Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
From the Shelby White and Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA

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

THE DIRECTOR

10th January, 1973

Memorandum to Mrs. Whitehead; Messrs. Hansmann, Petersen, Segal, Taplin, Watson

Ladies and Gentlemen:

Attached are three items. First, are the minutes of the meeting of the Executive Committee of the Board held on 2nd December, for your information. The second is a draft statement of the Board's position of consultation with the Faculty on the choice of a Director. If this is acceptable to the Board it will be presented to the Faculty in accordance with the discussion of the minutes. Third, are the materials that will shortly be before you in connection with the proposed appointment of Robert Bellah to professorship in the Program in Social Science which is discussed in the first paragraph of the minutes. The Faculty will be considering the nomination on Monday, January 15, and I will be in further communication with you about it shortly thereafter. My expectations about the Faculty vote remain what they were about a month ago, therefore, I expect to be calling for your views on this nomination in a more than routine fashion.

Cordially,

Carl Kaysen

Carl Kaysen

cc: Members of the Executive Committee and Mrs. Gray, Messrs. Hochschild, J. Houghton, Simon, Solow -

Attached is the second of these items. You have received the other materials before and the minutes are unchanged from the draft that was previously circulated.

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DRAFT

Institute for Advanced Study Board of Trustees
Consultation with the Faculty in the choice of a Director

After several long discussions the Board has agreed that, when it becomes necessary to fill the office of Director, the Board will consult with the Faculty. The Board will welcome any nominations the Faculty wishes to offer for the post and will submit for the comments of the Faculty the names of any candidates it is considering seriously. The Board recognizes the Faculty may wish to express a collegiate view on both these matters and is open to receiving one, arrived at by whatever process the Faculty agrees upon. Nothing in the collegial process should inhibit any individual member of the Faculty who desires to do so from expressing his views to the Board.

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DRAFT

Minutes of the Meeting of the Executive Committee of the Board of Trustees held on December 2, 1972 in the Board Room of the Institute. The meeting commenced at 10:30 a.m.

Present: Executive Committee - Messrs. Linder, Dilworth, Forrestal, Roth, Straus

In addition - Mrs. Gray, Messrs. Hochschild, J. Houghton, Simon, Solow

Mr. Linder, the Chairman, opened the meeting by explaining that its main purpose was to join in accordance with the newly instituted practice with the members of the Faculty Advisory Committee, for whatever discussion they wished. Before they came, however, the Director had a number of items.

The Director first presented the attached resolution on TIAA-CREF which was passed unanimously.

The Director then reported on the proposed nomination of Robert Bellah for a professorship. He reminded the members of the Board of the procedure involving the Ad Hoc Committee of outsiders which would meet the following day, and placed before them the list of Ad Hoc Committee Members, Bellah's curriculum vitae, bibliography and a statement on his work by Professor Geertz. He described the current state of the discussion of the appointment in the Faculty, indicating that he expected a sharply divided vote with as many opposing the nomination and abstaining as supporting it. In any event, he expected to press forward with the nomination, which both he and Professor Geertz felt was vital to the progress of the School of Social Science. Should Faculty opposition prove so strong as to raise the question of whether the appointment could be made, the whole future of the Social Science Program and his own position at the Institute would also be in question.

At this point the Members of the Faculty Advisory Committee (see attached list) joined the group. The Chairman asked the Faculty members what they wished to discuss. Professor Selberg responded by observing that the question of the role of the Faculty in the choice of Director was still unresolved. The Board had rejected the possibility of amending the By-Laws, but had assured the Faculty that it did, nonetheless, intend to consult them when the appointment of a Director was in question. There were some members of the Faculty who were uneasy with this kind of assurance and sought something more formal. The Director at this point reminded the group of the course of discussion that had produced the document entitled "Role of the Faculty in the Governance of the Institute" and emphasized the particular status of paragraph 15. He also reminded them of the feelings that he had heard expressed by members of the Faculty concerning the procedures which led to his choice as Director.

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There followed a lively discussion on the extent to which the Faculty had or had not been consulted in that choice. Professor White remarked that, at that time, when he was at Harvard he had been asked to comment on specific names and it was a matter of surprise to him to learn when he joined the Faculty here, that no such comment had been invited from the members of the Faculty. Messrs. Hochschild and Dilworth observed that what Professor White had been told did not correspond to the procedure in which they themselves had been involved. Members of the Faculty were consulted and asked their views about particular individuals the Board had nominated, as well as being asked to suggest candidates. In the course of further discussion, Professor Selberg observed that whether by coincidence or not his own views, which he had expressed at the time corresponded closely to what in fact happened. Professor Regge said he had indeed been consulted in the early part of the process, but when it came to the final choice he was notified. Professor Selberg remarked that he thought the Faculty wanted to be reassured on two points, when the appointment of a new Director was being considered. First, that their suggestions for candidates be heard; second, that they be given the opportunity to comment on all candidates who were being given serious consideration by the Board. In his view, the Faculty was not seeking a vote. The Chairman observed that the next time the Board had to act it would have both the record of their past experience and the present discussion before them. Mr. Forrestal said that the Board should have the collegiate view of the Faculty, if offered, but it must be free to make its own decisions. Mr. Roth, in agreement, observed that one of the defects of Paragraph 15 which had led to the Board's unwillingness to recognize it through an amendment to the By-Laws was that it might lead to the Faculty-Trustee Committee giving the Board a single name, and effectively foreclosing any choice. Mr. Straus emphasized the virtue of consultation and dialogue over formal procedure, and pointed out the great changes in the governance of all academic institutions that had taken place since the present Director had been chosen. Professors Bahcall and Geertz spoke strongly of the disadvantages of formal consultation in terms of its power to disrupt consensus and destroy the intellectual peace and quiet at the Institute. They were satisfied with the Board's declaration of intent to consult the Faculty. Disagreement with this view was registered by Professor Setton. Mr. Dilworth observed that the Committee of the Board which made the nomination last time had talked to many members of the Faculty after they had come to a final recommendation, but had not invited an organized response. Mr. Solow drew the contrast between the Institute and a University. The latter was typically an order of magnitude or more larger, and involved an elaborate hierarchy of faculty, including "insiders" who were consulted on important decisions and "outsiders" who were not, etc. None of this characterized the Institute. He felt that in the Institute context, the point made by Professors Bahcall and Geertz had a great deal of force, and perhaps the Board could try to meet the desire for a formal commitment expressed by some without losing sight of that point. The Director expressed his agreement and suggested that the Board make a statement about the substance of consultation along the lines of Professor Selberg's earlier remarks without discussing the machinery. The Chairman, agreeing, suggested he detected a consensus on this point, and several Faculty members agreed. Professor Milnor, also in agreement, pointed out that it was still open to the Faculty to discuss its own procedure for offering its advice to the Board. Messrs. Straus and Simon emphasized

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the importance of the continuing process of discussion over whatever statement the Board in fact did make. It was the continual dialogue that would give this statement life. The Chairman, summarizing, agreed that the Board should draft a statement on this matter for circulation to the Faculty and asked Mr. Solow and the Director to try their hands at it.

There being no further business the group adjourned for lunch, at which it was joined by Professors Clagett, Gilbert, Thompson; Atiyah, Borel, Harish-Chandra, and Montgomery.

C.K.

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VITA

Robert N. Bellah

Ford Professor of Sociology and Comparative Studies, University of California, Berkeley.

Born, February 23, 1927; married, four children.

Degrees: B.A., summa cum laude, Harvard, 1950; Ph.D., Sociology and Far Eastern Languages, Harvard, 1955.

Research and teaching experience:

Research Associate	Institute for Islamic Studies, McGill University, 1955-57.
Research Associate	Center for Middle Eastern Studies, Harvard University, 1957-58.
Lecturer	Department of Social Relations, Harvard University, 1958-61.
Fulbright Research Grantee	Tokyo, Japan, 1960-61.
Associate Professor of Sociology & Regional Studies	Harvard University, 1961-66.
Fellow	Center for Advanced Studies in the Behavioral Sciences, Stanford, 1964-65.
Professor of Sociology	Harvard University, 1966-67.
Present position	1967-
Chairman	Center for Japanese and Korean Studies, University of California, Berkeley, 1968-

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THE WORK OF ROBERT N. BELLAH

Bellah's work has been mainly in the sociology of religion as a theoretical field, the comparative study of religion and ideology in modernizing societies, and the social and cultural history of Japan. He continues to be active in all of these fields with current emphases that will be mentioned below.

Starting from Talcott Parsons' interpretation of European tradition of the sociology of religion represented in France by Emile Durkheim, in Germany by Max Weber, Bellah has viewed religion as a system of symbols by means of which individual personalities are organized and social life sustained. His earlier work on religious evolution (Beyond Belief, Chapter 2), which has stimulated scholarly study in a number of fields, dealt with the changing structure of religion in societies at different levels of social complexity. More recently he has become concerned with the nature of religious symbol systems and the ways in which they differ from other kinds of symbol systems (Beyond Belief, Part III) and is planning a general book on the place of religion in human action focussing on the unique features of religious symbols.

As part of his comparative study of religion and ideology in modernizing societies he has contributed studies dealing with Japan, China and the Islamic world (Beyond Belief, Part II) as well as a general typology (Epilogue to Religion and Progress in Modern Asia). In these studies together with his book on early modern Japan (Tokugawa Religion) he was interested in the contribution of religion and ideology to the process of modernization. More recently he has become interested in what pre-modern religions, by providing images of man and the world different from those dominant in the contemporary West, may have to offer to the attempt of modern societies to solve their problems.

In 1967 Bellah published an essay, "Civil Religion in America" (Beyond Belief, Chapter 9), that applied some of his general thinking about the role of religion in developing countries to the American case. This essay has been widely reprinted and has stimulated considerable scholarly discussion and research. As a result of this interest Bellah was asked to expand the earlier essay in giving the Weil Lectures at Hebrew Union College in the fall of 1971. That manuscript is now in the

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process of revision and expansion and will be published as The Deepest Day: Studies in the Mythic Dimension of American Culture. It will emphasize the many forms in which the eschatological note has been sounded in America and the variety of ways in which American history has been interpreted as salvation history.

In an effort to understand better the phenomenon known as the counter-culture in America, Bellah is working with Charles Y. Glock of the University of California at Berkeley in a study of youth and student religious consciousness in the San Francisco Bay Area. The research staff consists of six or seven graduate students who are conducting participant observation studies of various religious groups and are collaborating to prepare a questionnaire survey to be administered by the Survey Research Center of the University of California to a sample of persons between the ages of 18 and 30 in the Bay Area. The collaboration of Bellah and Glock and their students is intended to produce a more sensitive survey instrument than those usually employed in this field. The entire study is designed to provide a better empirical base to generalizations about youth culture in America today.

