindly send me a detailed job description and
application literature.

Thank you.

Sincerely yours,

A handwritten signature in dark ink, appearing to read 'Andriy V. Szul', with a long horizontal stroke extending to the right.

Andriy V. Szul, Ph.D.

Re: file up in the N.Y. Times of Jan. 4, 1976. 1/6/76

Louis Giardini
22 Meadow Lane
New Rochelle, New York 10805

Married. One child.
Born 12/22/1940
5' 6". Blond.

JOB OBJECTIVE: ~~Translations~~, interpretations from and into English, Italian, French and Spanish. OR College Teaching.

The Institute for Adv. Study.

EDUCATION: Liceo Scientifico, San Benedetto del Tronto, Italy, till late 1955.

A.B. Davis High, Mt. Vernon, N.Y., 1956-1958.

Middlebury College, Middlebury, Vt., 1958-1962, B.A. in French

University of California, Berkeley, summer of 1962.

University of Florence, Italy, 1962-1963, Certificate.

Middlebury College Graduate Summer School of Italian, 1965.

University of Wisconsin, Madison, Wisc., Dept. of French-

Italian, 2nd semester of 1964-1965. Medieval History 1965-

1966. #Study at Yale University following the Univ. of Florence

Hunter College for Education courses, 1967-1968.

ACADEMIC DISTINCTIONS: Completion of one year of Spanish in high school, on my own, in about 20 days.

Award to the best third-year Spanish student in Westchester County, by Iona College, New Rochelle, N.Y., 1958.

Full Cornell University Scholarship from A F L - C I O in 1958.

Middlebury College Scholarship, 1958-1962.

Charles Irwin Travelli Scholarship, 1959-1962.

Completion of first-year Russian at Middlebury, on my own, in one month.

Poetry reading award from the German Dept. of Middlebury College.

Teaching Assistant in Italian, The University of Wisconsin in Madison, 2nd semester of 1964-1965 and 1st semester of 1965-1966.

Project Assistant to the Director of the Institute for Research in the Humanities, Madison, Wisconsin, 1965-'66.

PROFESSIONAL EXPERIENCE: Part-time Translator, Bonechi Publishers in Florence, Italy, 1962-1963.

French Instructor, College of St. Rose, Albany, N.Y. '63-'64.

Fr.-Sp. Instr., Castleton S. C., Castleton, Vt., 1st sem. 1964-1965.

Since 1966:

Three years of teaching at the secondary level.

Private study in the Humanities. Some study in the Social Sciences, Law and Medicine.

ACTIVITIES: Debating, soccer, fraternity. Summer work includes Camp and Library. Extensive cultural travel in Italy. Some travel in the U.S.A and France.

OUTSIDE INTERESTS: Music, bicycling, tennis, skiing.

1/6/76
1421 Lincoln Way East
Chambersburg, Pa. 17201
December 6, 1976

Mr. Michael V. Forrestal, Chairman
Search Committee
Institute For Advanced Study
415 Fuld Hall
Princeton, N. J. 08540

Dear Mr. Forrestal:

I am writing to express interest in being considered for the position of Director of the Institute For Advanced Study. Last Spring, I resigned as President of Wilson College because I decided that my abilities could be more effectively utilized elsewhere. At present I am engaged in full-time writing and historical research.

A copy of my resume is enclosed. My references are:

Mr. William Poole Potter, Anderson and Corroon
P. O. Box 951
Wilmington, Del. 19899

President K. Roald Bergethon Lafayette College
Easton, Pa. 18042

Dr. Edward L. R. Elson The Westchester
4000 Cathedral Ave. N. W.
Washington, D. C. 20016

President Pauline Tompkins Cedar Crest College
Allentown, Pa. 18104

Mr. Julius Manger 31 Turner Drive
Greenwich, Conn. 06830

I am available for an interview at your convenience.

Sincerely yours,

Charles C. Cole Jr.
Charles C. Cole Jr.

Charles C. Cole, Jr.
1421 Lincoln Way East
Chambersburg, Pennsylvania 17201
717-263-5137

Objective: Creative administrative, teaching or research position in higher education or related area utilizing my extensive experience and effective speaking and writing talents

Education: Ph.D., Columbia University
M.A., Columbia University
A.B., Columbia College (magna cum laude, honors in history)

Experience:

1970-1975	President of Wilson College
1967-1970	Provost and Dean of the Faculty, Lafayette College
1958-1967	Dean of the College and Professor of History, Lafayette College
1957-1958	Associate Dean, Columbia College
1949-1957	Assistant Dean, Columbia College
1946-1949	Lecturer in History, Columbia College

Honors and Awards: LLD, Lafayette College
Phi Beta Kappa

Special Grants: Carnegie Corporation Administrative Travel Grant to study flexibility in the undergraduate curriculum.
National Science Foundation Grant to study the loss of talent from high school to college.
State University of New York grant to study tuition and scholarship problems.

Professional Service: Trustee, Cedar Crest College
Former Trustee, Educational Testing Service and College Entrance Examination Board
Former member of Executive Committee, American Association for Higher Education
Former chairman, College Scholarship Service Committee
Former member of the Commission on Plans and Objectives for Higher Education of the American Council on Education

Military Service: 1st Lieutenant, U.S. Army Air Corps, fighter pilot
8th Air Force in World War II

Charles C. Cole, Jr.

Personal: Married, Excellent Health

Publications: The Social Ideas of the Northern Evangelists, 1826-1860
(Columbia University Press, 1954)

Encouraging Scientific Talent (College Entrance
Examination Board, 1956)

(2 pamphlets and 26 articles in educational and historical
periodicals)

Charles C. Cole, Jr.
1421 Lincoln Way East
Chambersburg, Pennsylvania 17201
717-263-5137

PUBLICATIONS

Books:

The Social Ideas of the Northern Evangelists, 1826-1860 (Columbia University Press, 1954)

Encouraging Scientific Talent (College Entrance Examination Board, 1956)

Pamphlets:

Sponsored Scholarships (New York, 1952), a study of corporation and foundation sponsored college scholarship programs.

Flexibility in the Undergraduate Curriculum (New Dimensions in Higher Education, No. 10), U.S. Dept. of Health, Education and Welfare, Office of Education, 1962

Articles:

"Brockden Brown and the Jefferson Administration," The Pennsylvania Magazine of History and Biography, vol. LXXII, No. 3, July, 1948, p. 253-263.

"Horace Bushnell and the Slavery Question," The New England Quarterly, vol. XXIII, No. 1, March, 1950, p. 19-30.

"Finney's Fight Against the Masons," The Ohio State Archaeological and Historical Quarterly, vol. 59, No. 3, July 1950, p. 270-286.

"The New Lebanon Convention," New York History, vol. XXXI, No. 4 October, 1950, p. 385-397.

"The Evangelist as Theological Disputant," The Ohio State Archaeological and Historical Quarterly, vol. 62, No. 3, July 1953, p. 219-233.

"The Free Church Movement in New York City," New York History, vol. XXXIV, No. 3, July, 1953, p. 284-297.

"Current Loss of Talent from High School to College: Summary of a Report," Higher Education, vol. XII, No. 3, November, 1955, p. 35-38.

"Who's Going to College?", College Board Review, No. 27, Fall 1955, p. 13-16.

"Scholarships and Financial Aid," College Admissions, vol. 3, The Interaction of School and College, 1956, p. 80-87.

"Encouraging Scientific Talent," in Edison Foundation, The Growing Shortage of Scientists and Engineers. (Proceedings of the Sixth Thomas Alva Edison Foundation Institute) New York, 1956, p. 60-64.

"History in the General Education Program at Columbia College," Journal of Higher Education, vol. XXVII, No. 7, October, 1956, p. 359-364.

"Scholarship Applicants Today," College Board Review, No. 32, Spring, 1957, p. 17-20.

"What Must Be Done in Science Education." College Board Review Winter, 1958, p. 11-16.

"Varying Curricular Patterns for Able College Students," College Board Review, No. 36, Fall, 1958, p. 23-25.

"Flexibility in the Undergraduate Curriculum," The Superior Student, vol. 2, No. 1, February, 1959, p. 6-7.

"What Values Do Financial Aid Programs Have in Improving Quality?", Current Issues in Higher Education (Association for Higher Education, Washington, D.C.) 1958, p. 84-89.

"Flexible College Curriculums," NEA Journal, April, 1959, p. 47-48.

"Creating a Climate of Quality," College Board Review, No. 41, Spring, 1960, p. 21-23.

"Anti-Intellectualism--an American Heritage," College Board Review, No. 45, Fall, 1961, p. 18-21.

"Talent: The New Field for Conservation," College Board Review No. 49, Winter, 1963, p. 37.

"Conservation of Talent: The Role of the Financial Aid Officer," Proceedings of the Thirty-Ninth Annual Meeting, Southern Association of Colleges for Women (Dallas, Texas, November 28, 1962), p. 14-22.

Charles C. Cole, Jr.

Page 3

"Future Directions for the College Scholarship Service," Student Financial Aid and Institutional Purpose (College Board, 1963) p. 17-28.

"Ethics in Student Aid," College Board Review, No. 53, Spring, 1964, p. 29-33.

"Financing a College Education," Presbyterian Life, Nov. 15, 1964, p. 18-19, 36-38.

"East African Perspectives on ASPAU," NASPA, The Journal of the Association of Deans and Administrators of Student Affairs, vol. 3, No. 3, January, 1966, p. 10-14.

"A Case for the Women's College," College Board Review, No. 83, Spring, 1972, p. 17-21.

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

April 7, 1976

Dear Mike:

Here is a new name suggested to me by John Bahcall. Sid Drell knows him and will be talking to you about him when you meet. I understand he would be admired by the physicists and I don't yet know enough about him to find out what his wider interests are. He was a Junior Fellow, you will observe, which speaks well for some kind of general cultivation. Bahcall describes him as having many of the virtues of Lyman Spitzer, as a well-organized administrator in charge of an enormous enterprise, and confidently predicts he would be interested. You will remember Bahcall's last confident prediction.

