

Draft 3/5/87

To: Board of Trustees, Institute for Advanced Study
From: James D. Wolfensohn
Subject: Search Committee

At the October meeting of the Board of Trustees, Thornton Bradshaw reported on the progress of the Search Committee. He reviewed with you a list of 15 names under consideration by the Committee. That list was narrowed to six potential candidates, each of whom agreed to meet with three members of the Committee to discuss the IAS directorship. Of the six people, four concluded that they did not want to have further discussions with the Committee because either they were not ready to leave their present positions or were in line for the top position in their own organizations. The Committee decided not to encourage further discussions with two of the six people. Since then two additional people from the list of 15 were contacted. One person did not want to be considered for the position and the second has yet to respond.

At the end of December, the faculty chose two additional faculty representatives to the Committee, Giles Constable and John Bahcall, with the result that all the Schools were represented on the Committee. Soon thereafter the two original faculty representatives, Robert Langlands and Michael Walzer, left on sabbatical. The faculty has recently replaced them with Armand Borel and Clifford Gertz.

On February 10, I met separately with both the faculty and some of the staff members to report the status of the search and to comment on the numerous rumors making the rounds at the Institute. Among the questions asked was one concerning an interim director. While the Committee has discussed this as a possibility, the Board has not. I reported that I would recommend that if it is necessary to appoint an interim director, that he not be an active faculty member. If, at a later date, it is apparent that a interim director is needed, I will be in touch with the Board.

The Committee would hope to have identified a new Director prior to the April Board meeting, however, there is no way to guarantee this. A conflicting commitment in Australia will prevent me from chairing that Board meeting, but I will fly back for the day to attend the dinner for Harry Woolf.

I will keep you informed about our progress.

JAMES D. WOLFENSOHN
INCORPORATED

425 PARK AVENUE
NEW YORK, NEW YORK 10022

PHONE: (212) 909-8100
TELEX: 661830

January 30, 1987

Dear Brad,

When I was in London, Jacob Rothschild suggested two names to me for consideration for the Institute. The first is Tony Quinton, Master of Trinity College, Oxford. He is fifty-nine years of age and has an American wife who spends a great deal of time in the States.

The second is Ronny Dworkin, Professor of Jurisprudence at Oxford and at Harvard.

I am sending a copy of this note to Donna Manning in the hope that she might be able to get some information for us.

Sincerely yours,



James D. Wolfensohn

Mr. Thornton F. Bradshaw
Chairman & CEO
RCA Corporation
30 Rockefeller Plaza
New York, New York 10020

The Rockefeller Foundation

KENNETH PREWITT
VICE PRESIDENT

RECEIVED

JAN 12 1987

January 12, 1987

Dear Mr. Bradshaw:

My just concluded ten days far away from the pressures of daily work provided an opportunity to focus more clearly on our informal conversation concerning the Directorship of the Institute for Advanced Studies, and I have come to the firm conclusion that I should withdraw my name from consideration. To offer an explanatory apology for engaging even in the initial exploration, I extend this letter a bit.

As I hope I made clear at the outset, it was first and foremost my respect for the Institute and its truly extraordinary place in the world of ideas that tempted me into the conversation. It is this same respect, ironically, which leads to my premature withdrawal. Given the remarkable stature of the Institute, it is inappropriate, or so it seems to me, for a person of my modest professional visibility to allow for even the remote possibility of refusing its Directorship.

Although it is easy to imagine that your short list includes persons with more impressive credentials than mine, I am sufficiently confident in myself as a science administrator to believe that my candidacy would become more viable as conversations continued. Against this possibility, and holding in mind the sentiment of the previous paragraph, I used my vacation to take seriously the prospect of shifting from the Rockefeller Foundation to the Institute. It seemed unlikely. I find that I have become deeply invested in the special puzzle posed for knowledge-based foundations -- how to link ideas and action. Without knowing for sure how long I want to work on that puzzle, or how successful I will be at thinking it through, this is not the right time to step away from it.

Page Two
January 12, 1987

That the Institute will appoint a director of the stature and talent it merits, I have no doubt. For me, to have been on the short list, is a very special professional compliment. My thanks to you and your colleagues for this compliment.

Sincerely,

A handwritten signature in dark ink, appearing to read "Kenneth Prewitt". The signature is fluid and cursive, with the first name "Kenneth" written in a larger, more prominent script than the last name "Prewitt".

Kenneth Prewitt

Mr. Thornton F. Bradshaw
Chairman
RCA Corporation
30 Rockefeller Plaza
New York, New York 10020

Columbia University in the City of New York | *New York, N. Y. 10027*

DEPARTMENT OF PHYSICS

538 West 120th Street

December 11, 1986

Mr. Thornton F. Bradshaw, Consultant
RCA Corporation
30 Rockefeller Plaza
New York, N. Y. 10020

Dear Mr. Bradshaw:

If it is not too late, I would like to nominate Dr. Marvin Goldberger for the directorship of the Institute for Advanced Study. Dr. Goldberger is one of the world's leading theoretical physicists; his administrative skills have been amply demonstrated during his present tenure as president of Caltech. I am sure you are familiar with all of this since Goldberger is one of the trustees of the Institute.

Only very recently I learned from reliable sources that Goldberger might be interested in moving to the East Coast. I cannot think of any other candidate better suited to this position, and I hope very much that the Search Committee will not miss this wonderful opportunity.

Yours sincerely,

T. D. Lee

cc Z. Stewart
D. Bell
D. Straus
M. Walzer
R. Langlands
✓ D. Manning
J. Bahcall
J. D. Wolfensohn

THE INSTITUTE FOR ADVANCED STUDY

December 10, 1986

Professor Piet Hut
Faculty Secretary
The Institute for Advanced Study
Princeton, NJ 08540

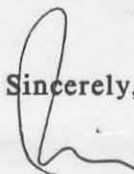
Dear Piet:

I have received a copy of the resolutions adopted by the Faculty at their November 2nd meeting. The Board of Trustees and especially the Search Committee appreciate the support of the Faculty in this important and delicate task of trying to identify the best person to direct and lead the Institute for the next few years.

The Committee has found the comments and suggestions of the Faculty members relayed to it by the Faculty representatives to be very helpful in the search process.

I will send copies of the resolutions to the members of the Board of Trustees as requested by the Faculty in order for them to note the variances between the search procedure being followed and the appointment procedure outlined in the Procedures for the Academic Governance of the Institute.

