

January 9, 1969

To the Committee on the Future:

I thought it wise to notify the members of the Faculty of the receipt of the Ford grant and use this notification as a way of settling the issues of how we proceed on the fourth School. Attached is a copy of the letter I am sending to them. Attached also are copies of extracts from the Minutes of the faculties of Natural Sciences and Historical Studies.

Carl Kaysen

cc: Mr. Dilworth
Mr. Hochschild

Similar letter of same date to Mr. Greenbaum

January 10, 1969

Gentlemen:

Here is my first piece of fan mail from
the faculty on the School of Social Sciences.

Cordially,

Carl Kaysen

Messrs. Dilworth, Greenbaum, Hochschild

Enclosure

January 9, 1969

Memorandum for the Committee on the Future

The state of physics at the Institute has been one of my major concerns since I came. For the ten or dozen years previous to Robert Oppenheimer's retirement the level and quality of activity of physics at the Institute were very high. Resignations and death have left the department at an embarrassingly small size. Unless it can be built up, it is in danger of disintegrating. I think it would be a great loss to allow a field in which the Institute has done so much to disappear.

As you know, we have been seeking actively to make at least one appointment in the area of high energy particle physics for the last four years. The number of suitable candidates is small, and the one we have most wanted (Murray Gell-Mann) we have not been able to get. There are only two or three others in the late 30's and 40's who are of first-rate quality. Even among those, the Faculty is not in full agreement and for one reason or another we are unlikely to find a candidate in this group.

For the last three years, Stephen Adler and Roger Dashen have been here as long-term members. Both are still quite young men, one just under and one just over thirty. They were invited to come here on the basis of their brilliant promise. Since coming they have done excellent work; further, they have performed in a highly valuable way in assisting in the selection of annual members and collaborating with them in their work. It is the judgment of the Faculty and of other informed physicists whom I have consulted, including Goldberger at Princeton, Francis Low at M.I.T. and Gell-Mann at Cal Tech, that these two young men are among the four or five most able young physicists in the world, and some put them at the top of the list.

After a great deal of discussion this year, the Faculty has decided to propose that the Institute and the University offer joint appointments to both of these men. Each institution would pay each man part of his salary, and each institution would expect each man to divide his time and energies roughly equally between the two. Since in fact

the intellectual interests of the two institutions in this field are shared to a considerable extent, each will get rather more than the equivalent of one man from the arrangement. The financial basis of the arrangement would be as follows: the University will set a salary level which they think appropriate (initially, something of the order of \$20,000) and will pay half that to each man. We will pay each half our standard professorial salary. This means that the men will get in effect a salary of \$27,500 rather than the regular Institute salary of \$35,000. On the other hand, in comparison with their colleagues at Princeton, they will be somewhat ahead of the game. The difference there, however, will not be very much and will tend to diminish over a period of time.

The Physics Faculty and I felt that the double joint appointment was the best resolution of the problems facing us. Both Adler and Dashen are being besieged by offers from a number of first-rate universities, and without some action on our part both will be gone by next year. If even a few years go by with no one working here on high-energy physics from the phenomenological viewpoint, it will soon be hard to attract members in this most active field of work in theoretical physics. Therefore, some action is urgent. Our Physics Faculty found it hard to choose between Adler and Dashen, although they felt a slight preference for the former. The two have collaborated fruitfully, and the pair of them represent more than twice their individual value. Further, the fact of having two people in the field rather than only one is itself important, since their styles of work and interests, though closely related, are not identical. Indeed, from that point of view we will be getting much closer to two men out of our two halves than one, and in this respect, because of the lack of formal teaching duties at the Institute, our bargain may be somewhat better than the University's (though, of course, we are paying more for it, too). Their teaching responsibilities in the University will be to advanced graduate students, mainly to thesis students, and will not interfere significantly with their ability to do what is expected of an Institute professor, as might be the case if they were required to devote substantial time and energy to teaching elementary courses. Finally, close collaboration between the Institute and the University in theoretical physics is a positive value for both of us, and these two shared appointments will be an important way of enhancing such cooperation.

This proposal is fairly likely to run into criticism from the Mathematics Faculty on two counts. First, they attacked Robert severely for having appointed them to five-year memberships in 1966, both because they felt that the young men were being overpaid---which was probably a correct view---and because they felt that they were substantially poor appointments---a view which had no merit, in my judgment. I think that all this struggle is sufficiently fresh so that at least some will feel obliged to revive it and to carry over the sentiments

generated then to this new proposal. Second, the mathematicians have always been suspicious of joint arrangements with the University. On this I believe there are no general principles that are usefully applicable to all cases. In this particular case the Faculty and I have thought about the problems that a joint arrangement might create, and we are satisfied that they are small compared to the benefits. We have had joint arrangements in the past. Kurt Weitzmann, of course, continues in appointments at both institutions with each paying half his salary. A great merit of our small size is that it is not difficult for us to be flexible, and I don't think we should deny ourselves the values of flexibility.

This proposal is now in its incubatory stage. The Physics Department at Princeton has approved it in principle. They will meet in a week to vote on it finally and present it to the Princeton Administration. I have had an informal discussion of the matter with Provost Bowen, and he seems well disposed toward it. The nomination has not yet been presented to the rest of the Institute's Faculty.

If you have any questions about this proposal, perhaps we should meet to discuss it at an early moment, or discuss it on the phone.

Carl Kaysen

Messrs. Dilworth, Graenbaum, Hochschild

November 1, 1968

Dear Harold:

In case you return early from Blue Mountain Lake, this is to let you know that Dick and Eddie will be meeting with me at Olden Farm on Sunday, November 3, at 4 p.m. We would like very much to have you join us.

Cordially,

Carl Kaysen

Mr. Harold K. Hochschild
150 Stockton Street
Princeton
New Jersey 08540

November 1, 1968

Dear Dick:

Harold is away but if you can
come Eddie will be there.

Thanks,

Cordially,

Carl Kaysen

Mr. J. Richardson Dilworth
141 Hodge Road
Princeton
New Jersey 08540

November 1, 1968

Dear Eddie:

This is to confirm the meeting
at Olden Farm on Sunday, November 3, at
4 p.m. Harold is away for the weekend
and does not plan to attend.

Cordially,

Carl Kaysen

General Edward S. Greenbaum
104 Mercer Street
Princeton
New Jersey 08540

EDWARD S. GREENBAUM
MORRIS L. ERNST
LEO ROSEN
HARRIET F. PILPEL
WIRTH H. KOENIG
MAURICE C. GREENBAUM
HERBERT A. WOLFF, JR.
JOHN A. WIENER
RICHARD M. ADER
ALAN U. SCHWARTZ
ROGER BRYANT HUNTING
IRWIN JAY ROBINSON
JULIA PERLES

GREENBAUM, WOLFF & ERNST

437 MADISON AVENUE

NEW YORK, N. Y. 10022

AREA CODE 212-PLAZA 8-4010

HERBERT A. WOLFF, COUNSEL

LAWRENCE S. GREENBAUM (1915-1951)

WILLIAM F. WOLFF, JR. (1947-1967)

CABLES

"GREWOLFFERN" "MOREERNST"

October 31, 1968.

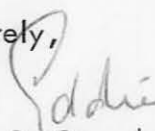
Dr. Carl Kaysen
The Institute for Advanced Study
Princeton, New Jersey 08540.

Dear Carl:

You probably saw the correction in the Times for the next day stating that an error had been made and that the conference was not to be held at the Institute.

Doesn't that take care of the only correction that you are asking for?

Sincerely,



Edward S. Greenbaum

gcw

October 28, 1968

To the Members of the
Committee on the Future:

Here is something unfortunate which I think will be a cause of some nuisance. I have not attempted to explain in three sentences what I think the proper relation between social sciences and the discussion of public issues is, mainly because I think it is very difficult to do in three sentences, and I prefer to try in a less defensive context.

Carl Kaysen

Messrs. Dilworth, Greenbaum, Hochschild

Attachment

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

October 28, 1968

Memorandum to the Faculty

The attached story in today's New York Times, which many of you may have seen, is fundamentally in error. The conference described in it is not taking place here at the Institute, nor is the Institute sponsoring it in any way. It is no part of the work of the Institute nor the program in social sciences.

My own participation is accurately reported, but I am participating on my own, not in any connection with the Institute as such.

CK

Carl Kaysen

Professors Cherniss, Clagett, Gilbert, Gilliam, Kennan,
Meiss, Meritt, Setton, Thompson

Professors Beurling, Borel, Gödel, Harish-Chandra,
Montgomery, Selberg, Weil, Whitney

Professors Dyson, Regge, Rosenbluth

Attachment

80 World Intellectuals to Hold Seminar on Problems of U.S.

By HENRY RAYMONT

Special to The New York Times

LONDON, Oct. 27—More than 80 leading intellectuals from throughout the world will gather at the Institute for Advanced Studies in Princeton, N.J., from Dec. 1 to 5 to assess many of the problems that will confront the next American President.

Plans for the five-day seminar on "The United States—Its Problems, Impact and Image in the World" will be announced tomorrow here and in Paris by Shepard Stone, president of the International Association for Cultural Freedom. The association is a private organization of scholars, writers and men of public affairs that is receiving financial support from the Ford Foundation.

Dr. Carl Kaysen, director of the Institute for Advanced Studies, and Jean-Jacques Servan-Schreiber, publisher of the French weekly, L'Express, and author of the best-selling book "The American Challenge," will be co-chairmen of the conference.

Soviet Scholars to Attend

"We timed the symposium to take place at a highly significant point in U.S. affairs, between the Presidential election and the inauguration," Mr. Stone said in an interview here a few days ago.

"We hope that the incoming administration will be represented at the meeting as we shall gather some of the most articulate and influential critics and advocates of American policy."

Mr. Stone, tall and silver-haired, is a former journalist and a former executive of the Ford Foundation.

He said that two Soviet scholars had accepted invitations to the meeting. They are Anatoly A. Gromyko, the son of Foreign Minister Andrei A. Gromyko and a member of the Institute for the Study of the United States of America, and Stanislav Menshikov, director of the Institute of World Economy. Both institutes are in Moscow.

Several distinguished East European scholars and writers have been invited. They include Milovan Djilas, a former Vice President of Yugoslavia, who was imprisoned for nine years because of his criticism of the Communist party, and Ivan Svitak, a Czech philosopher, who played an important role in the movement to liberalize the Communist party in Czechoslovakia.

An American contingent of 31 participants will include, Mr. Stone said, a number of former Government officials who held key foreign policy positions. Among them are McGeorge Bundy, president of the Ford Foundation and former adviser to Presidents

Kennedy and Johnson; George W. Ball, former United States Ambassador to the United Nations; John Kenneth Galbraith, former Ambassador to India; Arthur Schlesinger Jr., the historian and former White House adviser, and George Kennan, historian, scholar and former Ambassador to Yugoslavia and the Soviet Union.

European Participants

Mr. Stone was here for a week to work out details about the conference with Prof. Alan Bullock, vice chancellor of the University of Oxford and chairman of the board of the Association for Cultural Freedom. Mr. Stone returned yesterday to Paris, where his organization has its headquarters.

Prof. Bullock, a historian, will attend the Princeton meeting with at least two other British delegates, Alastair Buchan, director of the Institute of Strategic Studies, and Geoffrey Martin, chairman of the National Union of Students.

Other participants from Europe include François Bourricaud, professor of sociology of the University of Nanterre; Ralf G. Dahrendorf, a West German sociologist; Andreas Papandreu, the exiled Greek economist, and Pierre Emmanuel, poet and a member of the French Academy.

Latin America will be represented by Alejandro Magnet, Chilean Ambassador to the Organization of American States; Gino Germani, an Argentine sociologist now teaching at Harvard, and Henrique Cardoso, a professor of sociology at the University of São Paulo.

Americans to Take Part

Among the American participants are Daniel Bell, professor of sociology, Columbia University; Saul Bellow, novelist; Zbigniew Brzezinski, director of the Russian Institute, Columbia University; Frederick H. Burkhardt, president, American Council of Learned Societies; Lillian Hellman, playwright; Stanley Hoffman, professor of government, Harvard University, and Richard Hoffstadter, professor of history, Columbia University.

Also, Irving Howe, editor of Dissent; Roy Innis, director of the Congress of Racial Equality; Robert Lifton, professor of psychiatry, Yale University; Martin Meyerson, president, State University of New York; Willie Morris, editor, Harpers' Magazine; Martin Peretz, assistant professor in government, Harvard University; Norman Podhoretz, editor of Commentary magazine; John B. Oakes, editor of the editorial page, The New York Times; Edward Shils, professor of sociology, University of Chicago, and C. Vann Woodward, professor of history, Yale University.

October 26, 1968

Memorandum to the Members of the Committee
on the Future

Gentlemen:

Attached are the minutes of the
Faculty meeting.

Cordially,

Carl Kaysen

Messrs. Dilworth
Greenbaum
Hochschild

CROSS REFERENCE

FILE: Committee on the Future

RE: Comments on draft letter to Mr. Boyd in response to his
letter of resignation by Messrs. Dilworth, Greenbaum
and Hochschild

LETTER DATED: October 22, 1968

SEE: BOYD, Julian P.

October 18, 1968

Memorandum to the Committee on the Future

Gentlemen:

The Faculty meeting yesterday went off in reasonable, calm fashion. I maintained my tactic of postponing a sharp confrontation on the issue of the Faculty's right to decide on whether or not there shall be a new school. After a great deal of discussion of Andre Weil's motion, including a statement on my part that I was not adverse to having the motion passed, an amended version was passed with two abstentions and three nay votes out of eighteen people present.

The original motion was:

"This Faculty wishes for formal means to be established for bringing its views to the notice of the Director and Trustees, particularly in matters of academic policy."

The final version was:

"This Faculty wishes for improved means to be established for eliciting its views and bringing them to the notice of the Director and Trustees, particularly in matters of academic policy."

The consequence of this I expect will be the establishment of a Committee of the Faculty to consult with me on matters of academic policy. The next sharp issue I think will come in a month or so when the Committee has started to function.

Cordially,

Carl Kaysen

Messrs. Dilworth
Greenbaum
Hochschild

Meeting of the Committee on the Future held at Olden Farm on
September 22, 1968.

Present: Messrs. Dilworth, Boyd, Greenbaum and Kaysen

1. The Committee discussed the report on the rents and approved the new rent schedule suggested, i.e. \$90, \$115, \$130, \$140 to go in effect in the next year.
2. Academic salaries were discussed and the information on comparative salaries led the Committee to reaffirm the judgment that a proposal for an increase to \$35,000 as of July 1 should be presented to the Board at its next meeting.
3. The Committee received the revised post-closing budget.
4. There was a discussion on the financing proposition. Mr. Dilworth expressed the view that based on a total expected cost of some place in the neighborhood of \$3.8 million we should borrow no more than \$2.5 million and leave the rest either for gifts or to be covered from the portfolio. It was agreed that the Finance Committee should discuss this further.
5. The questions of the Board Chairmanship and the vacancies in the Board were discussed. It was agreed that it would be desirable to bring up the names of Don Strauss and William M. Roth to the Board in October.
6. General Greenbaum raised the question of the joint Faculty Trustee Committee to advise the Director in respect to the creation of the new school. It was agreed that this should be examined carefully, and that the Committee should try to meet once more before the Trustees meeting.

September 23, 1968

THE INSTITUTE FOR ADVANCED STUDY


PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

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- 

September 23, 1968

September 16, 1968

Gentlemen:

Can you join me and the Faculty
for dinner at Olden Farm on Monday, 23rd
September at 7 p.m. to welcome Kenneth
Setton our newest Professor?