As ever,

Carl

Mr. Michael V. Forrestal
Shearman and Sterling
53 Wall Street
New York, New York 10005

Enclosures
cc: Sidney D. Drell

Harvey Brooks

Dean Engineering at H Chen

American Men and Women of Science

FIELD, GEORGE. B(ROOKS). b. Providence, R.I. Oct. 25, 29; m. 56; c. 2.
ASTROPHYSICS. B.S. Mass. Inst. Technol. 51; Nat. Sci. Found. fel. Princeton, 54-55, Ph.D. (astron), 55. Physicist, Naval Ord. Lab. 51-52; res. asst. Princeton, 52-54; jr. fel. astron. Harvard Soc. Fels. 55-57; asst. prof. ASTRON, Princeton, 57-62, assoc. prof. 62-65; PROF. UNIV. CALIF, BERKELEY, 65-. CHMN. DEPT. 70- Guggenheim fel. 60-61; mem. planetology subcomt. space sci. steering comt. NASA, 64-66, astron. missions bd, 68-70; Phillips Visitor, Haverford Col. 65 & 71; partic. summer study on space sci, Nat. Acad. Sci-Nat. Res. Coun. 65, mem. panel on astron. adv. to Off. Naval Res. 65-66, physics surv. comt. 69-, astron. surv. comt. 69-, panel on radio astron. astron. surv. 69-, chmn. panel astrophys. & relativity, physics & astron. survs. 69-; Nat. Sci. Found. grants, astrophys. 65-; mem. astron. panel, Nat. Sci. Found. 66-67, chmn. 67-69; space sci. panel, President's Sci. Adv. Comt. 66-67; vis. comt. Nat. Radio Astron. Observ. 67-69; co-ed. Gordon & Breach series astrophys. & space sci. 68-; correspondent. Comments on Astrophys. & Space Physics. 68-; vis. prof. Cambridge. 69; trustee-at-large, Assoc. Univs. Inc. 69- AAAS; fel. Am. Phys. Soc.; Am. Astron. Soc.; Royal Astron. Soc.; Int. Astron. Union. Dynamics of interstellar matter; including galaxy and star formation; instabilities in dilute gases; cosmology, including background radiation and intergalactic matter. Address: Dept. of Astronomy, University of California, Berkeley, CA 94720.

Who's Who

FIELD, GEORGE BROOKS, educator; b. Providence, Oct. 25, 1929; s. Winthrop Brooks and Pauline (Woodworth) F.; B.S., Mass. Inst. Tech., 1951; Ph.D., Princeton, 1955; m. Sylvia Farnior Smith, June 23, 1956; children—Christopher Lyman, Natasha Suzanne. Asst. prof. astronomy Princeton, 1957-62, asso. prof. 1962-65; prof. astronomy U. Cal. at Berkeley, 1965-72, chmn. dept., 1970-71; prof. astronomy Harvard, 1972—; dir. Harvard Obs., 1973—, Smithsonian Astrophys. Obs., 1973—, Center for Astrophysics, 1973—. Mem. astronomy panel Nat. Acad. Scis.-NRC, 1965-68; mem. space scis. panel Pres.'s Sci. Adv. Com., 1966-67; mem. astronomy panel NSF, 1966-69, chmn., 1967-69; mem. astronomy missions bd. NASA, 1968-70, mem. group on large space telescope, 1973—; mem. physics, astronomy survey coms. Nat. Acad. Scis., 1969-72, chmn. panel on astrophysics and relativity, 1970-72; mem. vis. com. Nat. Radioastronomy Obs., 1967-69, Trustee at large Asso. Univs., Inc., 1969-72, Mem. Soc. Fellows Harvard, 1955-57; Guggenheim fellow, 1960-61, Fellow Am. Phys. Soc.; mem. Am. Astron. Soc. (nominating com. 1967-70, chmn. 1969-70, mem. com. on elections 1968-69), Royal Astron. Soc., Astron. Soc. Pacific, Internat. Astron. Union, Am. Assn. U. Profs., A.A.A.S., Sigma Xi. Co-editor: Gordon and Breach Series on Astrophysics and Space Physics, 1968—; editorial bd. Astrophys. Jour., 1973—. Home: 314 Otis St West Newton MA 02165

Telephones : (h) 617-244-6180
(o) 617-495-4721

SCHOOL OF
HISTORICAL STUDIES

I.A.S.

Memo to: Mr. Michael V. Forrestal

Memo from:

Date: April 7, 1976

Comments on candidates,
collected by S. L. Adler and
J. F. Gilliam.

I. Historical Studies

Marshall Claggett

Regards both Frye and Woolf as very well qualified and attractive candidates. Different qualities but does not place one above the other.

Goheen may be a possibility but if so, at a considerable interval after the above.

John H. Elliott

Very strongly supports Woolf.

Finds Frye totally unacceptable--feels he does not have the intellectual or the personal weight for the Directorship of the Institute.

Undecided about Goheen. Feels that if Woolf is out of the running, we should survey the whole field afresh, even though this would mean no appointment in time for the new academic year.

James F. Gilliam

Frye, Woolf, both acceptable.

Has full confidence in Frye's character and more certainty about his commitment to the Institute. But regards Woolf as a well qualified candidate, with strong credentials and valuable experience.

Would not rule Goheen out, in third place. But would need to know the result of his deliberations.

Christian Habicht

Has a definite preference for Frye.

Woolf acceptable. Very undecided about Goheen.

Irving Lavin

While I am not greatly enthusiastic about Woolf or Goheen, I do appreciate the vitality and savoir faire of the former, and the integrity and strength of character of the latter; I could live with either of them, perhaps more cheerfully with Woolf.

Frye, on the other hand, albeit a nice and well-meaning gentleman--and much as I would like to see a man of culture as Director--is of such notoriously modest intellectual caliber that the Institute's reputation would be sadly defaced.

Above all, I regret that the financial situation has been construed in such a way as to discourage candidates of real stature.

Kenneth M. Setton

Regards either Frye or Woolf as excellent prospects for the directorship. He knows Frye personally, and appreciates his absolute integrity and high scholarly competence. He is also impressed that the search committees of both Tufts and Brown offered the presidency to Woolf, who has served most successfully as provost of Johns Hopkins. Goheen would be an agreeable third choice.

Homer A. Thompson

I do indeed now rank the available candidates for the directorship in the order Woolf, Frye, Goheen, though I would regard all three as acceptable.

Woolf, in the one meeting I had with him, seemed to me to have a surer grasp than either of the others of the overall purpose of the Institute, as also of its present needs. He has engaged in scholarship enough to have a real appreciation of its meaning. He has demonstrated outstanding competence in both academic administration and fund-raising. His assessment of how to go about fund-raising for the Institute appeared to me realistic. I came away with the impression that he is still a fresh and vigorous man who believes in the high value of the Institute, and who would be prepared to help us solve its current problems with zest and determination..

Morton White

(Will return to Princeton on April 7 and will almost certainly want to comment on the candidates.)

II. Mathematics

Armand Borel

WoOLF and Frye are both acceptable--has a slight preference for Frye.

If only Goheen is left, the search should be reopened.

Kurt Gödel

(Not in good health--did not participate in interviews.)

Harish-Chandra

Has best impression of WoOLF--feels he is straightforward and businesslike, with no pretensions--does not come here as a scholar. Is courteous but firm, has experience in fund raising.

Less favorable towards Frye--thinks Frye tends to agree with whomever he talks to--suspicious of this.

Doubtful whether Goheen will bring in fresh ideas or approach.

Robert Langlands

Favorably impressed by WoOLF. Has reservations about Goheen and Frye, and feels that if WoOLF withdraws it would be best to add to the list of candidates and continue the discussion.

John W. Milnor

Woolf first choice by a slight margin; Goheen second choice.

Frye acceptable--but worries that perhaps his personality is not satisfactory for fund raising.

Need a forceful personality for effective fund raising--Woolf, Goheen qualify.

Deane Montgomery

Has a slight preference for Frye, Woolf acceptable--both are good candidates.

Goheen might be acceptable but below the other two. Sees no reason to interrupt or postpone a year.

Atle Selberg

Would prefer Frye, Woolf fully acceptable.

Goheen fully unacceptable.

André Weil

Has a strong preference for Frye; considers Woolf a poor second.

Goheen--unacceptable or at least very low. Lack of agreement on Woolf and Frye should not lead the choice to settle on Goheen--his Princeton University perspective on the Institute will be hard to change. Still less should it lead to a postponement of the issue, which, in my opinion, would be worst of all.

Hassler Whitney

(Out of town--did not participate in interviews.)

III. Natural Sciences

Stephen L. Adler

Prefers Woolf, Frye fully acceptable, for pretty much the same reasons stated by Prof. Hirschman.

Lukewarm about Goheen but he, too, is acceptable.

John N. Bahcall

Woolf is not very exciting but acceptable.

If he is out--would prefer to reopen the search.

Roger F. Dashen

Is enthusiastic about Woolf.

Feels that Frye's heart is in the right place, but is skeptical of his fund raising ability.

Not enthusiastic about Goheen.

Freeman J. Dyson

Rates candidates in order Woolf, Goheen, Frye. None are unacceptable--it would be a great mistake to wait a year.

Tullio Regge

Rates Woolf first. Dubious about Frye and Goheen--Frye lacks energy and Goheen is surprisingly unexciting.

Marshall Rosenbluth

Woolf is fine, and the Trustees should try to make the job as attractive as possible for him.

Frye is acceptable if the Trustees feel he could raise funds.

Goheen is not acceptable.

IV. Social Sciences

Clifford Geertz

Has a decided preference in favor of Woolf, by whom he was highly impressed.

Frye is not unacceptable in himself, but given his lack of administrative experience and the intense opposition to him among some members of the Faculty, I would recommend against his appointment.

Though I have no clear opinion concerning Goheen, whom I have never met, it would seem that given the general opposition to him in the Faculty his appointment would be unwise.

Albert O. Hirschman

I have not met Mr. Goheen and, while I am of course inclined to give weight to the negative feelings of so many of my colleagues, I do not wish to make a statement of my own with regard to his qualification.