Sincerely,




James D. Wolfensohn
Chairman of the Board

JDW:fs

✓ bcc: Donna Manning

*Sorry for the delay in
responding to you -
Best -*



THE INSTITUTE FOR ADVANCED STUDY

December 10, 1986

To: Members of the Board of Trustees of
The Institute for Advanced Study

From: James D. Wolfensohn

Enclosed is a copy of the resolutions passed by the Faculty at a meeting held on November 2, 1986 to discuss the procedure to select a new director. The faculty asked that these resolutions be sent to the members of the Board to make them aware that the procedures accepted by the faculty "are at variance from the procedures in the rules of governance and should not set a precedent."

JDW:fs
Enclosure

✓ bcc: Donna Manning



THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone: (609) 734-8087 Telex: 229734 IAS UR

SCHOOL OF NATURAL SCIENCES

PIET HUT :Room F314,(609) 734-8075

6 November 1986

Professors R. P. Langlands and M. Walzer
Faculty Representatives on the Search Committee

Dear Robert and Michael,

Herewith I send you the minutes of the Faculty Meeting of 2 November 1986. The Faculty has requested me to ask you to communicate the formal resolutions of the meeting to the Board of Trustees, as part of the consultation process required by the Rules of Governance.

Yours Sincerely,



Piet Hut
Faculty Secretary

cc: IAS Faculty

PH/TEX

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone: (609) 734-8000 Telex: 229 734 IAS UR

SCHOOL OF NATURAL SCIENCES

6 November 1986

MEMORANDUM

To: IAS Faculty
From: Piet Hut
Re: Final version

Faculty Meeting of 2 November 1986

Present:

Professors Bahcall, Borel, Bowersock, Caffarelli, Constable, Deligne, Elliott, Geertz, Habicht, Hut, Langlands, Lavin, Milnor, Paret, Scott, Selberg, Spencer, Walzer, and White.

Absent:

Professors Adler, Bombieri (on leave), Dyson, Dashen (on leave)

This Faculty Meeting was called by the Faculty Secretary, Professor Hut following the request by Professors Bahcall, Borel, Constable, Dyson, Habicht, Hut, Lavin and Paret. A motion nominating Professor White to chair the Meeting was approved unanimously.

The Chairman opened the Meeting at 2:05 pm. Five motions were passed.

- 1) "At the conclusion of the scheduled interviews with the six candidates for the position of new Director, those candidates still interested and who have been positively assessed by the committee will constitute the short list, and this short list shall include at least three names." This motion was passed with 15 in favor, 1 opposed and 3 abstentions (the Chairman and the two Faculty Representatives, Professors Langlands and Walzer, who all three abstained in view of their special function).
- 2) "When the short list is constituted, four Faculty Representatives shall be involved in all processes developed for the purpose of ranking the candidates." This motion was passed with 8 in favor, 6 against, 2 abstentions aside from the procedural three abstentions.
- 3) "The procedures as presented to the Faculty by its Representatives in the Search Committee are accepted, with modifications we have suggested, by the Faculty in full recognition that they are at variance from the procedures in the rules of governance and should not set a precedent." This motion was passed with 14 in favor, 1 opposed, 1 abstention besides the procedural 3 abstentions.

To: IAS Faculty

6 November 1986

Page 2

- 4) "The formal resolutions of this meeting and the votes on them shall be communicated by way of our Representatives on the Search Committee to the Board of Trustees, because they refer to variances on the selection procedure as described in the rules of governance." The motion was passed with 14 votes in favor, no opposition, 2 abstentions besides the procedural 3 abstentions.
- 5) "Professors Bahcall and Constable are suggested as the two additional Faculty Representatives on the Search Committee." This motion was passed with 14 in favor, and abstentions only by the Chairman and the (candidate) Representatives.

The Chairman adjourned the Meeting at 3:30 pm.

Yours sincerely,

A handwritten signature in dark ink, appearing to be 'Piet Hut', written in a cursive, flowing style.

Piet Hut, Faculty Secretary

- 10 -

(b) When major innovations are contemplated within the Board or the Faculty, they shall be discussed at an early stage through the mechanism of the meetings provided for in article 13.

(c) 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, or, without Faculty approval, for a calendar year following. 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.

15. Appointment Procedure, Terms of Appointment, and Duties and Responsibilities of Director

(a) When there is a vacancy in the Directorship, the Board shall receive the views of the Faculty on the vacancy in any way the Faculty chooses to offer them. Faculty views on the general characteristics desired in a Director, specific nominations, and Faculty comments on nominees the Board is considering, shall all be welcome. Names of all candidates to whom the Board is giving serious consideration shall be circulated to the Faculty in a timely way to allow for careful and thoughtful comment. In particular, should the Faculty wish to express its collective opinion through a Committee, the special committee of the Board provided for in Article VI, section 3 of the By-Laws, shall meet with that committee for full discussion. Nothing in these arrangements shall preclude Faculty members from offering their individual views.

(b.1) A Director shall be appointed for a term of not longer than ten years and in no case to extend beyond the end of the academic year in which he reaches his 65th birthday.

- 11 -

(b.2) A Director may be reappointed for a further term only after Faculty/Trustee consultation as described in (a) above.

(b.3) During his term as Director, the Director shall not be a professor or otherwise have the status of a Faculty member.

(b.4) After the completion of his service, a Director shall at his option be appointed a member with the title of professor until he reaches the age of retirement. His salary, obligations, and privileges shall be those of a professor but he shall not vote in either School or Faculty meetings, nor count as an official member of a School.

(c) The Director shall be responsible to the Board in both administrative and academic matters.

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

In academic matters, the Director shall be responsible for seeing that the views of the Faculty on the operation and development of the Institute, together with his own comments, are communicated to the Board. He shall be particularly responsible for those matters which affect the Institute as a whole and fall outside the scope of the individual Schools. These include specifically the relative development of the several Schools, and the possibility or need for change in the scope and/or

character of the Institute's activities. In exercising his academic responsibilities, he shall act in accordance with agreed procedures as to the role of the Faculty in the governance of the Institute.

16. Amendment in the Procedures

No change shall be made in these procedures without full consultation among the parties concerned.

ADOPTED and agreed by

The Faculty, at its meeting of 27 November 1974

By the Executive Committee in behalf of the Board of Trustees, at its meeting of 14 December 1974

Section 4 Amended 24 April 1982

THE INSTITUTE FOR ADVANCED STUDY

December 5, 1986

Mr. James Wolfensohn
James D. Wolfensohn, Inc.
425 Park Avenue
New York, N.Y. 10022

Dear Jim,

The Search Committee will meet on Thursday, December 18, 1986 at 10 a.m.
at 30 Rockefeller Plaza, 53rd floor. We should finish before lunch.

Professors Bahcall and Constable have been invited to join the meeting.