Please let Miss Wakeham know if
you are able to attend.

Cordially,

Carl Kaysen

No *No* *Yes*
Messrs. Boyd, Dilworth, Greenbaum,
Hochschild
No

September 13, 1968

Memorandum to the
Committee on the Future

This is to confirm that the Committee
will meet at Olden Farm at 8:30 P.M. on the
evening of Thursday, September 19.

Cordially,

Carl Kaysen

Messrs. Dilworth, Boyd, Greenbaum, Hochschild

August 29, 1968

Memorandum for the Record

Conversation with Mr. Leidesdorf in his office 4:00 to 5:00 P.M.
on Tuesday, August 27, 1968

We discussed a number of matters, financial and other.

1. I informed him of the NSF expenditure ceiling and the need to increase the stipend funds to compensate for it. I thought there might be some recovery at the end of the appeal period but that we should be prepared to make up the whole amount. Mr. Leidesdorf agreed.
2. I discussed the proposed improvements in the auditorium and the library and said that we did not have a firm estimate but it would be in the area of \$12,000 or so. Mr. Leidesdorf asked to be informed when we had a firm estimate but agreed that we should go ahead.
3. I informed him about the White, Weld proposal on bond financing and left the material with Mr. Schur to discuss with him.
4. We had a general discussion of the Institute situation with little specific new being added.

Carl Kaysen

X Leidesdorf
P Schur

July 23, 1968

Memorandum for the Record

In a telephone conversation today with Messrs. Leidesdorf and Schur, they agreed -

1. That Miss Sachs should be given leave with pay on the basis outlined in my letter of July 19. When the time comes to consider Miss Sachs' long-term status with the Institute, it would be wise to look over her pension situation, and pay special attention to the possibility of our continuing to contribute to TIA at a higher level than would be justified on the basis of her new stipend.

2. To the proposed expenditure on the barns at the Eno Farm described in Mr. Morgan's letter of July 17, 1968.

Carl Kaysen

cc: Mr. Morgan

Consent on letter
X Leidesdorf

July 18, 1968

Dear Sam:

Here is a copy of a memorandum from Mike Morgan to me about the barns on the Eno Farm. It seems to me that we probably should go ahead with this, both in order to protect our investment, and to continue to be able to rent the farm. The rent now covers the taxes on the land we hold. If you approve I will put this down as an extraordinary capital expenditure in the budget.

Cordially,

Carl Kaysen

Mr. Samuel D. Leidesdorf
125 Park Avenue
Suite 2001
New York, New York 10017

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY

OFFICE OF THE GENERAL MANAGER

July 17, 1968

MEMORANDUM

TO: Dr. Carl Kaysen

FROM: Minot C. Morgan, Jr.

SUBJECT: Eno Farm Buildings

Dear Dr. Kaysen:

We knew at the time of the purchase of the Eno property that the two tenant residences were in excellent shape, but that the barns were in need of major repairs. Furthermore, the latter are far more extensive in capacity than is needed for the present farm operation which is limited to cereal grains, soybeans, and alfalfa. Mr. Carre previously had a herd of approximately one hundred Jersey cattle, but was unable to continue the dairy operation because of the short supply of farm labor in this area.

I have looked into the costs of repairing the existing buildings, and of demolishing them completely and purchasing a new single, smaller, prefabricated barn to house the farm machinery and store grain before it is sold. The latter course seems to me a far wiser protection of our investment. The total estimated cost of the demolition and construction is approximately \$15,000.00.

We would like to do the job this summer. I do not believe that this belongs in the Institute's operating budget, and, therefore, I would ask that we obtain the appropriate approval for this expenditure as a capital improvement.

Respectfully submitted,



Minot C. Morgan, Jr.
General Manager

MCM/op

July 25, 1968

NOTE TO FILE:

Mr. Hochschild's secretary phoned today to say that Mr. Hochschild ~~is~~ in accord with Dr. Kaysen's letter of July 19 to Mr. Leidesdorf.

AEW

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

July 19, 1968

Dear Sam:

Judith Sachs is resigning as librarian, and I have accepted her resignation. This is a great boon because in the last two years I have found her almost impossible to work with despite every effort on my part.

She is requesting a leave at half pay for a year from October 1, when her resignation takes effect. I strongly recommend that she be given this leave; she has been librarian for twenty years and has never had a leave. If you agree, since she is not a Professor and only a permanent member, I think I can do this without a vote of the Board, but if you prefer we can have a mail ballot.

There remains the question of Miss Sachs' long-run status. She wants to leave to go to Europe, and may be she is thinking of returning there permanently. If not, however, I think we have an obligation to her because we elected her as a permanent member in 1964. My own suggestion would be that we confirm her membership with retirement at age 65 (she is now 56) and with a stipend significantly lower than her present salary of \$13,000 as librarian. We do not have to come to any decision on this matter just now, but I would like your views.

Cordially,

Carl Kaysen

Mr. Samuel D. Leidesdorf
125 Park Avenue
Suite 2001
New York, New York 10017

File Note: Sent to Members of the Committee on the Future

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY 08540

THE DIRECTOR

July 25, 1968

To: Members of the Committee on the Future

Gentlemen:

Herewith, the next episode in
"The Perils of Pauline".

As I have told some of you, I
am off for three weeks vacation, and trust
this will provide for at least some inter-
val in the correspondence.

With best wishes,

Cordially,



Carl Kaysen

Messrs. Dilworth
Boyd
Greenbaum
Hochschild

July 25, 1968

To: Members of the Committee on the Future

Gentlemen:

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"The Perils of Pauline".

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val in the correspondence.

With best wishes,

Cordially,

Carl Kaysen

Messrs. Dilworth
Boyd
Greenbaum
Hochschild

letters to
FILE NOTE: Herewith refers to/Dr. Kaysen of July 15 & 1968
from Prof. Weil and Prof. Montgomery respectively
and Dr. Kaysen's replies of July 25.

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

C O P Y
Com. on Future

July 1, 1968

Dear Sam:

Here are copies of two letters from
Deane Montgomery. My answer to the first is
also enclosed; I do not propose to answer the
second at this time.

Cordially,

Carl Kaysen

Mr. Samuel D. Leidesdorf
Suite 2001
125 Park Avenue
New York, New York 10017

Enclosures

CROSS REFERENCE

FILE: Committee on the Future

RE: Mr. Leidesdorf's opinion on naming of new street (Von Neumann)

LETTER DATED: June 24, 1968

SEE: Samuel D. Leidesdorf (Trustees file)

May 14, 1968

Memorandum to: Messrs. Dilworth
Boyd
Greenbaum
Hochschild

Gentlemen:

The score on the naming of the new street is as follows:

	<u>1st</u>	<u>2nd</u>	<u>3rd</u>
Boyd	Oppenheimer	Panofsky	Von Neumann
Dilworth	Von Neumann	-	-
Greenbaum	Flexner	Von Neumann	-
Hochschild	Von Neumann	Morse	-

The concensus seems to be Von Neumann, and if there is not a contrary view I will recommend that to Sam. But I would welcome any further discussion that you think desirable.

Cordially,

Carl Kaysen

THE PAPERS OF THOMAS JEFFERSON
PRINCETON UNIVERSITY LIBRARY
PRINCETON, NEW JERSEY

May 9, 1968

Dr. Carl Kaysen, Director
Institute for Advanced Study
Princeton, New Jersey 08540

Dear Carl:

My vote would be for Oppenheimer
(about which I feel strongly), Panofsky,
and Von Neumann, in that order. If the
name of a living person were to be
chosen, I should vote for Leidesdorf.

Sincerely,

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

Julian P. Boyd

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

May 7, 1968

Memorandum to: Messrs. Boyd
Dilworth
Greenbaum
Hochschild

Gentlemen:

We will have a new street to name at the Institute housing project; namely the one that gives access to the new building that we are building east of Hardin Road. Of the great men associated with the Institute in the past, I suppose that Weyl and Von Neumann are the most distinguished we have not already recognized in some way. Kantorowicz is a bad name to pronounce. Of previous Directors I would guess Flexner's is the only one that would meet with more approval than annoyance. If we were to go so far as to name a street after a living man, a good case could be made for Marston Morse, or another for E. A. Lowe. Anyhow, any suggestions you have on this would be welcome.

Cordially,



Carl Kaysen

May 11/68
My preference is FLEXNER, with VON NEUMANN next,
but I'd like to hear the views of the others.


E.S.A.

ROOM 5600
30 ROCKEFELLER PLAZA

MEMORANDUM:

May 9, 1968

TO: Dr. Carl Kaysen

FROM: J. Richardson Dilworth 

SUBJECT: Naming of the New Street

In response to your memorandum about the naming of the new street at the Institute housing project, I would vote for "Weyl" were it not for the fact that as time goes by it will be assumed to be misspelled and may even be altered to be "Weil" by some unknowing, ill-informed successor to the present management. Accordingly, I cast one vote for Von Neumann.

cc: Mr. J. P. Boyd
Mr. H. K. Hochschild
Gen. E. S. Greenbaum

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

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THE DIRECTOR

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Cordially,

lul

Carl Kaysen

I'd favor

1. Von Neumann

2. Morse

to Hochschild

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

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Cordially,


Carl Kaysen

ROOM 5600
30 ROCKEFELLER PLAZA

MEMORANDUM

June 3, 1968

TO: Dr. Carl Kaysen

FROM: J. Richardson Dilworth 

SUBJECT: No. 16 Ober Road

Glad to hear that you're negotiating
for No. 16 Ober Road. Hope you succeed.

cc: Mr. Boyd
Mr. Greenbaum
Mr. Hochschild

May 29, 1968

To: Members of the Committee on the Future

Gentlemen:

In accordance with the view of the Board on the acquisition of houses in the vicinity of the Institute, we are now engaged in negotiations for No. 16 Ober Road. This is a six room, two bath house; i.e. the same size as the one we acquired two years ago on Mercer Street and which we have found very useful. Bargaining is taking place in the neighborhood of \$50,000.

Cordially,

Carl Kaysen

Messrs. Dilworth
Boyd
Greenbaum
Hochschild

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

C O P Y

cc: Committee on the Future file

May 15, 1968

Dear Harold:

Sam asked me to express to you again his desire to have you continue to serve on the committees that you are presently on; namely, Finance and Nominations, as well as the Committee on the Future, even though he understands that you may not be able to attend all the meetings. This arose in connection with Sam's review of the Draft Minutes of our meeting which reported you correctly, as I remember it, as indicating your desire to be excused from committees other than the Committee on the Future.

Obviously, if you wish to continue to serve on the other committees, I would be pleased. However, I do not wish to press you to do so, since I personally value your continued association with the Committee on the Future much more. If my understanding of your position is correct, please let me know so that the Minutes can continue to reflect it.

Cordially,

Carl Kaysen

Mr. Harold K. Hochschild
American Metal Climax Company
1270 Avenue of the Americas
New York, New York 10020

April 1, 1968

TO THE COMMITTEE ON THE FUTURE

Dear Dick:

This will confirm that a meeting of the
Committee on the Future will be held at Olden Farm
on Wednesday, April 10, at 8.30 p.m.

Cordially,

Carl Kaysen

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

April 1, 1968

TO THE COMMITTEE ON THE FUTURE

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1270 Avenue of the Americas
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April 1, 1968

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Cordially,

Carl Kaysen

Mr. Julian P. Boyd
Princeton University Library
Princeton, New Jersey 08540

April 1, 1968

TO THE COMMITTEE ON THE FUTURE

Dear Eddie:

This will confirm that a meeting of the
Committee on the Future will be held at Olden Farm
on Wednesday, April 10, at 8.30 p.m.

Cordially,

Carl Kaysen

Gen. Edward S. Greenbaum
Greenbaum, Wolff and Ernst
437 Madison Avenue
New York, New York 10017

Members of the Committee on the Future
called on April 1, confirming the
meeting to be held on Wednesday, April
10 at 8.30 p.m. at Olden Farm

	J. R. Dilworth	X
	H. K. Hochschild	X
*	J. P. Boyd	X
	E. S. Greenbaum	✓

* Mr. Boyd will be in Washington on that date
and won't be able to attend.

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

C O P Y

cc: Committee on the Future file

March 21, 1968

Dear Dick:

My visit with Sam Tuesday was somewhat frustrating. He did bring up the issue of Board members. I left the "Who's Who" biographies of Don Straus and Bill Roth with him, indicating that you and I had talked about these two. He responded again by talking of his desire to get a Whitney, a Mellon, and a Du Pont, brushing aside my expressions of concern that we allow vacancies to accumulate while we wait on these negotiations. All I can say is, perhaps you will be more successful when you talk to him.

It was good to talk to you the other morning, and I am glad that you and Bunny are enjoying a week's peace.

Cordially,

Carl Kaysen

February 20, 1968

TO THE COMMITTEE ON THE FUTURE

Dear Julian:

As the attached letter to Sam indicates, the Historical faculty is proposing a new appointment and I wish to recommend it to the Board.

In the course of the discussion, Andre Weil did raise a question as to the desirability of the appointment--essentially on grounds that it did nothing to raise the average level of the Historical faculty, which was too weak as it now is. After Weil raised this question, I reviewed very carefully the appointment with the Faculty. I am convinced that they have considered it with great care and that it is an appointment of distinction. I cannot, and do not, accept Weil's judgment as to the quality of the faculty and it is clear that if I refuse to forward an appointment made after thorough and careful consideration, I would be expressing a total lack of confidence in the judgment of that Faculty. It is my view that the unanimous, strongly-held and clearly-expressed opinion of the Faculty merits my confidence and yours and, accordingly, I am proposing to go ahead with the appointment.

On the resource side (as I indicated in my letter to Sam), this is a matter which involves us, as yet, in no commitments at all. We had agreed, in our review of needs last year, that we should plan for as many as two more places in History in the near future. Since the appointment question will be balanced by Ben Meritt's retirement next year, we are not yet faced with this question.

Cordially,

Mr. Julian P. Boyd
Princeton University Library
Princeton, New Jersey

NOTE: Dr. Kaysen spoke with Mr. Boyd by telephone on 2/20/68 and Mr. Boyd is in agreement with Dr. Kaysen's proposal.

February 20, 1968

TO THE COMMITTEE ON THE FUTURE

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Cordially,

Mr. J. Richardson Dilworth
141 Hodge Road
Princeton, New Jersey 08540

February 20, 1968

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Cordially,

Mr. Edward S. Greenbaum
104 Mercer Street
Princeton, New Jersey 08540

February 20, 1963

TO THE COMMITTEE ON THE FUTURE

Dear Harold:

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Cordially,

Mr. Harold K. Hochschild
150 Stockton Street
Princeton, New Jersey 08540

The Committee on the Future discussed this at its meeting on December 10, 1967 and endorsed the idea of buying it. Dr. Kaysen wrote to Mr. Leidesdorf on December 11, 1967 and recommended the purchase.

In a telephone conversation on December 12, 1967, Mr. Leidesdorf said O.K.

JS

November 28, 1967

MEMORANDUM for: Dr. Kaysen
FROM: Minot C. Morgan, Jr.
SUBJECT: Proposed Option, Updike Property

Dear Dr. Kaysen:

At your request, I am listing here the details of the option which we might propose to the Updike brothers for their farmland:

1. TIME: Three years, expiring December 31, 1970
2. COST OF OPTION: \$1,500 per year, applicable to the sale price, if the option is exercised.
3. AREA: Approximately 110 acres, plus or minus, on the easterly side of Quaker Road--excluding the homestead and the farm buildings and 7 acres, plus or minus.
4. PRICE OF THE LAND:
 - a. \$3,000 per acre if the option is exercised in 1968.
 - b. \$3,100 per acre in 1969.
 - c. \$3,200 per acre in 1970.
5. TERMS: Identical to the Eno purchase--\$75,000 at the closing and the balance in the form of a 10-year mortgage at 4%.
6. LAND USE: Open-ended, lease back to one or both Updikes at a land rent that would permit us to break even on taxes.