Bellah has long been interested in the history of sociology and of modern European social thought both for their own sake and as examples of cultural innovation in modernizing societies. He has been particularly interested in Emile Durkheim, publishing an essay on "Durkheim and History" in 1959. He has recently completed a critical reading of all the writings of Durkheim as the basis for a volume of selections to be published in the Heritage of Sociology Series of the University of Chicago Press. Five of the selections are translated for the first time and Bellah has provided the book with a substantial introduction which is a short intellectual biography of Durkheim.

Recently Bellah has become interested in modern Italy; and he has joined a number of American and Western European historians and social scientists, who are not specialists on Italy, in taking a look at modern Italian society. Bellah's assignment is in the area of religion and ideology. Among other things he is interested in exploring some of the parallels between modern Italian and modern Japanese thought--the influence of German idealism, the influence of Marxism--especially as they relate to the ethos of fascism in the two countries.

The area of Bellah's primary specialization is Japan, and Japanese is the only oriental language that he uses regularly, although he has also studied Chinese and Arabic. His first major research in the Japan field

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dealt with the Tokugawa Period (1600-1868) and applied an analogy to Max Weber's thesis about the role of Protestantism in Europe to early modern Japan. The book Tokugawa Religion which resulted from this study describes the place of religion and values in traditional Japanese society and their implications for the economy and the polity. The book also contains a detailed study based on primary materials of a merchant class religious and ethical movement, Shingaku.

Subsequently Bellah has become interested in the fate of traditional Japanese values, ethics and worldview in the modern century. As a way in to this study he has been interested in a series of leading Japanese interpreters of Japanese culture and history, men who have influenced the modern Japanese sense of Japan. In 1965 he published two studies of such men, one of Watsuji Tetsurō and one on Ienaga Suburō. He is presently at work on a more substantial study of one of the most influential of modern Japanese intellectuals, Miki Kiyoshi. Miki began his scholarly life as a disciple of Japan's leading modern philosopher, Nishida Kitarō, in the ambience of German idealism and existentialism, as well as Japanese Buddhist philosophy. Miki's first book was on Pascal, to whom he turned in Paris after spending a year in Germany where Heidegger was his private tutor. Returning to Japan in the middle 20's Miki soon became one of the leading interpreters of Marxism. His humanistic and sophisticated Marxism is easily the most creative Japanese work done in that tradition even up to the present time. In the late 30's Miki and other former leftists became part of the brain trust of Prince Konoe, the last prime minister before Tojo, and drew up some documents that became the key ideological statements of Japan's wartime ideology. Late in the war Miki was arrested for hiding a Communist in his house and died in prison. Miki's last unfinished work, written in prison, was concerned with Shinran, the greatest Japanese figure in the Pure Land Buddhist tradition. Miki's life and work was a microcosm of the chief trends in Japanese thought and culture between 1920 and 1945 and provides an excellent point of entry into the study of modern Japanese culture.

Bellah's interests still span the traditional and modern phases of Japanese development as two recent essays, "Continuity and Change in Japanese Society" and "Intellectual and Society in Japan" show. He has just begun a collaboration with three historians of Japan, Najita, Harootunian and Scheiner, to develop an interpretive understanding of the underlying structure of Japanese culture. The group plans an analysis of key texts in Japanese social and political thought from the 18th to the early 20th centuries, as well as the analysis of patterns of religious and social ritual and other stylized

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interactions from the same period. All four have worked on both Tokugawa and modern Japan but from differing angles. Najita has worked on Neo-Confucian thinkers and Harootunian on Shinto thinkers both mainly of samurai and wealthy peasant background; Bellah has worked on middle level merchants and Scheiner on the ethos and social movements of peasants. It is hoped that the group will begin to discern not only what is distinctly Japanese but some of the main axes of variation within the traditional culture and eventually the fate of these variations in the last one hundred years.

RELATION OF BELLAH'S WORK TO THE SOCIAL SCIENCE PROGRAM

The importance of Robert Bellah's work, taken as a whole, lies in its contribution to what has been one of the major concerns of sociology since its inception: the effects of ideas on social behavior. He has sought to avoid both the materialist reductionism of the Marxist tradition, in which systems of thought tend to disolve into mere epiphenomena of supposedly harder realities, and the idealist reductionism of the Hegelian tradition, which they tend to turn into autonomous objects floating free of historical contexts and social roots.

As in traditional societies--and notably in the pre- and early-modern Japan that has been Bellah's main scholarly focus--religion tends to be the major locus of systematic thought, his work in that field needs to be seen in the context of his broader concern: how comes it that mere ideas have so powerful an effect on the course of social evolution. His more recent interest in American religious ideas is but an extension of this central interest, and promises to change radically our conceptions both of what Americans believe and what difference it makes.

For a program dedicated to clarifying the processes of social change, now and in the past, and all too likely, given the general character of social science research in the United States, to fall into a mechanistic view of things, Bellah is an invaluable addition.

I have known and worked with Robert Bellah for 20 years. Though his work has been more on the level of the structure and development of idea systems as such and mine on the way in which ideas are embodied in concrete sociological, political and economic processes, our interests are fully complementary. There is no social scientists in the country for whom I have more respect and no one whom I should more wish to have associated with me in developing our program in the determining years immediately ahead.

CLIFFORD GEERTZ

October 4, 1972

Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
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December 20, 1972

Dear Bob:

I attach a couple of small bundles. One is a draft of the Minutes of our enlarged Executive Committee Meeting on 2 December. The other is the output from the Ad Hoc Committee Meeting on December 3. The Faculty Meeting to discuss the latter has, as you will see, been postponed till January 15, and I am sure you and your colleagues on the Board will be hearing more about it thereafter. I send all this now partly on grounds that you need some serious reading matter to sustain you during the holidays, and partly to explain why I have not go around to doing the Minutes earlier.

You will remember that you and I were supposed to do something about a statement by the Board to the Faculty on its willingness to consult with the Faculty in the choice of the Director. How does the attached draft look to you? I would propose that it or its successor be adopted as a resolution by the Board and then communicated to the Faculty in a letter from the Chairman.

Holiday greetings from all to all!

As ever,

Professor Robert M. Solow
Department of Economics - E52-383
Massachusetts Institute of Technology
Cambridge, Massachusetts 02139

Attachments as indicated

Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
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December 19, 1972

Dear Bill:

Thanks again for the opportunity to chat and for the lunch last week.

I am sending you the material which the Faculty will have before it for the meeting now scheduled for the middle of January. My predicted outcome is still the same, and so is my determination to act as I indicated. I appreciate very much your support and help.

With best wishes for the holidays,

Cordially,

Carl Kaysen

Mr. William M. Roth
315 Market Street
San Francisco, California 94105

Attachment

Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
From the Shelby White and Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA

December 19, 1972

Dear Harold:

Here is the material which the Faculty will have before it when they meet on the Bellah nomination. I thought you might like to have it in advance. I have no reason to have a different assessment of the situation than the one I have already given you nor to change my view that our inability to appoint Bellah would put in danger the whole Social Science Program.

With warmest greetings to you and Bertha and best wishes for the holidays (assuming the post office gets this to you before New Year's!).

Cordially,

Carl Kaysen

The Honorable Harold F. Linder
1001 24th Street, N.W.
Washington, D.C. 20008

Attachment

P.S. The material with covering notes has been sent to each member of the Executive Committee.

C.K.

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December 19, 1972

Dear Don:

I have been dilatory in commenting on the piece by Bertram Murray entitled "What the ecologists can teach the economists" in the Times of Sunday before last. It is an interesting and clearly presented viewpoint, but I happen to think it is just wrong in the basic premise that human economic systems are like animal systems. Animal and plant systems in interacting with each other and with the non-organic environment are guided only by evolution, a process which operates over thousands or even millions of years. Human societies are guided by intelligence, even though it is hard to believe from day to day that any is being displayed. This is really a fundamental difference in principle. The author believes not, and, as I said, I simply cannot agree. I could go further and show you in detail why his view of what is inevitably bound to happen in economic systems is wrong. He is really misled by his analogy of ecology with economic competition, and he misstates in several places both what economists say about competition and what "must inevitably" happen. But I will spare you all this for a time when we can chat.

I attach for your edification the material which the Faculty will have before it when they meet on the Relish nomination.

With warmest greetings to you and Beth, and best wishes for the holiday season.

Cordially,

Carl Kaysen

Mr. Donald B. Strauss
140 East 61st Street
New York, New York 10020

Attachment

Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
From the Shelby White and Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA

December 19, 1972

Dear Dick:

Just to offer you some holiday reading I give you the Bowlle on Dellah which is going to the Faculty today. Please consider this as available extra-curricular material rather than required reading for the course. As an olive for the martini or, should I say, a lemon for the whiskey sour, I attach an interchange with my distinguished colleague Morton White. Who says that the Institute is not first in pedanticism?

With warmest greetings and best wishes for the holidays,

Cordially,

Carl Kaysen

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

Attachments

P.S. The material (without the White correspondence) is going to each member of the Executive Committee.

C.K.

December 19, 1972

Dear Mike:

Here is the record which will be before the Faculty at their meeting. I am sending it to all the members of the Executive Committee to brighten their holiday season.

As ever,

Mr. Michael V. Ferrentzl
53 Wall Street
New York, New York 10005

Attachment

Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
From the Shelby White and Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA

Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
From the Shelby White and Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA

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

THE DIRECTOR

December 20, 1972

Messrs. Linder, Dilworth, Forrestal, Roth, Straus

Gentlemen:

Attached is a draft of the Minutes of the Executive Committee meeting which you attended on December 2nd. I would appreciate any suggestions for correction or revision.

Cordially,

Carl Kaysen

Carl Kaysen

cc: Mrs. Gray, Messrs. Hochschild, J. Houghton, Simon, Solow

Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
From the Shelby White and Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA

Minutes of the Meeting of the Executive Committee of the Board of Trustees held on December 2, 1972 in the Board Room of the Institute. The meeting commenced at 10:30 a.m.

Present: Executive Committee - Messrs. Linder, Dilworth, Forrestal, Roth, Straus

In addition - Mrs. Gray, Messrs. Hochschild, J. Houghton, Simon, Solow

Mr. Linder, the Chairman, opened the meeting by explaining that its main purpose was to join in accordance with the newly instituted practice with the members of the Faculty Advisory Committee, for whatever discussion they wished. Before they came, however, the Director had a number of items.

The Director first presented the attached resolution on TIAA-CREF which was passed unanimously.

The Director then reported on the proposed nomination of Robert Bellah for a professorship. He reminded the members of the Board of the procedure involving the Ad Hoc Committee of outsiders which would meet the following day, and placed before them the list of Ad Hoc Committee Members, Bellah's curriculum vitae, bibliography and a statement on his work by Professor Geertz. He described the current state of the discussion of the appointment in the Faculty, indicating that he expected a sharply divided vote with as many opposing the nomination and abstaining as supporting it. In any event, he expected to press forward with the nomination, which both he and Professor Geertz felt was vital to the progress of the School of Social Science. Should Faculty opposition prove so strong as to raise the question of whether the appointment could be made, the whole future of the Social Science Program and his own position at the Institute would also be in question.