Have you, by now, seen the resolutions passed by the faculty along with
my draft letters to Piet Hut and the Trustees? If not, please give me a call.

Very truly yours,

Donna Manning

THE INSTITUTE FOR ADVANCED STUDY

November 21, 1986

Mr. James D. Wolfensohn
James D. Wolfensohn, Inc.
425 Park Avenue
New York, N.Y.

Dear Jim,

I've enclosed a draft of a letter to Piet Hut from you acknowledging receipt of the resolutions from the November 2 faculty meeting and drafts of two letters to the Board of Trustees. One letter is a cover letter to the resolutions from the faculty and the second, if you prefer to use in place of the first, contains a summary of the resolutions. I've also enclosed a copy of the appointment procedure as found in the rules of governance.

The School of Historical Studies faculty are looking forward to your meeting on Wednesday and hoping nothing will interfere with your coming. They seem to have a lot they want to talk about, but unlike earlier meetings they don't appear to want to challenge or argue. Instead, it appears they would like to build a positive relationship with you and the Board. Anyway that's my reading. If you have a chance to look at John Elliott's new book which Patsy sent to you, it would be nice for you to mention it to him. He is evidently still depressed by the biting quote from the illustrious commentator thinking somehow it applied to him alone. (That's the quote about some SHS professors would not be able to get an appointment in a major university today.)

I'm glad you were able to schedule the meeting of the Search Committee on the 18th of December since I had no other date to go to. By then you and Brad and one of the faculty representatives will have seen all the candidates except Rhodes. I'm not sure you can wait until the end of January to see him but that's up to Brad and you. I've asked Brad to confirm my assumption that Bahcall and Constable will be invited to that meeting. Bachall may have left on holiday by then but that's his problem.

Let me know if you want me to follow up on either of the letters.

Cordially,

Donna Manning

Enclosures

WITH THE COMPLIMENTS OF

Thanks for
taking care of
this.

Sally

JAMES D. WOLFENSOHN
INCORPORATED

425 PARK AVENUE
NEW YORK, NEW YORK 10022

PHONE: (212) 909-8100
TELEX: 661830

Princeton University

Office of the Provost
3 Nassau Hall
Princeton, New Jersey 08544

Nov. 16, 1988.

Dear Jim

First, let me thank you for having devoted so much time to our meeting concerning the Institute and its Directorship. I greatly appreciated the informal, candid and totally open conversation that we were able to have, and I felt honored to be asked to consider being a candidate for the Director's post.

After more reflection, I do however believe that my original instinct was the right one: important as the Directorship is — and particularly at this moment — I continue to believe that, with respect to my own particular case, the "match" would not be the right one. Let me stress what I mentioned before, however: if I can be of any use whatsoever (in helping to evaluate candidates, for example), please do not hesitate to call upon me. I believe

that your search is a critical one, and I would be
happy to assist in any way that would be helpful
to you. Meanwhile, thank you again, and all my
very best wishes to you and to the family.


Sincerely,

Neil

THE INSTITUTE FOR ADVANCED STUDY

November 7, 1986

To: Members of the Search Committee

From: Donna Manning 

Enclosed is a copy of the minutes of the October 24th meeting of the Committee.

Meetings have been held with one of the candidates and are set with the other five. These meetings will take place in November and December. I will try to set a meeting of the whole Committee early in December at which time two additional faculty representatives, Professors Bahcall and Constable will join the Committee.

The faculty met last Sunday at which time they agreed on five resolutions.

- 1) The list of six candidates will be narrowed to at least three.
- 2) When the short list is constituted, four Faculty Representatives will be involved in all processes developed for the purpose of ranking the candidates.
- 3) The procedures presented to the Faculty by the Representatives are accepted by the Faculty in recognition that they are at variance from the procedures in the rules of governance and should not set a precedent.
- 4) These resolutions shall be communicated to the Board.
- 5) Professors Bahcall and Constable are suggested as the two additional Faculty Representatives.

I understand that the meeting went very smoothly.

THE INSTITUTE FOR ADVANCED STUDY

November 7, 1986

Mr. James D. Wolfensohn
425 Park Avenue
New York, N.Y. 10010

Dear Jim,

Enclosed is a copy of the minutes of the October 24th meeting and the resolutions which came out of the faculty meeting.

Please note in the first resolution the words "at least three names". The no votes for resolution two reflect the thinking of several faculty members that this resolution was unnecessary.

Michael and Bob suggested that you may want to acknowledge the third resolution in a note to the faculty sent to Piet Hut.

Do you want to relay the resolutions to the Board or do you want me to?

Bob and Michael are concerned about timing since they both leave on sabbatical on the first of January. They suggested that a meeting of the Committee with the two additional representatives be set for December 3 after the meeting with Prewitt.

Cheers,

Enclosures

THE INSTITUTE FOR ADVANCED STUDY

November 7, 1986

Mr. Thornton Bradshaw
30 Rockefeller Plaza
New York, N.Y. 10020

Dear Brad,

Enclosed are the final minutes of the October 24th meeting and the resolutions from the November 2nd faculty meeting. I think everyone was surprised that it went so smoothly.

Bob and Michael are concerned about the time since they are off on sabbatical after the first of the year and have suggested that a meeting of the Committee plus the additional two faculty representatives be set for December 3rd after the meeting with Prewitt. Is that possible? Let me know so we can set it up immediately.

Yours very truly,

Donna Manning

Enclosures

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THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone: (609) 734-8087 Telex: 229734 IAS UR

SCHOOL OF NATURAL SCIENCES

PIET HUT :Room F314, (609) 734-8075

6 November 1986

Professors R. P. Langlands and M. Walzer
Faculty Representatives on the Search Committee

Dear Robert and Michael,

Herewith I send you the minutes of the Faculty Meeting of 2 November 1986. The Faculty has requested me to ask you to communicate the formal resolutions of the meeting to the Board of Trustees, as part of the consultation process required by the Rules of Governance.

Yours Sincerely,



Piet Hut
Faculty Secretary

cc: IAS Faculty
PH/TEX

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone: (609) 734-8000 Telex: 229 734 IAS UR

SCHOOL OF NATURAL SCIENCES

6 November 1986

MEMORANDUM

To: IAS Faculty
From: Piet Hut
Re: Final version

Faculty Meeting of 2 November 1986

Present:

Professors Bahcall, Borel, Bowersock, Caffarelli, Constable, Deligne, Elliott, Geertz, Habicht, Hut, Langlands, Lavin, Milnor, Paret, Scott, Selberg, Spencer, Walzer, and White.