Obviously, I shall not authorize Mr. Light to make this proposal until I have heard further from you.

Respectfully submitted,

Minot C. Morgan, Jr.

MCM, Jr. :jws

Extra copies of proposal presented to the Board of Trustees by the Committee on the Future at the Board Meeting of Oct. 25, 1967.

The proposal concerns the retirement of Trustees, with the suggestion that they become honorary trustees.

COMMITTEE ON THE FUTURE

SECTION _____

TRUSTEES

The long term interests and prospective financial requirements of the Institute, as well as the composition of the Board of Trustees, indicate that it probably would be both wise and prudent to seek some additional members.

There is currently one vacancy¹ on the Board. This should be filled as soon as a desirable candidate who is genuinely interested in the Institute can be found.

Furthermore, to ensure an orderly transition and evolution, it is suggested that the Board adopt a policy² with respect to retirement of Trustees commencing with the 1968 Annual Meeting. This policy would provide that a Trustee should retire upon the expiration of his term if the Trustee has attained the age of seventy³ but he shall immediately be eligible for election as an Honorary⁴ Trustee for life, with all the rights of Trustees except that of voting.

This policy will permit the Institute to continue to avail itself of the dedication and experience of the older Trustees while at the same time bringing in men (and women) who, with the passage of time, will be able to assume intelligently the obligations for the Institute.

. . . .

1. Article III, Section 2 of the By-Laws provides that: "The

- 2 -

business of the Corporation shall be conducted by a Board of Trustees, of at least fifteen in number in addition to the Director." There are currently fourteen Trustees and the Director.

2. Article III, Section 1 of the By-Laws provides that:
"Honorary Trustees may be elected at the annual meeting of the Corporation for the terms of their respective lives. They may meet with the Board, participate in the deliberations and serve on Committees of the Board, but shall not vote."
3. The age of retirement for Permanent Members (Professors).
4. It occurs to me that the title, "Honorary Trustee" might well be modified to "Trustee Emeritus" to correspond with the practice followed not only with our own and other institutions' retired Professors, but also is used with respect to retired Trustees in numerous educational and philanthropic organizations.

TRUSTEES -- INSTITUTE FOR ADVANCED STUDY

Term Expiring 1968:

J. R. Dilworth
H. K. Hochschild
H. F. Linder

Term Expiring 1969:

P. C. Galpin
E. S. Greenbaum

Term Expiring 1970:

W. S. Lewis
L. J. Rosenwald
L. L. Strauss

Term Expiring 1971:

J. P. Boyd
L. K. Garrison
A. Houghton (Sr.)

Term Expiring 1972:

S. D. Leidesdorf
I. A. Schur
C. M. Shanks

COMMITTEE ON THE FUTURE

SECTION _____

11 TRUSTEES

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COMMITTEE ON THE FUTURE

SECTION _____

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J. P. Boyd
L. K. Garrison
A. Houghton (Sr.)

Term Expiring 1972:

S. D. Leidesdorf
I. A. Schur
C. M. Shanks

October 19, 1967

MEMORANDUM FOR THE COMMITTEE ON THE FUTURE

In order to remind you of what will happen if the Board passes the proposal that Trustees become Emeriti in the expiry of their terms if, at that time, they have passed their seventieth birthdays, I include the following table:

<u>1968</u>	<u>1969</u>	<u>1970</u>	<u>1971</u>	<u>1972</u>
Hochschild	Galpin	Lewis	Garrison	Leidesdorf
	Greenbaum	Rosenwald	Houghton	Shanks
		Strauss		

This means that of the present members of the Board, Dilworth, Boyd and Schur would be the only ones still serving as active members after 1972; and including the currently-existing vacancy, we will have to have made eleven appointments by then to keep the Board at its full strength.

Carl Kaysen

Mr. Boyd
Mr. Dilworth
Mr. Greenbaum
Mr. Hochschild

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY 08540

OFFICE OF THE DIRECTOR

June 6, 1967

Memorandum to the Committee on the Future

The Carnegie Corporation has given us the \$250,000 I requested from them for half the experimental program in social sciences. The Russell Sage Foundation has not yet come to a decision, and I am anticipating further discussion with them next week. If they do not decide to support this, I feel confident of my ability to get the money from another source.


Carl Kaysen

cc: Mr. Boyd
Mr. Dilworth
Mr. Greenbaum
Mr. Hochschild

April 19, 1967

MEMORANDUM for: Mr. Boyd
Mr. Dilworth
Mr. Greenbaum
Mr. Hochschild

FROM: Minot C. Morgan, Jr.

Gentlemen:

Dr. Kaysen thought that the Trustees resident in Princeton would be interested in this interim report on the Loop Road Committee prepared by Mr. Hicks, who has been acting as secretary of the group. I believe that we have made real progress--considering the period of time and the rather distinguished representation from the several counties and municipalities.

I have high hopes that this organization may accomplish more than the several governing bodies or planning boards, simply because it is a group of dedicated people who are trying to get something done without the usual encumbrances, red tape, public hearings, etc.

Cordially yours,

Minot C. Morgan, Jr.

MCM, Jr. :jws

LAW OFFICES
McCARTHY, BACSIK, HICKS & DIX
6-8 CHARLTON STREET
PRINCETON, NEW JERSEY 08540

JOHN F. MCCARTHY, JR.
PETER T. BACSIK
A.C. REEVES HICKS
ROBERT M. DIX
COLEMAN T. BRENNAN
PATRICIA E. SLANE

TELEPHONES
AREA CODE 609
PRINCETON 924-1199
TRENTON 896-1777

April 18, 1967

Mr. Minot C. Morgan, Jr.
Institute for Advanced Study
Olden Lane
Princeton, New Jersey

Dear Mr. Morgan:

I wish to take this opportunity to advise you that the Certificate of Incorporation of a non-profit corporation known as the Regional Development Council is about to be filed with the Mercer County Clerk and the Secretary of State of New Jersey. Simultaneously there has been organized an informal group to be known as the Regional Development Association. The formation of these two organizations is the culmination of the efforts of the Institute for Advanced Study to prevent the construction of the extension of Springdale Road to Alexander Street by Princeton Township prior to the construction of a by-pass road around the southwest side of Princeton.

In the fall of 1966, the Institute formally requested the Princeton Township Planning Board by letter and by personal appearance not to extend Springdale Road. The Institute offered to use its best efforts to plan for and cause the construction of a "Loop Road" around the southwest end of Princeton, the result of which would be to lessen the need for the extension of Springdale Road and, in any event, to prevent its becoming a major arterial street.

The Institute drafted a form of resolution for the consideration of the Planning Board which in effect

Mr. Minot C. Morgan, Jr.

Page Two

April 18, 1967

said that the extension of Springdale Road be postponed until the end of 1970, unless a proposed Loop Road were constructed before that time. The Princeton Township Planning Board adopted a similar resolution as part of its road master plan on January 9, 1967.

Since October 28, 1966, the Institute has worked with representatives of other large educational institutions in the Princeton area as well as interested citizens and municipal government representatives to make the idea of the Loop Road a reality. Monthly meetings have been held and the result has been to incorporate a new Regional Development Council as mentioned above. In addition, the informal "Loop Road Organizing Committee" has turned itself into the Regional Development Association with officers and a regular schedule.

The purposes of the Regional Development Council and Association are very broad and are meant to encompass all kinds of development problems in this area, i.e. traffic, roads, transportation, parking, etc. The representation on both organizations has been truly regional. The members of each are listed below.

Regional Development Council

William Flemer, Jr.
William E. Lawder
David H. McAlpin
John P. Moran
Arthur P. Morgan
Malcolm B. Roszel
Minot C. Morgan, Jr.
Hans K. Sander
Robert Schwenker

Middlesex County
Princeton Theological Seminary
Princeton Township
Hopewell Township
Princeton Borough
West Windsor Township
Princeton Borough
Princeton Township
Montgomery Township

Mr. Minot C. Morgan, Jr.
Page Three
April 18, 1967

Regional Development Association

Charles K. Agle	Loop Road Alumni Association
Louis Calvanelli	Mercer County Planning Board
Alan W. Carrick	Princeton Borough Council and Planning Board
Eli S. Firth	West Windsor Twp. Planning Board
William Flemer, Jr.	Middlesex County
Robert M. Hendry	Princeton Borough Council
C. Harrison Hill	Princeton University
Walter J. Kauzmann	Battle Park Association
Albert L. Kress	Battle Park Association
William E. Lawder	Princeton Theological Seminary
David H. McAlpin	Princeton Township
John P. Moran	Princeton University
Arthur P. Morgan	Princeton Borough Planning Board
Minot C. Morgan, Jr.	Institute for Advanced Study
William Roach	Somerset County Planning Board
Malcolm B. Roszel	West Windsor Township
Hans K. Sander	Princeton Township Planning Board
Robert Schwenker	Montgomery Township
Albridge C. Smith, 3rd	Loop Road Alumni Association
Nelson Thompson	Montgomery Township
John D. Wallace, Jr.	Princeton Township

The Regional Development Association, as it is now known, has also been studying alignment problems, as well as setting up the permanent organization. Several things of note have occurred as a result of its efforts. The West Windsor Township Planning Board (which includes Township Committee members Roszel and Firth) has agreed that the road in its area should be a limited access road if at all possible. The largest land owner (former Mount Farms) has agreed in principal that the road should run close and parallel to the Delaware-Raritan Canal. The problem of alignment through the Alexander Road area is

Mr. Minot C. Morgan, Jr.

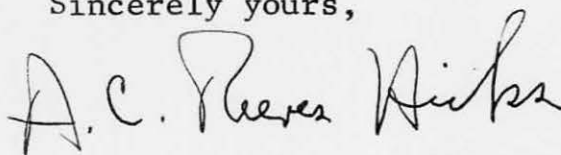
Page Four

April 18, 1967

being studied, and it is hopeful that there is room north of Obal's Garden Market for a road to pass. The southwestern terminus of the road at this time has been determined to be Mercer Road since Mercer County can only become involved in a project which extends from one Federal Aid Secondary road to another. This means that the southwestern portion will extend from Mercer Road to Washington Road. It can be continued along the southerly side of Lake Carnegie into Middlesex County as soon as that County makes similar arrangements.

The problem that the Regional Development Council and Association are faced with is that the Princeton Loop Road is very low on the County priority list of highways. The purpose then becomes one of putting together land and money in a package which can be presented to the Mercer County officials, which package will be so attractive in terms of cost that the County will increase the priority and ask for matching Federal funds immediately.

Sincerely yours,

A handwritten signature in cursive script that reads "A. C. Reeves Hicks". The signature is written in dark ink and is positioned above the typed name.

A. C. Reeves Hicks

ACRH:lr

March 31, 1967

Mr. Marcel Breuer
Marcel Breuer and Associates
635 Madison Avenue
New York, New York 10022

Dear Mr. Breuer:

This letter is written in the hope that we can crystallize a number of conversations we have had regarding the proposed extension of the Members' Housing Project. My most recent talk was with Bob Gatje this morning.

I. We would hope to build, over the next eighteen months, the following:

- A. Three F units (six apartments)
- B. Two E units (eight apartments)
- C. One C unit (eight apartments)

This would be the first phase of the construction and would be located south of Hardin Road. We would then proceed with the demolition of the remaining old buildings and complete the two quadrangles in the northeast corner of the existing Project as follows:

- D. Two E units (eight apartments)
- E. One B unit (eight apartments)

II. In order to accomplish the architectural phase of this proposed extension, we would hope to make an appropriate financial arrangement with your firm and turn over site planning, modifications and supervision to Mr. Thaddeus Longstreth, AIA, 12 Heather Lane, Princeton (telephone 609-924-3045). Mr. Longstreth has done a number of very nice things in Princeton, including the new library for the community and the house that the trustees of the Institute were building for Dr. Oppenheimer's retirement.

III. The modifications would be largely of a mechanical nature and I would propose to ask Mr. Longstreth to employ the firm of Meyer, Strong and Jones. They have also done a great deal of recent work here in Princeton, including our new Library, and the plans for a new underground

Mr. Marcel Breuer

page 2

heating loop in the existing Project to replace the original, which is leaking badly.

- IV. The only structural or architectural modification that we have made in the existing buildings is the introduction of steel in the balcony cantilevers for the two-story buildings. In all other respects, buildings have been structurally sound and architecturally entirely pleasing to the residents.
- V. In order to give you some idea of the costs that we have in mind, we asked Mr. Griffing, of the Matthews Construction Company, to estimate the two phases of the extension last fall and he came up with the following figures:

Approximately \$670,000 for Phase One and
Approximately \$390,000 for Phase Two.

These figures presumed that the present heating plant would be adequate for Phase One, as well as for Phase Two. Our more recent studies and a hard winter have convinced us that this is unlikely and that we will have to build an additional heating plant for the units listed in A, B, C above.

Our trustees meet in Princeton on April 21st and 22nd and I would hope that we might arrive at a working arrangement before that time.

I am sending a copy of this letter to Mr. Longstreth, since I have already discussed the matter with him on a number of occasions.

Cordially yours,

Minot C. Morgan, Jr.

MCM, Jr.:jws

cc: Dr. Kaysen
Mr. Longstreth

MEETING

COMMITTEE ON THE FUTURE

Agenda

2:30 P.M.-----Sunday, March 19, 1967, Olden Farm

1. Oppenheimer House
2. Eno Farm
3. Financial Needs
 - A. Preliminary Survey
 - B. Gemmel

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

End property
C O P Y

February 2, 1967

MEMORANDUM FOR THE FILE

Dilworth agreed in conversation with me on February 1 and Greenbaum by telephone February 2 at 10 a.m. that we should go ahead on the Eno negotiation on the basis outlined in my memorandum to the Committee on January 26.

Accordingly we are going ahead, but with the understanding that, if the commitment looks to be over \$40,000 ^{per year} for ten years, the matter is to be referred back to the Committee.

Carl Kaysen

New Open Space Plan Is Adopted

Princeton Township has a new and slightly changed master plan for open space.

The Township planners voted unanimously Monday to accept the recommendations of the Open Space Commission as to redefinitions, purposes, preservation of open space, standards and recommendations, and legislation.

In addition, the commission included in its recommendations that one new tract, the 80 acre Sheehan property be included on the township's open space map at the request of the owner and that four others, the Eno, Updike and Clark properties and a tract owned by Richard H. Wood, Francis Realty Co. Inc., and Calvin W. Reudemann be dropped at the owner's request.

Open Space attorney Thomas Cook said that the planning report and a background of the open space concepts and planning will be put into a pamphlet together with a map dated Feb. 13, 1967 showing all open space in the township (also adopted by the planners).

According to commissioner James Sayen, Mrs. Barbara B. Smoyer is having a map reproduced which will show all open space in the township on which public access is permitted.

Negotiations with the owners of the other four properties may be completed by the planners' next meeting March 13, according to Mr. Cook.

The planners tabled until March 13 any action on the subdivision plans of Benedict Yedlin for "Snowden" section one, a four-lot subdivision off Snowden Lane and Lindwood Circle.