At this point the Members of the Faculty Advisory Committee (see attached list) joined the group. The Chairman asked the Faculty members what they wished to discuss. Professor Selberg responded by observing that the question of the role of the Faculty in the choice of Director was still unresolved. The Board had rejected the possibility of amending the By-Laws, but had assured the Faculty that it did, nonetheless, intend to consult them when the appointment of a Director was in question. There were some members of the Faculty who were uneasy with this kind of assurance and sought something more formal. The Director at this point reminded the group of the course of discussion that had produced the document entitled "Role of the Faculty in the Governance of the Institute" and emphasized the particular status of paragraph 15. He also reminded them of the feelings that he had heard expressed by members of the Faculty concerning the procedures which led to his choice as Director.

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There followed a lively discussion on the extent to which the Faculty had or had not been consulted in that choice. Professor White remarked that, at that time, when he was at Harvard he had been asked to comment on specific names and it was a matter of surprise to him to learn when he joined the Faculty here, that no such comment had been invited from the members of the Faculty. Messrs. Hochschild and Dilworth observed that what Professor White had been told did not correspond to the procedure in which they themselves had been involved. Members of the Faculty were consulted and asked their views about particular individuals the Board had nominated, as well as being asked to suggest candidates. In the course of further discussion, Professor Selberg observed that whether by coincidence or not his own views, which he had expressed at the time corresponded closely to what in fact happened. Professor Regge said he had indeed been consulted in the early part of the process, but when it came to the final choice he was notified. Professor Selberg remarked that he thought the Faculty wanted to be reassured on two points, when the appointment of a new Director was being considered. First, that their suggestions for candidates be heard; second, that they be given the opportunity to comment on all candidates who were being given serious consideration by the Board. In his view, the Faculty was not seeking a vote. The Chairman observed that the next time the Board had to act it would have both the record of their past experience and the present discussion before them. Mr. Forrestal said that the Board should have the collegiate view of the Faculty, if offered, but it must be free to make its own decisions. Mr. Roth, in agreement, observed that one of the defects of Paragraph 15 which had led to the Board's unwillingness to recognize it through an amendment to the By-Laws was that it might lead to the Faculty-Trustee Committee giving the Board a single name, and effectively foreclosing any choice. Mr. Straus emphasized the virtue of consultation and dialogue over formal procedure, and pointed out the great changes in the governance of all academic institutions that had taken place since the present Director had been chosen. Professors Bahcall and Geertz spoke strongly of the disadvantages of formal consultation in terms of its power to disrupt consensus and destroy the intellectual peace and quiet at the Institute. They were satisfied with the Board's declaration of intent to consult the Faculty. Disagreement with this view was registered by Professor Setton. Mr. Dilworth observed that the Committee of the Board which made the nomination last time had talked to many members of the Faculty after they had come to a final recommendation, but had not invited an organized response. Mr. Solow drew the contrast between the Institute and a University. The latter was typically an order of magnitude or more larger, and involved an elaborate hierarchy of faculty, including "insiders" who were consulted on important decisions and "outsiders" who were not, etc. None of this characterized the Institute. He felt that in the Institute context, the point made by Professors Bahcall and Geertz had a great deal of force, and perhaps the Board could try to meet the desire for a formal commitment expressed by some without losing sight of that point. The Director expressed his agreement and suggested that the Board make a statement about the substance of consultation along the lines of Professor Selberg's earlier remarks without discussing the machinery. The Chairman, agreeing, suggested he detected a consensus on this point, and several Faculty members agreed. Professor Milnor, also in agreement, pointed out that it was still open to the Faculty to discuss its own procedure for offering its advice to the Board. Messrs. Straus and Simon emphasized

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the importance of the continuing process of discussion over whatever statement the Board in fact did make. It was the continual dialogue that would give this statement life. The Chairman, summarizing, agreed that the Board should draft a statement on this matter for circulation to the Faculty and asked Mr. Solow and the Director to try their hands at it.

There being no further business the group adjourned for lunch, at which it was joined by Professors Clagett, Gilbert, Thompson; Atiyah, Borel, Harish-Chandra, and Montgomery.

C.K.

Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
From the Shelby White and Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA

A RESOLUTION

concerning a change in T.I.A.A.-C.R.E.F.
premium allocation rules

(The official I.A.S. plan, for both faculty and staff, now on file with the company, calls for an equal division of premiums (50% T.I.A.A.; 50% C.R.E.F.). The company has now instituted a program that will permit greater flexibility, by permitting individuals within a given program to elect almost any division of premium allocation.)

BE IT RESOLVED:

That the Trustees of I.A.S. hereby emend the pension plan on file with T.I.A.A.-C.R.E.F. to permit new premium allocations, but not to exceed 25% - T.I.A.A. - 75% C.R.E.F.

Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
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INSTITUTE FOR ADVANCED STUDY

Members of the Faculty Advisory Committee

School of Historical Studies	Professor Kenneth M. Setton Professor Morton White
School of Mathematics	Professor John W. Milnor Professor Atle Selberg
School of Natural Sciences	Professor John N. Bahcall Professor Tullio Regge
Program in Social Science	Professor Clifford Geertz

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Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
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SAMPLE OF FOLDER
(TRUSTEES)

MINUTES

Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
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THE INSTITUTE FOR ADVANCED STUDY

MINUTES

Regular Meeting of the Board of Trustees

October 11, 1972

Century Club
7 West 43rd Street
New York City

Present — Mrs. Gray, Messrs. Dilworth, Forrestal, Hansmann, J. R. Houghton, Linder, Petersen, Segal, Simon, Watson; Dr. Kaysen, Messrs. Jenkins, Morgan, Pope

Absent — Messrs. Roth, Solow, Straus, Taplin

Presiding Officer — The Chairman, Mr. Linder, opened the meeting at 12:50 p.m. The minutes of the regular meeting of the Board of Trustees held in Princeton on April 28 and 29, 1972 were approved as circulated.

Nominating Committee — Mr. Petersen, Chairman of the Nominating Committee, reported that the Committee was submitting the name of Mrs. Elizabeth A. Whitehead as a candidate for membership to the Board of Trustees, to a term expiring in 1974. It was moved, seconded and unanimously passed that the nominations be closed, and the secretary was instructed to cast a unanimous ballot for the election of Mrs. Whitehead. (At this point Mrs. Whitehead joined the Board for their further deliberations.)

Finance Committee — Mr. Petersen, the Chairman of the Finance Committee, reported that the Committee had met that morning and approved certain changes in the portfolio that had taken place since the April meeting and made certain other recommendations for the sale and purchase of securities in the future. He asked the Treasurer, Mr. Hansmann, to report specifically on the composition of the portfolio and its earnings.

Mr. Hansmann reported that the market value of the portfolio as of September 30, 1972, was $57.5 million with approximately 20% invested in cash, bonds, or the equivalent, and the balance of 80%, in equities. The estimated annual income from the portfolio is about $2,000,000. The portfolio showed an increase of 5.2% in the first quarter of the current fiscal year as compared with 2.6% for Dow Jones. For the five most recent years the I.A.S. increase was an average of 7.5% compared to 1.7% Dow Jones, and this, added to an average income of 3.4%, gave an overall return of 10.9%. During the 17 years of Mr. Hansmann's association with the Institute, the average appreciation was 10.6% and the average income 3.3% for a total return of 13.9%.

The Director spoke briefly about the current annual report which shows expenditures of approximately $1,500,000 in excess of income. He said that he had come to the Institute with the understanding that there would be certain changes, particularly in the field of Social Science, that these changes would cost money, and that he would try to expand the sources of income to support the

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changes. This year, for the first time, there is almost a million dollars for the support of members from outside sources, and the Program in Social Science is supported entirely from new funds.

It was moved, seconded and unanimously passed that the report of the Finance Committee be approved.

Director's Report

A. Budget

The Director presented the post-closing budget for the academic year 1972-73. He pointed out that the appropriation request had been increased by approximately $94,000 and spoke briefly about the changes in each of three areas:

a. reduced balances in stipend funds and some outside grants;

b. supporting accounts for the academic departments, largely office supplies, duplicating, and the purchase of books for the libraries;

c. housekeeping, largely maintenance and utility accounts.

He said that the original budget was prepared this year with only seven months experience and that these changes are simply a realistic reflection of actual costs in these accounts after twelve months.

It was moved, seconded and unanimously passed that the amended budget be adopted.

B. Academic Population

The Director reported that this year there are 137 members and 12 visitors in residence. There is still a small amount of office space but only one vacant apartment. The breakdown of the membership is as follows:

Mathematics	57
Historical Studies	38
Natural Sciences	28
Social Sciences	14

C. Stipends

The Director reported that, after a number of years of trying, the stipends of all four disciplines had now been regularized at approximately one-half of a member's salary at his home institution. There are two exceptions to this standard:

a. Young post-doctoral members now receive a range of $6,500 to $7,800 (based on the number of dependents).

b. Some senior people who would make an important contribution to the academic life of the Institute in the given year but are not eligible for sabbatical leave receive their full salaries.

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The Director said that he was particularly gratified that the history stipend level can now go as high as $12,500, which makes a visit to the Institute by senior American scholars much more attractive. For the first time, there is outside support for stipends in Historical Studies, in the amount of almost $200,000 from the National Endowment for the Humanities, and the Mellon Foundation.

D. Faculty The Director reported on the present state of faculty recruitment:

a. Mathematics

The resignation of Professor Atiyah to accept a Royal Society professorship in England has created one vacancy in the School of Mathematics. Even allowing for Atiyah's departure, the age distribution of the faculty in the school is now much improved.

b. Natural Sciences

With the addition of Professor Bahcall in astrophysics the Faculty of Natural Sciences is now stable at six members for the near future. All of them are quite young, the senior one being now 49.

c. Historical Studies

This school is facing a large turnover in the next two to three years with the retirements of Professors Cherniss, Kennan, and Meiss in 1974 and Professor Gilbert in 1975. There are two nominations now before the Faculty: Professor John Elliott of the University of London, a modern historian who has most recently concentrated on the history of Spain; and Professor Irving Lavin, of New York University, an historian of art. An invitation to join the Faculty has been issued to a European classicist; we are waiting for his answer.

d. Social Science

The Director described the method of selection of faculty members in Social Science through the use of an Ad Hoc Committee from outside the Institute. One nomination is now before the Faculty: Professor Robert Bellah of the University of California, Berkeley. Professor Bellah is a student of the history and sociology of religion. His recent work has been in the religion of Japan; he also has some knowledge of Chinese and Arabic.

The Director said that he and Professor Geertz were still looking hard for a third man, at which time the program would become fully recognized as a fourth school. The gift from the 1907 Foundation (United Parcel Fund) is to be used in part for the endowment of a chair in the field of social science with an incumbent who will concern himself generally with the problems of industrializing and industrialized societies.