Absent:

Professors Adler, Bombieri (on leave), Dyson, Dashen (on leave)

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To: IAS Faculty

6 November 1986

Page 2

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The Chairman adjourned the Meeting at 3:30 pm.

Yours sincerely,

A handwritten signature in dark ink, appearing to be 'Piet Hut', written in a cursive, flowing style.

Piet Hut, Faculty Secretary

One Lexington Avenue
New York, N.Y. 10010

October 27, 1986

Mr. Thornton Bradshaw
RCA Corporation
30 Rockefeller Center
New York, N.Y. 10019

Dear Brad,

Enclosed is a draft of the minutes of Friday's Search Committee meeting. I want to make sure that we have the procedure correct. Would you please check them and give me your comments.

We should talk soon about setting up meetings with the candidates, you, Jim and one of the faculty representatives. Obviously none of it will be easy to arrange given everyone's schedule. The sooner you are able to begin the better.

If I don't hear from you by Wednesday, I'll give you a call.

Yours very truly,


Donna Manning

Enclosure

October 13, 1986

To: Members of, and Representatives to, the Search Committee

From: Donna Manning

Enclosed are:

A list of applicants responding to the advertisement
for the director

A memo from T. Bradshaw dated 10/1/86

An article from the May, 1983 Science magazine
written by Ralph Gomory which R. Langlands
thought might be of interest to circulate to the
Committee members

I've spoken to a number of faculty members about Jim Wolfensohn's meeting with them last Thursday. The reaction was positive even though there was no definite procedure put forward as to the faculty's involvement in the selection process.

There will be a meeting of the Search Committee on Friday, October 24, 4:30 to 6:30 in the Board Room.

To	File	Location	Date
			10/1/86
From	T. F. Bradshaw	Location	Telephone
Subject	<u>Institute for Advanced Study Search Committee</u>		

Today I spoke with Dave Saxon, Chairman of the Board, M.I.T., concerning John Deutch, with whom he has worked very closely.

Dave Saxon said John Deutch is a most remarkable man, the best he has worked with, very bright, has a background of both humanities and science (Amherst and M.I.T.), demands quality, not a passive administrator.

I believe that Saxon was trying to say that although Deutch has done extremely well dealing with professors and staff at M.I.T., and also did very well when he was in the government, he is not primarily a diplomat, but rather a good administrator.

He has been offered a number of positions and has turned them all down. He appears to be committed to M.I.T. If there was such a thing as promotion solely from within, he would be the next president of M.I.T. On the other hand, he might well be tapped even if he went to another position of high visibility.

Saxon's comments on others:

Ed David	Not as broad-gauge as John Deutch, but still would have to be considered among our top contenders.
Sidney Drell	As good as John Deutch, a remarkable man, narrower experience.
Henry Rosovsky	Certainly a top contender. On the other hand, Derek Bok is off for a sabbatical and Henry will be Acting President of Harvard.
Robert Schreiffer	Saxon said without going into it he would vote "No."
Harold Shapiro	Saxon is a great admirer of Shapiro.
Howard Swearer	Saxon does not believe he should be on the top list.

✓ cc: Donna Manning

THE INSTITUTE FOR ADVANCED STUDY

October 3, 1986

Professor Robert Langlands
Institute for Advanced Study
Olden Lane
Princeton, New Jersey

Dear Bob,

Enclosed please find:

September 23 minutes
letter from Zeph Stewart with an attached letter from
John Hunt
memo from T. Bradshaw
biographical information on
Gerald Edelman
Felix Browder - suggested by Christopher Wright
Stanley Katz to D. Straus

I believe that it is better at this point not to have a list. If you don't remember or can't tell from my subtle minutes who is on list 1 or 2, give me a call. Brad and Jim are in the process of checking the availability and willingness of the candidates after which Brad will be asking Committee members to meet with those persons remaining on the list.

After Jim meets with the faculty on October 9, I will pass along a report. The next meeting of the Committee will be on the Friday of the Board meeting (October 24) at 4:30 in the Board Room at the Institute.

Please let me know if you think any of the three new names are worth pursuing or any additional information you may learn about the candidates.

Very truly yours,



Donna Manning

Enclosures

PAUL, WEISS, RIFKIND, WHARTON & GARRISON

345 PARK AVENUE

NEW YORK, NEW YORK 10154

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RANDOLPH E. PAUL (1946-1956)
LOUIS S. WEISS (1927-1950)
JOHN F. WHARTON (1927-1977)

ADRIAN W. DEWIND
LLOYD K. GARRISON
JAMES B. LEWIS
MORDECAI ROCHLIN
HOWARD A. SEITZ
SAMUEL J. SILVERMAN
JOHN C. TAYLOR, 3RD.
COUNSEL

DOMINIQUE FARGUE**
SAMUEL MYERS
EUROPEAN COUNSEL

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NEALE M. ALBERT
MARK H. ALCOTT
DANIEL J. BELLER
MARK A. BELNICK
ALLAN BLUMSTEIN
RICHARD S. BORISOFF
JOHN F. BREGGIO
DAVID C. BRODHEAD
RICHARD J. BRONSTEIN
JOSEPH E. BROWDY
CAMERON CLARK
JEROME ALAN COHEN
EDWARD N. COSTIKYAN
JAMES M. DUBIN
RICHARD A. ENGELMAN
LESLIE GORDON FAGEN
PETER L. FELCHER
GEORGE P. FELLEMAN
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(212) 644-8654

September 23, 1986

Mr. James D. Wolfensohn
President
James D. Wolfensohn, Inc.
425 Park Avenue
New York, NY 10022

Dear Jim:

We spoke of Alex Capron in connection with your search for a director of the Institute. Did you ever get a curriculum vitae? I enclose one. Incidentally, he was on Good Morning America today, effective as usual.

Kindest regards.

Sincerely,

Morris B. Abram

/vc
Enclosure

RECEIVED 9/26/86
ANSWERED
FILE

To	File	Location	Date	9/25/86
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From	T. F. Bradshaw	Location	Telephone
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Subject	<u>Selection of Director of Institute for Advanced Study</u>
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Today I called Elizabeth McCormack to ask her about Ken Prewitt, Vice President, Rockefeller Foundation. She regards him highly, believes that he came to the Rockefeller Foundation two years ago with the expectation of becoming the President at some time. He was previously head of the Social Science Research Council and was considered for the position of President of Swarthmore. Although Elizabeth considers him a very topnotch person, she does not put him in the top group of our #1 list.

