

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

SCHOOL OF NATURAL SCIENCES

April 9, 1974

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

Dear Howard:

After talking with several colleagues about our meeting on Saturday, I thought it best to write to you to change my request with respect to my School's motion. I would now like to ask only that you bring it to the attention of the Board, with any further action on it deferred until the April meeting a year hence. In the meantime, hopefully, we may be able to resolve the remaining points of contention and arrive at a widely acceptable appointments procedure.

Sincerely yours,

Steve

Stephen L. Adler

sla:sm

*P.S. I think I was across a little too strong at Saturday's meeting,
hence this letter. I've called Bob below to inform him - S.*

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Sincerely yours,



Stephen L. Adler

sla:sm

April 6, 1974

Director: Choice; Terms of Appointment; Duties and Responsibilities

1. Procedure in Selecting a New Director

The Board is prepared to receive the views of the Faculty in any way the Faculty chooses to offer them. Faculty views on the general characteristics desired in a Director, specific nominations, and faculty comments on nominees the Board is considering, are all welcome. Names of all candidates to whom the Board is giving serious consideration will be circulated to the Faculty in a timely way to allow for careful and thoughtful comment.

In particular, should the Faculty wish to express its collective opinion through a Committee, the special committee of the Board provided for in Article VI, Section 3 of the By-Laws, stands ready to meet with that Committee for full discussion. Nothing in these arrangements shall preclude Faculty members from offering their individual views.

2. Terms of Appointment

(a) The Director shall be appointed for a term of ten years.

(b) The Director shall retire at 65 if he reaches that age before the end of his term of appointment.

(c) During his term as Director, the Director shall not be a Professor or otherwise have the status of a Faculty member.

(d) After the completion of his service, the Director shall be appointed to permanent professorial member until he reaches the age of retirement. His salary and privileges should be that of a professor, but it is understood that he would not be an official member of a School, nor vote in Faculty meetings.

3. Duties and Responsibilities

The Director shall be the chief academic and chief administrative officer of the Institute. In both capacities he shall be responsible to the Board.

As chief administrative officer, the Director shall be responsible for the physical and housekeeping arrangements of the Institute, and for reporting to the Board on their needs and costs. The Director shall be responsible for keeping before the Board the current and long-term financial situation of the Institute. In this connection, he shall prepare and present to the Board annually a budget. From time to time he shall report on the longer term financial needs and prospects of the Institute.

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- 2 -

In academic matters, the Director shall be responsible for seeing that the views of the Faculty on the operation and development of the Institute together with his own comments are communicated to the Board. He shall be particularly responsible for those matters which affect the Institute as a whole and fall outside the scope of the individual Schools. These include specifically the relative development of the several Schools, and the possibility or need for change in the scope and/or character of the Institute's activities. In exercising his responsibilities as chief academic officer, he shall act in accordance with agreed procedures as to the role of the Faculty in the governance of the Institute.

cc: Dr. Carl Kayser

March 25, 1974

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

Dear Mr. Petersen:

Thank you for your note of March 22. I look forward to the discussion on April 6, and find your enclosed memorandum an excellent point of departure for such a discussion of the Director's role at the Institute.

Sincerely yours,

Clifford Geertz

HOWARD C. PETERSEN
135 SOUTH BROAD STREET
PHILADELPHIA 19109

March 22, 1974

Memorandum to the Faculty Members of
the Governance Committee

Gentlemen:

The next meeting of the Committee is scheduled for 10 o'clock on Saturday, April 6th. I propose that we continue our discussion of the procedures for appointing a Director and the scope of his responsibilities. I attach a draft of points for discussion that represents the preliminary views on these matters of the Trustee members of the Committee.

Sincerely,



Professor Stephen Adler
Professor Clifford Geertz
Professor James F. Gilliam
Professor Harish-Chandra

P.S. for Professor Harish-Chandra:

I am addressing you as Executive Officer of the School of Mathematics, since Professor Selberg withdrew from the Committee. I would welcome his return or the presence of any other representative of the School.