Part of a larger tract, this section contains a 2 1/2 story stone house built before 1870. Originally, Mr. Yedlin planned to sell the house with 1 1/2 acres. In recent years, the house has had 12 apartments in it, and Mr. Yedlin told the planners to restore it would be too expensive, and that he has had the house on the market, and cannot get a right price for it. He wants to demolish it, and make 2 lots.

The Princeton Joint Historical Sites Commission, in a letter to the board, objected to this plan, and said it wanted to examine the premises and make its recommendations.

Speaking for the commission, Mrs. Constance Greiff told planners that it needed until the March meeting to make its recommendations.

The planners classified a 17-lot major subdivision north of Pheasant Hill Road on land owned by Princeton University and Dean Mathey. The planners took no action, but noted that a cul-de-sac planned for two of the lots was less desirable than a through street, and suggested re-study by the applicants.

Before granting final approval, the planners noted that the question of who would pave Province Line Road, which bounds one side of the tract should be settled. It is presently unpaved.

The board tabled action on Point-of-Woods, section three, north of Herrontown Road.

The developers, Longridge Builders, Inc. had filed a plan showing a temporary cul-de-sac serving the two northernmost lots until the question of extending a road between these and off their property had been settled in court.

The planners originally requested the road, the builders won a court decision against it and the township is now appealing.

Instead of the cul-de-sac the builders now want to leave these two lots undeveloped, with a short stub road touching the lots.

The planners said this plan was not properly filed 10 days before

the meeting, and expect to review the case in March.

The planners approved a one-lot subdivision at North Hill at Princeton, section two, off Cherry Hill Road. The 1.5-acre lot will be used by developer Frederick Sigler for a model home.

The planners made their approval subject to construction of sewer and water lines to the lot and a bond for other improvements.

The planners agreed to write Duffield Associates concerning a proposed six lot subdivision along Stony Brook near Mercer Road, to tell them that this is almost entirely within the flood-way of the flood-plain area.

The informal discussion brought out the fact that the planners are presently working on a new flood-plain ordinance, and have recently received a survey of the flood-plain from the state Department of Conservation and Economic Development.

The would-be developers have an option on the land, which will be parcelled into 1 1/2 or 2 acre lots, only if they can get permission to fill in the floodplain and build there.

The planners also discussed, in executive session, possible violation of the subdivision ordinance concerning William P. Krause and Thomas P. Phox, on three lots east of Mount Lucas Road and west of Ewing Street.

Attorney Robert Dix explained that he had used a 1963 application which he had presumed to be complete.

In fact, the application was never processed or signed. The planners and the attorney agreed that the applicants would resubmit an application for a minor subdivision with an up-to-date map showing dedication of rights-of-way on Ewing Street and Mount Lucas Road.

Princeton Okays

Princeton Packet

1/11/67

Road Master Plan

Princeton Township has a new master plan for road development, the first step in the adoption of its new master plan.

Originally conceived in 1961, the plan was modified late last year and showed several minor changes (mostly in street classification) and two significant road schemes.

These schemes have been somewhat modified in the face of public pressure at two hearings, and the plan was unanimously adopted by the Township Planning Board at its meeting Monday.

One of the roads called for at the hearings last year would have gone through Marquand Park (in the borough) joined with Springdale Road, widened and extended to meet with the proposed "loop road" at the West Windsor Township line.

This drew sharp fire from homeowners, Princeton University, Princeton Theological Seminary and the Institute for Advanced Study, all major landowners in this area.

This proposed road is still on the map. It is to be "protected" until Dec. 30, 1970, by which time the loop road is expected to be built.

A newly formed "committee for the loop road" made up of the critics of the plan hopes to achieve the more desirable loop before then.

The loop road involves Lawrence and West Windsor Townships, the county (Harrison Street Bridge improvements) and the state whose Kingston Bridge and the long awaited "Princeton Bypass" (Route 92) all form parts of the picture.

In 1961 the loop was shown with two alignments near Stony Brook between Rosedale Road and Mercer Street.

Last fall, only one of these was shown, but, both alignments have been again indicated.

One of these lies almost entirely within the flood plain of the brook, and is deemed "less favorable" but it is back because the more favored alignment may not be developed exactly as the planners wish.

Both routes have been changed somewhat over the 1961 proposals.

The road master plan is a plan of paper streets. It is meant to guide future planning boards in their consideration of future land development.

When builders come for subdivisions they will be faced with the proposed rights-of-way and the 1967 hopes for roads the township will need in the future.

Three other segments of the

master plan - Open Space, Land Use and Zoning - must be heard before the new master plan is completed.

At a review and reorganization meeting before they went into the agenda, the planners said they hope to complete hearings on these this year.

Other items will also come up. Reelected Chairman Hans K. Sander noted that on Feb. 13, the next public meeting of the board, Princeton Hospital would make public its master plans for future expansion.

During reorganization, Harold Erdman was elected vice-chairman, and Wilbert J. Shinn was reelected board secretary.

The board granted a minor subdivision of the Raymond H. Carter property on Princeton-Kingston Road into two lots.

Currently there is a house and a garage with an apartment above it on the four acre tract, and the owner plans to sell off a rear lot of 2.2 acres. Minimum required land in the zone is one-half acre with 50 foot frontage. Mr. Carter would retain 150 feet frontage and sell off 50 feet to the prospective buyer to be used as a joint driveway.

The township health officer suggested that the buildings all be joined to the sanitary sewer as there has been some septic tank trouble at this property in the past.

The board did not grant a waiver of a subdivision requirement to Longridge Builders, Inc. for "Point - of - Woods" section 2 off Herrontown Road.

The road into the six lot subdivision should have been installed before further work on the planned houses, but delays in installing sewer, water and storm drain pipes postponed this the board said.

The developers want to continue working on at least two of the homes for which they have agreements of sale. They will put in the road next May, as suggested by Township Engineer Frank Quinby. The builders will post a certified check for the road, will install 250' of gravel, and deposit \$800 to guarantee clean-up of any mud on Herrontown Road.

In other business, the board reviewed plans for the new office building proposed for lower Alexander Street by its developer H. G. Houghton and Son, and approved the consolidation of lots.

* * *

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Loop Road Committee Meets With West Windsor Board

A three-man delegation from the Princeton Loop Committee met with the West Windsor Township Planning Board on last Wednesday to discuss the character and alignment of the southwest portion of the proposed loop road around Princeton.

Representing the Princeton committee were John P. Moren, director of physical planning for Princeton University; Hans K. Sander of the Princeton Township Planning Board; and W. W. Lawder, representing Princeton Theological Seminary.

No agreement was reached on alignment or traffic features for the road. The West Windsor planners decided to seek the advice of Mercer County Planning Engineer Louis A. Calvanelli.

The approximate route of the road would be southward to the west of Stony Brook, crossing the Delaware and Raritan Canal into West Windsor, and then running west along the West Windsor side of Lake Carnegie.

The proposed route would run through a light industrial and re-

search zone in West Windsor Township. Mayor Malcolm B. Roszel was of the opinion that the bypass should be handled in a manner that would benefit the potential development of this area.

In other business, attorney William Baggitt, representing the Ben Ford Corp. raised the question of whether or not the township can require a developer to dedicate land for recreation. The corporation plans a 52 lot development at North Post and Clarksville Roads.

The board also approved a request for three minor subdivisions of the Ruth Tindall farm.

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"TOWN TOPICS" -- Thursday, January 12, 1967

ROAD PLAN PASSED

In Township. The Township Planning Board unanimously passed the new road Master Plan Monday night. Passage nails down in final and legal form the Board's statement on Springdale Road made at the final public hearing in November.

Springdale's connection to Alexander will be "postponed until the southwestern part of the Loop Road is built, so that Springdale won't become a major arterial street. However, if this part of the Loop Road hasn't been built by the end of 1970, "the extension of Springdale should be undertaken in the interest of sound road master planning."

In the meantime, for safe keeping, the Planning Board wants to acquire the right-of-way for Springdale and build parts of the road if it's necessary to do so as the University's married-student housing project continues.

In the southwestern part of the Township, the so-called C-1 Loop Road is given preference over the C-2 chiefly because C-2 is located entirely in the Stony Brook flood plain and would be unusable for about seven days out of the year.

It would also require a new bridge over Stony Brook at Stockton Street which would cost, with grading, about \$360,000. However, the plan keeps C-2 as an alternate, and a limited-access road from Rose dale to Mercer.

The Board eliminated from its map the thorny path through Marquand Park because "The Borough will not in the foreseeable future, connect Springdale to Elm with a road through Marquand . . ."

Hans K. Sander, Planning Board chairman re-elected to the post at Monday night's meeting, said that "numerous" meetings had been held with property-owners affected by the road plan. "It is not a perfect plan," he observed, "but we hope it will help to relieve traffic pressures."

January 14, 1967

MEMORANDUM

TO: Dr. Carl Kayser

FROM: Minot C. Morgan, Jr.

SUBJECT: Interim Report on Land Policy and Negotiations--2

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II. Re-Assessment

Our continued negotiations with the Township tax assessor have had two results:

A. The reduction in actual assessment of certain small properties that are actually a part of the main academic campus and

B. More importantly, the exclusion of 45 acres (5 acres for each academic building) of pretty high-priced land. The net result has been a reduction in the total assessment from \$1,288,000 to \$1,020,900. In probable taxes for 1967, this means a reduction from almost \$80,000 to \$74,300.

We should still consider further savings by negotiation with the Open Space Commission and with the State agency which administers the Farm Act.

III. Possible Acquisition of the Eno and Updike Properties

A. With respect to the Eno Property, Mr. Light and Mr. Eno have had one further meeting and are now exploring the idea of a ten-year purchase, during which time Mr. Eno might, on occasion, make

Dr. Carl Keyson
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voluntary reductions in our payments in order to improve his own tax situation.

B. With respect to the interest of Princeton Township, Mr. Hicks and I met with Messrs. Sayen and Cook of the Open Space Commission. The results of this meeting were entirely negative as to any funds being available at present from various governmental sources to assist in the purchase. We did explore with them, however, the possibility of giving up certain private rights in the woodland in exchange for tax abatement.

C. With respect to the possible interest of Princeton University: I have had a frank discussion with Mr. Moran and left the door open for any possible partnership with the University in this venture.

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Activity of the members between meetings has been concentrated on two fields; 1. The creation of a permanent organization and, 2. The alignment, particularly of the southwest quadrant of the Loop. The latter has involved numerous conversations with the officials of West Windsor Township, where the matter of limited versus frequent access is particularly sticky.

It is my hope that a permanent organization in the form of a non-profit corporation will come into being at the February meeting of the Committee and that further progress with the alignment in West Windsor will be achieved.

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Princeton Township has undertaken a complete re-assessment of property values with the assistance of a professional organization that specializes in this sort of thing all over the

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Specifically, the previous assessment of all Institute lands came to a total of \$595,000; the new assessment is \$1,238,000. The range of new assessed valuation is \$100 per acre in the flood plain, to \$1,500 per acre in the woodlands, to \$22,500 per acre in the Maxwell tract.

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I am pursuing negotiations with the assessor to the end of seeking the exclusion of additional lands on the main academic campus.

We should also consider two other areas of tax savings: 1. The donation of certain rights in the woodland to the community for a finite period and, 2. The possible inclusion of our open space under the New Jersey State Farm Act.

III. Possible Acquisition of the Eno and Updike Properties

Pursuant to your request of January 9, I shall endeavor this week, with the assistance of Mr. Light and Mr. Hicks, to explore further three avenues having to do with the properties to our west:

A. With respect to the Eno property, we will suggest to Mr. Eno a frank investigation of the arithmetic involved in a combination gift-purchase arrangement, spread over a 10-year period.

B. With respect to the interest of Princeton Township, we will endeavor to get some commitments (or negative reactions) as to the measure of their interest in terms of both time; federal, state and local funds; and tax relief to the Institute on these lands and on our current holdings.

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A copy of this memo was sent
to each of the following:

Mr. Karl Light
Mr. A.C. Reeves Hicks

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Our best prediction at this time is that our total Township tax bill will rise from \$72,000 to \$80,000. The increase would have been far greater were it not for the fact that the assessment on the buildings in our housing project has been reduced, and this is the largest single tax base that we have.

I am pursuing negotiations with the assessor to the end of seeking the exclusion of additional lands on the main academic campus.

We should also consider two other areas of tax savings: 1. The donation of certain rights in the woodland to the community for a finite period and, 2. The possible inclusion of our open space under the New Jersey State Farm Act.

III. Possible Acquisition of the Eno and Updike Properties

Pursuant to your request of January 9, I shall endeavor this week, with the assistance of Mr. Light and Mr. Hicks, to explore further three avenues having to do with the properties to our west:

A. With respect to the Eno property, we will suggest to Mr. Eno a frank investigation of the arithmetic involved in a combination gift-purchase arrangement, spread over a 10-year period.

B. With respect to the interest of Princeton Township, we will endeavor to get some commitments (or negative reactions) as to the measure of their interest in terms of both time; federal, state and local funds; and tax relief to the Institute on these lands and on our current holdings.

MEMORANDUM to: Dr. Carl Kaysen
page 3

C. With respect to the possible interest of Princeton University, I shall report our thoughts and negotiations to date to Mr. Moran as a simple gesture of frankness, and I shall leave the door open for any overtures on the part of Princeton University, which might lead to a limited partnership in the venture.

I would hope to give you the answers to the questions raised above by the end of this week--even if some of them are completely negative.

Respectfully submitted,

Minot C. Morgan, Jr.

FOR DISCUSSION December 29, 1966 M.C.M., Jr.

I.A.S. - ENO-UPDIKE- LAND PURCHASE

I. There are at least five parties at interest in this proposed transaction:

- A. The Institute for Advanced Study
- B. Mr. Amos Eno and family
- C. Messrs. Sewall and Stanley Updike
- D. The citizens of Princeton Borough
- E. The citizens of Princeton Township

II. Before an equitable transaction can be accomplished, it is necessary to determine what each party hopes to gain from the purchase and what each is willing to contribute to achieve their ends.

III. GAINS

A. I.A.S.

- 1. Protection from industrial or housing construction (25 year)
- 2. Protection of the integrity of the woodlands (25 year)
- 3. Long-range expansion of faculty housing or members housing (25-50 year)
- 4. Territorial integrity--Springdale, Mercer, Quaker, Stony Brook

B. ENO

- 1. Protection from industrial or housing construction
- 2. Fair return on his land (tax angles? capital gains?)