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E. Administrative Matters

a. Concert Series - The Director announced that a series of five concerts had been arranged, largely through the efforts of Mr. Frank Taplin. The concerts will be held monthly throughout the winter in the Board Room of the Dining Hall where seats can be provided for up to 220 people.

b. The Faculty Dinners were very successful in the last academic year and will be continued. The Director issued an open invitation to any or all members of the Board who might be able to attend any of the dinners.

c. Weller Tract - Negotiations continue with the State of New Jersey regarding the purchase of the Weller Tract and the east field adjacent to the Princeton Battlefield Park. The current I.A.S. asking price for the two tracts and the cost of developing an alternate site is $360,000. The most recent offer from the State of New Jersey is $310,000.

d. New Apartment Unit - Plans have been prepared by Mr. Thaddeus Longstreth, along the lines of the original Breuer design, for the construction of one small apartment building containing eight units which would be larger than the bachelor studios but smaller than the existing one bedroom apartments with study. The need for this building arises from the large increase in the number of bachelors among the temporary members, together with a slight increase in the number of female members. The only estimate received so far is from Lewis C. Bowers & Sons, a union contractor, in the amount of $328,000; further bids are being sought.

Some questions were raised about both the necessity and costs of the project. Several trustees thought the square foot costs were quite high.

It was the sense of the meeting that no action be taken on this building at this time pending further study of the costs, and with additional bids from non-union contractors.

e. Executive Committee Meeting - The Director reported that the annual meeting of the Executive Committee of the Board of Trustees with the Faculty Advisory Committee will be held in Princeton on December 2, and this meeting date will coincide with the opening of the exhibition of paintings loaned to the McCormick Museum by Mr. Norton Simon.

f. Fund-Raising - The Director presented the following report on the Associates Program: 238 letters have been sent to various enterprises signed by Mr. Forrestal for the Director. To date there have been 66 responses, as follows:

23	definite "No"
12	"No" for the time being
8	decision pending
13	"Yes"

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It was the hope of Mr. Forrestal's Committee and of the professional fund raisers (Barnes and Roche) that 50 - 100 enterprises could be persuaded to join the program with an average annual contribution of $5,000.

There followed a general discussion of the number of participants necessary to call the program a success, and it was the sense of the meeting that it was much too early to determine this question. Messrs. Forrestal and Simon both urged that the Board and the Director should continue their efforts and that the whole program would be re-examined in October, 1973.

The Director was authorized to continue the employment of Barnes and Roche during the coming academic year at a reduced fee ($1,000 per month).

Rules of Governance

At the April meeting of the Board, the Director had presented to the Board for its study, the document "The Responsibilities of the Faculty in the Governance of the Institute." Item 15 of this document referred specifically to the matter of how the Board should secure the views of the Faculty in case of a vacancy in the Directorship. At that time Mr. Forrestal was asked to draft either an amendment to the By-Laws or a minute which would reflect the views of the Board with respect to Paragraph 15. Mr. Forrestal presented a possible draft resolution. After considerable discussion, it was the clear sense of the meeting that the Board did not wish to act at this time to bind itself or its successors on a future hypothetical situation. The Director was instructed to report to the Faculty that the Board had considered the matter of paragraph 15 at length, but that it did not wish to amend its By-Laws.

Adjournment

There being no further business before the Board, the meeting was adjourned at 3:10 p.m.

Respectfully submitted,

Minot C. Morgan, Jr.

Minot C. Morgan, Jr.
Secretary

Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
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RESOLUTION

Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
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A RESOLUTION

concerning a change in T.I.A.A.-C.R.E.F.
premium allocation rules

(The official I.A.S. plan, for both faculty and staff, now on file with the company, calls for an equal division of premiums (50% T.I.A.A.; 50% C.R.E.F.). The company has now instituted a program that will permit greater flexibility, by permitting individuals within a given program to elect almost any division of premium allocation.)

BE IT RESOLVED:

That the Trustees of I.A.S. hereby emend the pension plan on file with T.I.A.A.-C.R.E.F. to permit new premium allocations, but not to exceed 25% - T.I.A.A. - 75% C.R.E.F.

Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
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LUNCHEON

Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
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INSTITUTE FOR ADVANCED STUDY

Members of the Faculty Advisory Committee

School of Historical Studies	Professor Kenneth M. Setton Professor Morton White
School of Mathematics	Professor John W. Milnor Professor Atle Selberg
School of Natural Sciences	Professor John N. Bahcall Professor Tullio Regge
Program in Social Science	Professor Clifford Geertz

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Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
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Members of the Faculty attending the luncheon after the Executive Committee Meeting

Historical Studies	Professor	Clagett Gilbert Gilliam Setton	Thompson White
Mathematics	Professor	Atiyah Borel Harish-Chandra Milnor Montgomery Selberg	
Natural Science	Professor	Bahcall Regge	
Social Science	Professor	Geertz	

2nd December, 1972

Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
From the Shelby White and Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA

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Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
From the Shelby White and Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA

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

THE DIRECTOR

Members of the Ad Hoc Committee to advise on
the proposed appointment of Robert N. Bellah

STANLEY L. CAVELL
Professor of Philosophy, Harvard University

JOSEPH M. KITAGAWA
Professor of History of Religion, University of Chicago

ROBERT K. MERTON
Professor of Sociology, Columbia University

EDWIN O. REISCHAUER
University Professor (Japanese History), Harvard University

EDWARD SHILS
Professor, Department of Sociology, University of Chicago

Meeting December 3, 1972
10:30 A.M.
Board Room
Institute for Advanced Study

Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
From the Shelby White and Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA

VITA

Robert N. Bellah

Ford Professor of Sociology and Comparative Studies, University of California, Berkeley.

Born, February 23, 1927; married, four children.

Degrees: B.A., summa cum laude, Harvard, 1950; Ph.D., Sociology and Far Eastern Languages, Harvard, 1955.

Research and teaching experience:

Research Associate	Institute for Islamic Studies, McGill University, 1955-57.
Research Associate	Center for Middle Eastern Studies, Harvard University, 1957-58.
Lecturer	Department of Social Relations, Harvard University, 1958-61.
Fulbright Research Grantee	Tokyo, Japan, 1960-61.
Associate Professor of Sociology & Regional Studies	Harvard University, 1961-66.
Fellow	Center for Advanced Studies in the Behavioral Sciences, Stanford, 1964-65.
Professor of Sociology	Harvard University, 1966-67.
Present position	1967-
Chairman	Center for Japanese and Korean Studies, University of California, Berkeley, 1968-

Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
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From the Shelby White and Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA

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Forthcoming

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The Deepest Day: Studies in the Mythic Dimension of American Culture. (The Weil Lectures).

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THE WORK OF ROBERT N. BELLAH

Bellah's work has been mainly in the sociology of religion as a theoretical field, the comparative study of religion and ideology in modernizing societies, and the social and cultural history of Japan. He continues to be active in all of these fields with current emphases that will be mentioned below.

Starting from Talcott Parsons' interpretation of European tradition of the sociology of religion represented in France by Emile Durkheim, in Germany by Max Weber, Bellah has viewed religion as a system of symbols by means of which individual personalities are organized and social life sustained. His earlier work on religious evolution (Beyond Belief, Chapter 2), which has stimulated scholarly study in a number of fields, dealt with the changing structure of religion in societies at different levels of social complexity. More recently he has become concerned with the nature of religious symbol systems and the ways in which they differ from other kinds of symbol systems (Beyond Belief, Part III) and is planning a general book on the place of religion in human action focussing on the unique features of religious symbols.

As part of his comparative study of religion and ideology in modernizing societies he has contributed studies dealing with Japan, China and the Islamic world (Beyond Belief, Part II) as well as a general typology (Epilogue to Religion and Progress in Modern Asia). In these studies together with his book on early modern Japan (Tokugawa Religion) he was interested in the contribution of religion and ideology to the process of modernization. More recently he has become interested in what pre-modern religions, by providing images of man and the world different from those dominant in the contemporary West, may have to offer to the attempt of modern societies to solve their problems.

In 1967 Bellah published an essay, "Civil Religion in America" (Beyond Belief, Chapter 9), that applied some of his general thinking about the role of religion in developing countries to the American case. This essay has been widely reprinted and has stimulated considerable scholarly discussion and research. As a result of this interest Bellah was asked to expand the earlier essay in giving the Weil Lectures at Hebrew Union College in the fall of 1971. That manuscript is now in the

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process of revision and expansion and will be published as The Deepest Day: Studies in the Mythic Dimension of American Culture. It will emphasize the many forms in which the eschatological note has been sounded in America and the variety of ways in which American history has been interpreted as salvation history.

In an effort to understand better the phenomenon known as the counter-culture in America, Bellah is working with Charles Y. Glock of the University of California at Berkeley in a study of youth and student religious consciousness in the San Francisco Bay Area. The research staff consists of six or seven graduate students who are conducting participant observation studies of various religious groups and are collaborating to prepare a questionnaire survey to be administered by the Survey Research Center of the University of California to a sample of persons between the ages of 18 and 30 in the Bay Area. The collaboration of Bellah and Glock and their students is intended to produce a more sensitive survey instrument than those usually employed in this field. The entire study is designed to provide a better empirical base to generalizations about youth culture in America today.

Bellah has long been interested in the history of sociology and of modern European social thought both for their own sake and as examples of cultural innovation in modernizing societies. He has been particularly interested in Emile Durkheim, publishing an essay on "Durkheim and History" in 1959. He has recently completed a critical reading of all the writings of Durkheim as the basis for a volume of selections to be published in the Heritage of Sociology Series of the University of Chicago Press. Five of the selections are translated for the first time and Bellah has provided the book with a substantial introduction which is a short intellectual biography of Durkheim.

Recently Bellah has become interested in modern Italy; and he has joined a number of American and Western European historians and social scientists, who are not specialists on Italy, in taking a look at modern Italian society. Bellah's assignment is in the area of religion and ideology. Among other things he is interested in exploring some of the parallels between modern Italian and modern Japanese thought--the influence of German idealism, the influence of Marxism--especially as they relate to the ethos of fascism in the two countries.

The area of Bellah's primary specialization is Japan, and Japanese is the only oriental language that he uses regularly, although he has also studied Chinese and Arabic. His first major research in the Japan field

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dealt with the Tokugawa Period (1600-1868) and applied an analogy to Max Weber's thesis about the role of Protestantism in Europe to early modern Japan. The book Tokugawa Religion which resulted from this study describes the place of religion and values in traditional Japanese society and their implications for the economy and the polity. The book also contains a detailed study based on primary materials of a merchant class religious and ethical movement, Shingaku.