March 22, 1974

Director: Points for Discussion

1. Procedure in Selecting a New Director

The Board is prepared to receive the views of the Faculty in any way the Faculty chooses to offer them. Faculty views on the general characteristics desired in a Director, specific nominations, and faculty comments on nominees the Board is considering, are all welcome. Names of all candidates to whom the Board is giving serious consideration will be circulated to the Faculty in a timely way to allow for careful and thoughtful comment.

In particular, should the Faculty wish to express its collective opinion through a Committee, the special committee of the Board provided for in Article VI, Section 3 of the By-Laws, stands ready to meet with that Committee for full discussion. Nothing in these arrangements shall preclude Faculty members from offering their individual views.

2. Terms of Appointment

(a) The Director shall be appointed for a term of ten years.

(b) The Director shall retire at 65 if he reaches that age before the end of his term of appointment.

(c) During his term as Director, the Director shall not be a Professor or otherwise have the status of a Faculty member.

(d) After the completion of his service, the Director shall be appointed Professor at large, on the same terms as other Faculty members. If invited to do so by any School, he may join that School as a Professor.

3. Duties and Responsibilities

The Director shall be the chief academic and chief administrative officer of the Institute. In both capacities he shall be responsible to the Board.

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THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY

*per phone
with Miss
22 March*

OFFICE OF THE DIRECTOR

March 18, 1974

Memorandum to the Trustee Members of the Committee on Governance

Attached is a proposed letter from Howard to the Faculty members of the Committee, with an attached set of points for discussion on the appointment of a Director and his responsibilities, which I have already discussed briefly with Howard. Howard will be leaving on a trip Wednesday, March 20, and has asked me to receive and incorporate any comments you would like to make. He proposes to sign the letter before he leaves and send out the package on Friday (March 22). I will be in touch with you by telephone on Wednesday or Thursday this week.


Carl Kaysen

Mr. Howard C. Petersen (for information)
Mrs. Hanna H. Gray
Mr. Robert M. Solow
Mr. Donald B. Straus

Enclosure

DRAFT

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for appointing a Director and the scope of his responsibilities. [I
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Committee.]

D.S.

Professor Stephen Adler
Professor Clifford Geertz
Professor James F. Gilliam
Professor Harish-Chandra

Enclosure

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d) After the completion of his service, the Director shall ^{be} have ~~available to him an appointment~~^{ed} as Professor at large, on the same terms as other Faculty members, [but without membership in any School or vote in the Faculty.] *If invited to do so by any School, he shall may ~~would~~ join that School as a Professor.*

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March 22, 1974

To: The Trustee Members of the Committee on Governance

Here is further material for background
reading before the next meeting.

Carl Kaysen

Mr. Howard C. Petersen
Mrs. Hanna H. Gray
Mr. Robert M. Solow
Mr. Donald B. Straus

cc. Mr. J. Richardson Dilworth

Enclosure (Faculty minutes of the School of Historical Studies of February 15, 1974)

P.S. Dick:

You don't need to read this unless other sources of entertainment are not
close to you.

Revised
MINUTES

Meeting of the Faculty of the School of Historical Studies
Held in the Dining Hall at ten o'clock on February 15, 1974

Present: Professors Cherniss, Clagett, Elliott, Gilbert, Gilliam, Habicht, Kennan, Lavin, Meiss, Setton, Thompson, and White

1. The minutes of the last previous meeting, the meeting held on January 10, 1974, were approved as formulated in the final draft that was circulated on January 23, 1974.
2. Professor Thompson reported that Mr. Geoffrey Woodhead will not be able to make the visit to the Institute for which the School provided at its meeting of January 10, 1974 but that in consequence of the inquiry, which he, Professor Thompson, was instructed at that meeting to make, Mr. Peter Fraser will visit the Institute from February 28 to March 2, 1974.*
3. Professor Lavin reported that he could not yet say whether Dr. Ursula Schlegel will be able to pay the Institute the visit for which provision was made by the School at its meeting of January 10, 1974 but that he will pursue his inquiry into this matter.
4. The Faculty agreed that Professor Kennan should explore the possibility of Mr. John Edward Bowle's visiting the Institute some time in September of this year, perhaps for two weeks beginning about September 5th. Such a visit, if it can be arranged, was approved; but it was agreed not to fix any honorarium for it at the present time.
5. The Executive Officer reported that on January 14th the Director had been informed of the actions taken by the School on January 10, 1974 concerning visitors and concerning the stipend to be offered to Mr. Loren Partridge for the academic year 1974/75.
6. The Faculty then heard a request by Professor Meiss for its concurrence in his appointment of Mrs. Elizabeth Beatson as his assistant for another year, which would be her sixth year in that position. Reminding the Faculty that a year ago in accordance with the rules of the School concerning a professor's reappointing as his assistant a person who has filled that position for a term of three years he had asked the Faculty's concurrence in the reappointment of Mrs. Beatson for one year and had then said that this would be a terminal appointment, he explained that the work in which Mrs. Beatson is assisting him will require another year for its completion and that his secretary will be