C. UPDIKE

- 1. Right to continue farming the land
- 2. Fair return on the land at the time of cessation of #1

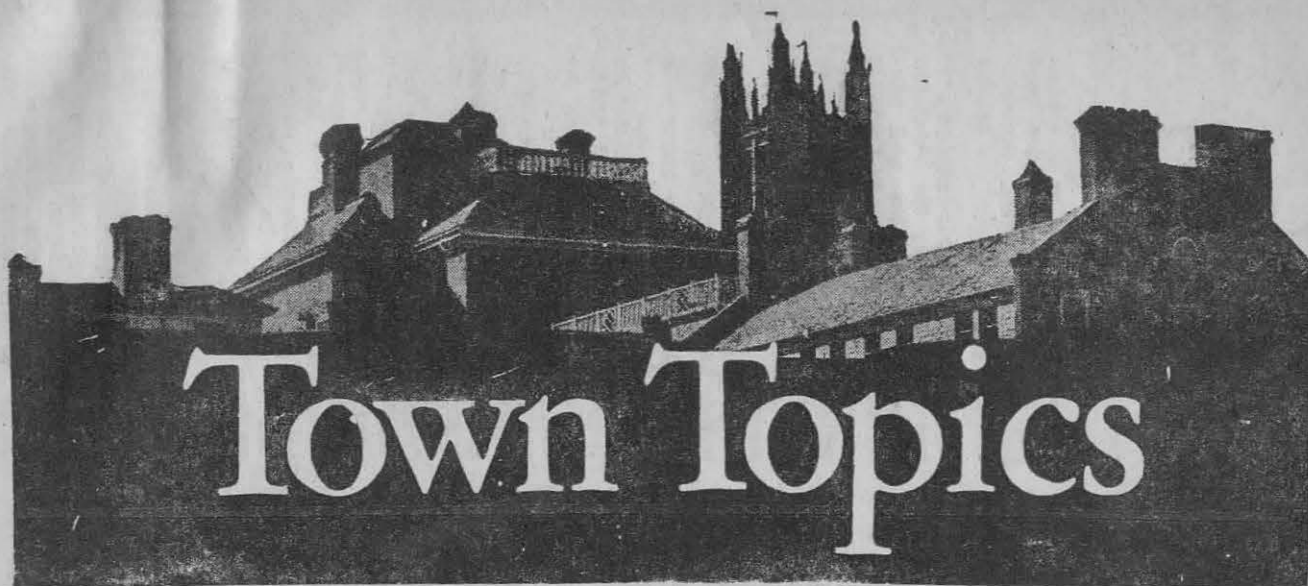
D. & E. CITIZENS

- 1. Open space, parkland

IV. CONTRIBUTIONS

- A. I.A.S.--purchase price, reduced by interests of B,C,D
- B. ENO--reduced price per acre, to cancel capital gains
- C. UPDIKE--10 years purchase to reduce capital gains
- D. CITIZENS--Tax relief and public subscription

V. TARGET--50 year--model farm



WE NOMINATE

John Peter Moran, newly elected member of the Board of Directors of the Greater Princeton Chamber of Commerce and Civic Council and "pilot" of a study-committee concerned with exploring the prospects for regional planning in an area often handicapped by rigid adherence to municipal and county boundaries. For the past six months this 37-year old engineer-architect, working closely with representatives of neighboring municipalities, has been hammering out for the approval of an informal 25-member advisory council a program which might well enable the interlocked segments of Mercer, Middlesex and Somerset Counties to cooperate effectively in coping with some of the problems of pell-mell growth and development.

It was in 1959 that the Pennsylvania-born Moran, a resident of New Jersey since he was 7, returned to Princeton to probe the possibilities of qualifying for an assignment of designing one of the components, major or minor, in the University's building program. As chief of design for the well-known architectural firm headed by his father, he "didn't expect a million-dollar program, but maybe \$20,000." Instead, he became so deeply engrossed with the plans outlined by a former adviser, Joseph C. Elgin, and the late Robert L. Johnstone that "by day's end," on the threshold of his 30th birthday, he was working for the University.

Four years later, after serving an exacting apprenticeship as Assistant Superintendent of Grounds and Buildings, Moran was appointed to the newly created position of Director of the University's Division of Physical Planning. In this capacity, shouldered with long-range campus planning, the development of plans for proposed buildings with appointed architects, liaison with governmental agencies in planning and zoning matters, and even space assignments within the University, Moran assumed responsibility for briefing the Town and Gown's needs and aspirations. His

energetic pursuit of his duties prompted one observer to note that "he has now probably attended more Township and Borough meetings than any conceivable number of citizens combined."

A member of the Class of 1951 at Princeton, where he "majored" in Civil Engineering and "minored" in Architecture, and was as active in extra-curricular activities as he is today in civic affairs, Moran spent four years with the Navy's Civil Engineering Corps ("The Seabees"), sharpening his interest in the entwined professions of engineering and architecture. He joined the North Jersey firm of Robert P. Moran Associates and entered upon architectural studies at both Columbia and Newark College of Engineering.

Secretary Designate of the Capital Chapter of the New Jersey Society of Architects, and currently helping plan a major December conference on the general theme of "The Impact of Ugliness on New Jersey," Moran is a trustee of the Stony Brook-Millstone Watershed Association. A resident of the Borough of Hopewell, he is a member of the Hopewell Planning Board and as the representative of that agency sits with the Recreational and Cultural Committee for the Hopewell Valley. The incredible pace at which he lives, with an unending round of evening and weekend meetings and with four young children at home, means that his lone avocation has become "reading for pleasure and professional reasons" — supplanting his interests in years gone by in sculpture, skiing and trout fishing, areas in which he is markedly proficient.

For ever seeking to improve the channels of communication between the University and the local governments and their citizens; for stressing that the cooperation and coordination of everyone involved are essential if the Princeton Area is to weather the waves of the future; for his dedication to the organizations which he serves so well; he is our nominee as

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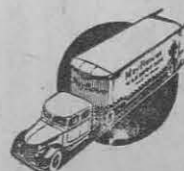
See Page 15

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kitchen, four bedrooms and two
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room with fireplace, kitchen with
large dining area, three bedrooms,
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What makes this home so differ-
ent? The price, of course. It's a
brick-front Cape Cod located on a
large lot with a beautiful view of
Lake Carnegie. It offers living
room, dining room, kitchen, four
bedrooms, bath, screened-in porch,
full basement, garage. \$29,500

A perfect cozy home can be yours
in this all brick Rancher situated
on a large lot with many trees and
shrubs. Living room, dining room,
modern kitchen with refrigerator
and washer, three bedrooms, one
bath. Patio with brick fireplace,
full basement and garage. \$30,000

Four year old custom built Ranch-
er located on a 1 1/4 acre corner lot
just minutes from Princeton. Due
to truss roof construction, all parti-
tions are nonbearing and can
easily be rearranged. Aluminum
siding provides easy upkeep. En-
trance foyer, living room, dining
ell, modern kitchen with large
breakfast area and fireplace, four
bedrooms, two baths. Two car
garage. Owner will take mortgage
from qualified buyer. \$29,900

A value packed raised Rancher
only 2 1/2 years old on 1 1/2 acres.
Offers living room, dining room,
modern kitchen with breakfast
area, paneled recreation room with
raised fireplace, three bedrooms,
two baths; plumbing and heating
ducts are installed for three addi-
tional rooms and bath in the sec-
ond floor. Full basement, garage.
Extras include carpeting, washer,
and dryer. \$32,000

Perfect home for children. In coun-
try atmosphere (yet just minutes
from Nassau Street). This Rancher
has a bright entrance foyer with
bow window, very large living room
with dining area, paneled family
room with stone fireplace and slid-
ing glass doors to patio, big modern
kitchen, laundry room, four bed-
rooms, two baths, and two car
garage. Nice lot. \$33,500

If you want something different,
see this suburban Rancher on a
large lot. It features living room
with two-sided fireplace, dining
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trance hall, large living room with
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garage. Nice lawn with large oak
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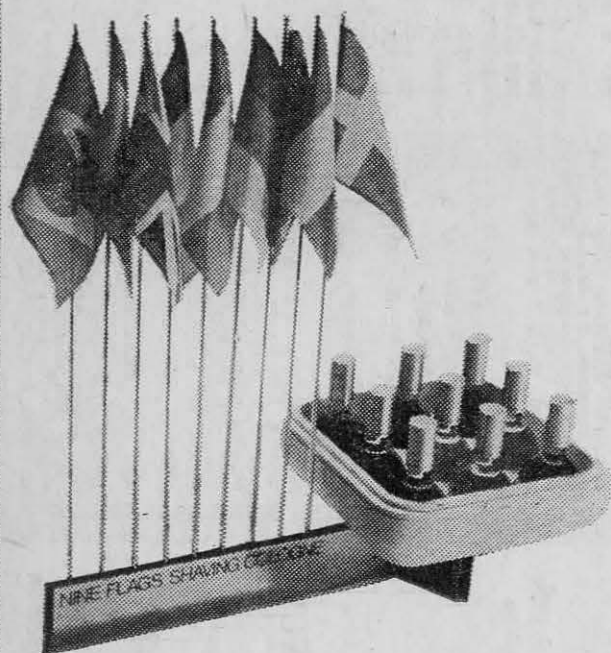
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January 11, 1967

Mr. Minot C. Morgan, Jr.
Office of the General Manager
Institute for Advanced Study
Olden Lane
Princeton, New Jersey

Dear Mike:

I am attaching two copies of a Trenton Evening Times article of January 10, 1967, concerning the Princeton Township Planning Board approval of the road master plan. You will note that the extension of Springdale Road will not be "pushed" until the end of 1970. I think it is interesting to note that the Planning Board accepted the recommendation of the Subcommittee which used portions of our suggested resolution in its report.

In closing your individual file on "Springdale Road" (because we have a new file on the Loop Road Organizing Committee), I note that I have a portion of Homer Zinc's file concerning the legal problem of a subdivision when you delete property lines. I shall hold this until you advise me of what to do with the file and this subject.

Sincerely yours,



A. C. Reeves Hicks

ACRH:11

Enclosure

Road Opponents Win 4-Year Stay

PRINCETON — Township residents who battled the extension of Springdale Road to Alexander Street have a four-year reprieve.

In approving the road portion of the new master plan, the township's planning board last night recommended that the link-up be postponed until the end of 1970 unless a proposed loop-road is constructed before that time.

Completion of the loop-road's southwestern sector, west of Stony Brook and south of Carnegie Lake, would keep a Springdale-Alexander link from becoming a major arterial street, the planners said.

That was the objection of Battle Park area residents, who complained at October and November hearings that the resulting traffic increase would ruin their neighborhood and depreciate property values. A total of 90 petitioners opposed the extension.

For Sound Planning

If the loop-road sector is not built within four years, the planners decreed, "the extension of Springdale Road should be undertaken in the interest of sound road master planning."

For the time being, the planners recommended that the right-of-way for the extension be obtained to protect the alignment and that portions necessary to serve Princeton University's new married graduate student housing be built. There is a possibility, however, that the student housing can be served entirely by access roads from Alexander Street, the planners said.

The route of the proposed loop-road lies partly in West Windsor Township.

Its construction is now being actively promoted by a committee representing both townships, the Institute for Advanced Study, Princeton University and local and county engineers.

Planning Board Vice President Harold Erdman emphasized its importance in the near future, "when Princeton will be the urban center of a population exceeding 50,000."

The only other change from the plan's earlier version affects the alignment of the loop-road's western sector, running west of Stony Brook from Rosedale Road to Mercer Road.

As requested by an attorney representing four major property owners, one of the two alternate alignments has been shifted slightly eastward. The property owner's agreement to provide enough land for adequate visibility at the loop-road-Route 206 intersection at Bruere's Hill makes the new alignment feasible.

Slightly Different

The final version of the plan otherwise differs not at all from the original draft presented last fall and very little from the last plan dated 1961.

Adoption of the road section leaves land use, open space, community facilities, and zoning portions of the master plan still to be acted on. Hans K. Sander, reelected board president last night, said hearings on most will be held this year.

The board also considered parking plans for an office building on lower Alexander Street, scheduled by H. G. Houghton, and sub-division of a residential lot by Raymond H. Carter, east of the Kingston Road-Locust Lane intersection.

Trenton Times

1/10/67

December 30, 1966

Mr. Samuel D. Leidesdorf
125 Park Avenue
New York, New York

Dear Mr. Leidesdorf:

I had a most agreeable and interesting conversation with Thomas Watson last week, in which I explained to him some of the ideas I had in mind for the Institute's future. Today I received the attached letter from him which speaks for itself. I have some thoughts about how this gift should be used which I will communicate to you shortly.

With best wishes to you and Mrs. Leidesdorf for the New Year,

Cordially yours,

Carl Kaysen

Enclosure

December 30, 1966

Mr. Thomas J. Watson, Jr.
Old Orchard Road
Armonk, New York 10504

Dear Mr. Watson:

Thank you very much for your kind gift of 82 shares of IBM stock. I appreciate it deeply, and I shall recommend to the Board that it be set aside as the first contribution to endowment for the work of the proposed new fourth School of the Institute. Your good wishes are a great encouragement to me.

With best wishes for the New Year,

Sincerely yours,

Carl Kaysen

Thomas J. Watson, Jr.
Old Orchard Road, Armonk, New York 10504

December 22, 1966

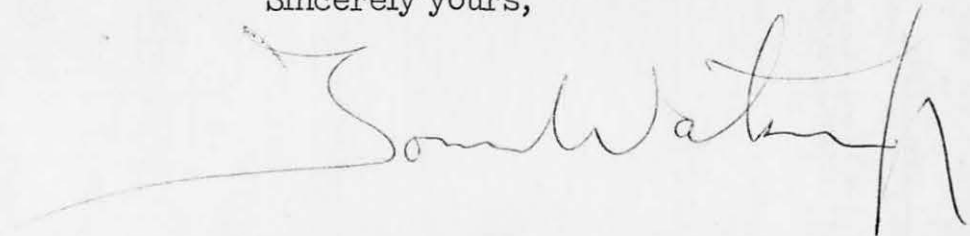
Dear Dr. Kaysen,

I enjoyed our visit last Tuesday a great deal, and was particularly happy to learn more about the background of the Institute for Advanced Study and some of the plans you have for the future.

As I told you, I think that the Institute is one of the national assets of the United States and I am, therefore, enclosing approximately \$30,000 in IBM stock to assist you in your work. I am not really able to make the Institute a permanent part of my personal contribution program. However, your visit happened to coincide with some additional giving I intend to do this year -- and as you left the office, I could not find a better organization to support at this particular time than your fine Institute.

With best wishes for a Merry Christmas and a Happy New Year,

Sincerely yours,

A handwritten signature in cursive script, reading "Tom Watson, Jr.", with a long horizontal flourish extending to the left.

Dr. Carl Kaysen
The Institute for Advanced Study
Princeton, New Jersey

December 22, 1966

Mr. A. C. Reeves Hicks
6-8 Charlton Street
Princeton, New Jersey

Dear Reeves:

I enclose copies of the two documents which have been brought up to our Trustee Committee with a brief covering note from the Director.

I will keep you informed.

Cordially yours,

Minot C. Morgan, Jr.

copy to: K.M. Light Real Estate

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copy to: K.M. Light Real Estate

FOR DISCUSSION December 29, 1966

I.A.S. - ENO-UPDIKE- LAND PURCHASE

I. There are at least five parties at interest in this proposed transaction:

- A. The Institute for Advanced Study
- B. Mr. Amos Eno and family
- C. Messrs. Sewall and Stanley Updike
- D. The citizens of Princeton Borough
- E. The citizens of Princeton Township

II. Before an equitable transaction can be accomplished, it is necessary to determine what each party hopes to gain from the purchase and what each is willing to contribute to achieve their ends.

III. GAINS

A. I.A.S.

- 1. Protection from industrial or housing construction (25 year)
- 2. Protection of the integrity of the woodlands (25 year)
- 3. Long-range expansion of faculty housing or members housing (25-50 year)
- 4. Territorial integrity--Springdale, Mercer, Quaker, Stony Brook

B. ENO

- 1. Protection from industrial or housing construction
- 2. Fair return on his land (tax angles? capital gains?)