Her comments on other candidates were:

Alex Capron - awful, a smart-aleck

Neil Rudenstein - wonderful, her favorite candidate to become next President of Harvard

Harold Shapiro - excellent

Fred Starr - apparently had some problem at Tulane which he did not disclose when he was being interviewed for the job of President of Swarthmore

Marina Whitman - very good

Henry Rosovsky - at the top of the list

✓ cc: Donna Manning



CENTER FOR HELLENIC STUDIES
3100 WHITEHAVEN STREET, N.W.
WASHINGTON, D.C. 20008-3684

OFFICE OF THE DIRECTOR
202-234-3738

September 29, 1986

Mrs. Donna Manning
Office of the Director
The Institute for Advanced Study
Princeton, NJ 08540

Dear Donna:

I enclose a copy of a letter from John Hunt to Jim Wolfensohn of which John sent me a copy. He also enclosed for my information a recent essay by Dr. Edelman and a review of nine of his papers in the most recent (October 9th) New York Review of Books. He had also sent these to Jim.

I assume that Jim will have put all this material into your hands, but I thought that I ought to do the same for the letter at least, just to be sure that it doesn't get lost between the cracks.

After reading Dr. Edelman's essay on "Profits and Prophecy: A Partial View of American Science near the Millenium" and the review of his work, I was deeply impressed. I don't think that we need to be at all swayed by John Hunt's interest in pushing life-sciences research at the Institute, but I do think that he has suggested here an enormously gifted scientist who has a vision about what a place like the Institute should be doing and who combines humanistic understanding and a highly literate talent with his scientific achievement.

If it turns out that he has acceptable personal qualities and some administrative talent -- both of which seem likely -- I think that he ought to be placed among the people whom we are considering. He may be entirely unavailable, but that is my fear about most of our top group at this point.

Please let me know if you want me to forward the two items that were included with John Hunt's copy of his letter.

Sincerely,

A handwritten signature in cursive script, appearing to read "Zeph".

Zeph Stewart



BioTechnica International, Inc.

85 Bolton St., Cambridge, Massachusetts 02140 (617) 864-0040

Cable: BIOTECH

John Hunt

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

September 25, 1986

Mr. James D. Wolfensohn
President
James D. Wolfensohn Inc.
425 Park Avenue
New York, NY 10022

Dear Jim:

Zeph Stewart has been in touch with me about candidates for the Institute and related matters. In his most recent letter, he mentioned that the selection committee was exploring possibilities in the scientific field.

I am writing to recommend that you consider Gerald Edelman, director of The Neurosciences Institute at the Rockefeller University. I knew Gerry years ago at the Salk Institute for Biological Studies. He has had an illustrious career, as the enclosed material will show. He is at an age and a stage in his career where a move might be possible, at least a move that would involve the Directorship of the Institute for Advanced Study. Certainly his appointment, if he were willing and was deemed desirable by those who decide, would raise the intellectual profile of the Institute considerably. He has the kind of eminence and authority in his field which could restore a measure of intellectual leadership to the Institute. I also believe that he has the breadth of interest to enable him to deal effectively with the Institute's various constituencies. You know various people who can provide you with additional perspectives on the man.

Finally, I believe that he could provide the Institute with the informed leadership and perhaps the organizational ability necessary to create a strong presence in the life sciences at the Institute. As you know, I continue to feel that this is the next important contribution which the Institute should make to contemporary intellectual and scholarly life. And if Gerry needs a laboratory to continue his research, perhaps an arrangement could be worked out so that he could maintain a position at the Neurosciences

Mr. James Wolfensohn

Page 2

September 25, 1986

Institute at Rockefeller. After all, New York is a very easy commute from Princeton, and multiple appointments for highly able people are not infrequent these days.

Good luck in this important endeavor. And let me know if I can be of help.

With best regards, I am,

Cordially,

A handwritten signature in dark ink, appearing to be 'J. Wolfensohn', with a large loop and a horizontal stroke extending to the right.

JH/dar/1251H

Enclosures

cc: Zeph Stewart

Dear Zeph:

I hope that you find these materials interesting. Please note in particular the last sentence in the long review article about Edelman's work in the New York Review.

JAMES D. WOLFENSOHN

INCORPORATED

425 PARK AVENUE
NEW YORK, NEW YORK 10022

PHONE: (212) 909-8100

TELEX: 661830

October 2, 1986

Mr. Morris B. Abram
Paul, Weiss, Rifkind, Wharton & Garrison
345 Park Avenue
New York, NY 10154

Dear Morris:

Many thanks for Alex Capron's complete curriculum vitae. I have passed it along to Thornton Bradshaw, Chairman of the IAS Search Committee.

We are making good progress and very much appreciate your efforts on the Institute's behalf.

With best regards,

James D. Wolfensohn

Sincerely,

James D. Wolfensohn
James D. Wolfensohn

JDW:fs

PAUL, WEISS, RIFKIND, WHARTON & GARRISON

345 PARK AVENUE

NEW YORK, NEW YORK 10154

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JOHN C. TAYLOR, 3RD.
COUNSEL

DOMINIQUE FARGUE**
SAMUEL MYERS
EUROPEAN COUNSEL

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September 23, 1986

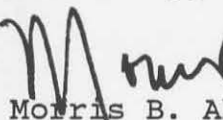
Mr. James D. Wolfensohn
President
James D. Wolfensohn, Inc.
425 Park Avenue
New York, NY 10022

Dear Jim:

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Kindest regards.

Sincerely,


Morris B. Abram

/vc
Enclosure

RECEIVED 9/26/86
ANSWERED
FILE

JAMES D. WOLFENSOHN
INCORPORATED

425 PARK AVENUE
NEW YORK, NEW YORK 10022

PHONE: (212) 909-8100
TELEX: 661830

September 22, 1986

Mr. Howard R. Swearer
The President
Brown University
Providence, R.I. 02912

Dear Howard:

Thank you so much for your letter of September 11th and for the very useful suggestions. We shall follow up on all of them at our committee meeting and will keep you informed of developments.

Our understanding is that Hannah Grey is not interested in the Institute but we shall look carefully at your other suggestions. Our warmest thanks to you for your thoughtful contribution. I know that Brad Bradshaw will also be very grateful for your views.

With all good wishes,

Sincerely yours,

James D. Wolfensohn

JDW:jy

cc: T. Bradshaw

bcc: Donna Manning

BROWN UNIVERSITY

PROVIDENCE, R. I. 02912

9/17/86
L. 9/22/86

THE PRESIDENT

September 11, 1986

Mr. James D. Wolfensohn
President
James D. Wolfensohn Incorporated
425 Park Avenue
New York, N. Y. 10022

Dear Jim:

I meant to get back to you long before now about my thoughts on the head of the Institute for Advanced Studies. The opening of the new academic year has been distracting! My apologies.