* The Director has been informed that the School has approved the arrangement made by Professor Thompson with Mr. Fraser and that, since Mr. Fraser will not be delivering a lecture, the honorarium is to be \$200.

able to work only half-time next year. Recognizing the fact that he will be an emeritus professor in the academic year 1974/75 and as such entitled according to the traditional provision either to one secretary or to one assistant, Professor Meiss proposed to secure money for a half of Mrs. Beatson's salary from funds other than those of the Institute's, so that the Institute would provide funds for half of his assistant's salary and for a secretary who would be working only half-time, which would be the equivalent of the traditional provision for an emeritus professor. Professor Setton moved that the School approve the proposal made by Professor Meiss. The motion was seconded by several members concurrently and was passed unanimously. In the course of the discussion it was emphasized that Professor Meiss's request had been made pursuant to the rule of the School, that this should be expressly recorded in the minutes, and that the rule itself should be read into the current minutes (see Appendix A).

7. The floor was then given to Professor Gilliam for his report as representative of the School on the Faculty-Trustee Committee on Rules of Governance. Professor Gilliam gave an account of the meeting of this Committee held on January 19th, presented and explicated the proposal prepared by Professor Geertz, dated January 29, 1974 and distributed by Professor Gilliam to the Faculty of the School on February 12, 1974, and solicited the views of the members of the School. There followed a long and lively discussion of the report and especially of the proposal that had been made by Professor Geertz. It was agreed that the details of this discussion should not be recorded in the minutes, Professor Gilliam declaring that he would find the various questions asked and sentiments expressed helpful in guiding his future discussions with the members of his Committee.
8. The Faculty then took up the "Suggested Procedure for Processing Applications for Temporary Membership", which had been prepared by Professors Lavin and Elliott and distributed by them to the members of the Faculty of the School on December 14, 1973. When a question was raised about the implications of the phrase "presumptive right" in paragraph 2 of the proposal, Professor Lavin stated that he and Professor Elliott had preferred to leave this point ambiguous but that in anticipation of the question they had prepared an amendment in the form of an addition to paragraph 2 of this document (see Appendix B), this addition to read:

Applicants so nominated would not be discussed in the selection meeting unless there was an objection. In this case, after a discussion of the candidate a vote would be taken, with a two thirds majority required to defeat the nomination. Any candidate so defeated would automatically be placed on the appropriate "outstanding" list mentioned below.

In the course of some preliminary discussion Professor Lavin agreed to substitute for the words "to nomination for" in the first sentence

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of paragraph 2 the words "to sponsor" and in the second sentence of paragraph 2 to substitute for the words "the exercise of a Professor's presumptive right" the words "such sponsorship". Professor Lavin then moved and Professor Elliott seconded the motion that the "Suggested Procedure..." as set forth in their letter of December 14, 1973 with these changes in the wording of paragraph 2 and the addendum to that paragraph just read be adopted as the procedure for electing visiting members to the School of Historical Studies. Professors Kennan and Meiss stated that they would abstain from voting on the motion because as professors emeriti after the conclusion of the current academic year they will not participate in the subsequent selections of visiting members. After some discussion of the motion and the procedure proposed by it Professor White moved to amend the motion by substituting for the second and third sentences in the addendum to paragraph 2 the following sentences: "In this case, after a discussion of the candidate a vote will be taken. If the candidate is not elected by a majority vote, he will be placed on the appropriate 'outstanding' list mentioned below". This amendment was seconded by Professor Gilbert and was passed by a vote of four in favor of it, none opposed, and seven abstaining. The original motion so amended was then put to a vote. Three votes being cast in favor of the motion and five being cast in opposition to it with three members abstaining, the motion was declared to have been defeated.