C. UPDIKE

- 1. Right to continue farming the land
- 2. Fair return on the land at the time of cessation of #1

D. & E. CITIZENS

- 1. Open space, parkland

IV. CONTRIBUTIONS

- A. I.A.S.--purchase price, reduced by interests of B,C,D
- B. ENO--reduced price per acre, to cancel capital gains
- C. UPDIKE--10 years purchase to reduce capital gains
- D. CITIZENS--Tax relief and public subscription

V. TARGET--50 year--model farm

extra copies

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY

OFFICE OF THE GENERAL MANAGER

December 21, 1966

TO: Dr. Carl Kaysen
FROM: M. C. Morgan, Jr.
SUBJECT: Updike and Eno Properties

Dear Dr. Kaysen:

As you know, the westerly boundary of the woodland of the Institute is contiguous to two farms, one belonging to the Updike brothers, and the other to Amos Eno. The Updike land is bounded on the north by the property of the Society of Friends, on the west by Stony Brook, and on the south by the Eno property. The Eno tract is bounded on the west by Quaker Road and on the south by Stony Brook. The Updike property east of Quaker Road is approximately 117 acres; the Eno property is approximately 100 acres.

These lands are presently under cultivation, the former by the owners, and the latter by a tenant of Mr. Eno, who also rents four fields from the Institute. Mr. Eno's farm was originally a dairy farm, but the herd has been sold because of lack of competent help. Both are now planted in corn, wheat, soy beans, and other grain crops.

The Institute has always had a natural interest in the future of these properties, partly for protection against some commercial or housing development immediately adjacent to the woodland, but also because they offer a natural site for the long-range expansion of the institution.

A number of years ago an attempt was made to negotiate or purchase an option from the Updikes without any success. More recently an informal understanding has been reached with Mr. Eno which is, in effect, an unwritten option.

The recent activities of the Princeton Open Space Commission have added a note of some urgency to our negotiations. I have asked Mr. Karl Light, who is real estate consultant to the Institute, to keep in close touch with the owners in order that our interest will be continually before them. His report of December 20, 1966 is attached.

Dr. Carl Kaysen

- 2 -

December 21, 1966

It is my firm conviction that the Institute should pursue these negotiations to the point of eventual purchase of both properties. Every other major private institution in the community is already land hungry. Princeton University has gone to high-rise apartments, Princeton Seminary has had to purchase apartments in West Windsor Township, the Westminster Choir College has had to give up land to the Princeton Public School System, and even the Princeton Hospital has run out of parking space. Furthermore, since 1940 the value of land in Princeton Township has increased by a factor of two or three in every decade, and no competent observer sees any end to this appreciation.

I am certain that the Trustees of the Institute, a generation hence, would be almost as grateful for this action as the present Board is grateful to its predecessors who put the present land holdings together.

Cordially yours,



Minot C. Morgan, Jr.
General Manager

MCM/op
Attach.
Map Attached

K. M. LIGHT REAL ESTATE

245 NASSAU STREET

PRINCETON, NEW JERSEY

TELEPHONE 924-3822

December 20, 1966.

Mr. Minot C. Morgan, Jr.,
General Manager,
Institute for Advanced Study,
Olden Lane,
Princeton, New Jersey.

Dear Mike:

Pursuant to your request, I have begun preliminary conversations with the owners of the farms adjacent to the Institute fronting on Quaker Bridge Road belonging to the Updike brothers and to Amos Eno. The ultimate aim would be for the Institute to acquire both properties. This is a general review of what has happened to date.

At the recent public hearing which the Princeton Township Planning Board held for the Open Space Committee to make its report and recommendation, a general and strong resistance was clear from all the land owners whose properties were to be tagged. At the request of Seymour Montgomery, attorney for Mr. Eno, I made a statement concerning the damage to the value of the properties involved which would result, or had already resulted, from the action of the Committee. It was clear that both the methods and the aims of the Committee were far from welcome to all parties owning land.

Although Mr. Eno has indicated a desire in working out some arrangement for the Institute to acquire his tract, the Updikes have heretofore evinced no interest at all. There seems to be a change of heart, and, as of my last conversation with the Updikes, a willingness to discuss ways and means. I have asked them to try to determine what their aims and desires would be in order for us to arrive at a formula which would satisfy both them and you. Mr. Eno apparently wishes to have a long term pay-out for his tract, and it may be that this is the sort of arrangement that will appeal to the Updikes. However, I have not pushed negotiations and will be in touch with the brothers and their attorney, Louis Gerber, to learn if they have arrived at any conclusions.

In all discussions with the Updikes I have avoided the question of price and specific terms. The new Clemminshaw assessment of both tracts states a value of \$3,000.00 per acre. This is not in fact true market value but a figure arrived at after some discussion of the theory behind assessing large pieces of land without necessarily causing panic sales.

Mr. Minot C. Morgan, Jr.

Page 2

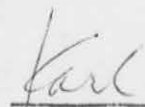
December 20, 1966

There were also factors such as financing and the current very poor market in general which decided the Advisory Committee of five brokers, of which I was one, to arrive at the above figure. Actually, the true fair market value is much closer to \$4,000.00 per acre and my feeling is that this should be the top price to keep in mind. Other factors such as interest on unpaid balances might affect this figure somewhat though not substantially.

Mr. Gerber asked me to hold off any further discussions until after the holidays and Mr. Montgomery suggested that I speak directly to Mr. Eno. My present plans are to follow up with visits and conversations on as general a level as possible. However, I suspect that concrete questions will have to be answered fairly soon.

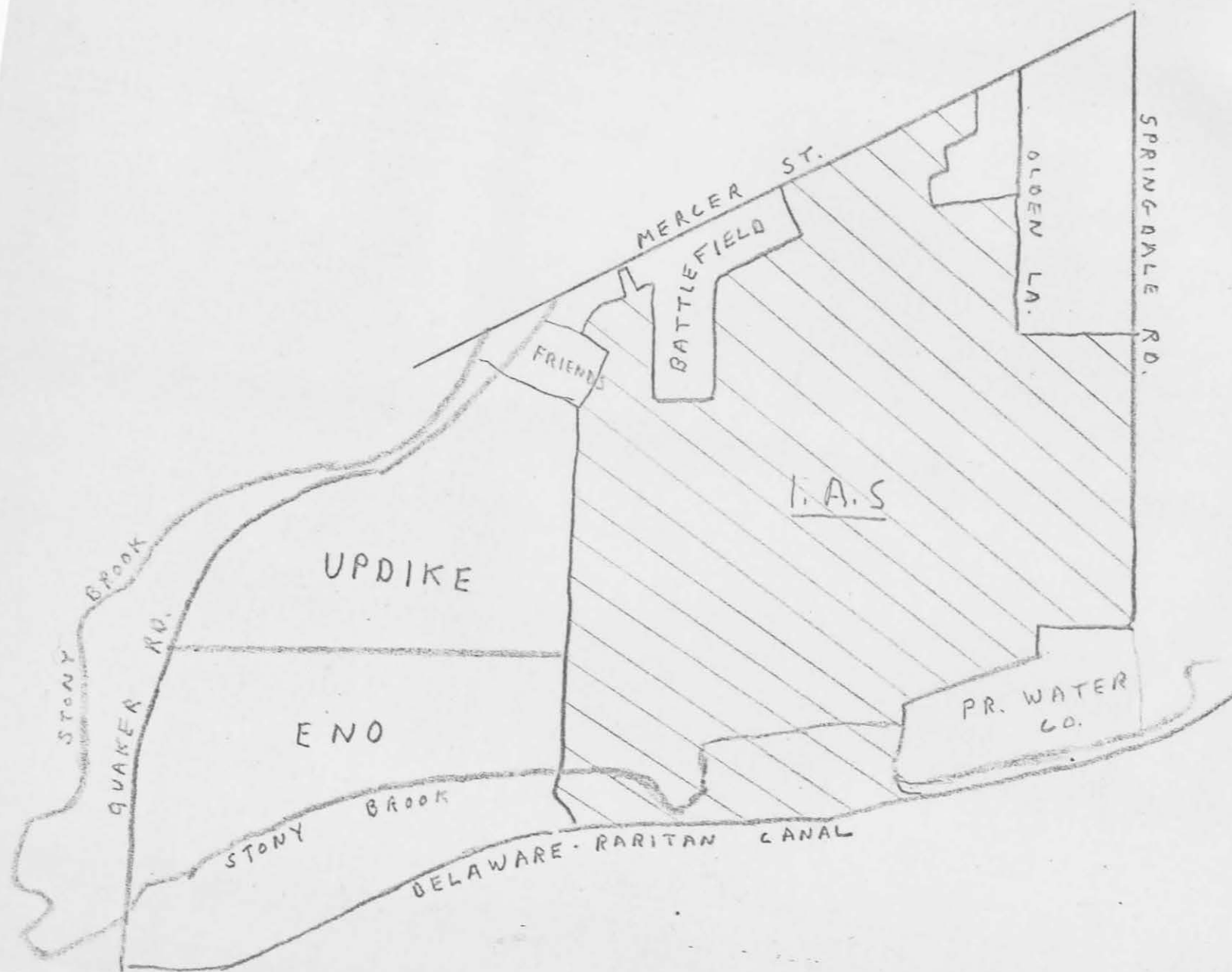
I'll keep you posted on any and all developments.

Sincerely,



Karl M. Light

KML/mlb



THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY

OFFICE OF THE GENERAL MANAGER

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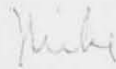
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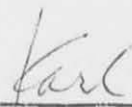
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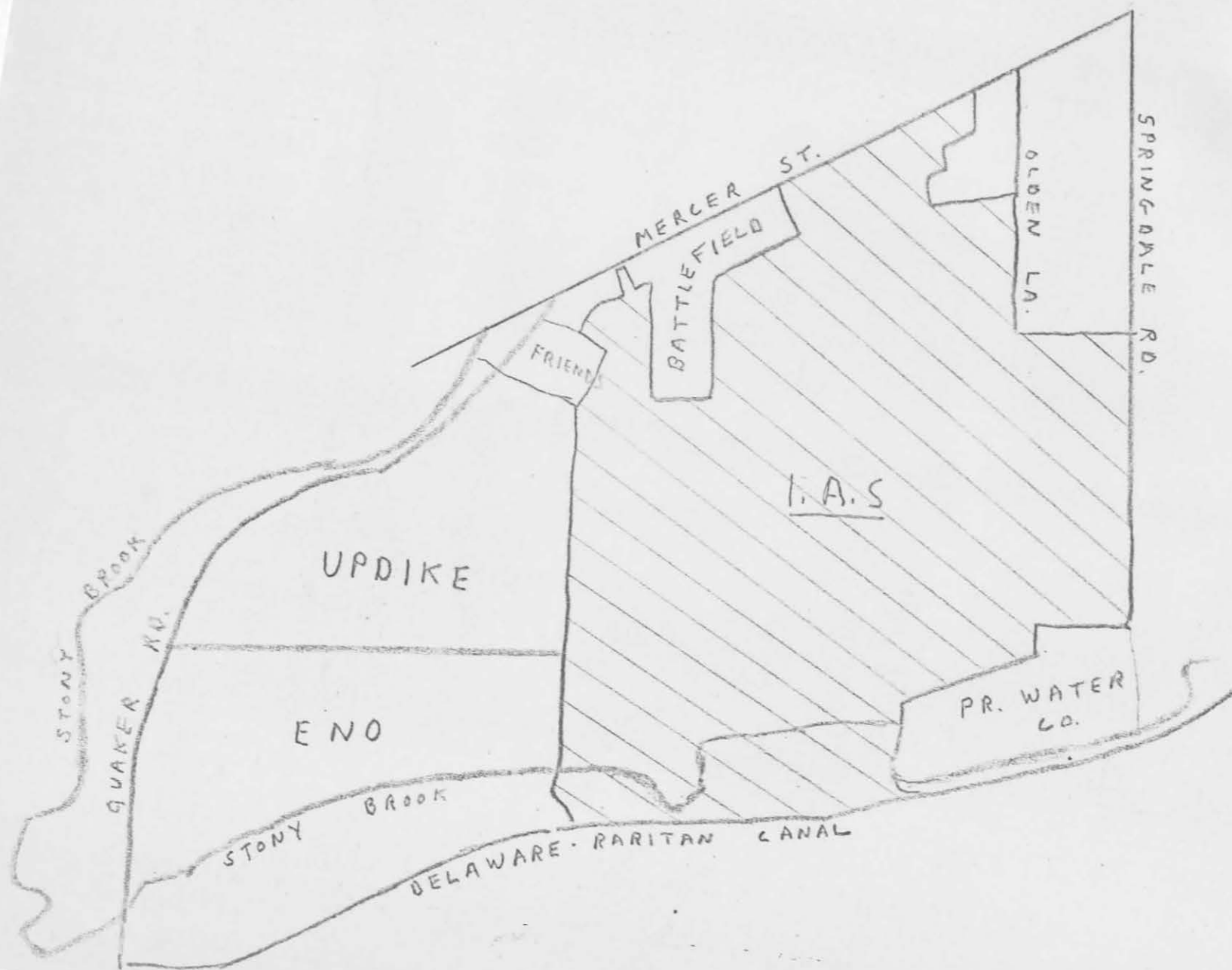
I'll keep you posted on any and all developments.

Sincerely,



Karl M. Light

KML/mlb



Kevin

per phone

11 ³⁰ PM

5 Dec.

Four alternatives

- 1) Go ahead as is. impracticable
- 2) Modify design: straight walls, new cafeteria,
etc. ; "stale" "a new building
anyhow"
- 3) Change location, redesign
one new building: very difficult
architecturally
- 4) Add 2 or 3 buildings as modified
versions of existing small buildings.
(with cafeteria in Field Hall or separate)
recommended course: not for him.

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

Room 5600

July 22, 1966

Dear Carl:

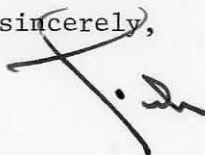
Many thanks for taking the trouble to let me know that you had bought the Weller property. I think this is fine and the fact that we had to pay the asking price doesn't bother me in the least. I simply felt that it was important to first see if it would come at some lower price.

I am glad to say that through great good fortune we have managed to get accommodations on the Canadian airlines next weekend so we will be off to Japan whether or not our airline strike is settled.

I hope that you and the family can make the move to Princeton as you plan in early September when we shall look forward to seeing you.

In the meantime, I am, with warmest regards,

Very sincerely,



Dr. Carl Kaysen
20 Avon Hill Street
Cambridge, Massachusetts 02140

The Institute for Advanced Study
Princeton, New Jersey

Minutes of the meeting of the Committee on the Future, held on July 19, 1966,
in the Director's Office.

Present: Mr. Henry, Chairman, Mr. Boyd, Mr. Dilworth, Dr. Kaysen, Mr. Morgan.
Absent: Gen. Greenbaum, Mr. Hochschild.

The Chairman of the Committee called on the Director for his recommendation. Dr. Kaysen and Mr. Morgan both thought that the need for expansion of faculty housing would come upon us in the not too distant future, and that the Weller tract looked to be the most suitable one likely to be available for that purpose.

The Committee recommends to the Chairman of the Board that Mr. Morgan be authorized to make an original offer of \$80,000 for the tract, and that if negotiations go over \$90,000 he should refer the matter back to the Committee.

Messrs. Greenbaum and Hochschild had been informed of the business of the meeting beforehand. Mr. Hochschild gave a general approval to the proposed purchase, without committing himself to specific figures. Mr. Greenbaum agreed that the purchase at a price up to \$90,000 was justified.

Copy to: Mr. Henry
Mr. Boyd
Mr. Dilworth -
Gen. Greenbaum
Mr. Hochschild
Mr. Leidesdorf

NOTE, 20 July 1966: In order to get the property, it was necessary to go to a bid of \$100,000. In the absence of members of the Committee, the Director authorized Mr. Morgan to close the deal.