As between Woolf and Frye, I have a strong preference for Woolf, but would find Frye's selection acceptable. To amplify very briefly: Woolf meets the requirements of intellectual vitality, empathy and agility that I find very important in a Director; moreover, if only because of his experience at Johns Hopkins (he was one of the leaders in the action to oust Lincoln Gordon as President), he is bound to fully appreciate the need for a good and close working relationship between Faculty and Administration.

As to Frye, he seems a fine and scholarly person, but I found him rather bland and lackluster.

MARTIN E. SEGAL
1 CHASE MANHATTAN PLAZA
NEW YORK, N. Y. 10005
212 / 558-3310

*Hold for
Trustees'
Meeting*

April 15, 1976

Dear Mr. Petersen,

In behalf of the Review Committee, I am pleased to enclose its Conclusions and Recommendations. Because of a few technical and related matters, the full Report cannot be ready until early next month. At that time, a copy of the Report will be sent to you, all members of the Board of Trustees, and the Director. Also enclosed here is the Report's Table of Contents, to show its full scope.

Because some of the Conclusions and Recommendations require early implementation, I hope it will be possible to discuss what I am now sending at the meeting of the Trustees on April 23 and 24.

Sincerely yours,

Martin E. Segal

Martin E. Segal
Chairman - Review Committee
The Institute for Advanced Study

Mr. Howard C. Petersen
Chairman of the Board
The Institute for Advanced Study
Princeton, New Jersey 08540

MES:bz

cc: Board of Trustees
Review Committee
Director

Conclusions and Recommendations

The Institute for Advanced Study was founded to meet a special need for a center of pure research and postdoctoral study at high levels of scholarship. It is the fundamental finding of the Review Committee, based on a wide survey of documents and opinion, that this need has been satisfied in exemplary fashion. The Institute has had a profound effect on the world of scholarship and has played a major role in the accomplishments of many individual scholars. At the present time, the need for maintaining and nurturing the strength of the Institute is dictated not only by its past achievements, but even more by the stringency that is affecting higher education and that makes the facilities offered by the Institute of even greater value than in the immediate past.

The present structure of the Institute, with its four Schools and a permanent faculty that has no teaching obligations but associates freely with each other and the visiting members, is the result of a slow evolution. In view of the results achieved and the objectives sought by the Institute, the committee finds that this structure is basically sound and recommends no radical change. This does not rule out, of course, the possibility of several improvements in a wide variety of current operations and practices. Many of our suggestions in this regard are to be found in the body of this report, particularly in the sections dealing with the individual Schools. In the following we report some general recommendations dealing with Institute-wide matters.

1. The Review Committee has made a study of the minimum faculty size necessary to maintain the present high quality of the Institute and its impact on the academic world and to achieve its purposes in the future. We believe that a faculty of twenty-five to twenty-six professors is a reasonable short-term goal, in the light of the present size and retirement pattern. This includes eight professors in the School of Mathematics, eight in the School of Historical Studies, six in the School of Natural Sciences, and three or four in the School of Social Science.

2. When a permanent appointment is available, a School should have the option of postponing that appointment and of appointing a distinguished scholar for a period of two to three years at faculty salary and with some faculty responsibilities. A sequence of such appointments should also be open to the Schools as an alternative to a permanent position. In addition, there may be occasions when it will be financially inadvisable to make a permanent appointment that is otherwise considered desirable; it may be feasible in such a case to authorize the School to make a temporary appointment.

3. The degree of flexibility and intellectual vitality in the Schools, the range of fields covered, and the opportunities for interchange among members and between members and faculty can be increased in a number of ways. We therefore recommend, for consideration by the faculties of the several Schools, the appointment of young people for terms of three to five years and the invitation of groups of members who share an interest in a particular topic or topics during a given academic year.

4. We recommend the appointment of visiting committees made up of one board member and four outside scholars in the field to evaluate the work of each of the Schools not less frequently than every five years and to share their suggestions and impressions with the board and the faculty of the School.

5. Goals for faculty size should continue to be examined in the light of the Institute's financial circumstances. There should be reviews of the Institute's financial standing at least annually, and the results of these reviews should be shared with the faculty.

6. We recommend that the present number of members continue to be invited each year, as the limited savings that might be achieved by a reduction in membership would not justify the resulting loss to the world of scholarship.

7. The director of the Institute should be a person of such academic standing as to merit the respect of both faculty and potential donors. He should represent the Institute to the outside world, should work closely with the faculty, should supervise the administrative affairs of the Institute, and should be prepared to raise money. We accordingly recommend that there be no change in the qualifications that have in the past been considered desirable in the director or in his role.

8. The Review Committee recommends that the uniform mandatory retirement age of 70 should no longer be maintained for persons joining the Institute faculty after 1975-76. It favors the establishment of a system that would vary retirement age according to age at appointment. For example, there might be three ages for retirement -- such as 65, 68, and 70 -- depending on the age at which a professor was appointed.

9. The Review Committee concludes that the Institute and Princeton University have developed a solid, mutually advantageous working relationship and one that is likely to continue to benefit both in the future. No more formal connection seems necessary or desirable at this time.

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

11. The trustees and the faculty of the Institute can be proud of its achievements. In order that the Institute may continue to fulfill its important function, the problems highlighted in this report must be addressed by the faculty and the board as quickly as possible.

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Enclosures
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Not enthusiastic about Goheen.

Freeman J. Dyson

Rates candidates in order Woolf, Goheen, Frye. None are unacceptable--it would be a great mistake to wait a year.

Tullio Regge

Rates Woolf first. Dubious about Frye and Goheen--Frye lacks energy and Goheen is surprisingly unexciting.

Marshall Rosenbluth

Woolf is fine, and the Trustees should try to make the job as attractive as possible for him.

Frye is acceptable if the Trustees feel he could raise funds.

Goheen is not acceptable.

IV. Social Sciences

Clifford Geertz

Has a decided preference in favor of Woolf, by whom he was highly impressed.

Frye is not unacceptable in himself, but given his lack of administrative experience and the intense opposition to him among some members of the Faculty, I would recommend against his appointment.

Though I have no clear opinion concerning Goheen, whom I have never met, it would seem that given the general opposition to him in the Faculty his appointment would be unwise.

Albert O. Hirschman

I have not met Mr. Goheen and, while I am of course inclined to give weight to the negative feelings of so many of my colleagues, I do not wish to make a statement of my own with regard to his qualification.

As between Woolf and Frye, I have a strong preference for Woolf, but would find Frye's selection acceptable. To amplify very briefly: Woolf meets the requirements of intellectual vitality, empathy and agility that I find very important in a Director; moreover, if only because of his experience at Johns Hopkins (he was one of the leaders in the action to oust Lincoln Gordon as President), he is bound to fully appreciate the need for a good and close working relationship between Faculty and Administration.

As to Frye, he seems a fine and scholarly person, but I found him rather bland and lackluster.

	Yes	Opposed	D. N.
Spitzer	18	0	1
Golman	0	8	8
R. M. Frige	10	3	6
Woolf	12	0	6
Adams	1	0	17
Panofsky	6	0	12
Smyth			
Yang	2	5	11
Pain	0	5	?

Mostow

skt

Spitzer D. Strauss. Hannah. AGE.

Golman

Woolf

Frige

admission

MWP call for E.V. < Adm - >

2nd

Panofsky

ask

Under 15 Hannah in Babot
Alt

Smyth

ask

Mostow

1.

Try Smyth in Rome

2.

Woolf & Frige

25th

3

Spitzer & Golman

April 1.

4.

Search Committee

Prof. Drell

Forestel

Gray

~~St~~ Roll

Strauss.

Adler

Gillman

Started in December immediately after Executive Committee meeting on 20th

1. Circulated faculty for suggestions
2. Wrote or called Presidents of major universities. Academic members in touch with their colleagues.

2. 60 serious ~~as~~ names.

3. Advertisement 70 more names.

24 mph Taxi cab drive in Rockville Centre, N.Y.

23 year old undergraduate at U.Va.

4. Distinguished turn-downs.

5. Ended up with short list of 4 candidates.

6. Interviewed them and arranged for them to meet with faculty.

7. Faculty opinions conveyed through Adler and Gillman

8. Separate meetings in Princeton for faculty members who wanted to express their views in private.

Met. seven times. Much ~~calling~~ telexing.

Recommendation: Two candidates

Dr. Irwin Spitzer : ~~a~~

Dr. Harry Woolf.

1. Authorize officers to approach Dr. Spitzer promptly.
2. Authorize officers to approach and offer Dr. Woolf.
3. Set and Announce Board meeting for June.
4. Complete consultation process with faculty. Spitzer appointment would require faculty acquiescence to changing retirement age of director.
5. Have Board meeting, if necessary, to ratify or continue search. New committee.

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

April 7, 1976

PERSONAL AND CONFIDENTIAL

Dear Mike:

I have gathered some additional information about Harry Woolf which adds further to my disquiet. I talked with Jack Greene, Professor of History at Hopkins, for several years Chairman of the History Department, and someone who has known Woolf well for more than a dozen years. Greene, an American Colonial historian, was a member here a few years ago and I got to know him well. He has a cool head, and has always been straightforward in dealings with me. At present he is Harmsworth Professor of American History at Oxford, an annual appointment of some distinction, but I happened to catch him on a trip to Philadelphia.

Greene says he knows Woolf well, likes him, and enjoys his company. He describes him as a man of broad intellectual interests and sympathies, who can talk easily with people in a wide variety of fields. However, he thinks of him as a man who has succeeded more by a certain deviousness than by determination, and that in particular, he has never stood up much to opposition, but adapts to the existing distribution of forces in the situation in which he finds himself. In making his comments, Greene said he himself had never been deceived by Woolf and there was no element of personal bitterness in his characterization. In general, he thought Woolf's way of dealing with conflict was to make inconsistent promises to the parties involved, and fall short on delivery: Woolf's ratio of promises to results was about four to one. In the course of the conversation, Greene volunteered the observation that knowing what he does about the Institute, he did not think Woolf was the sort of man that was needed, either in terms of intellectual distinction or personal characterization. (I may say parenthetically that Greene as a historian was sympathetic to the modern side of the History School and the then experimental Social Science program). Greene said that he would be glad to repeat this in response to any appropriate inquiry, and that he had no hesitation in saying what he thought.