Subsequently Bellah has become interested in the fate of traditional Japanese values, ethics and worldview in the modern century. As a way in to this study he has been interested in a series of leading Japanese interpreters of Japanese culture and history, men who have influenced the modern Japanese sense of Japan. In 1965 he published two studies of such men, one of Watsuji Tetsurō and one on Ienaga Suburō. He is presently at work on a more substantial study of one of the most influential of modern Japanese intellectuals, Miki Kiyoshi. Miki began his scholarly life as a disciple of Japan's leading modern philosopher, Nishida Kitarō, in the ambience of German idealism and existentialism, as well as Japanese Buddhist philosophy. Miki's first book was on Pascal, to whom he turned in Paris after spending a year in Germany where Heidegger was his private tutor. Returning to Japan in the middle 20's Miki soon became one of the leading interpreters of Marxism. His humanistic and sophisticated Marxism is easily the most creative Japanese work done in that tradition even up to the present time. In the late 30's Miki and other former leftists became part of the brain trust of Prince Konoe, the last prime minister before Tojo, and drew up some documents that became the key ideological statements of Japan's wartime ideology. Late in the war Miki was arrested for hiding a Communist in his house and died in prison. Miki's last unfinished work, written in prison, was concerned with Shinran, the greatest Japanese figure in the Pure Land Buddhist tradition. Miki's life and work was a microcosm of the chief trends in Japanese thought and culture between 1920 and 1945 and provides an excellent point of entry into the study of modern Japanese culture.

Bellah's interests still span the traditional and modern phases of Japanese development as two recent essays, "Continuity and Change in Japanese Society" and "Intellectual and Society in Japan" show. He has just begun a collaboration with three historians of Japan, Najita, Harootunian and Scheiner, to develop an interpretive understanding of the underlying structure of Japanese culture. The group plans an analysis of key texts in Japanese social and political thought from the 18th to the early 20th centuries, as well as the analysis of patterns of religious and social ritual and other stylized

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interactions from the same period. All four have worked on both Tokugawa and modern Japan but from differing angles. Najita has worked on Neo-Confucian thinkers and Harootunian on Shinto thinkers both mainly of samurai and wealthy peasant background; Bellah has worked on middle level merchants and Scheiner on the ethos and social movements of peasants. It is hoped that the group will begin to discern not only what is distinctly Japanese but some of the main axes of variation within the traditional culture and eventually the fate of these variations in the last one hundred years.

RELATION OF BELLAH'S WORK TO THE SOCIAL SCIENCE PROGRAM

The importance of Robert Bellah's work, taken as a whole, lies in its contribution to what has been one of the major concerns of sociology since its inception: the effects of ideas on social behavior. He has sought to avoid both the materialist reductionism of the Marxist tradition, in which systems of thought tend to disolve into mere epiphenomena of supposedly harder realities, and the idealist reductionism of the Hegelian tradition, which they tend to turn into autonomous objects floating free of historical contexts and social roots.

As in traditional societies--and notably in the pre- and early-modern Japan that has been Bellah's main scholarly focus--religion tends to be the major locus of systematic thought, his work in that field needs to be seen in the context of his broader concern: how comes it that mere ideas have so powerful an effect on the course of social evolution. His more recent interest in American religious ideas is but an extension of this central interest, and promises to change radically our conceptions both of what Americans believe and what difference it makes.

For a program dedicated to clarifying the processes of social change, now and in the past, and all too likely, given the general character of social science research in the United States, to fall into a mechanistic view of things, Bellah is an invaluable addition.

I have known and worked with Robert Bellah for 20 years. Though his work has been more on the level of the structure and development of idea systems as such and mine on the way in which ideas are embodied in concrete sociological, political and economic processes, our interests are fully complementary. There is no social scientists in the country for whom I have more respect and no one whom I should more wish to have associated with me in developing our program in the determining years immediately ahead.

CLIFFORD GEERTZ

October 4, 1972

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The Responsibilities of the Faculty in the Governance of the Institute

1. The conduct of research and study and the nature and extent of relations with visiting members are matters entirely for each individual Professor.

2. Each Professor has the right to nominate to the Director an academic Assistant. The Director accepts the nomination and exercises responsibility in respect to the financial arrangements. (The terms of Assistants are limited. As a matter of practice in Mathematics and Physics they have not exceeded two years. In the School of Historical Studies initial terms are at most three years, and reappointment is subject to a vote of the School Faculty.)

3. Members in each School are invited on the recommendation or with the approval of the Faculty of that School. Appointments are formally made by the Director, but his responsibilities in practice are limited to matters of budget and other resource allocations--e.g. office and housing space. Most members are invited for one academic year, but practices on reappointment and repeated invitations vary among the several Schools.

4. Visitors, as opposed to members, usually come for less than a full term or during the summer, although exceptionally there are visitors who come for longer periods. In general, visitors are not given stipends and have no claim of right on the resources of the Institute. The practice for inviting visitors differs in the different Schools, but in general it requires the consent of the School Faculty. The distinction between a visitor and a member does not rest entirely on outside resources, but rather on the sense that visitors are not invited in competition, so to speak, with candidates for regular membership. Formal invitation is by the Director.

5. Members with long term appointments, defined as those of more than two years or three terms duration, or renewals of already existing appointments beyond these limits are invited on the nomination of the several Schools, with notification to the whole Faculty to allow them to raise questions. Formal appointment is by the Director.

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6. (1) Professors in existing Schools are appointed on the nomination of the School that invites them. Where the nominating vote is less than unanimous, the Director takes the division within the School Faculty into account in deciding whether to accept the nomination. After a School has made a nomination, the supporting materials in the form of bibliography, curriculum vitae, an evaluation of the candidate's work by a member of the nominating School, and supporting letters from outsiders are circulated to every other member of the Faculty. Every Faculty member has the right to raise questions about or objections to the proposed nomination. When no serious unresolved questions exist, the Director presents the nomination to the Board for final approval. In these circumstances, approval is essentially formal since the Board has already been made aware of the intention of the Director to recommend an appointment and has approved the budgetary consequences of that proposal.

(2) Each member of the Faculty outside the nominating School has the opportunity to record in writing his comments on an appointment. Any objections raised by even one member of the Faculty are discussed with the School that makes the nomination. Should substantial objection arise, the Director must make every effort to define the grounds of objection and the views thereon of the nominating School. This may involve discussion of the nomination in a meeting of the Faculty. The nature of the objection, the comments of the nominating School and any discussion and vote in the Faculty will guide the Director in his recommendation to the Board. The Board is always apprised of whatever objection or question there is in the Faculty about a proposed nomination and has before it all the material that is circulated to the members of the Faculty including the vote of the nominating School and any written comments on the appointment by other members of the Faculty and the Minutes and votes of the Faculty meeting should there be one.

(3) The availability of a position for a professorial appointment is a budgetary matter that falls within the Director's responsibility, on which he consults with the School concerned, and when appropriate, with the Faculty as a whole.

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7. For professorial appointments in new fields outside the existing Schools, the whole Faculty receives the advice of an ad hoc committee of outside specialists and records its view of the proposed appointment by vote. If the faculty vote is favorable, the usual procedure of nomination by the Director and formal approval by the Board is followed.

When a new field is organized as a School, further appointments follow the regular procedure described in 6 above. The appointment of three Professors in a new area of studies will suffice for the recognition of a new School.

8. The budget of the Institute is primarily the responsibility of the Director and the Trustees. However, the number of Professors determines a major element in the budget of each School. In general, the number of members in each School is dependent in part on the availability of outside funds, in part on the division of the Institute's own resources of money, office space and housing. These constraints have led to a fairly stable relationship among the sizes of the several Schools.

9. The respective libraries are managed by librarians under the guidance of faculty committees--one for the Historical Studies library, one for the Mathematics and Physics library. The faculty member concerned with the Social Sciences Reading Room consults with the Committee for the Historical Studies Library in exercising his responsibilities.

10. Whenever new construction is contemplated, the Director shall consult with the Faculty through a Faculty Architecture Committee in respect to the location, design, and construction of the proposed buildings.

11. There is a Faculty Advisory Committee whose members are selected by each School Faculty. It meets regularly with the Director to discuss the academic business of the Institute and such other matters as seem desirable to them or him.

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12. Meetings of the whole Faculty are called when there is business to discuss, on the initiative of either the Director or the members of the Faculty. If fewer than five Faculty members ask for a meeting, the Director may use his own discretion, but in any case a Faculty Meeting shall be called if at least five Faculty members so request. There is at least one regular meeting each year at which the Director reports generally to the Faculty on the state of the Institute.

Meetings of the several School Faculties are held as often as necessary to deal with their business.

13. The Faculty Advisory Committee meets with the Board or its Executive Committee at least once each academic year and more frequently when necessary. Such meetings give the Faculty an opportunity to communicate directly with the Board. When it is useful for a fuller presentation of a particular issue, additional members of the Faculty may be invited by the Advisory Committee to join the meeting.

14. (1) A major academic innovation is one that, in the opinion of the Faculty, either (a) implies a substantial new long-term commitment by the Institute, such as entering into a new area of scientific or scholarly activity which may require the formation of a new School or the radical alteration of an existing School; or (b) changes substantially the operating procedures of the Institute in such a way as to affect the duties and responsibilities of members of the Faculty; e.g. the granting of degrees.

(2) All proposals for major academic innovations shall be discussed and voted on by the Faculty. Should a majority of the Faculty vote against a proposed innovation, no further action on the proposal shall be taken during that academic year. Should the proposal be put forward again in a later academic year, it shall again be presented to the Faculty for discussion and vote before any further steps are taken.

(3) The Faculty shall also have the opportunity to discuss major innovations directly with the Board, through the mechanism of the meeting of the Faculty Advisory Committee with members of the Executive Committee of the Board, to which all Board members are invited, as provided in Rule 13.

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15. (1) In case of a vacancy in the Directorship a Joint Trustees-Faculty Committee would be established, composed of the members of the special committee of the Board of Trustees, as envisaged in Article VI, Sec. 3, of the By-laws of the Institute, and of one representative from each of the main divisions of the Faculty (i.e., the three Schools and the Program in Social Change, which for purposes of this suggestion will be treated as a School.) For each of these faculty representatives the respective School would also name an alternate, to take the place of the representative if he was in any way hindered in the performance of this work.

(2) The Joint Committee would solicit from the Faculty, through the representatives of the respective Schools, suggestions for names to be considered in the choice of a new director. Names could be put forward either by individual faculty members, or by groups of them, or, if so desired, by schools as a whole.

(3) The Joint Committee would screen these names, together with similar suggestions gathered from whatever other sources it might use, and would select from them a small panel (presumably not more than five or six, and preferably even fewer) of names to be given preferred and final consideration. The faculty representatives would then ascertain the views and preferences of their respective schools with respect to the names on this panel, and would report the results of this inquiry back to the Joint Committee. If the views of a School should not be unanimous, the nature of the division would be reported. In addition to this, any member of the Faculty who wished to could present his views in writing directly to the Joint Committee. The Joint Committee could then, if it so wished, invite his personal appearance as well.

(4) With the views of the Faculty, together with the results of other consultations, before it, the Joint Committee would then arrive at its own final recommendations and would transmit them, through the Special Committee, to the Board of Trustees. In the event of a failure of the members of the Joint Committee to agree on a final recommendation, the Special Committee would inform the Trustees of the nature of the division and would see to it that the views of the faculty representatives in the Joint Committee would be clearly and explicitly laid before the Board.