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY

OFFICE OF THE GENERAL MANAGER

July 18, 1966

MEMORANDUM

TO: Dr. Kaysen and Members of the Trustees' Committee
on the Future

FROM: Minot C. Morgan, Jr.

SUBJECT: Weller Tract

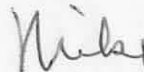
Gentlemen:

The attached memorandum from Mr. Karl Light contains a complete approach to the problem of the purchase of this lot from the standpoint of a commercial developer. I trust Mr. Light's judgment in these matters completely. His firm, though not the oldest in the Princeton area, is probably the best staffed and the most knowledgeable concerning real estate values in Princeton.

One important bit of arithmetic has been omitted from Section 3 of Mr. Light's letter. If the Planning Board were to extend the educational zone to include all of our present faculty housing and the Weller Tract, the zoning requirement would drop to one acre minimum, and we could get ten or eleven lots out of the Weller Tract at a net lot value of \$13,000.00 or less. This would be very attractive, indeed, in the present market in this end of town.

One additional factor which would certainly increase the value of this land, as compared to twelve acres elsewhere in the west end of town, is that it is bounded on three sides by ownership that is completely stable (New Jersey Battle Park, The Institute for Advanced Study, and the Friends Meeting House).

Respectfully submitted,



Minot C. Morgan, Jr.

MCM/op

K. M. LIGHT REAL ESTATE

245 NASSAU STREET

PRINCETON, NEW JERSEY

TELEPHONE 924-3822

July 16, 1966

Mr. Minot C. Morgan, Jr.
Institute for Advanced Study
Princeton, New Jersey

Dear Mike:

Here, so far as possible, are my answers or those of Reeves Hicks to the questions you posed and my analysis of the tract in question.

1. Character of the lot. (approximately 12.5 acres.)
 - a. How much woodland? About 6 acres as shown on the aerial photo.
 - b. Utilities? Water, gas and electric are available in Mercer Street.
 - c. Drainage? There appears both from on site inspection and the topographical map ("A") herewith attached to be a good drop from the easterly side of the lot to the west. It is possible that lots on the westerly side of any street might present some problem in having water run off into storm sewers in the street rather than toward the property of the Friends or William J. Flanagan. However, the fall does not appear overly great or impossible to handle without extraordinary expense.
 - d. Main trunk sewer line? As can be seen on the copies of the survey ("B") herewith attached, a section of the main trunk sewer line actually traverses the subject property.
 - e. Access from Mercer Street? There is a 60' access corridor from Mercer Street to the main body of the tract as shown by the survey.
2. Zoning.
 - a. Present Zoning: The lot is now in the R-1 Zone of Princeton Township. This calls for single family residential sites of

Minot C. Morgan, Jr.

July 16, 1966

Page 2.

no less than 2 acres in size. Note that the lots fronting on Mercer Street are zoned 1 acre, the land on the east is part of the Battle Park, and the lands to the south are educational. (See copy of Zoning Map "C")

b. Likelihood of inclusion in the educational zone?

It appears that the likelihood is good and the time is right, according to responses elicited by Reeves Hicks from the President of the Planning Board.

3. Cost factors.

a. Purchase price?

The offering price is \$100,000.00 or \$8,000.00 per acre. It is unknown whether a lesser price would be acceptable. However, sales of this magnitude on land are usually financed to a large extent by the seller and such financing has a dollar value, depending on terms, which could be as high as 20% of the price.

b. Development costs?

From my analysis, and assuming that no great length of additional sewer line will need to be installed, it would appear that \$25,000.00 to \$30,000.00 would be an ample allowance.

c. Net lot value?

With purchase at \$100,000.00 and costs at \$25,000.00, the six lots as laid out in the projected subdivision "D" would have a net value of \$20,833.33 each. At a total investment of \$130,000.00, net value would be \$21,666.66 per lot. In either case, the values are such that a commercial developer would find them attractive.

4. Purchase to hold.

a. Maintenance cost:

This would be whatever it would cost to keep approximately 6 acres of meadow land cut to reasonable size.

Mr. Minot C. Morgan, Jr.

July 16, 1966

Page 3.

b. Taxes? Assuming a new assessment on the basis of the sale price of \$100,000.00, taxes would be \$6,050.00 based on a rate of \$6.05 for 1966.

Very truly yours,

Karl
Karl M. Light

P R E S E N T Z O N I N G M A P
Extension of Educational Zone



The Institute for Advanced Study
Princeton, New Jersey

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CROSS REFERENCE

FILE: TRUSTEES-----Committee on the Future

RE: correspondence regarding certain renovations in the kitchen
at Olden Farm.

LETTER DATED: Dr. Kaysen's letter to Mr. B.McK. Henry dated 8/9/66
Dr. Kaysen's letter to Mr. Morgan dated 7/1/66
Mr. Morgan's letter to Dr. Kaysen dated 6/29/66

SEE: INSTITUTE GENERAL-----Olden Farm

for Dr. Oppenheimer

ONE TWENTY FIVE PARK AVENUE
NEW YORK

OFFICE OF
SAMUEL D. LEIDESDORF

April 27, 1966

Dear Buz:

As suggested by Eddie Greenbaum, for the coming year I am not appointing a Buildings and Grounds Committee for the Institute for Advanced Study. The functions of the Buildings and Grounds Committee will be included with those of the Committee on the Future for the present.

I am sending a copy of this letter to the members of your Committee.

Kindest personal regards.

Sincerely,

Mr. Barklie McKee Henry
P. O. Box 684
Princeton, N. J. 08540

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY

February 14, 1966

Dear Carl,

In the pleasant glow of dinner at your house last Wednesday, I forgot to give you a copy of the Committee's Report to the Board of Trustees, which was submitted and discussed after you left the meeting in New York. I wasn't present at the time, but Buz tells me that it was decided for tactical reasons not to register any formal approval of the Report at that meeting. This was not because the Trustees disagreed with its substance -- they did not -- but rather because they did not want to tie your hands in developing whatever program for the Institute that you see fit and also because they were a bit fearful of the reaction if a Report enshrined as Gospel by the Trustees should fall into the hands of some of the Faculty. So, the Report was simply received and listed in the minutes as "under discussion", and here it is.

I thought we came out pretty well on the newspaper coverage, and I was relieved to discover in the Times that you were not so swamped with newspaper questions on Sunday that you could not digest three separate books. A good New Frontier touch. If I remember correctly, one of them was by Iris Murdoch, and Verna Hobson, Oppenheimer's secretary, observed this morning that it was lucky from the point of view of the Times profile that it wasn't A Severed Head.

I look forward to seeing you down here in March, and before if there is any way I could be helpful by coming up to Cambridge. I think Mike Morgan is going to write you about the matter of financing salaries and stipends about which you inquired.

My best regards to you and to Annette, Susanna, and Laura. Thanks again for your magnificent hospitality on Wednesday.

Yours,

Ken

Kenneth Auchincloss

Professor Carl Kaysen
Graduate School of Public Administration
Harvard University
Cambridge 38, Mass.

CONFIDENTIAL

Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

REPORT TO THE BOARD OF TRUSTEES

February 9, 1966

I. Introduction

The Committee has interviewed every member of the Faculty at length, and also a number of other persons whose intellectual competence and whose opinions might be helpful concerning the future of the Institute.

Without exception, the members of the Faculty, in their talks with us, have been sympathetic to our purposes, frank, thoughtful, constructive, helpful, and clearly devoted to the ideals of the Institute. Our unusual opportunity to come to know them individually through our official meetings is a privilege which our colleagues on the Board will properly envy.

We have reason to be proud of each one of these very distinguished men.

This paper is not intended to be a formal program for the Institute's future or even an outline of such a program. It is a summary of some of the ideas that in the Committee's judgment have seemed promising and constructive. We feel that it is important that the new Director should not, upon taking office, be confronted with an elaborate program set down in advance by the Trustees or a Committee of the Trustees. He will no doubt want to take an important share of the lead in setting the Institute's course, and we think that he deserves freedom from a written mandate by the Trustees.

CONFIDENTIAL

Report to the Board of Trustees
February 9, 1966

Page 2

II. The Schools

We have been impressed by the past and present achievements of each of the Institute's schools. In our view, their objective should continue to be the accomplishment of challenging scholarly tasks that are not being done as well or could not be done as well elsewhere.

A. Mathematics

This school is certainly one of the ablest groups of its kind. To us it seems strong and healthy, particularly in its role as a center where the most creative young mathematicians in the world are brought together and exposed to each other's work, though perhaps it is no longer in the supreme position that it occupied in the early years of the Institute's existence.

B. Natural Sciences

We welcome the recent change in this school's title because we believe that the Institute would do well to consider entering other areas of theoretical science in addition to theoretical physics. We feel that serious thought should be given to the possibility of a joint effort with Princeton or some other university in certain projects in the Life Sciences, especially in view of what we understand is a decision on the part of the University to place new emphasis on this field. We have been told quite emphatically by distinguished scientists that the Institute will be out of the mainstream in the next generation if it fails to enter this promising area.

C. Historical Studies

We favor the view that this school should concentrate upon selected areas of history rather than attempt to cover the entire spectrum of that field. The criterion for new appointments should be the excellence of the scholar rather than the representation of a given field.

We believe that the school should be enabled and encouraged to nominate annually, for memberships of one or more years, a number of young scholars chosen for their outstanding promise rather than for their proven achievements, in the age groups falling between the receipt of the doctoral degree and the award of tenure (in much the same way as the Herodotus Fund is now used). To accomplish this and to maintain the highest standards for membership, it will be necessary to increase the stipends now offered, both in amount and in number.

Report to the Board of Trustees
February 9, 1966

Page 3

D. A Fourth School

We believe that the Institute should devote serious study to the possibility of establishing a Fourth School, which might concern itself, for example, with the functioning and evolution of today's complex societies. Such a new school would enable the Institute to experiment with new fields of study, perhaps by drawing together groups of eminent scholars seeking opportunities for interdisciplinary efforts for periods of several years. Many members of the present Faculty could make important contributions to its development. The new school not only could advance scholarly endeavors of a particularly demanding sort but also would broaden the Institute's intellectual life as a whole.

III. The Faculty

From within and without the Institute, we have been told of the need among some of the permanent Faculty for opportunities to enjoy the stimulus of students to teach and courses to prepare. A variety of interesting proposals has been submitted to us to meet this need, such as:

- (1) Permanent joint professorships in which the Institute and a university would share the services of a scholar where this is appropriate;
- (2) An intermediate category of scholars -- younger men or women who would be members of the faculty but for limited terms that might range from two to six years;
- (3) Increased collaboration between Professors at the Institute and Departments at Princeton and possibly some other university, involving for example special post-doctoral programs. We do not think that the Institute should establish a Ph.D. program of its own, but there is no reason why Institute professors should not direct Princeton graduate students' theses more often than they do now;
- (4) The encouragement of occasional absences of professors, for varied terms, in order to go to other institutions (as several faculty members now do); and

Report to the Board of Trustees
February 9, 1966

Page 4

- (5) Invitations to outside scholars to come to the Institute for periods of one or several years to work on problems related to those studied by the permanent faculty.

In presenting these proposals, we wish to emphasize that the characteristics that make the Institute's intellectual life seem too closed and undirected to some are often the very features that to others give the place its special strength and attraction. The scholar's title to inhabit the ivory tower is not absolute, but there are occasions when it must be resolutely protected.

IV. The Institute as a Community of Scholars

We believe that everything should be done to make the life of the distinguished scholars who belong to our permanent faculty both happy and profitable at the Institute. The members and other visitors, too, particularly the younger ones, should be given conditions in which they can derive pleasure and intellectual enrichment from social contact with their fellows and with the permanent faculty.

To this end, we recommend that a careful study be made of ways in which such an atmosphere could be better produced, both organizationally and socially. For example, we envisage the possibilities of attractive dining arrangements, of a sort far more pleasing than those now available, where occasional dinners for various assortments of faculty and members might be held and good food and good wine provided. Some dinners might be occasions at which distinguished guests could be invited, in the manner of the High Table at All Souls.

V. The Director

We believe that when the change can be accomplished in a deliberate and dignified manner, the title of the Director might be changed to "President" (as has been suggested by the current President of the Corporation). This would signify a break with the past which has not always seen cordial relations between the Director and the faculty. It would also, we are told, somewhat enhance the stature of the Institute's chief executive in the world of foundations and philanthropists to whom he will have to turn in order to raise money. Furthermore, it avoids the suggestion that he in some way directs the members of the faculty in their work.

Report to the Board of Trustees
February 9, 1966

Page 5

It is the Committee's belief that the salary of the Director should be raised to \$40,000 per year to bring it roughly to a par with those of the heads of other distinguished academic institutions. In addition, he would be given the use of Olden Manor and other perquisites to be arranged.

VI. Financial Needs

As soon as possible, the new Director should embark on a study of the financial needs of the Institute, in terms of the program he expects to bring into being during his time in office, and he should present this to the Board of Trustees. If, as we expect, additional funds will be required, the Director's leadership and participation will be of the highest importance, though the Board of Trustees must assume the primary responsibility.

Barklie McKee Henry, Chairman
Julian P. Boyd
J. Richardson Dilworth
Edward S. Greenbaum
Harold K. Hochschild
Samuel D. Leidesdorf
Lewis L. Strauss

CONFIDENTIAL

Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

January 12, 1966

Memorandum of Conversation

GUEST: Prof. Atle Selberg

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

DATE: January 5, 1966

PLACE: Gen. Greenbaum's House, Princeton

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

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

CONFIDENTIAL

Memorandum of Conversation
Prof. Atle Selberg

-2

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



Kenneth Auchincloss
EXECUTIVE ASSISTANT

KA/d

CONFIDENTIAL

Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

December 6, 1965

MEMORANDUM TO:

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

SUBJECT: Prof. Montgomery

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

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

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

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


CONFIDENTIAL

-2-

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

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

KA/d


Kenneth Auchincloss
Executive Assistant

CONFIDENTIAL

I-32

Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

Memorandum of Conversation

GUEST: Professor Homer Thompson, Institute Faculty

COMMITTEE ATTENDANCE: Mr. Henry, Dr. Boyd, Mr. Dilworth,
Mr. Hochschild and Mr. Auchincloss

DATE: November 14, 1965

PLACE: Mr. Dilworth's house

The meeting began at 11 a.m. and lasted a little over an hour.

Prof. Thompson did not feel that the Institute is deficient in any major respect and hoped that the new Director would keep it moving essentially along its present course. The personal bitterness of the past few years had certainly been unpleasant and trying -- at times it had even affected the faculty's choice of temporary members because one has to think twice about introducing a man into such a field of battle -- but he thought that with a new Director coming in, most of this would die down. He regarded the next few years as a time for consolidation and re-establishment of tranquility.

Members of the Committee referred to the suggestions for placing more emphasis on the humanities at the Institute. Prof. Thompson said that he and his colleagues in Historical Studies would certainly welcome a few additions to the faculty, though there might be some dispute over which areas of history should be covered by the new appointments. He himself believed that it would be useful to get someone in medieval history (in order to strengthen the link between the classicists and modern historians) and also someone representing more modern history (to give Prof. Kennan some company). He was not particularly in favor of expanding into American history. And he emphasized that one view shared by probably all his colleagues was that neither the School nor the Institute should expand a great deal. One of its real advantages is its small size.