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- 2 -

Another Hopkins professor, a very old friend of mine on whom I do not rely for personal judgments because I think him more than a little malicious, said that he was shocked to hear that Woolf was being seriously considered, which is clearly widely known in Baltimore. He offered two grounds: one, lack of intellectual distinction, the other, a characterization of Woolf as a selfish man interested primarily in his own position. He provided two illustrations of the latter. The first, was unclear to me; it had to do with his having secured a position for his wife on the Medical School faculty, although according to my informant she was not particularly qualified. The second, which I think is subject to objective inquiry, has to do with his relations with Tufts. The story is that he had apparently indicated to Tufts that he would accept their offer of the Presidency, so that Tufts actually made a public announcement. He then said that there had been a misunderstanding, that some of his conditions had not been met, etc., and that he was not interested in the job. I think one should find out something more about this and I enclose a copy of the list of Trustees in case you want to call one. I would be happy to call Burt Hallowell, the President, whom I have known for a long time although not well. But this might come better from you than from me. I await your instructions on this. I am sending a copy of this letter to Sid Drell.

As ever,



Mr. Michael V. Forrestal
Shearman and Sterling
53 Wall Street
New York, New York 10005

THE BOARD OF TRUSTEES OF TUFTS UNIVERSITY

Control of the university is vested by the charter in a board of 31 trustees, 10 of whom are elected by the alumni. Immediate control of the educational work rests with the several faculties.

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William Joseph Halligan, *B.S. (1964-1974)*
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90 Cameron Saunders Thompson, *A.B., D.C.S., D.B.A. (1965-1974)*

INSTITUTE FOR ADVANCED STUDY
 Candidates Suggested for Directorship

<u>Age</u>	<u>Group</u>	<u>Name</u>	<u>Present Position</u>	<u>Suggested by</u>
41	III	Marina von Neumann Whitman	Professor Economics University of Pittsburgh	A.Schlesinger, Jr.
52	III	Dr. Edwin Floyd	Dean of Faculty U. of Virginia	George Eager
	III	Albert H. Bowker	Chancellor U. of Cal. Berkeley	Arthur L. Singer, Jr.
	III	Prof. Monroe Donsker	Courant Institute of Mathematical Sciences	William T. Golden
53	II	Frank Yang (former faculty)	Stony Brook	William T. Golden (Dilworth)
61	I	Lyman Spitzer Jr.	Chief Scientist Copernicus satellite	Prof Bahcall Homer A. Thompson Marshall Rosenbluth Tullio Regge Prof. Gilliam
	III	Sir Isaiah Berlin	Pres. of British Academy	Prof. Gilliam
55	I	Roland M. Frye	Dept. of English U. of Pennsylvania	Prof. Gilliam
56	I	Robert F. Goheen	Former President Princeton Association of Foundations, N.Y.C.	Prof. Gilliam A. Borel
52	III	Richard W. Lyman	President Stanford U.	Prof. Gilliam
63	III	Chancellor Allen Wallis	U. of Rochester	A. Weil
52	II	James M. Hester	ex-President New York University	Irving Lavin
47	III	Halsey Royden	Dean of School of Humanities & Science Stanford	John W. Milnor
46	III	Fredrich Hirzebruch	Professor of Mathematics U. of Bonn.	John W. Milnor

<u>Age</u>	<u>Group</u>	<u>Name</u>	<u>Present Position</u>	<u>Suggested by</u>
46	III	Prof. Murray Gell-Mann	Cal. Institute of Technology	Stephen Adler
58	II	Prof. Abraham Pais	Dept. of Physics Rockefeller U	Stephen Adler
53	III	Prof. Marvin Goldberger	Palmer Physical Lab.	Stephen Adler
58	III	Harrison Brown	President, International Council of Scientific Unions	George Kennan
57	III	Kingman Brewster, Jr.	President Yale U.	Albert Hirschman
65	III	Prof. T.C. Koopmans	Yale U, Economics	J. R. Dilworth
	III	Gerald Holton	Jefferson Physical Lab. Harvard U.	George Kennan
	III	Joseph E. Slater	Aspen Institute	Stephen Adler
65	III	Gilbert White	Dir. Behavioral Sciences, U. of Colo.	Donald Strauss
58	III	Philip Handler	Pres. Nat. Acad. of Sciences since 1969	F. Gilliam
51	III	Joshua Lederberg	Prof. of Genetics, Stanford	F. Gilliam
53	II	Harry Woolf	Prof. of Hist. of Science, Provost of J. Hopkins	F. Gilliam
56	III	Franklin Lewis Ford	Widener Library Harvard U.	
50	II	Robert McCormick Adams	Oriental Institute	
	III	Herbert Alexander Simon		D. Strauss
64	III	Fredrick T. Wall	Prof. Chemistry Rice U. Houston, Tex.	J. Doob
57	II	Prof. Wolfgang Panofsky	Stanford	F. Gilliam
47		James Hadley Billington	Woodrow Wilson Nation-J.P. Dilworth al Center for Scholars	
64	III	Barbara Tuchman	Author	S. Drell

<u>Age</u>	<u>Group</u>	<u>Name</u>	<u>Present Position</u>	<u>Suggested by</u>
47	<u>III</u>	Giles Constable	Harvard, Professor of History	Prof. Gilliam
42	III	John H. D'Arms	University of Michigan	Prof. Gilliam
62	III	Bernard M.V. Knox	Center Hellenic Studies	Prof. Gilliam
62	III	Robert R. Wilson	National Accelerator Lab.	Mr. Peterson - <i>Drell v. - Adler v.</i>
	III	W. L. Gundersheimer		
	III	Michael M. May		
53	<u>III</u>	William J. Bouwsma	U. of Calif. (Berkeley) Prof. of History	
61		Charles H. Townes	U. of Calif. (Berkeley) Prof. of Physics	? <i>MF reading</i>
		Wolfgang K.H. Panofsky	Director, Stanford Linear Accelerator Center	? <i>1</i>
60	<u>III</u>	Charles Lund Black, Jr.	Yale Law School	Dr. Kaysen
43	<u>III</u>	Guido Calabresi	Yale (?)	Dr. Kaysen
48		Gerald Gunther	Stanford (?)	Dr. Kaysen
53	<u>III</u>	Burke Marshall	Yale Law School	Dr. Kaysen
62	<u>III</u>	Louis Brown Schwartz	U of Pa Law School(?)	Dr. Kaysen
52	<u>III</u>	William James Bouwsma	Prof. Berkeley	Prof. Adler Prof. Gilliam
60		Edmund Sears Morgan	Prof. Yale	Prof. Adler Prof. Gilliam
62		Gordon Alex. Craig	Prof. Stanford	Prof. Adler Prof. Gilliam
60	<u>III</u>	Jerome Bert Wiesner	Prof. MIT	Prof. Adler Prof. Gilliam
63		Gordon Wright	Prof. Stanford	Prof. Adler <i>Hand</i> Prof. Gilliam
45		Owen (Jay) Gingerich	Smithsonian Astro- physical Observatory	Wilton Dillon
60		Craig Hugh Smyth	Director Renaissance Study, Florence, Italy	Prof. Gilliam <i>Hand</i>

<u>Age</u>	<u>Group</u>	<u>Name</u>	<u>Present Position</u>	<u>Suggested by</u>
52	<u>III</u>	G.D. Mostow	Prof. Math Yale	Prof. Gilliam ^{also possible} ->
53		Clarence VerSteeg	Prof. Northwestern	Prof. Gilliam
		Walter Heller		Prof. Drell - Adler - Gilliam - Gray



THE
FIDELITY
BANK

COPY

IAS.
"Woof"

May 10, 1976

Mr. Harry Woolf
1904 Sulgrave Avenue
Baltimore, Maryland 21209

Dear Mr. Woolf:

I am authorized by the Board of Trustees of The Institute for Advanced Study to offer you the position of Director of The Institute, effective July 1, 1976. Your salary would be \$65,000 per annum, of which amount \$22,400 or such lesser amount as you may wish could be deferred in the same manner as in the arrangement you have with Johns Hopkins University.

You will be required to take up residence in Princeton at "Olden Farm", the residence which we provide for the Director.

In accordance with our previous discussions, an additional benefit of which you could avail yourself is the right to mortgage financing at a rate of 4% per annum which could be used to acquire a second house.

I can assure you that this offer has the strong and unanimous backing of the Board of Trustees and the Faculty of The Institute. This augurs well for a highly-successful conduct by you of its affairs not only in the development area but in continuing and enhancing its substantial contribution to the whole world of scholarship.

I warmly urge you to accept this offer.

Sincerely,

Howard C. Petersen
Chairman,
Board of Trustees

*File
WAS*

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

May 6, 1976

Dear Mike and Bob:

At Mike's request I am sending you a bunch of stuff.

1. There are two versions of a letter which, as of the last reading, Howard Petersen did not wish to send to the Times. I have hand-corrected the earlier version to take out the angriest part of it. I still think it would be desirable to send such a letter.

2. A copy of a proposed press release to be put out now for Woolf's appointment, which also contains some useful information. This so far has not been checked by anybody, and what comes out may well be different.

3. Harold Linder's letter to the faculty, April 1973.

4. Press release of April 29, 1973.

5. Last year's resolution and the accompanying press release.

Enclosures

Carl
Carl Kaysen

Mr. Michael V. Forrestal
Shearman and Sterling
53 Wall Street
New York, New York 10005

Professor Robert M. Solow
528 Lewis Wharf
Boston, Massachusetts 02110

Draft

Letter to the Editor, New York Times

Dear Sir:

As chairman of the Board of the Institute for Advanced Study, I write to protest and correct the ~~unfair, irresponsible and inaccurate~~ front page story on the Institute on May 2, occasioned by the leak of the news that we have invited Dr. Harry Woolf to be the next Director. Israel Shenker's account is only the latest in his series of articles on the Institute filled with bias, innuendo and inaccuracy. In the present case, Mr. Shenker spoke to no responsible member of the Board or the Institute's administration. ~~[He was satisfied to rely on one irresponsible and one anonymous member of the faculty, as well as on his own notes and memory to produce a highly slanted story.]~~

Ten years ago, Dr. Kaysen was invited by the Board to come to the Institute as Director, after a distinguished scholarly and public career, with the mission of broadening its intellectual scope. He has done this with great success. The new School of Social Science, in addition to himself, has on its faculty two scholars of international distinction: the anthropologist, Clifford Geertz; and the political economist, Albert Hirschman. Dr. Kaysen raised nearly \$6 million for the funding of the School, mainly by his own efforts. In addition, he raised \$1.5 million of other new capital to support appointments in Mathematics and History.