March 29, 1972

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DRAFT

THE INSTITUTE FOR ADVANCED STUDY

MINUTES

Regular Meeting of the Board of Trustees

October 11, 1972

Century Club
7 West 43rd Street
New York City

Present — Mrs. Gray, Messrs. Dilworth, Forrestal, Hansmann, J. R. Houghton, Linder, Petersen, Segal, Simon, Watson; Dr. Kaysen, Messrs. Jenkins, Morgan, Pope

Absent — Messrs. Roth, Solow, Straus, Taplin

Presiding Officer — The Chairman, Mr. Linder, opened the meeting at 12:50 p.m. The minutes of the regular meeting of the Board of Trustees held in Princeton on April 28 and 29, 1972 were approved as circulated.

Nominating Committee — Mr. Petersen, Chairman of the Nominating Committee, reported that the Committee was submitting the name of Mrs. Elizabeth A. Whitehead as a candidate for membership to the Board of Trustees, to a term expiring in 1974. It was moved, seconded and unanimously passed that the nominations be closed, and the secretary was instructed to cast a unanimous ballot for the election of Mrs. Whitehead. (At this point Mrs. Whitehead joined the Board for their further deliberations.)

Finance Committee — Mr. Petersen, the Chairman of the Finance Committee, reported that the Committee had met that morning and approved certain changes in the portfolio that had taken place since the April meeting and made certain other recommendations for the sale and purchase of securities in the future. He asked the Treasurer, Mr. Hansmann, to report specifically on the composition of the portfolio and its earnings.

Mr. Hansmann reported that the market value of the portfolio as of September 30, 1972, was $57.5 million with approximately 20% invested in cash, bonds, or the equivalent, and the balance of 80%, in equities. The estimated annual income from the portfolio is about $2,000,000. The portfolio showed an increase of 5.2% in the first quarter of the current fiscal year as compared with 2.6% for Dow Jones. For the five most recent years the I.A.S. increase was an average of 7.5% compared to 1.7% Dow Jones, and this, added to an average income of 3.4%, gave an overall return of 10.9%. During the 17 years of Mr. Hansmann's association with the Institute, the average appreciation was 10.6% and the average income 3.3% for a total return of 13.9%.

The Director spoke briefly about the current annual report which shows expenditures of approximately $1,500,000 in excess of income. He said that he had come to the Institute with the understanding that there would be certain changes, particularly in the field of Social Science, that these changes would cost money, and that he would try to expand the sources of income to support the

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changes. This year, for the first time, there is almost a million dollars for the support of members from outside sources, and the Program in Social Science is supported entirely from new funds.

It was moved, seconded and unanimously passed that the report of the Finance Committee be approved.

Director's Report

A. Budget

The Director presented the post-closing budget for the academic year 1972-73. He pointed out that the appropriation request had been increased by approximately $94,000 and spoke briefly about the changes in each of three areas:

a. reduced balances in stipend funds and some outside grants;

b. supporting accounts for the academic departments, largely office supplies, duplicating, and the purchase of books for the libraries;

c. housekeeping, largely maintenance and utility accounts.

He said that the original budget was prepared this year with only seven months experience and that these changes are simply a realistic reflection of actual costs in these accounts after twelve months.

It was moved, seconded and unanimously passed that the amended budget be adopted.

B. Academic Population

The Director reported that this year there are 137 members and 12 visitors in residence. There is still a small amount of office space but only one vacant apartment. The breakdown of the membership is as follows:

Mathematics	57
Historical Studies	38
Natural Sciences	28
Social Sciences	14

C. Stipends

The Director reported that, after a number of years of trying, the stipends of all four disciplines had now been regularized at approximately one-half of a member's salary at his home institution. There are two exceptions to this standard:

a. Young post-doctoral members now receive a range of $6,500 to $7,800 (based on the number of dependents).

b. Some senior people who would make an important contribution to the academic life of the Institute in the given year but are not eligible for sabbatical leave receive their full salaries.

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The Director said that he was particularly gratified that the history stipend level can now go as high as $12,500, which makes a visit to the Institute by senior American scholars much more attractive. For the first time, there is outside support for stipends in Historical Studies, in the amount of almost $200,000 from the National Endowment for the Humanities, and the Mellon Foundation.

D. Faculty The Director reported on the present state of faculty recruitment:

a. Mathematics

The resignation of Professor Atiyah to accept a Royal Society professorship in England has created one vacancy in the School of Mathematics. Even allowing for Atiyah's departure, the age distribution of the faculty in the school is now much improved.

b. Natural Sciences

With the addition of Professor Bahcall in astrophysics the Faculty of Natural Sciences is now stable at six members for the near future. All of them are quite young, the senior one being now 49.

c. Historical Studies

This school is facing a large turnover in the next two to three years with the retirements of Professors Cherniss, Kennan, and Meiss in 1974 and Professor Gilbert in 1975. There are two nominations now before the Faculty: Professor John Elliott of the University of London, a modern historian who has most recently concentrated on the history of Spain; and Professor Irving Lavin, of New York University, an historian of art. An invitation to join the Faculty has been issued to a European classicist; we are waiting for his answer.

d. Social Science

The Director described the method of selection of faculty members in Social Science through the use of an Ad Hoc Committee from outside the Institute. One nomination is now before the Faculty: Professor Robert Bellah of the University of California, Berkeley. Professor Bellah is a student of the history and sociology of religion. His recent work has been in the religion of Japan; he also has some knowledge of Chinese and Arabic.

The Director said that he and Professor Geertz were still looking hard for a third man, at which time the program would become fully recognized as a fourth school. The gift from the 1907 Foundation (United Parcel Fund) is to be used in part for the endowment of a chair in the field of social science with an incumbent who will concern himself generally with the problems of industrializing and industrialized societies.

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E. Administrative Matters

a. Concert Series - The Director announced that a series of five concerts had been arranged, largely through the efforts of Mr. Frank Taplin. The concerts will be held monthly throughout the winter in the Board Room of the Dining Hall where seats can be provided for up to 220 people.

b. The Faculty Dinners were very successful in the last academic year and will be continued. The Director issued an open invitation to any or all members of the Board who might be able to attend any of the dinners.

c. Weller Tract - Negotiations continue with the State of New Jersey regarding the purchase of the Weller Tract and the east field adjacent to the Princeton Battlefield Park. The current I.A.S. asking price for the two tracts and the cost of developing an alternate site is $360,000. The most recent offer from the State of New Jersey is $310,000.

d. New Apartment Unit - Plans have been prepared by Mr. Thaddeus Longstreth, along the lines of the original Breuer design, for the construction of one small apartment building containing eight units which would be larger than the bachelor studios but smaller than the existing one bedroom apartments with study. The need for this building arises from the large increase in the number of bachelors among the temporary members, together with a slight increase in the number of female members. The only estimate received so far is from Lewis C. Bowers & Sons, a union contractor, in the amount of $328,000; further bids are being sought.

Some questions were raised about both the necessity and costs of the project. Several trustees thought the square foot costs were quite high.

It was the sense of the meeting that no action be taken on this building at this time pending further study of the costs, and with additional bids from non-union contractors.

e. Executive Committee Meeting - The Director reported that the annual meeting of the Executive Committee of the Board of Trustees with the Faculty Advisory Committee will be held in Princeton on December 2, and this meeting date will coincide with the opening of the exhibition of paintings loaned to the McCormick Museum by Mr. Norton Simon.

f. Fund-Raising - The Director presented the following report on the Associates Program: 238 letters have been sent to various enterprises signed by Mr. Forrestal for the Director. To date there have been 66 responses, as follows:

23	definite "No"
12	"No" for the time being
8	decision pending
13	"Yes"

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It was the hope of Mr. Forrestal's Committee and of the professional fund raisers (Barnes and Roche) that 50 - 100 enterprises could be persuaded to join the program with an average annual contribution of $5,000.

There followed a general discussion of the number of participants necessary to call the program a success, and it was the sense of the meeting that it was much too early to determine this question. Messrs. Forrestal and Simon both urged that the Board and the Director should continue their efforts and that the whole program would be re-examined in October, 1973.

The Director was authorized to continue the employment of Barnes and Roche during the coming academic year at a reduced fee ($1,000 per month).

Rules of Governance

At the April meeting of the Board, the Director had presented to the Board for its study, the document "The Responsibilities of the Faculty in the Governance of the Institute." Item 15 of this document referred specifically to the matter of how the Board should secure the views of the Faculty in case of a vacancy in the Directorship. At that time Mr. Forrestal was asked to draft either an amendment to the By-Laws or a minute which would reflect the views of the Board with respect to Paragraph 15. Mr. Forrestal presented a possible draft resolution. After considerable discussion, it was the clear sense of the meeting that the Board did not wish to act at this time to bind itself or its successors on a future hypothetical situation. The Director was instructed to report to the Faculty that the Board had considered the matter of paragraph 15 at length, but that it did not wish to amend its By-Laws.

Adjournment

There being no further business before the Board, the meeting was adjourned at 3:10 p.m.

Respectfully submitted,

Minot C. Morgan, Jr.

Minot C. Morgan, Jr.
Secretary

Mr Forrestal agreed to draft some language that would record the Board's reception of the Faculty view.

HL

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

THE DIRECTOR

Members of the Ad Hoc Committee to advise on the proposed appointment of Robert N. Bellah

STANLEY L. CAVELL
Professor of Philosophy, Harvard University

JOSEPH M. KITAGAWA
Professor of History of Religion, University of Chicago

ROBERT K. MERTON
Professor of Sociology, Columbia University

EDWIN O. REISCHAUER
University Professor (Japanese History), Harvard University

EDWARD SHILS
Professor, Department of Sociology, University of Chicago

Meeting December 3, 1972
10:30 A.M.
Board Room
Institute for Advanced Study

Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
From the Shelby White and Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA

VITA

Robert N. Bellah

Ford Professor of Sociology and Comparative Studies, University of California, Berkeley.

Born, February 23, 1927; married, four children.

Degrees: B.A., summa cum laude, Harvard, 1950; Ph.D., Sociology and Far Eastern Languages, Harvard, 1955.

Research and teaching experience:

Research Associate	Institute for Islamic Studies, McGill University, 1955-57.
Research Associate	Center for Middle Eastern Studies, Harvard University, 1957-58.
Lecturer	Department of Social Relations, Harvard University, 1958-61.
Fulbright Research Grantee	Tokyo, Japan, 1960-61.
Associate Professor of Sociology & Regional Studies	Harvard University, 1961-66.
Fellow	Center for Advanced Studies in the Behavioral Sciences, Stanford, 1964-65.
Professor of Sociology	Harvard University, 1966-67.
Present position	1967-
Chairman	Center for Japanese and Korean Studies, University of California, Berkeley, 1968-

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BIBLIOGRAPHY

Robert N. Bellah

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THE WORK OF ROBERT N. BELLAH

Bellah's work has been mainly in the sociology of religion as a theoretical field, the comparative study of religion and ideology in modernizing societies, and the social and cultural history of Japan. He continues to be active in all of these fields with current emphases that will be mentioned below.