CONFIDENTIAL

Memorandum of Conversation

Prof. Homer Thompson

-2

Another point he made in connection with faculty appointments was that it is useful to concentrate them in a few fields rather than scatter them broadly over a wide area. He felt that the Institute has nothing like the obligation that a university has to cover the entire span of history. And a professor's work at the Institute can be more satisfactory if he has a few colleagues working in or near his own field than if he is isolated. He also felt that new faculty appointments should be made by the school involved plus the Director, not by the entire faculty.

He was asked what he thought of the idea of establishing a new school, probably to deal with problems of contemporary interest. He did not react with great enthusiasm. He was fearful that this might mean a major expansion of the Institute, and he recalled the unsuccessful experiment with economics (though he admitted that the economists chosen probably had something to do with the failure). He also questioned whether work on contemporary problems could be done better at the Institute than at the universities where it is already launched.

Mr. Henry recalled that a few of the people whom the Committee had consulted felt that it was a mistake to have any large body of permanent faculty members at the Institute at all. Prof. Thompson noted that at least one practical reason for having the permanent faculty was to provide people to decide whom to invite as temporary members. He agreed, though, that in many ways the temporary members were the heart of the place. Thanks to the housing project, they meet each other socially and get to know one another well. These experiences with scholars outside their own discipline are invaluable, and Prof. Thompson knew from talking to the members how rewarding they generally find their stays at the Institute. He agreed too with the suggestions that a greater effort should be made to bring young history scholars to the Institute; he said that he always tried to include several young people among the members he invites.

One thought that came out of the conversation on young scholars and fields of study was to invite as members a few outstanding young scholars in fields of history not represented on the permanent faculty. Mr. Henry argued that perhaps young scholars come not so much to be able to work with a single man in their own field but rather to profit from the presence of a number of distinguished historians no matter what their special interests. Dr. Boyd felt that such an experiment would be very successful in American history.

Memorandum of Conversation
Prof. Homer Thompson

-3

The question of the dining facilities and the social ambiance came up for discussion. Prof. Thompson was quite pleased with the cafeteria, but he thought that a more inviting Senior Common Room (perhaps the old Library) would be a welcome addition. The present Common Room does not have the right atmosphere.

As for the Directorship itself, Prof. Thompson said that he did favor having a single long-term Director rather than rotating the position among faculty members. He was glad to hear that the Committee favored a scholar in the post. His field of study didn't much matter, but Prof. Thompson thought there might be something to be said for installing a humanist in the job after a long term under a scientist.

KA

Kenneth Auchincloss
Executive Assistant

ORGANISATION EUROPÉENNE POUR LA RECHERCHE NUCLÉAIRE
CERN EUROPEAN ORGANIZATION FOR NUCLEAR RESEARCH

Adresser la correspondance:

CERN 1211 Genève 23

Télex: GENÈVE - 2 25 48

Téléphone: (022) 41 98 11

Télégramme: CERNLAB-GENÈVE

Votre référence:

Notre référence:

Meyrin-Genève, le 1 November 1965

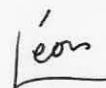
Professor Robert Oppenheimer
Director
The Institute for Advanced Study
PRINCETON. N.J.

Dear Robert,

Thank you for your letter of 25 October. I shall be in Geneva on 20 and 21 December, and I shall be very glad to meet Mr. Hochschild and Mr. Henry on one of these days, at their convenience. I am not sure at all that our conversation will be useful to them, but it will certainly be of great interest to me. It will also give me the pleasure of describing from personal experience how crucially significant it can be for a young theorist to spend a few years of work in a group as I was fortunate enough to find in Princeton about fifteen years ago. I shall also be glad to mention our experience with the rather large group we have in Europe, and in particular at CERN.

With very kind regards.

Yours,



L. Van Hove

11/5/65

Copies to Mr. Henry and Mr. Hochschild

HAROLD K. HOCHSCHILD
1270 AVENUE OF THE AMERICAS
NEW YORK 20

October 28, 1965

Dr. Robert Oppenheimer
The Institute for Advanced Study
Princeton
New Jersey

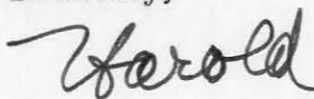
Dear Robert:

Many thanks for writing Dr. Van Hove so promptly.

I was very sorry to learn last night that you are in the hospital. I hope you will soon be out again.

Mary joins me in affectionate regards to you and Kitty.

Sincerely,

A handwritten signature in dark ink, appearing to read "Harold", written in a cursive style.

MRS. HAROLD HOCHSCHILD
P. O. BOX 148
PRINCETON, NEW JERSEY 08540

24 October 65

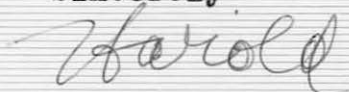
Dear Robert,

Ever since you recommended Dr. Van Hove to Buz's committee we have been seeking an opportunity to meet him - not so much as a candidate (the consensus is that we should give preference to an American, if the right one can be found) but to chat with him about the Institute and to ascertain whether he has any views about its past and its future.

I expect to be on the Continent Monday and Tuesday 20 and 21 December on my way home from Africa; and my associates think this would be a good occasion for at least one of us to meet Dr. Van Hove. May I trouble you to write to ask him whether on one of those two days he would be able to receive me either in Geneva or in or near some other Western European city? In the event that he can, I'll then write to him direct to make an appointment. It is possible that Buz will be with me.

With many thanks, and best regards,

Sincerely



Tr - Comm on Future
C O P Y

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

25 October 1965

Dear Léon:

When I told the Trustees of this Institute, last April, that I would wish to be relieved of the directorship this summer, the statutory provisions of the Board of Trustees came into effect. They require the appointment of a special committee to make recommendations on the future director. The committee so appointed has as chairman Mr. Barklie Henry, whom you may remember, and as members the other four Trustees resident in Princeton, Professor Julian Boyd, Mr. Richardson Dilworth, General Edward S. Greenbaum and Mr. Harold Hochschild.

The committee, I think very wisely, is also exploring the general question of the future of the Institute, asking whether its past policies are right for the years ahead. I met with this committee at its first meeting, and it has held discussions with most members of the faculty, with some former members and faculty members, and with a few scholars whose judgment they value.

I now have a note from Mr. Hochschild, saying that he, and possibly Mr. Henry, will be in Europe on Monday and Tuesday, the 20th and 21st of December, and that they very much hope that they may have a talk with you, in Geneva or in any other place which would be more convenient to you. I hope that you will do this. It will be a great service to this place, and thus to me; and I think that you will enjoy the conversation.

With warm good wishes from house to house,

Robert Oppenheimer

Dr. Léon Van Hove
CERN
Geneva 23
Switzerland

cc Mr. Hochschild

25 October 1965

Dear Léon:

When I told the Trustees of this Institute, last April, that I would wish to be relieved of the directorship this summer, the statutory provisions of the Board of Trustees came into effect. They require the appointment of a special committee to make recommendations on the future director. The committee so appointed has as chairman Mr. Barklie Henry, whom you may remember, and as members the other four Trustees resident in Princeton, Professor Julian Boyd, Mr. Richardson Dilworth, General Edward S. Greenbaum and Mr. Harold Hochschild.

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With warm good wishes from house to house,

Robert Oppenheimer

Dr. Léon Van Hove
CERN
Geneva 23
Switzerland

cc Mr. Hochschild

9/9/65

THE INSTITUTE FOR ADVANCED STUDY

OFFICE OF THE DIRECTOR

PRINCETON, NEW JERSEY

Dear Sir Llewelyn,

Thank you for your good letters
of August 29. We are all very sad
that you are not coming, K.H. + I
+ your many other friends here.
Why don't you think of a visit in
the Spring, when the weather, after
April 15, can be rather surely
guaranteed to be pleasant? There
will, at best, still be much to
talk of then. The Trustees under-
stand that the new library makes

possible & necessary special acquisition,
& the budget has been increased,
though perhaps not enough. But I
shall tell Gilbert, Miss Sachs
& Kennan of your offer of help.

I showed your typed letter to
Barklie Henry, the chairman of
the Trustees Committee; & at his
request am making copies available
to the committee. We have made
one major deletion from the copies:
The plaint that there are too
many young people in the School
of Mathematics. This is because I -
& all who have watched closely -
are convinced that what we do

for these young people, who go on to
the best chairs in this country &
abroad - is the least doubtful
& most clearly valuable function
of the Institute; & we feared that
your doubts would detract from
the weight of your other views.
Both Henry & I are deeply in
your debt for your letter.

With warm & affectionate
greetings from K.H. & from me

Robert Oppenheimer

9/9/65

COPY

Copy for DO office
Orig. in RO file

The Garden House 2A Walton St. Oxford.
August 29, 1965.

Dear Oppenheimer.

I have been thinking about the problem of finding a successor to you as Director of the Institute. The Trustees made so excellent a choice when they appointed you that I feel sure they will do the right thing again. They do not need advice from me, and I would not venture to give it, but there is a general matter upon which I should like to make a suggestion. I leave it to you to decide whether it is worth passing on to the Trustees.

I think that your successor would find it a help (especially in dealing with two or three members of the Faculty who have introduced elements of discord into the hitherto friendly relations between the two Schools) if the Trustees would lay down decisively to the Faculty what they - the Trustees - want the Institute to be. I should hope that they would want it to continue as a centre of research where scholars in different fields of knowledge can find conditions favourable to their own work and favourable also to the mutual exchange of ideas. The Institute is just the right size to be a useful meeting-place. Most universities are now so large that people working in them keep within their own departments. Any business done in common is limited to questions of administration. Most Research Institutes, on the other hand, confine themselves to one branch or even one sub-branch of knowledge, and contribute little to the necessary process of cross-fertilisation, or, to put it more simply, to a better mutual understanding through discussion of what each is trying to do. An institution like our own which can help to correct the dangerous effects of the present fragmentation of knowledge is thus making a valuable contribution to society, and, particularly if it brings together (as we do) the sciences and the so-called humanities.

* * *

I also think that the Trustees might ask the School of Historical Studies whether it would not be advisable for them, as vacancies occur, to make some changes in the subjects covered by their permanent members. The present distribution of subjects is haphazard, and a legacy from the original membership chosen by Flexner, so it always seemed to me, without any coherent plan. As a start the Trustees might say definitely that the appointment of a permanent member in a particular subject does not create a vested interest for that subject. If the tradition develops that every professor should have a successor in his own field, the present unsatisfactory distribution will merely be perpetuated, I use the term "unsatisfactory" because it seems to be overweighted on the side of erudition without sufficient thought about the contribution which this or that branch of learning can make to the intellectual needs of our time. I do not think that we have a proper balance of subjects with nearly all our historians working on the centuries before 1600. We should of course keep clear of getting involved in current political controversies, but we need not go to the other extreme in ignoring the contemporary world.

orig + 3 cc

Kennan has seen
Rest given to Auchincloss

I have already written a very long letter; I should like to add just one more consideration. I am most grateful to the Institute for allowing me the privilege of membership, but during all my time I could not help feeling how much more useful I might have been in School and Faculty discussions if I had been born and brought up in the United States, and had known American institutions, especially American universities, all my life. I think that it is important to keep the permanent membership mainly American, though this consideration does not apply at least to the same extent to visiting members.

Yours very sincerely

/s/ Llewellyn Woodward

R.O.

Dear Professor Whitgren:

According to Article 6 Section 3 of the By-Laws of the Institute, I have appointed a Committee of Trustees to consider the appointment of a successor to Dr. Oppenheimer, as follows:

Barklie McKee Henry, Chairman
Julian P. Boyd
J. Richardson Dilworth
Edward S. Greenbaum
Harold K. Hochschild
Samuel D. Leidesdorf
Lewis L. Strauss) ex officio

Before considering the role of the Director, or seeking a candidate, the Committee plans to talk individually with each member of the Faculty to learn his ideas about the future of the Institute. The Committee will communicate with you as soon as practicable to arrange for a convenient and leisurely discussion. Not much will be done before the fall, but if you find yourself in Princeton during the summer and would like to do so, please call any member of the Committee, to see if a group of its members can be got together.

No one need feel under pressure to convey the full burden of his ideas and hopes in one interview. The Committee regards the continuing counsel and advice of each of you to be of highest importance and hopes that you will communicate with it as further thoughts occur to you.

I am the only person left who took part in the discussions which led to our founding, and there is nothing in the world which could give me greater happiness now than to see a great future for our Institute assured. I am counting on your help.

With kindest personal regards,

Sincerely yours,

Samuel D. Leidesdorf
Chairman, the Board of Trustees
The Institute for Advanced Study.

SIMILAR LETTER SENT TO ALL MEMBERS OF BOARD OF TRUSTEES OF INSTITUTE

ONE TWENTY FIVE PARK AVENUE
NEW YORK

OFFICE OF
SAMUEL D. LEIDESDORF

June 4, 1965

Dear Buz:

Article 6, Section 3 of the By-Laws of the Institute for
Advanced Study states:-

"In case of a vacancy in the Directorship,
a sub-committee of the Board of Trustees
shall be created to consider the appoint-
ment of a successor."

Accordingly, I have appointed the following Committee:-

Barklie McKee Henry, Chairman
Julian P. Boyd
J. Richardson Dilworth
Edward S. Greenbaum
Harold K. Hochschild
Samuel D. Leidesdorf)
Lewis L. Strauss) ex officio

The Committee plans, before considering the role of a
Director or seeking to find a candidate, to discuss the future of
the Institute with many members of the faculty, with some former
professors and with some former Members. For this purpose, it
appeared that a committee located in Princeton would be most effective
and most likely to conduct the work with dispatch and understanding.

The Committee is, by statute, to make recommendations
about the future of the Institute and about the Directorship and no
doubt will wish to discuss with the officers and Board its general
findings as they emerge. When I learn of these, I shall call a
special meeting of the Board.

Kindest personal regards.

Sincerely,

Chairman, Board of Trustees
Institute for Advanced Study

Mr. Barklie McKee Henry
P. O. B. 684
Fackler Road
Princeton, N. J. 08540

c.c. Dr. Oppenheimer ✓

CONFIDENTIAL

Dear Robert:

Clearly this is an important letter. Please make any changes you think best -- even to rewriting it completely -- and return it to me at your convenience.

in Princeton *Buz 6/10/65.* *(This is what I am sending to my colleagues.)*

Dear Professor Chernberg:

According to Article 6 Section 3 of the By-Laws of the Institute, I have appointed a Committee of Trustees to consider the appointment of a successor to Dr. Oppenheimer, as follows:

Barklie McKee Henry, Chairman
Julian P. Boyd
J. Richardson Dilworth
Edward S. Greenbaum
Harold K. Hochschild
Samuel D. Leidesdorf)
Lewis L. Strauss) ex officio

The Committee plans, before considering the role of Director or seeking a candidate, to talk individually with the Members of the Faculty (and with other persons, such as former Professors), to learn their thoughts about how they should like the Institute to be, say, twenty years from now. The Committee will communicate with you as soon as practicable, to arrange with you for a convenient and leisurely discussion. Not much will be done before the fall, but if you find yourself in Princeton in the interim, do not hesitate to seek out any member in town to see if a group of the Committee can be got together. *what*

No-one need feel under pressure to convey the full burden of his ideas and hopes in one interview. The Committee regards the continuing counsel and advice of each of you to be of highest importance, and has procedures under way which will make it easy for you to communicate with it as further thoughts occur to you.

[It is truly possible that out of these discussions will come the promise of gifts of learning as splendid as those which have distinguished the work of the Institute from the beginning.]
I am the only person left who participated in the original discussions which led to our founding, and there is nothing in the world which could give me greater happiness now than to see a great future for our Institute assured.

With kindest personal regards,

Sincerely yours,

Samuel D. Leidesdorf
Chairman. Board of Trustees