The dispute in the Institute faculty over an appointment in Social Science, which took place in early 1973, was misreported and in fact exacerbated by Shenker at the time. He now repeats his earlier efforts. We have made no public protest before, but we feel that the continued sanction

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-2-

by the editors of the Times of stories which are unfair to the Institute, to the Board, and to the present Director should not go unchallenged.

The 1973 dispute was resolved with a resounding vote of confidence by the Board in the Director, and they then invited him to remain for at least five more years. Two full years later he decided on his own initiative to resign and return to his scholarly work, to the surprise and regret of the Board. He has remained as Director for the present year at the request of the Board, and out of his own sense of the need for an orderly succession. Dr. Woolf was invited not to "replace" Dr. Kaysen, as Shenker writes, but to succeed him.

Internal conflicts at the Institute are hardly new, and are frequent at many academic institutions, small and large. At the time of Dr. Kaysen's own appointment in 1966, it could equally well have been reported by the Times that one of his first tasks was "to restore harmony to a split faculty." The Institute's internal concerns were never previously the instrument of public titillation that Mr. Shenker has undertaken to make them since 1972.

Let me cite two examples of simple inaccuracy in Shenker's reporting, ^{which appear to} ~~result from the unheeded repetition of information statements made to him~~ ^{which call in question his capacity or willingness to reach the basic minimum} ~~his acceptance, unheeded, of information he is given~~ ~~professional standard of understanding what hears, checking it, and reporting~~ ~~the result carefully.~~ In talking about the Institute's policy of austerity, he says that our faculty salary level is "no longer far above the academic average." Average compensation (including about 14% fringe benefits) for the current academic year of professors in first-class research universities is between \$28,000 and \$29,000 and the 95th percentile figure for the same

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The figure for the Institute is \$40,000, plus an average of 17% in fringe benefits, or nearly \$48,000.

-3-

group is not quite \$35,000. Dr. Woolf received his Ph.D. not in Physics, but in the History of Science.

While we expect more balanced and more accurate reporting from The New York Times, I suppose we must recognize that this would require both more careful investigation than reporters have time for and more space than the front page allows.

Sincerely yours,

Howard C. Petersen
Chairman of the Board
The Institute for Advanced Study

May 4, 1976

Letter to the Editor
New York Times

Dear Sir:

As Chairman of the Board of the Institute for Advanced Study, I write to correct the May 2 story on the Institute by Israel Shenker. It is the latest in the series of articles on the Institute by that reporter which do no credit to the standards of accuracy and fairness professed by the editors and publishers of the New York Times. In the present case, Mr. Shenker spoke to no responsible member of the Board or Institute. His account consequently distorts the facts.

The dispute at the Institute over the appointment of a social scientist to its permanent faculty, which took place in early 1973, was misreported and in fact exacerbated by Shenker at the time. No earlier protest has been made by this Board. However, the editors of the Times continue to sanction biased stories damaging to the Institute, its Board, and to Dr. Carl Kaysen who has served with great distinction as Director from 1966 to 1976.

The 1973 dispute was resolved with a resounding vote of confidence by the Board in Dr. Kaysen, who was then invited to remain in office for at least five years. Two full years later he resigned in order to return to his scholarly work. During the present year, he remained as Director at the request of the Board, and out of his own sense of the need for an orderly succession. He was not replaced as reported, and his resignation was accepted by the Board with deepest regret.

When Dr. Kaysen was appointed in 1966, he was the fourth in a line of directors with distinguished scholarly or public careers. The founder and first director of the Institute was Abraham Flexner, (1930-39) the author of the trail-blazing report on medical education of 1910. Frank Aydelotte (1939-47) was president of Swarthmore College for

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-2-

many years and Chairman of the Rhodes Trust. The third was Robert Oppenheimer, (1947-66) the brilliant theoretical physicist, who directed the team of scientists and engineers in developing the atomic bomb. Carl Kaysen was a distinguished professor of economics at Harvard for 20 years, who had been an assistant to President Kennedy for national security affairs.

The Board invited Dr. Kaysen to broaden the intellectual range of the Institute. He has done this with great success. The new School of Social Science, in addition to himself, has on its faculty two scholars of international distinction: the anthropologist, Clifford Geertz, and the political economist, Albert Hirschman. Included in the \$7.5 million of new capital raised for the Institute, mainly by his own efforts, is funding for the School, more than adequate for its present size. The School was conceived and organized by Dr. Kaysen.

Internal conflicts at the Institute are hardly new, and are frequent at many academic institutions, small and large. At the time of Dr. Kaysen's appointment in 1966, it could equally well have been reported by the Times that one of his first tasks was "to restore harmony to a split faculty." The Institute's internal concerns were never previously the instrument of public titillation that Mr. Shenker has undertaken to make them since 1972.

While we expect more balanced and more accurate reporting from the New York Times, I suppose we must recognize that this would require both more careful investigation than reporters have time for and more space than the front page allows.

Sincerely yours,

Howard C. Petersen
Chairman of the Board of Trustees
The Institute for Advanced Study

THE INSTITUTE FOR ADVANCED STUDY

Princeton, New Jersey

FOR RELEASE NOON, Friday, May 7, 1976

Please address inquiries concerning this releast to:

Minot C. Morgan, Jr., Area Code 609 - 924-4400

Princeton, New Jersey - Harry Woolf, Provost of Johns Hopkins University and Willis K. Shepard Professor of the History of Science has been appointed the next Director of the Institute for Advanced Study. He succeeds Carl Kaysen who declared his intention in April 1975 of resigning at the end of this academic year after 10 years as Director.

Howard C. Petersen, Chairman of the Institute's Board of Trustees announced the Board's selection and Dr. Woolf's acceptance today. "We are delighted," he said. "Dr. Woolf is a fine scholar in the history of science, a broad field which penetrates many others. He impressed the selection committee and the Institute faculty with his vigor, intelligence, breadth of interests and sympathy.

"It is difficult to find a successor to a Director with the rare combination of intellectual distinction, integrity and broad knowledge and respect commanded by Dr. Kaysen in the academic and public worlds. The Board received his resignation with deepest regret. But we feel that in Dr. Woolf we have found a man equal to the challenges of our unique Institute at this time, and that he will bring it strong leadership in the years ahead. The selection was made by a committee of the Board, working in closest consultation with the faculty."

Dr. Woolf will assume the directorship ~~for a ten year term~~ in July, after the end of the current academic year.

- 2 -

At the Institute it is expected that he will pursue his own scholarly interests as well as act as chief executive. (Mr. Petersen also announced that for the first time in its history the Institute is launching a fund-raising campaign to raise \$_____ million and that Dr. Woolf has undertaken to direct this with the help of the Board.)

Dr. Woolf was born in New York on August 12, 1923. He took his undergraduate degree at the University of Chicago in 1948 in physics and mathematics, and graduate work there in physics and history led to the M.A. the next year. He was awarded the Ph.D. degree in the History of Science at Cornell in 1955. From 1955 to 1961, he was a professor of history at the University of Washington. When appointed to his present professorship at Johns Hopkins, he also became chairman of the department of the history of science. In 1972, he became Provost.

While provost, he has served as a trustee of Associated Universities, Inc. which manages Brookhaven National Laboratory in Long Island and the National Radio Astronomy Observatory, and a trustee of the Breezewood Foundation in Maryland, and a member of the Board of Directors of Center for Research Libraries in Chicago.

His books include The Transits of Venus: A Study in Eighteenth-Century Science (1959); Quantification: Essays in the History of Measurement in the Natural and Social Science (1961); and Science as a Cultural Force (1964). He has been an associate editor of the Dictionary of Scientific Biography, a major work of scholarship in the history of science.

Among the honors awarded Dr. Woolf are a Fullbright fellowship, research grants from the National Science Foundation and the American Philosophical Society, membership in Sigma Xi, Phi Beta Kappa and in the Academie Internationale d'Histoire des Sciences.

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Dr. Woolf was married in 1961 to Patricia A. Kelsh and they have two children. Dr. Kelsh is herself a scientist, trained in both chemistry and psychology.

Dr. Woolf will be the fifth Director of the Institute since its founding in 1930 by Abraham Flexner, author of the 1910 report which shaped medical education in the U.S. Frank Aydelotte, president of Swarthmore College on his appointment in 1939, was succeeded in 1947, by Robert Oppenheimer, ^{the} theoretical physicist who had directed the team of scientists and engineers in developing the atomic bomb. On his retirement in 1966, Carl Kaysen, Littauer Professor of ^{at Harvard,} Political Economy, who had served as an assistant to President Kennedy for national security affairs, was appointed.

Dr. Kaysen's highly successful directorship has been marked by public controversy. At the time of his appointment, the Board invited him to broaden the intellectual range of the Institute, whose greatest strengths are in mathematics and physics. [A dispute arose in 1973 over an appointment to the new school of social science established under his leadership. It was resolved with a resounding vote of confidence by the Board in the Director who was then invited to remain in office for at least five more years.]

In addition to Dr. Kaysen, the new school has on its permanent faculty two scholars of international distinction: the anthropologist Clifford Geertz, and the political economist Albert Hirschman. Included in the \$7.5 million of new capital raised for the Institute, mainly by Dr. Kaysen's efforts, is funding for the new school, which has already attracted visiting members from all over the world.

Dr. Kaysen will return to his scholarly work in the overlapping fields in which he is expert: economics, sociology, law and politics. The Godkin Lectures

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which he delivered at Harvard this spring, sketched out the direction of his coming work. On sabbatical leave from the Institute for the coming year, he will be Visiting Professor of Political Economy in the School of Humanities and Social Science at Massachusetts Institute of Technology.