I believe that this is a most attractive position for a variety of persons, especially for those who have had a considerable stint as a university president and are now looking for a new challenge without any of the hassles of large organizations and constant student "issues" (and with the opportunity for new intellectual challenges, both personal and organizational). The Institute is clearly one of the world's premier academic/research institutions which is making a real difference to scholarship. Moreover, the fund-raising and administrative challenges do not appear overly daunting to a university president.

Let me suggest some possibilities. I should make clear, however, that I have not discussed the future with any of these colleagues. In the Ivy League, I should think that Bill Bowen at Princeton and Derek Bok at Harvard are ready for a change. They have been in their current positions for some 15 years and may be ready for a change. Frank Rhodes is also a possibility -- and he would be superb -- but I believe that he intends to finish out his career at Cornell. Hannah Grey at Chicago should also be one of the leading contenders, in my book, but there are rumors that she may be in line for the presidency of Andrew Mellon Foundation (however, this is only a rumor). Another possible candidate is Steve Muller at Johns Hopkins. He has been there for more than 15 years and has done an outstanding job.

I hope these suggestions will be of help. It is an attractive position and there are a number of very experienced and highly capable academic administrators who have served long stints and may be considering a change.

All the best,



Howard R. Swearer

HRS:ap

To	File	Location	Date
			9/25/86

From	T. F. Bradshaw	Location	Telephone
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Subject	<u>Selection of Director of Institute for Advanced Study</u>
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Today I called Elizabeth McCormack to ask her about Ken Prewitt, Vice President, Rockefeller Foundation. She regards him highly, believes that he came to the Rockefeller Foundation two years ago with the expectation of becoming the President at some time. He was previously head of the Social Science Research Council and was considered for the position of President of Swarthmore. Although Elizabeth considers him a very topnotch person, she does not put him in the top group of our #1 list.

Her comments on other candidates were:

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Harold Shapiro - excellent

Fred Starr - apparently had some problem at Tulane which he did not disclose when he was being interviewed for the job of President of Swarthmore

Marina Whitman - very good

Henry Rosovsky - at the top of the list

✓ cc: Donna Manning

One Lexington Avenue
New York, N.Y. 10010

September 25, 1986

Mr. Thornton F. Bradshaw
RCA Corporation
30 Rockefeller Plaza
New York, NY 10020

Dear Brad,

Enclosed are a copy of the draft minutes of the September 23rd Search Committee meeting, letters from Dan Bell and Zeph Stewart regarding various candidates they were asked to get information about, a letter from John Hunt to Zeph Stewart and a list of the 62 applicants resulting from the advertisement last spring.

As I mentioned on the telephone, there is a meeting of the Search Committee scheduled for Friday afternoon at 4:00 or 4:30 before the Saturday board meeting.

I hope you and Jim have already or will soon discuss the procedure from here on.

Cordially,

Donna Manning

P.S. I just received a notice for jury duty today.

Enclosures

HARVARD UNIVERSITY
DEPARTMENT OF SOCIOLOGY

DANIEL BELL
*Henry Ford II Professor
of Social Sciences*

*William James Hall 370
Cambridge, Massachusetts 02138
617-495-3843*

September 17, 1986

To: The Search Committee
Institute for Advanced Study

In re: Francis Low.

On two occasions, the name of Francis Low has arisen as a viable candidate. One of these is indicated in my discussion, (appended here) with Leon Cooper, a Nobel laureate in physics, professor of physics at Brown, and sometime fellow at the Institute.

The second came in a general talk with Robert M. Solow, a neighbor and friend. Solow is Institute Professor of Economics at M.I.T. and one of the most respected economists in the nation. Equally, he was a trustee of the Institute, my predecessor as the "social science" trustee during the tenure of Carl Kaysen. Solow brought up the name of Francis Low, stating that by temperament, training, ability and intellect he would be the best person he could think of as director of the Institute.

Francis Low was the provost at M.I.T., in effect the intellectual leader of the school under chancellor Paul Gray. He is, I believe, about 57 years of age, so that the age question would have to be considered if he were to be thought of as a serious candidate. Low, a theoretical ~~physicist~~ physicist has now gone back to teaching.

HARVARD UNIVERSITY

DEPARTMENT OF SOCIOLOGY

DANIEL BELL
Henry Ford II Professor
of Social Sciences

William James Hall 370
Cambridge, Massachusetts 02138
617-495-3843

September 17, 1986

To: The Search Committee
Institute for Advanced Study

In re: Howard Swearer (respondent--Leon Cooper).

In the course of the discussion with Leon Cooper, a professor of physics at Brown University, on Robert Schreiffer, I asked as well about Howard Swearer, the president of Brown and another individual on our list.

Cooper praised Swearer as an excellent administrator who knew how to handle difficult situations. Yet, he said, it would be hard for him to see Swearer " as a driving force" to rebuild physics, which was the recurrent theme of his comments.

After several minutes ~~in~~ such ruminations, he said that he was " not happy with either of the two names," and he continued: you need someone like Vickie Weisskopf. [Victor F. Weisskopf had been the director of CERN, the international physics institute and then Institute Professor at M.I.T.). Reminded that Vickie was now emeritus, he then immediately came up with the name of Francis Low as ~~is~~ coming closest to his idea.

HARVARD UNIVERSITY
DEPARTMENT OF SOCIOLOGY

DANIEL BELL
*Henry Ford II Professor
of Social Sciences*

*William James Hall 370
Cambridge, Massachusetts 02138
617-495-3843*

September 17, 1986

To: The Search Committee
Institute for Advanced Study

In re: Howard Swearer. (Respondent--Peter Stanley).

Peter Stanley is a vice-President for Education at the Ford Foundation who, in relation to Swearer has had the advantage of serving under him at Carleton College, as provost.

Stanley is a forthright, open person who spoke quite freely. He said, simply, that one could name the plus and minuses of Swearer.

On the plus side: Swearer is a delightful, equable person, who has the facility of making institutions work more easily by "lubricating" the system at the right points. He is well connected in ~~academic~~ academe. And he is a brilliant fund-raiser who saved both Carleton and Brown from financial crises.

On the negative side: Neither at Carleton or at Brown has he demonstrated a significant intellectual leadership. He has not engaged ~~at~~ the faculty on intellectual questions but allowed the existing groups to go ahead.

Stanley's conclusion was: if the Institute wanted someone who could keep the peace, keep a faculty happy, provide a stable environment and raise money. Swearer would be a prime choice. If the Institute needed someone who had to provide new intellectual directions or be strong enough to challenge the faculty to come forth with such direction, he would not be able to mount such a challenge.