Thereupon Professor Setton moved that the "Suggested Procedure..." as set forth in the letter of December 14, 1973 by Professors Lavin and Elliott with the verbal alterations in paragraph 2 already accepted by Professor Lavin, the addendum to that paragraph as amended on the motion of Professor White, and in addition the substitution of "three terms" for "five terms" in the first sentence of paragraph 2** be adopted as the procedure for electing visiting members to the School of Historical Studies. This motion was seconded by Professor Elliott and was declared to have been carried when with two members abstaining five votes were recorded in favor of it and four opposed.***

** I. e. with paragraph 2 now reading in full: Each Professor would have a presumptive right to sponsor memberships totalling three terms. When the application forms are circulated, those from applicants who would come to the Institute under such sponsorship would be so marked. Applicants so nominated would not be discussed in the selection meeting unless there was an objection. In this case, after a discussion of the candidate a vote will be taken. If the candidate is not elected by a majority vote, he will be placed on the appropriate "outstanding" list mentioned below.

*** The full text of the "Procedure for Processing Applications for Temporary Membership" as adopted by the passage of this motion is given in Appendix C infra.

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9. The Executive Officer read a copy of a letter that the Director had written to Mr. Donald Sutherland and had sent to the School for its information. This letter was a reply to one from Mr. Sutherland concerning the size of the stipend that he would require in order to accept the invitation to membership in the Institute for the academic year 1974/75. The Faculty after some discussion declared its concurrence with the Director's reply explaining the maximum stipend that the Institute can offer.
10. The meeting was adjourned at 1 P.M.

Harold Cherniss

Harold Cherniss
Executive Officer

Appendix A

Rule of the School of Historical Studies
Concerning the Appointment of Assistants
to Professors

(Minutes of the Meeting of February 20, 1967):

"In those cases of assistants who intend to pursue an academic career, the length of appointment will not exceed a maximum of two terms of three years each; in no case will an appointment to a single term exceed three years. In the cases of assistants who do not intend to follow an academic career, these rules will not necessarily apply and ad hoc arrangements may obtain."

Appendix B

Paragraph 2 in its original form in the "Suggested Procedure..." as proposed by Professors Lavin and Elliott in their letter of December 14, 1973:

2. Each Professor would have a presumptive right to nomination for memberships totalling five terms. When the application forms are circulated, those from applicants who would come to the Institute under the exercise of a Professor's presumptive right would be so marked.

Appendix C

Procedure for Processing Applications for Temporary Membership

(Adopted on the motion of Professor Setton)

1. The number of memberships would be calculated by multiplying the number of available offices by two, representing the terms of the academic year.
2. Each Professor would have a presumptive right to sponsor memberships totalling three terms. When the application forms are circulated, those from applicants who would come to the Institute under such sponsorship would be so marked. Applicants so nominated would not be discussed in the selection meeting unless there was an objection. In this case, after a discussion of the candidate a vote will be taken. If the candidate is not elected by a majority vote, he will be placed on the appropriate "outstanding" list mentioned below.
3. All memberships not taken up by presumptive nomination would be divided into two equal groups, one reserved for Senior, the other for Junior applicants (aged 35 or under, including Herodotus candidates).

Before the selection meeting, each Professor would send to the Executive Officer a list of (a) Senior and (b) Junior applicants in his field, graded as 'outstanding', 'possible' and 'rejected'. These lists would be circulated a few days before the meeting.

The procedure at the selection meeting would be as follows:

- (1) Only 'outstanding' candidates would initially be considered.
- (2) All 'outstanding' candidates for Senior membership would be considered independently, and by consensus placed in class I or II. No memberships would be awarded at this stage.
- (3) Memberships would then be awarded by reconsidering the class I candidates, on a comparative basis. Alternates would be selected from among those remaining in class I. If there proved to be insufficient applicants in class I, those in class II would be reconsidered, along with any names from the 'possible' list which individual professors might wish to put forward.
- (4) The same procedure would then be followed for the Junior memberships, with the proviso that no Junior in class II would be appointed over a Senior in class I.