The Institute is organized into four schools, with a small permanent faculty in each and temporary members from other universities and research institutions invited for a year or two. At present, there are about 150 visiting members, and the active faculty includes 24 professors: 8 in history; 7 in mathematics; 6 in physics; and the 3 in the new school of social science. No degrees are granted, there are no formal classes or requirements of any kind, other than the demonstrated ability to pursue pure science and scholarship at the highest level. Although close to Princeton University, it is completely independent, and the ties between the two institutions are informal intellectual and social ones from which both benefit.

The last decade was one of growth as well as change for the Institute. Both the numbers of visiting members and the size of the permanent faculty increased by about one-third, with most of the growth in the three established schools. A prize-winning dining hall and an office building of striking contemporary design were erected close to the woodlands in which the Institute sits. Accommodations for visiting members in the housing designed by Marcel Breuer were expanded.

The committee of the Institute's Board which joined in the search leading to the selection of Dr. Woolf as Director had Michael Forrestal as Chairman. Other Board members on the committee were Sidney Drell, Hanna Gray, William Roth and Donald Straus. Representing the Institute faculty were Professors Stephen Adler and James F. Gilliam.

STATEMENT TO THE PRESS - FOR RELEASE SUNDAY A.M. - April 29, 1973

For comment call: Mr. J. R. Dilworth

212-247-3700

609-924-2120

The Trustee Committee chaired by Mr. Dilworth tried, in the course of general meetings and through numerous private discussions with a Faculty Committee led by Professor Borel, to develop a mutually acceptable set of procedures for restoring the administrative tranquillity of the Institute so necessary to its scholarly mission, and for reviewing and strengthening the system of governance to enable continued development in both the old Schools and the new.

We almost succeeded. Agreement was reached on virtually all procedural steps likely to be needed in the foreseeable future. There was agreement on procedures for making the next two appointments in the School of Social Science; agreement that the Board of Trustees would have among its members four academic members whose competence falls within the disciplines represented in the present four Schools but who are not themselves members of the Institute; agreement for the establishment of a Faculty-Trustee Committee to examine the rules of governance of the Institute; agreement on the role of the Director in relation to this Committee; and a strong reaffirmation of the dedication of the Institute to the pursuit of excellence in fundamental research. On the matter of Faculty appointment procedure in general, the Board looks to the Faculty-Trustee Committee on Governance to devise procedures which will preclude any future repetition of a situation in which the Board would feel it must override a negative vote of the Faculty.

- 2 -

The issue on which there was no agreement was the demand by the Borel Committee that the Director be removed. The Trustees have refused to bow to this demand--not out of a sense of loyalty to the Director, although there was that in full measure--but because of a record of substantial accomplishment that far outweighed the allegations on which the Borel Committee pinned its case.

We have been informed by the Borel Committee, in a letter of April 23, 1973, that "any satisfactory arrangement will, in our opinion, require that the present Director relinquish his office, and our group expects this to happen within the coming academic year." We would be willing to continue discussions indefinitely on virtually all matters in an effort to reach a reasonable meeting of minds. But since the issue of having to sacrifice the Director appears to be the price for agreement, or even for continued discussions, we are reluctantly forced to conclude that there can be no agreement with the position of the Borel Committee.

We have been warned that our refusal to dismiss the Director may result in the resignation of some outstanding Professors. We hope there will be no resignations, but if there are, we are confident that they will be few and that, under the Director's leadership and the reputation of the Faculty, the Institute will be able to recruit comparably distinguished scholars, and that the Institute will continue its role as one of the world's great centers of advanced research.

After a long effort to reach a modus vivendi with the Borel Committee, the Trustees and Director will now redirect their energies back

- 3 -

to the important mission of the Institute, and we invite all
the Faculty and the academic community to join us in this task.
To that end the Board has appointed four of its members to the
proposed Faculty-Trustee Committee on Governance, with the
expectation that this Committee will soon start its deliberations.

Institute for Advanced Study
Princeton, New Jersey 08540

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

To the Faculty:

The Board has now heard a report of the Committee which the Chairman constituted to discuss further with the Faculty the questions arising out of the appointment of Professor Bellah. That Committee has talked with all the members of the Faculty who wished to be heard. It had one meeting with a large group of Faculty members, several meetings with smaller groups, and with individual members of the Faculty. In addition, the Committee has received letters both from those Faculty members who have appeared before it and from others. We have all received many letters on both sides from the academic world outside the Institute.

After much discussion and full consideration, the Committee under Mr. Dilworth's chairmanship (consisting of Mrs. Gray, Messrs. Forrestal, Segal, Solow, Straus) has recommended two steps as essential for a resolution of the conflict that has arisen. First is a procedure for dealing with the immediate future of the Program in Social Sciences. Second is a recognition that unresolved differences of view on the governance of the Institute cannot be allowed to persist without further examination with all who share in the responsibility for governance.

In our judgment, the attached document which the Dilworth Committee drafted after hearing the views of all members of the Faculty with whom they communicated, and those of the Director, meets these needs. The first of its six points makes clear that the Faculty and the Board share the same view of the fundamental purpose of the Institute. The second and third deal with the immediate question of how to go forward with the Institute's new venture in the Social Sciences. The procedure set forth in these two points has been widely discussed and agreed to in substance by nearly all those we have consulted. The fourth provides a mechanism for a reconsideration of the fundamental problems of governance, and the

fifth and sixth deal with specific matters of governance which the Board agrees should be settled now in advance of the work of the committee. With respect to the difficult question presented by the Board's having overridden a negative vote of the Faculty, on an appointment, the Board anticipates that the Faculty-Trustee Committee on governance will be able to devise procedures which will preclude this situation from arising again.

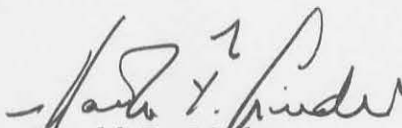
The Board believes that the conflict of the last several months has deep roots in the history of the Institute, but recognizes that its immediate occasion was the procedure by which Robert Bellah was invited to a professorship in the Program in Social Sciences. Serious dissatisfaction with this procedure by more than half the Faculty has led to a variety of harmful consequences. The first was the airing of the whole dispute in the public press, including an unauthorized leaking of confidential evaluations of Bellah's work. The Board deplores this action which has caused unjustifiable pain to Professor Bellah and done the reputation of the Institute no good.

The same dissatisfaction has led to a request for an evaluation of the Director's tenure, carrying with it a strong expression of a lack of confidence in him by that part of the Faculty. Everything we have heard from the Faculty orally or in writing has led us to conclude that the central feature of that assertion has been his and our procedure in respect to the Bellah appointment. Though Bellah has now withdrawn his acceptance of the appointment, the sharp conflicts it occasioned remain. We reject the view that the appointment procedure justifies a lack of confidence in the fitness of the Director, and his suitability for his post. Rather, we affirm our confidence in him and our recognition of his achievements as Director, which include initiating the Program in Social Sciences, securing of new funding for it, assisting the revivification of the School of Natural Sciences, increasing the funds available to support visiting members, thus making possible a greater diversification of membership in the School of

-3-

Historical Studies, and organizing the necessary expansion of the Institute's physical facilities. We have invited him to serve for at least another five years and trust that he will accept that invitation.

In our view the future health of the Institute depends on a conscientious effort by all concerned to use with good will the instruments provided in the attached document to resolve the underlying difficulties which have been revealed in the past six months.



Harold F. Linder

April 1975

Board Actions

As described in the final draft of the letter (attached),
the Board took the following actions:

(1) Acceptance of
Dr. Kaysen's
Resignation

The following resolution was unanimously adopted:

The Board of Trustees of the Institute for Advanced Study accepts with deepest regret Carl Kaysen's resignation from the Directorship, effective 30 June 1976, or when a successor can take office, should that be later. Dr. Kaysen has served the Institute, its Faculty and Board, with imagination, energy and intellectual distinction. His qualities of fairness and directness combined with appreciation of the complex intellectual issues which the governance of the Institute presents are rare and will not easily be replaced. In dealing with the wider world of government, foundations and business he has been an energetic, resourceful and respected representative for an Institute with our reputation, and has succeeded in bringing additional financial support at a difficult time. Finally, although it is still young, the quality of the School of Social Science reflects the very high intellectual standards set by the Founders of the Institute. The Board is pleased that Dr. Kaysen will defer his personal preference for relinquishing his present responsibilities immediately in order to assist in an orderly transition.

For further information call: Lynne Lambert, 609-924-4400, ext. 203

PRESS RELEASE

The Institute for Advanced Study, Princeton, announced today the resignation of Dr. Carl Kaysen as Director, effective 30 June 1976, the end of the coming academic year. At that time, Dr. Kaysen will have served as Director for 10 years.

In accepting Dr. Kaysen's resignation, Howard Petersen, the Chairman, expressed the Board's regret at the Institute's loss. He said that Dr. Kaysen has served the Institute, its Faculty and Board, with imagination, energy and intellectual distinction. His qualities of fairness and directness combined with appreciation of the complex intellectual issues which the governance of the Institute presents are rare and will not easily be replaced. In dealing with the wider world of government, foundations and business he has been an energetic, resourceful and respected representative for an Institute with our reputation, and has succeeded in bringing additional financial support at a difficult time.

Dr. Kaysen succeeded the late Robert Oppenheimer as Director in 1966, accepting the invitation of the Board to broaden the intellectual range of the Institute. At that time, Kaysen was Lucius N. Littauer Professor of Political Economy at Harvard, where he had been for 20 years. As a result of Kaysen's efforts, a School of Social Science was established at the Institute. He recruited its first faculty members, as well as raising funds for the new venture, to which the Ford and 1907 Foundations were major contributors.

Controversy over a permanent appointment in the new School of Social Science between Dr. Kaysen and the Institute's faculty was resolved by the Board in his favor, after erupting into public dispute in 1973. The Board statement today said: "Although it is still young, the quality of the School of Social Science reflects the very high intellectual standards set by the Founders (of the Institute)."

During the decade of Dr. Kaysen's Directorship the rest of the Institute has grown as well. The number of visiting members in the Schools of Historical Studies, Mathematics, Natural Sciences have increased by one-third, and the size of the permanent faculty, outside of Social Science, by nearly the same proportion. To accommodate this growth, a new academic office building and dining hall were built, and the housing accommodations for visiting members expanded.