HARVARD UNIVERSITY
DEPARTMENT OF SOCIOLOGY

DANIEL BELL
*Henry Ford II Professor
of Social Sciences*

*William James Hall 370
Cambridge, Massachusetts 02138
617-495-3843*

September 17, 1986

To: The Search Committee
Institute for Advanced Study

In re: Robert Schreiffer. (Respondent: Leon Cooper).

Leon Cooper, a Nobel Laureate in physics and professor of physics at Brown University, was somewhat reluctant to discuss Robert Schreiffer. He regarded him highly as a scientist and pointed out that in previous years they had collaborated on projects. But he stated that he had never been in a position to observe him as an administrator and thus was not in a position to make judgments on his role as a leader or director of an Institute. In discussing his temperament, he did say that Schreiffer would not stand fools, or would be impatient if crossed.

Although Cooper was somewhat wary in talking about Schreiffer he did, spontaneously and with enthusiasm, bring up the name of Francis Low, and said: Now if you wish someone of proven ability to run an Institute, Francis would be the man. The contrast in tone between his discussion of Schreiffer and Low was unmistakable, leading to a conclusion that had some reservations about Schreiffer in the role as director of the Institute.

Further to the point: Cooper had been a visiting fellow at the Institute and is acquainted with the physics school. He felt that it had sagged badly and that this reflected on the Institute. One of the reasons for putting forth Low's name was not only his high regard for him but the fact that as a physicist Low would be in a position to take the lead in reshaping that school.

--Daniel Bell

TRUSTEES FOR HARVARD UNIVERSITY
THE CENTER FOR HELLENIC STUDIES
3100 WHITEHAVEN STREET, WASHINGTON, D. C. 20008

September 17, 1986

Mrs. Donna Manning
1 Lexington Avenue
New York, NY 10010

Dear Donna:

I have kept trying to reach people by phone right up to the last minute, and I'll have more to report at the meeting on Tuesday (if it takes place). I wanted to put in your hands in writing whatever I've found thus far, so that you may be able to get it copied for the meeting and for our absent colleagues.

Alexander Capron

Sissela Bok knows him especially from the Board meetings of the Hastings Center. She found him "very intelligent, a subtle thinker, a person who thinks imaginatively in terms of big projects." She "liked everything about him." He charms or amuses his fellow Board members by bringing knitting to do to keep his hands occupied during the meetings. Although she is very keen about him, she knew that a recent Harvard committee had decided not to interview him even though he seemed a good candidate to head a new program on ethics in the professions. She suggested that I ask Lloyd Weinreb, the Law School member of the committee, and George Rupp, then Divinity Dean and chairman of the committee, why they hadn't interviewed him.

Lloyd Weinreb, Harvard Professor of law, said that his information by hearsay and observation had led him to believe that Mr. Capron was very bright and an excellent talker who could go to a convention and make a brilliant speech, but that he didn't stick with things and carry them through quite as well and that he was less of an intellect than other candidates.

George Rupp (now President of Rice University) said that he had been more enthusiastic than that about Capron, but that Weinreb's view had dampened the committee's enthusiasm.

Daniel Callahan, Director of the Hastings Center, has known Capron since he graduated from law school and has had him on his Board for years. When asked about the criticism I'd heard of him, he said that he felt it quite unjustified, that Capron had stuck to his one subject, law and medical ethics, throughout his career. He had been successful at Pennsylvania Law School, had been persuaded by Morris Abram to become executive director of the Presidential Commission for three years, where

Mrs. Donna Manning

-2-

September 19, 1986

he had shown great tact and leadership, and had then accepted an irresistible offer from U.S.C. as a professor of law in the same field. Callahan found him "smart, quick, adaptable, helpful on the Board, a person who knew how to get things done;" he is "congenial, bright, and good to work with." His greatest drawback for our position would be, perhaps, his complete lack of experience in fund-raising. Also Callahan wondered whether he would consider leaving his special interest and what he'd heard was the highest paid law professorship in the country (with only one course of teaching required) in order to take on the problems and fund-raising of the Institute.

John Deutsch

When I told Bob Solow, Professor of Economics at M.I.T., the two differing reports that we'd heard about Mr. Deutsch, he said that he understood both reactions. Deutsch, he said, is "a friend of mine, whom I very much enjoy as Provost." He is "extraordinarily bright," but "can be very abrasive, often shoots from the hip, and doesn't suffer fools -- or even average people." His appointment as Director would be "extraordinarily risky: it might work out beautifully, but it might be just an explosion." "It would be terribly risky, with all those chiefs walking around down there."

September 10, 1986

Professor Daniel Bell
370 William James Hall
Harvard University
Cambridge, MA 02138

Dear Professor Bell,

Could I impose on you to make an additional call to another person at Brown University? The person is David Greer, Dean of the Medical School. He is a person Professor Scott suggested that someone from the Committee could talk to about Howard Swearer.

I do hope you will be able to attend the September 23rd meeting. If for any reason you can't, please give me or Brad any information you have collected.

Yours very truly,

Donna Manning

THE INSTITUTE FOR ADVANCED STUDY

September 3, 1986

Professor Daniel Bell
370 William James Hall
Harvard University
Cambridge, MA 02138

Dear Dan,

We missed you at the meeting, but the minutes are enclosed to bring you up to date. You will note that you have a specific assignment to contact Professor Leon Cooper, the Thomas Watson, Sr. Professor of Physics at Brown University to learn something more about Robert Schreiffer who is presently the Director of the Institute for Theoretical Physics at Santa Barbara. Cooper won a Nobel Prize in 1972 the same year Schreiffer received his. We know that this is outside your field, but Professor Langlands felt it was important for one of the Trustees to pursue Professor Cooper.

Also would you be willing to call Peter Stanley, a Vice President for Education and Culture at the Ford Foundation (212-573-4730) to inquire about Howard Swearer. Joan Scott suggested him as a good source.

I've enclosed an updated list of candidates and biographical information on Marina Whitman and Kenneth Prewitt.

As you can see in the minutes, the next meeting will be September 23 at 1:00 p.m. at 30 Rockefeller Center, 53rd Floor. Lunch will be served. Hope we will see you then.

Very truly yours,

Donna Manning

Enclosures

P.S. I've enclosed a article from last Friday's NY Times on Gomory.

THE INSTITUTE FOR ADVANCED STUDY

September 3, 1986

Mr. Thornton F. Bradshaw
RCA Corporation
30 Rockefeller Plaza
New York, NY 10020

Dear Brad,

Enclosed are the minutes for the August 28th meeting and an updated list. Also I've enclosed biographical information on Marina Whitman and Kenneth Prewitt.