Starting from Talcott Parsons' interpretation of European tradition of the sociology of religion represented in France by Emile Durkheim, in Germany by Max Weber, Bellah has viewed religion as a system of symbols by means of which individual personalities are organized and social life sustained. His earlier work on religious evolution (Beyond Belief, Chapter 2), which has stimulated scholarly study in a number of fields, dealt with the changing structure of religion in societies at different levels of social complexity. More recently he has become concerned with the nature of religious symbol systems and the ways in which they differ from other kinds of symbol systems (Beyond Belief, Part III) and is planning a general book on the place of religion in human action focussing on the unique features of religious symbols.

As part of his comparative study of religion and ideology in modernizing societies he has contributed studies dealing with Japan, China and the Islamic world (Beyond Belief, Part II) as well as a general typology (Epilogue to Religion and Progress in Modern Asia). In these studies together with his book on early modern Japan (Tokugawa Religion) he was interested in the contribution of religion and ideology to the process of modernization. More recently he has become interested in what pre-modern religions, by providing images of man and the world different from those dominant in the contemporary West, may have to offer to the attempt of modern societies to solve their problems.

In 1967 Bellah published an essay, "Civil Religion in America" (Beyond Belief, Chapter 9), that applied some of his general thinking about the role of religion in developing countries to the American case. This essay has been widely reprinted and has stimulated considerable scholarly discussion and research. As a result of this interest Bellah was asked to expand the earlier essay in giving the Weil Lectures at Hebrew Union College in the fall of 1971. That manuscript is now in the

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process of revision and expansion and will be published as The Deepest Day: Studies in the Mythic Dimension of American Culture. It will emphasize the many forms in which the eschatological note has been sounded in America and the variety of ways in which American history has been interpreted as salvation history.

In an effort to understand better the phenomenon known as the counter-culture in America, Bellah is working with Charles Y. Glock of the University of California at Berkeley in a study of youth and student religious consciousness in the San Francisco Bay Area. The research staff consists of six or seven graduate students who are conducting participant observation studies of various religious groups and are collaborating to prepare a questionnaire survey to be administered by the Survey Research Center of the University of California to a sample of persons between the ages of 18 and 30 in the Bay Area. The collaboration of Bellah and Glock and their students is intended to produce a more sensitive survey instrument than those usually employed in this field. The entire study is designed to provide a better empirical base to generalizations about youth culture in America today.

Bellah has long been interested in the history of sociology and of modern European social thought both for their own sake and as examples of cultural innovation in modernizing societies. He has been particularly interested in Emile Durkheim, publishing an essay on "Durkheim and History" in 1959. He has recently completed a critical reading of all the writings of Durkheim as the basis for a volume of selections to be published in the Heritage of Sociology Series of the University of Chicago Press. Five of the selections are translated for the first time and Bellah has provided the book with a substantial introduction which is a short intellectual biography of Durkheim.

Recently Bellah has become interested in modern Italy; and he has joined a number of American and Western European historians and social scientists, who are not specialists on Italy, in taking a look at modern Italian society. Bellah's assignment is in the area of religion and ideology. Among other things he is interested in exploring some of the parallels between modern Italian and modern Japanese thought--the influence of German idealism, the influence of Marxism--especially as they relate to the ethos of fascism in the two countries.

The area of Bellah's primary specialization is Japan, and Japanese is the only oriental language that he uses regularly, although he has also studied Chinese and Arabic. His first major research in the Japan field

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dealt with the Tokugawa Period (1600-1868) and applied an analogy to Max Weber's thesis about the role of Protestantism in Europe to early modern Japan. The book Tokugawa Religion which resulted from this study describes the place of religion and values in traditional Japanese society and their implications for the economy and the polity. The book also contains a detailed study based on primary materials of a merchant class religious and ethical movement, Shingaku.

Subsequently Bellah has become interested in the fate of traditional Japanese values, ethics and worldview in the modern century. As a way in to this study he has been interested in a series of leading Japanese interpreters of Japanese culture and history, men who have influenced the modern Japanese sense of Japan. In 1965 he published two studies of such men, one of Watsuji Tetsurō and one on Ienaga Suburō. He is presently at work on a more substantial study of one of the most influential of modern Japanese intellectuals, Miki Kiyoshi. Miki began his scholarly life as a disciple of Japan's leading modern philosopher, Nishida Kitarō, in the ambience of German idealism and existentialism, as well as Japanese Buddhist philosophy. Miki's first book was on Pascal, to whom he turned in Paris after spending a year in Germany where Heidegger was his private tutor. Returning to Japan in the middle 20's Miki soon became one of the leading interpreters of Marxism. His humanistic and sophisticated Marxism is easily the most creative Japanese work done in that tradition even up to the present time. In the late 30's Miki and other former leftists became part of the brain trust of Prince Konoe, the last prime minister before Tojo, and drew up some documents that became the key ideological statements of Japan's wartime ideology. Late in the war Miki was arrested for hiding a Communist in his house and died in prison. Miki's last unfinished work, written in prison, was concerned with Shinran, the greatest Japanese figure in the Pure Land Buddhist tradition. Miki's life and work was a microcosm of the chief trends in Japanese thought and culture between 1920 and 1945 and provides an excellent point of entry into the study of modern Japanese culture.

Bellah's interests still span the traditional and modern phases of Japanese development as two recent essays, "Continuity and Change in Japanese Society" and "Intellectual and Society in Japan" show. He has just begun a collaboration with three historians of Japan, Najita, Harootunian and Scheiner, to develop an interpretive understanding of the underlying structure of Japanese culture. The group plans an analysis of key texts in Japanese social and political thought from the 18th to the early 20th centuries, as well as the analysis of patterns of religious and social ritual and other stylized

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interactions from the same period. All four have worked on both Tokugawa and modern Japan but from differing angles. Najita has worked on Neo-Confucian thinkers and Harootunian on Shinto thinkers both mainly of samurai and wealthy peasant background; Bellah has worked on middle level merchants and Scheiner on the ethos and social movements of peasants. It is hoped that the group will begin to discern not only what is distinctly Japanese but some of the main axes of variation within the traditional culture and eventually the fate of these variations in the last one hundred years.

RELATION OF BELLAH'S WORK TO THE SOCIAL SCIENCE PROGRAM

The importance of Robert Bellah's work, taken as a whole, lies in its contribution to what has been one of the major concerns of sociology since its inception: the effects of ideas on social behavior. He has sought to avoid both the materialist reductionism of the Marxist tradition, in which systems of thought tend to disolve into mere epiphenomena of supposedly harder realities, and the idealist reductionism of the Hegelian tradition, which they tend to turn into autonomous objects floating free of historical contexts and social roots.

As in traditional societies--and notably in the pre- and early-modern Japan that has been Bellah's main scholarly focus--religion tends to be the major locus of systematic thought, his work in that field needs to be seen in the context of his broader concern: how comes it that mere ideas have so powerful an effect on the course of social evolution. His more recent interest in American religious ideas is but an extension of this central interest, and promises to change radically our conceptions both of what Americans believe and what difference it makes.

For a program dedicated to clarifying the processes of social change, now and in the past, and all too likely, given the general character of social science research in the United States, to fall into a mechanistic view of things, Bellah is an invaluable addition.

I have known and worked with Robert Bellah for 20 years. Though his work has been more on the level of the structure and development of idea systems as such and mine on the way in which ideas are embodied in concrete sociological, political and economic processes, our interests are fully complementary. There is no social scientists in the country for whom I have more respect and no one whom I should more wish to have associated with me in developing our program in the determining years immediately ahead.

CLIFFORD GEERTZ

October 4, 1972

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THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY

OFFICE OF THE GENERAL MANAGER

October 5, 1972

TO: Dr. Carl Kaysen

FROM: Carl R. Pope

SUBJECT: PROPOSED NEW ONE BEDROOM APARTMENT BUILDING (8-UNITS)

I NEED

The present 32 one room studio apartments normally used for bachelors or single person occupancy has not proved sufficient or completely accommodating in recent years. The reasons are as follows:

A. Bachelor members have increased in numbers.

B. Single female members have increased in numbers and they seem to find the one room studio inadequate for their personal effects and also limited in cooking facilities (stoves with no ovens).

C. The older married members who elects to attend the Institute alone for a term is not accustomed to the smaller quarters of the studio apartment.

A combination of A, B and C above has resulted in assigning 14 members in each of the last two years to larger size apartments in addition to complete occupancy of the 32 one room studio apartments. An additional one bedroom apartment building would relieve this situation and also consolidate the additional maid service required to a single building rather than scattered throughout the housing project.

II DESIGN OF PROPOSED BUILDING

By elimination of the carport spaces in the existing one bedroom units and modifying the design of the studio apartments the proposed one bedroom apartment building has the following characteristics as compared with the existing units respectively.

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	Studio (8 Units)	One Bedroom (8 Units)	Proposed One Bedroom (8 Units)
Total Outside Building Sq. Ft.	4080 Sq. Ft.	6720 Sq. Ft.	6588 Sq. Ft.
Net Inside Sq. Ft. Per Apartment Unit	390 Sq. Ft.	631 Sq. Ft.	670 Sq. Ft.

III ESTIMATED CONSTRUCTION COSTS

A. General Construction - L. C. Bowers.....$223,700.00

B. Mechanical, Plumbing, Heating - J. Redding.....78,326.00

C. Electrical - J. Servis.....25,500.00

$327,526.00

NOTE:

The architect is attempting to obtain a second bid from a non-union contractor which should bring the estimated cost to $300,000 or slightly under.

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

THE DIRECTOR

October 25, 1972

To the Members of the Executive Committee

Since our meeting there is new information both on the Weller Tract and on the proposed new apartment units which were discussed at the meeting.

On the Weller Tract the State has now offered us $335,000 - half-way between their previous bid and asking price which was $310,000 and $360,000 respectively. I should like your authority to accept the offer and complete the transaction.

We have a second set of bids for the proposed eight unit one-bedroom apartment building. This comes from a non-union contractor and it is $202,700 or $125,000 less than the bid quoted at the Board Meeting. On the basis of this bid I would again like the authority to move ahead.

Incidentally, the sq. ft. cost of the building was not properly stated on the basis of either bid. As shown in the attached note, the proper sq. ft. count for the project is 8,670. This means that the original bid for the project worked out to figure a cost of approximately $38 a sq. ft., whereas the present bid brings the figure down to a little under $23.50.

Cordially,

Carl K.