Since its founding in 1930, the Institute has been a world-renowned center for pure mathematics. Emigre scholars from Hitler's Europe were among its earliest members, including Albert Einstein, John von Neumann, Hermann Weyl and Erwin Panofsky. In addition to mathematics, important contributions to theoretical physics, classical studies and art history have resulted from work at the Institute. About 150 visitors are invited annually, both post-doctoral students and established scholars and scientists from all over the world. They are given total freedom to work in an ideal physical setting. The small permanent faculty now includes 26 professors in the four schools of Historical Studies, Mathematics, Natural Sciences, and Social Science.

Mr. Petersen also announced that the Board is undertaking a thorough review of the structure and functions of the Institute before coming to

a decision on the appointment of a new Director. A committee of the Board under the chairmanship of Martin E. Segal has invited two outside academics to assist in the review: Jaroslav Pelikan, Professor of Church History and Dean of the Graduate School at Yale, and C. N. Yang, Nobel Laureate in Physics and Professor at Stony Brook. Professor Yang was at the Institute as a member and professor from 1949 to 1966. Other members of the Board on the Committee are: J. Richardson Dilworth, Joseph L. Doob, Robert Solow, and Elizabeth Whitehead. The Review Committee has been instructed to arrange for faculty participation in its work.

The Board also appointed a committee to consider filling the vacancy in the Directorship. Its Chairman is Michael Forrestal and the other members, all members of the Board, are Sidney Drell, Hanna Gray, William Roth, and Donald Straus.

A copy of Mr. Petersen's letter to the Faculty informing them of these decisions is attached.

Dr. Kaysen expects to return to his own scholarly work. In addition to important books on industrial organization and the government regulation of business, he has written on the economics of research, higher education, and the sociology of business. His current interests lie in the area in which economics, politics, and sociology overlap. In addition to his academic work, Dr. Kaysen has had a public career. In 1961-63, he was on leave from Harvard and served as Deputy Special Assistant for National Security Affairs to President Kennedy; in that connection he was concerned with a variety of issues, among the most important of which was arms control. He continues to maintain his interest and public activity in that field.

NEW YORK TIMES

May 2, 1976

Woolf Is Selected as the Director Of Institute of Advanced Study

By ISRAEL SHENKER

The Institute for Advanced Study at Princeton, N.J., has asked Dr. Harry Woolf, a historian of science and provost of John Hopkins University, to be its director.

Dr. Woolf would replace Dr. Carl Kaysen, the institute's fourth director, who submitted his resignation a year ago in the wake of a dispute with the majority of the faculty.

That dispute flared to prominence when Dr. Kaysen rejected the faculty's vote against a proposed nomination of Robert N. Bellah, a professor of socio-

logy at the University of California at Berkeley, to be an institute professor. Professor Bellah withdrew his acceptance of the appointment before it became effective.

When Dr. Woolf was asked about his selection—it has not yet been announced—he had no comment. He is expected to take office before the year is out.

The faculty was consulted on the choice of a successor to Dr. Kaysen, and its first choice was Dr. Woolf. This was after the

Continued on Page 56, Column 1

INSTITUTE SEEKS WOOLF AS CHIEF

Continued From Page 1, Col. 3

long list of those considered was narrowed to three: Dr. Woolf, Dr. Roland M. Frye, a professor of English at the University of Pennsylvania, and Dr. Robert F. Goheen, president of Princeton University from 1957-72 and since then chairman of the Council on Foundations.

Prof. Lyman Spitzer Jr. of Princeton, an astronomer, had asked that his name be withdrawn from consideration.

To be director of the institute is to hold precarious sway over a group of talented scholars whose predecessors at the school included such world figures as Albert Einstein, Hermann Weyl, John von Neumann, Erwin Panofsky and J. Robert Oppenheimer. Dr. Oppenheimer was the institute's third director.

For its director, the institute traditionally seeks a candidate of substantial scholarly achievement and a modicum of administrative ability.

"One of the many candidates was supposed to be a specialist in something called management science," noted an institute professor, "and the general opinion of the faculty was that he should be moved to the bottom of the list."

The current faculty, numbering 26, is divided into three traditional schools (mathematics, natural sciences, historical studies) and one recently added (social science). The mathematicians, especially, have been hostile to the newcomer.

Andre Weil, a mathematician and professor at the institute, said that social science's addition was an example of businessman's (i.e. trustees') belief in diversification.

"It's just enrich and diversify," he said. "It's just a little appendix to the institute, which did not need it and cannot afford it."

No Specific Duties

In addition to those in the highest sphere (active faculty), there are about 16 professors emeriti and members with long-term appointments. In addition,

each year there are well over a hundred visiting scholars, almost invariably postdoctoral.

Professors and other scholars at the institute have no specified duties, no classes or students, and—as recent history indicates—little intention of compromising their own notions of what a great institution should be.

Assuming that the trustees and Dr. Woolf agree on the terms of his appointment, his duties at the institute will plainly include that of restoring harmony to a faculty split in the wake of the Bellah case.

But the history of science, Dr. Woolf's forte, has many examples of warring camps and rival coteries, so the challenges of office will not be entirely unfamiliar.

The institute has had to adopt a policy of austerity in the last few years, and one result is that faculty salaries—\$40,000 a year—are no longer far above the academic average. To one who has been serving as a university administrator—Dr. Woolf, for example—this, too, is hardly strange terrain.

Dr. Woolf was born in Brooklyn on Aug. 12, 1923. After three years in the Army during World War II, he got his Bachelor of Science and master's degrees from the University of Chicago, and his doctorate (in physics) from Cornell in 1955. He taught at Boston University, Brandeis University and the University of Washington before coming to Johns Hopkins in 1961 to occupy the first endowed chair for the teaching of the history of science. His appointment as provost came in 1972.

He is author of "The Transits of Venus" and editor of books on science history, including a series called "The Sources of Science." His wife, Patricia A. Kelsh, is a professor at Johns Hopkins, involved in nuclear chemistry and psychology.

Johns Hopkins, opened in 1876, and the institute, opened in 1930, were both endowed by Baltimoreans. The institute is an independent establishment, not a part of Princeton University. Three of the four people who survived the preliminaries in the search for institute director earned degrees from Princeton University. Three of the four people who survived the preliminaries in the search for institute director earned degrees from Princeton.

ROOM 5600
30 ROCKEFELLER PLAZA

File
IAS
Search
Committee

MEMORANDUM

May 19, 1976

TO: Mr. Howard C. Petersen

FROM: J. Richardson Dilworth

SUBJECT: Severance arrangements with Dr. Carl Kaysen, retiring Director of The Institute for Advanced Study

There are a number of benefits that Dr. Kaysen, the retiring Director, gives up if he does not return as a Professor at the end of the next academic year. Most institutions require retirement at 65. The Institute's present provision is 70. Thus, if Kaysen does not return, he would lose 5 years' salary and, as a consequence, his pension payments would be reduced accordingly. In addition, there are fringe benefits with respect to housing — irrespective of the question of the possible obligation of providing a retired Director and his wife with housing at a nominal figure for their lifetimes.

Inasmuch as Kaysen has the absolute right to return to the Institute as a Professor in his 57th year, and continue for 13 years as an active Professor — and subsequently from retirement to death as a Professor Emeritus, at some considerable cost to the Institute — it is apparent that the Institute has a theoretical liability well in excess of \$500,000. Furthermore, the Board of Trustees at their last meeting made it plain, when the general question was discussed, that they wished to be generous.

Accordingly, I would suggest an annual payment of \$12,000 until 1990, and then of \$6,000 as long as either Dr. Kaysen or his wife are alive.

10,000 x 10

bcc: Mr. Forethal

1496
76
14

SHEARMAN & STERLING

To Mr. PetersenFrom M.V. FORRESTAL Date 5/5/76

Please:

- | | | |
|---|---|---|
| <input type="checkbox"/> Attend to | <input type="checkbox"/> Prepare reply for my signature | <input type="checkbox"/> As requested |
| <input type="checkbox"/> Note and return | <input type="checkbox"/> Send me information required to answer | <input type="checkbox"/> For your comments and suggestions |
| <input type="checkbox"/> Note and forward to Files | <input type="checkbox"/> For your information | <input type="checkbox"/> Does attached meet with your approval? |
| <input type="checkbox"/> See (phone) me re attached | <input type="checkbox"/> As per conversation | <input type="checkbox"/> For signature, if you approve |

Other Remarks

Herewith the memo I gave to
Dick Dilworth for Harry Woolf.

SHEARMAN & STERLING

Date 5/3/76

To: Mr. Dilworth

From: M.V. FORRESTAL

Since I have been caught at home, I have not had my papers and this, therefore, represents the best I have been able to do based upon recollection. Please call me if you have any questions. I will of necessity be home all afternoon and evening.

May 3, 1976

GENERAL PRINCIPLES FOR
INSTITUTE FOR ADVANCED STUDY
OFFER TO DR. WOOLF
(Subject to Negotiation in Detail)

The Institute would take over the assets and obligations under Dr. Woolf's present agreement with Johns Hopkins. The Institute would agree to a salary of \$60,000 per annum for the new Director, \$22,400 of which would be deferred in the same manner as under the Johns Hopkins arrangement.

The Director would also receive a tuition allowance of \$2,500 per annum per child up to college entrance.

Finally, the new Director would benefit from the right to mortgage financing at an interest rate of 4% per annum which could be used to acquire a new house and defer capital gains tax on the sale of his present house.

The offer can be compared to Dr. Woolf's present arrangement as follows:

(In \$'000s)

	Johns Hopkins	IAS
Current Salary	\$55.0	\$37.6
Deferred portion	22.4	22.4
Rent of House	-	12.0
Educational Allowance	<u>-</u>	<u>5.0</u>
Total Remuneration	\$77.4	\$77.0

- 2 -

	Johns Hopkins	IAS
After tax cash (assuming 50% rate and no deduction)	\$27.5	\$18.8
Rent	<u>0</u>	<u>12.0</u>
Total	\$27.5	\$30.8

Dr. Woolf. file.

THE JOHNS HOPKINS UNIVERSITY

BALTIMORE, MARYLAND 21218

(301) 366-3300 EXT. 216-7

HARRY WOOLF
PROVOST

26 April 1976

Dear Mike

Here is a copy of the Deferred Compensation
Agreement we talked about. I await your
reactions and look forward to hearing from
you soon.

Cordially yours,

Harry

415-567-2823

n/13

DEFERRED COMPENSATION AGREEMENT

This agreement is made this 1st day of February, 1976 by and between the
JOHNS HOPKINS UNIVERSITY (hereafter called Johns Hopkins) and Dr. Harry Woolf
(hereafter called Employee).

WHEREAS, nothing in this agreement is intended to confer permanent
employment rights upon Employee and Employee by subscribing to this agreement
specifically recognizes and accepts that fact; and

WHEREAS, Employee has performed valuable services for Johns Hopkins and
Johns Hopkins has the present desire to retain his services until his death or
retirement;

Now, therefore, Johns Hopkins and Employee mutually agree as follows:

1. So long as Employee shall remain employed by Johns Hopkins (subject to
all the conditions, qualifications and disclaimers of this agreement) Johns Hopkins
agrees to defer and not to pay to Employee \$20,000 of the compensation to which
Employee may be entitled annually.

2. In order to insure Johns Hopkins's ability to meet the obligations under
this agreement to make payments to Employee, Johns Hopkins shall add to the
\$20,000 of Deferred salary another 12% of that amount, \$2400, for a total of
\$22,400, of which ^{\$}12,000.00 shall be used to purchase, as a wholly owned asset of
the University - a life insurance policy, including a waiver of premium benefit,
on the life of Dr. Woolf. The remaining ^{\$}10,400.00 shall be credited annually to a
separate account and invested annually in Certificates of Deposit or other high
yield investments as determined by the University.

The policy and the separate account shall remain the sole property of
Johns Hopkins who shall be the sole owner and beneficiary. Johns Hopkins shall
have exclusive rights and privileges under this plan including the right to
surrender the policy for its cash surrender value and to receive all benefits due
thereunder for Johns Hopkins's sole benefit.

*\$20,000. is subtracted from the annual salary of \$75,000.
with the 12% (2400) representing the retirement contribution by the University*

as directed

3. Should Employee's employment terminate prior to his retirement or death, Johns Hopkins agrees to give Employee the following options -

- A. To pay Employee an amount determined by totalling the separate account and the cash value of the life insurance policy - with such amount to be paid in ten (10) equal annual installments, the first payment to be made on a date to be selected by Johns Hopkins during the month following the month in which the employment terminates.
- B. Johns Hopkins will give Employee the option of ownership of such policy and a total distribution of the separate account.
- C. Upon his termination of employment by the University and his reemployment by an institution exempt under Section 501 (c) of the U. S. Internal Revenue Code, which institution agrees to accept the policy and the separate account from the University and to assume the obligations of this agreement, in such event the policy and the separate account will be transferred to such institution.
- D. To put the policy on a reduced paid-up insurance basis in accordance with Schedule A (Column C) and to pay 10% of such amount plus the value of the separate account to Employee's heirs in the event of his death prior to Age 65, as per paragraph 6 of this agreement; or to Employee at Age 65 in accordance with paragraph 4 of this agreement.

Any of the above such transfers shall discharge Johns Hopkins from any obligation to make any payments provided for under any other paragraph of this agreement. The Employee must elect any of such options at least 30 days prior to

his termination of employment and option B can only be selected with the consent of Johns Hopkins. If he fails to make the election within said period, Johns Hopkins will make such election in his best interests.

4. Should Employee be in the employment of Johns Hopkins during the fiscal year in which occurs Employee's 65th birthday, Johns Hopkins shall pay to each Employee, on a date selected by Johns Hopkins but within three months after the close of the fiscal year in which said birthday occurs, an amount equal to 10% of the total of actual Paid Up Insurance Value at Age 65 and the value of the separate account. The same amount shall be paid to the Employee for the next (13) thirteen years, so that the total payments will be 140% of this total value at Age 65.

5. In the event Employee shall die after the commencement of payments under paragraphs 3 and 4 hereof, but before he receives the number of installments set forth herein, Johns Hopkins shall pay the remainder of said annual installments to Employee's widow, Patricia Woolf, if living, as such installments severally become due and payable. If neither Employee nor his widow is living as any such annual installment falls due, Johns Hopkins will continue the remainder of said annual installments to the Trustees named in Employee's last Will.

6. Should Employee die prior to age 65 while in the active employment of Johns Hopkins, Johns Hopkins shall pay an amount equal to 6.5% of the total of the life insurance death benefit received by Johns Hopkins at the time of the Employee's death and the value of the separate account, as of that time, for a term of twenty-seven (27) years to Patricia Woolf, wife of Employee. The first installment to be paid on the day selected by Johns Hopkins of the month following the month in which Employee dies. If said widow is not living at the time any such annual installment falls due, Johns Hopkins will pay the remainder of said annual installments to - the Trustees named in Employee's last Will.

7. Nothing in this agreement shall prevent Employee from receiving, in addition to any amounts he may be entitled to under this agreement, any amounts which may be distributable to him at any time under any pension plan, or other incentive plan or similar plan of Johns Hopkins now in effect or which may hereafter be adopted.

8. After Employee's retirement, he shall, without further compensation, consult with the Chairman and other members of the Board of Trustees and such Committees thereof, and the President and other officers of the University as the Board of Trustees may from time to time request, in an advisory capacity on policy matters with respect to important decisions relating to the business and financial affairs of the University, at such reasonable and convenient times and places as may be mutually agreed upon, but in no event shall the Employee be required to devote in excess of 40 days in any one year to the performance of such advisory services. It is intended that the foregoing consulting services shall not in any way interfere with Employee's other duties and responsibilities.

In the event that the Employee breaches the foregoing condition, he shall forfeit all right to any and all amounts of deferred compensation remaining unpaid upon the date of any such breach.

9. Employee agrees that he will not, during the period that this agreement (and renewals thereof) is in force and for a period of two years from the date of his termination of employment, furnish, use or divulge to any individual, firm, corporation or other entity, except as permitted by University's written direction, whether for his own benefit or not, any confidential information acquired by him from University.

10. This agreement may be revoked or amended in whole or in part by a writing signed by both of the parties hereto.

11. This agreement shall be binding upon Employee and his heirs, executors, administrators and assigns, and on Johns Hopkins, its successors and assigns. The rights of Employee shall not be subject in any manner to anticipation, alienation, sale, transfer, assignment, pledge, encumbrance or charge.

12. This agreement has been made in the State of Maryland and shall be interpreted in accordance with the laws of the State of Maryland.

13. Witness the due execution hereof as of _____.

ADDENDUM
TO THE
DEFERRED COMPENSATION AGREEMENT

This Addendum is part of said agreement between the Johns Hopkins University and Dr. Harry Woolf, an Employee of Johns Hopkins University.

A.) In the event of the total disability of said Employee under the definition of total disability of the insurance carrier underwriting this plan for a period of six (6) months or longer, prior to Employee's sixty-fifth (65th) birthday, Johns Hopkins agrees to pay monthly to said Employee an amount equal to one twelfth of the projected average annual cash value growth in the policy between the Employee's age at this agreement's inception and his attaining Age 65.

B.) Under this Plan, the monthly disability benefit is $\frac{\$136,205}{13}$ (the projected Cash Value at Age 65 on Schedule A, Column B) \div 13 (number of years to Age 65) = $\$10,477$, (average annual cash value increase) \div 12 (number of months in a year) = $\$873$, the monthly benefit in the event of Employee's total disability.

C.) This disability payment shall begin in the seventh month of Employee's disability and will continue until Employee's 65th birthday, if the disability has lasted until that time.

D.) If Employee recovers from his disability prior to Age 65 and returns to his full-time duties, such payments will, of course, terminate.

E.) If Employee either dies or reaches retirement age of 65 while receiving the above disability benefit, Employee or his designated heirs, as the case may be, will begin to receive the applicable retirement or death benefits, as set forth in the main body of this agreement in place of the disability payment which will thereupon terminate. Such retirement or death benefits, however, will be reduced by the total amount of any disability payments made to Employee under this Deferred Compensation Agreement during the time Employee was totally disabled, by reducing the number of years of such benefit.

Witness:

Dated

SCHEDULE A

I) \$12,000 per year Into Insurance
10,400 per year Invested @ 6%

Year	<u>Life Insurance</u>			<u>Other Investment</u>		<u>Totals</u>		
	A. Death Benefit	B. Cash Value	C. Paid-Up Insurance	D. Value @ 6% Compounding	D.1. @ 7.5%	E. At Death (A + D)	F. Paid-Up Value (C + D)	(D.1. - D) Difference
1	\$264,344	\$ 4,977	\$ 9,392	\$ 11,024	\$ 11,180	\$275,368	\$ 20,416	\$ 156
2	268,557	15,495	28,517	22,709	23,198	291,266	51,226	489
3	271,362	25,419	45,638	35,095	36,117	306,457	80,733	1,022
4	274,613	34,689	60,791	48,225	50,006	322,838	109,016	1,781
5	278,296	44,364	75,906	62,143	64,937	340,439	138,049	2,794
7	286,892	64,951	106,049	92,534	98,241	379,426	198,583	5,707
9	297,051	87,201	136,097	126,680	136,728	423,731	262,777	10,048
13	320,437	136,205	194,829	208,157	232,603	528,594	402,986	24,446

In the event of disability, the annual benefit would be -
\$10,477 -- and the growth of the other investment
 account would cease to have further input.

15
17
5

$$\begin{array}{r} 50 \\ 12 \\ 5 \\ \hline \$ 67,000 \\ 10 \\ \hline \$ 77,000 \end{array}$$

$$72,400$$

60 take out 22,4 for plan. = 47.6

$$\begin{array}{r} 12 \\ 5 \\ \hline \$ 77,000 \end{array}$$

$$\begin{array}{r} 50 \\ 22.4 \\ \hline \$ 77,400 \end{array}$$

Professor of Physics:
 Melvin Ruthemann

While Director