Carl Kaysen

Messrs. Linder, Dilworth, Forrestal, Roth, Straus

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ANALYSIS OF AREA OF PROPOSED MODIFIED "C" BUILDING

EIGHT ONE-BEDROOM APARTMENT UNITS

Building 34' x 100'	3,400 sq. ft.
Less Entries (counted at 1/2)	106
	3,294
Two floors	6,588
Basement (1,647 sq. ft. @ 2/3rds count)	1,098
Crawl Space (1,647 sq. ft. @ 1/3rd count)	549
4 Terraces (total of 936 sq. ft. @ 1/4 count)	210
Roof overhangs (total of 900 sq. ft. @ 1/4 count)	225
TOTAL SQUARE FOOT AREA FOR ESTIMATING COSTS	8,670 sq. ft.

Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
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Members of the Faculty attending the luncheon after the Executive Committee Meeting

Historical Studies	Professor	Clagett Gilbert Gilliam Setton	Thompson White
Mathematics	Professor	Atiyah Borel Harish-Chandra Milnor Montgomery Selberg	
Natural Science	Professor	Bahcall Regge	
Social Science	Professor	Geertz	

2nd December, 1972

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EXECUTIVE COMMITTEE MEETING AND NORTON SIMON SHOW - DECEMBER 2, 1972

	Meeting	Luncheon	Dinner and Show	With Spouse	Accommodation
Dilworth	Yes	Yes	Yes	Yes	No
Forrestal	Yes	Yes	Yes	Yes friend	Yes } O.F
Gray { Ar. 9:30 Newark Fri. eve 921-2418	Yes	Yes	Yes	Yes	Yes } 379 Einstein Fri + Sat
Hansmann	NO	NO	NO	NO	NO
Hochschild (guests - Prof + Mrs Jansen)	~~Yes~~	* ~~NO~~	~~Yes~~ (without wife)	✓	NO
A. Houghton	NO	NO	NO	NO	NO
J. R. Houghton	Yes	Yes	Yes	Yes	NO
Linder	Yes	Yes	Yes	Yes	Yes - 44 Einstein
Petersen	NO	NO	NO	NO	NO
Roth - tel. 921-2465	Yes	Yes	Yes	Yes	? Yes Fri + Sat 1 + 2 *
Segal	NO	NO	Yes	Yes	Yes O.F.
Simon	Yes	Yes * Mrs Simon NO	✓	✓	NO
Solow	Yes	Yes	Yes	Yes	NO
Strauss	Yes	Yes	Yes	Yes	NO
Watson, Jr.	NO	NO	NO	NO	NO
Whitehead	~~Yes~~ NO at last minute	Yes	NO	NO	NO

Rosenwalds
Mrs Greenbaum

21 + CK (2)

* Mrs Hochschild cannot attend Mrs K's luncheon

* 73 Einstein Drive

Trustees attending N.S. Show + Dinner phoned 12/22/72 informing them that we have tickets.

Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
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EXECUTIVE COMMITTEE MEETING
December 2nd, 1972

with Spouse	Dinner and Show	Luncheon	Accommodation

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

THE DIRECTOR

Members of the Ad Hoc Committee to advise on the proposed appointment of Robert N. Bellah

STANLEY L. CAVELL
Professor of Philosophy, Harvard University

JOSEPH M. KITAGAWA
Professor of History of Religion, University of Chicago

ROBERT K. MERTON
Professor of Sociology, Columbia University

EDWIN O. REISCHAUER
University Professor (Japanese History), Harvard University

EDWARD SHILS
Professor, Department of Sociology, University of Chicago

Meeting December 3, 1972
10:30 A.M.
Board Room
Institute for Advanced Study

Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
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INSTITUTE FOR ADVANCED STUDY

Members of the Faculty Advisory Committee

School of Historical Studies	Professor Kenneth M. Setton Professor Morton White
School of Mathematics	Professor John W. Milnor Professor Atle Selberg
School of Natural Sciences	Professor John N. Bahcall Professor Tullio Regge
Program in Social Science	Professor Clifford Geertz

--oOo--

Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
From the Shelby White and Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA

1st December, 1972

Dear Hanna and Charlie:

If you are not too tired and you feel like a nightcap, give us a call at 921-7154. If not, not.

Cordially,

Mr. and Mrs. C. Gray
79 Einstein Drive
Princeton 08540

Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
From the Shelby White and Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA

November 30, 1972

Dear John:

Mr. and Mrs. Linder will arrive at Trenton station Friday, December 1, at 6:10 p.m. on the metroliner from Washington and should be met. They will recognize Gary and will look for him at the Taxi stand.

The Linders will want to be brought either to 44 Einstein to their apartment or, if the train is late, they may wish Gary to take them directly to the home of Mr. and Mrs. William Bundy on Great Road. Directions for finding the Bundy's house are attached.

Many thanks.

Sincerely,

Ruth E. Bortell

Mr. John Harris
Institute for Advanced Study

Attachment

Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
From the Shelby White and Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA

November 29, 1972

Dear Professor Geertz:

I understand you will be meeting Professors Shils and Kitagawa on Sunday, the 3rd, at Newark Airport. They will be arriving from Chicago on American Flight #246 at 9:38 a.m. I had suggested that they go to the National Airlines desk to be met because I expected Professor Reischauer to be waiting there. In any case, it seemed to me that would be as good a spot as any. Should you wish to go to their gate, I am sure you would find them.

Thanks ever so much.

Sincerely,

Ruth Bortell

Professor Clifford Geertz
Institute for Advanced Study

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From the Shelby White and Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA

HARVARD UNIVERSITY

EDWIN O. REISCHAUER

ROOM 503
1737 CAMBRIDGE STREET
CAMBRIDGE,
MASSACHUSETTS 02138

November 21, 1972

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

Dear Carl:

This is just to confirm that I shall be at the ad hoc meeting on the Bellah appointment on December 3. Since there turns out to be no 8:30 shuttle on Sundays, I shall take an 8:15 National flight (#125) which gets in to Newark at 9:13. I trust that someone can pick me up at the airport. Cavell is going down to New York the night before and so he will not be with me.

Sincerely,

Ed.

Edwin O. Reischauer

EOR:ng

Phoned - will be picked up at National desk.

Notified J. Harris.

9:38 - from Chicago AA 246 -- Shiko + Kitagawa

Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
From the Shelby White and Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA

27th November, 1972

Dean Hanna Holborn Gray
College of Arts and Sciences
Rebecca Crown Center
Northwestern University
Evanston, Illinois 60201

Dear Dean Gray:

I am enclosing directions for you to get to Princeton from Newark on Friday evening. We have made arrangements for you and Mr. Gray to stay at 79 Einstein Drive which I have marked on the map of the Housing Project. The apartment will be unlocked and the key left inside.

We all look forward to seeing you on Saturday.

Sincerely yours,

Angela E. Wakeham
Secretary to the Director

Enclosures

Board of Trustees Records: Committee Files: Box 1: Executive Committee, Meeting December 2, 1972
From the Shelby White and Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA

	Yes	No
I am coming to the Executive Committee Meeting		✓
I am coming to the luncheon		✓
I am coming to the Dinner and Show	✓	
I am bringing my spouse	✓	
I would like to have accommodation	✓	

Signed Martin E. Segal

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	Yes	No
I am coming to the Executive Committee Meeting		X
I am coming to the luncheon		X
I am coming to the Dinner and Show		X
I am bringing my spouse		X
I would like to have accommodation		X

Mr. & Mrs. Petersen are out of the country and will not return until the middle of December.

Signed Howard C. Petersen

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I am coming to the Executive Committee Meeting	✓	
I am coming to the luncheon	✓	
I am coming to the Dinner and Show	✓	
I am bringing my spouse	✓	
I would like to have accommodation		✓

Signed Robert Solow

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	Yes	No
I am coming to the Executive Committee Meeting	✓	
I am coming to the luncheon	✓	
I am coming to the Dinner and Show	✓	
I am bringing my spouse	✓	
I would like to have accommodation	*	

Signed Martin Peretz

* By the time this reaches you, I shall have talked with Mr Bartels

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I am coming to the Dinner and Show	✓	
I am bringing my spouse	✓	
I would like to have accommodation		✓

Signed _____

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MASSACHUSETTS INSTITUTE OF TECHNOLOGY
DEPARTMENT OF ECONOMICS

CAMBRIDGE, MASSACHUSETTS 02139

Friday

Dear Carl,

Black tie in a gymnasium -- sounds like a high school prom. Since I missed that, how could I miss this? We'll be there. Let me know if you need any particular service performed at the Board meeting.

We're going to seize the opportunity to visit my parents in Teaneck, and so won't need accommodation.

Love to Annette

As ever,

Bob

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I am coming to the luncheon	✓	
I am coming to the Dinner and Show		✓
I am bringing my spouse		✓
I would like to have accommodation		✓

Signed Elizabeth A. Whitehead

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Dear Carl

	Yes	No
I am coming to the Executive Committee Meeting	X	
I am coming to the luncheon	X	
I am coming to the Dinner and Show	X	
I am bringing my spouse and ~~0~~	X	
~~I would like to have accommodation~~		

two house guests assigned to us by the Art Dept, i.e. Dr & Mrs Janson (he's head of Art Dept of NYU)

Signed Harold Rochschild

Mary sends regrets to Annette as to the lunch.

Many thanks Harold

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I am coming to the luncheon	✓	
I am coming to the Dinner and Show	✓	
I am bringing my spouse	✓	
I would like to have accommodation		✓

Signed Gerald B. Stone

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	Yes	No
I am coming to the Executive Committee Meeting	✓	
I am coming to the luncheon	✓	
I am coming to the Dinner and Show	✓	
I am bringing my spouse	✓	
I would like to have accommodation	✓	

Signed Hanna H. Gray

(feeling very affirmative, as the column above indicates)

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	Yes	No
I am coming to the Executive Committee Meeting		
I am coming to the luncheon		
I am coming to the Dinner and Show		
I am bringing my spouse		
I would like to have accommodation		

11/14/72

We would like to be present but unfortunately a prior engagement prevents us from doing so.

Signed _____

Ralph Hansmann

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	Yes	No
I am coming to the Executive Committee Meeting		✓
I am coming to the luncheon		✓
I am coming to the Dinner and Show		✓
I am bringing my spouse		✓
I would like to have accommodation		✓

Signed Henry Houghton

Very sorry it will be impossible for me to be there.

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	Yes	No
I am coming to the Executive Committee Meeting		X
I am coming to the luncheon		X
I am coming to the Dinner and Show		X
I am bringing my spouse		X
I would like to have accommodation		X

Signed T J Watson Jr

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	Yes	No
I am coming to the Executive Committee Meeting	X	
I am coming to the luncheon	X	
I am coming to the Dinner and Show	X	
I am bringing my spouse	X	
I would like to have accommodation		X

Signed J R Houghton

James R. Houghton

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	Yes	No
I am coming to the Executive Committee Meeting	✓	
I am coming to the luncheon	✓	
I am coming to the Dinner and Show	✓	
I am bringing my spouse		
I would like to have accommodation	✓	

Signed W W Forrestal

accompanied by Mrs. A. E. Whitney