Please note your assignments on the last page of the minutes. Joan Scott has given me some names to contact about Howard Swearer and I have assigned Committee members to talk to these people.

There were a number of applications this week getting in under our September 15 deadline. None very interesting.

I'll see you at the September 23rd meeting. Hope your travels are pleasant.

Cordially,

Donna Manning

Enclosures

P.S. In case you missed it, I've enclosed a copy of the article on Gomory in last Friday's NY Times.

THE INSTITUTE FOR ADVANCED STUDY

September 3, 1986

Mr. James D. Wolfensohn
James D. Wolfensohn Inc.
425 Park Avenue
New York, N.Y. 10022

Dear Jim,

You were missed at the August 28th Search Committee meeting. Enclosed are the minutes, an updated list and biographical information about Marina Whitman and Kenneth Prewitt.

You were given a few assignments. Pursue I. Berlin re Dahrendorf, contact David Pakcard about Isadore Singer and Joan Scott suggested Bill Butcher, who is on the Brown Board, as a good source of information about Howard Swearer. Would you be willing to give him a call?

The next meeting of the Search Committee is on September 23rd. I got it on your calendar.

Cordially,

Donna Manning

P.S. Enclosed is an article about Gomory in case you missed it.

THE INSTITUTE FOR ADVANCED STUDY

September 3, 1986

Professor Michael Walzer
Institute for Advanced Study
Olden Lane
Princeton, New Jersey

Dear Michael,

Enclosed are the minutes for the August 28th meeting, an updated list of candidates and biographical information on Marina Whitman and Kenneth Prewitt.

In addition to your assignments listed on the last page of the minutes would you be willing to contact Ruth Ekstrom at ETS about Howard Swearer. She is on the Brown University Board. Joan Scott gave me some names.

The next meeting is, as you know, September 23rd at 1:00 p.m.

Cordially,

Donna Manning

Enclosures

P.S. In case you missed the article on Gomory, I've enclosed a copy.



BioTechnica International, Inc.

85 Bolton St., Cambridge, Massachusetts 02140 (617) 864-0040

Cable: BIOTECH

John Hunt

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

September 2, 1986

Dr. Zeph Stewart
Director
Center for Hellenic Studies
3100 Whitehaven Street, N.W.
Washington, D.C. 20008-3684

Dear Zeph:

Thank you for your letter of August 10. I found it in my mail on my recent return from Europe. In accordance with your request, I am setting down briefly some thoughts about the governance structure of the Institute.

Given the size, complexity, needs and future development of the Institute, I would suggest that the existing governance structure is now out of date and unsuitable. As far as I know, this structure has remained substantially unchanged since the Institute's early days, in spite of the changes that have taken place in the Institute's functioning and needs. Among these many changes let me cite only three: the need to assure a continuing flow of substantial revenues via institutional fund-raising; the need to address the human and other requirements of a scholarly community of significant size which changes character year by year; and the need to deal with the logistical, financial and material requirements of a complex organization, the smooth functioning of which must ultimately rest on sound and (one would hope) largely invisible financial and administrative practices.

Leadership and stewardship are both essential, and probably more needed now than ever. (The implications of the new tax bill are relevant in this regard). I believe that a team of three executives is needed to supply the leadership and the stewardship that the Institute deserves.

I would suggest that the time has come to appoint a full-time President. The duties of such a person would essentially focus on responsibility for the overall functioning of the Institute with a particular responsibility for assuring

Dr. Zeph Stewart
Page 2
September 2, 1986

the Institute's continuing financial health. The President would be a member of the Board of Trustees, ex officio, and would report to the Board. My instinct would be to select such a person from outside the ranks of academia.

Reporting to the President would be the Director (the chief academic officer) and the Vice President for Finance and Administration. The respective spheres of operation of these two executives is clear. The Director would also be a member of the Board of Trustees, ex officio.

It would be the Director's duty to assure the appropriate academic functioning of the Institute. If the realities of the political situation demanded, this position could conceivably be filled from the ranks of the permanent faculty, on a revolving basis. If this option were selected, I would recommend a term of not less than two and not more than three years, so that the burden would not become too great nor the power invested in one individual (and therefore in all likelihood in one school) become too concentrated. On the other hand, there is much to be said for selecting a Director as one has traditionally selected the Director, from the upper echelons of the academic world but from outside the ranks of the current faculty. I personally believe that this option is almost essential if one is to assure new academic and intellectual leadership rather than merely stewardship of what now exists.

As for the position to be filled by a Vice President for Finance and Administration, this position should be upgraded from the present position of General Manager (if that is indeed the title). In particular, the financial skills of the executive in this position should be considerably improved.

It may be objected that I am creating more of an administration than the Institute wants. That may be true, although I am essentially suggesting the addition of one key player, and the partial redefinition of two existing roles. However, I am more concerned with what I sincerely believe the Institute needs, both intellectually and financially. The question of how much the Institute has grown intellectually over the past thirty years is a real question and should be faced. In important ways, achieving such growth is a more difficult task than raising money, which is difficult enough, particularly at the Institute in the years ahead. The strengthening and renewal of the Institute's intellectual position will require strong leadership, and in my judgment should not be confused with the fund-raising and stewardship roles which more properly belong to the President and the Vice President of Finance and Administration. Strong leadership of differing kinds would thus have to come from both the President and the Director, with the Vice President for Finance and Administration taking care of the all-important stewardship role.

Dr. Zeph Stewart

Page 3

September 2, 1986

An attempt to invest all of these functions in one person operating with a general manager is in my judgment a recipe for failure. I believe that other institutions not unlike the Institute have come to the same conclusion.

I wish all of you well in your deliberations.

With warm regards, I am,

Very truly yours,

A handwritten signature in dark ink, appearing to be 'Zeph', with a large, sweeping loop at the beginning and a horizontal flourish at the end.

JH/das/1197H

THE INSTITUTE FOR ADVANCED STUDY

August 21, 1986

Professor Robert Langlands
Institute for Advanced Study
Olden Lane
Princeton, New Jersey

Dear Bob,

Enclosed are:

- (1) a letter from Vartan Gregorian suggesting Henry Rosovsky and Hans Hillerbrand, along with Hillerbrand's resume,
- (2) a letter from Zeph Stewart, and
- (3) just to show reading letters from applicants is not always dull, a rather flowery supplication to the Committee.

I received your message, but did not call since I think you could tell from the August 7th letter that I did not misunderstand who should be contacting the names you obtained as sources of information. I have asked Jim and Brad to do so. My comment in the earlier letter was a mistake. I thought you had additional people to contact.

The meeting of the Search Committee will be on Thursday, August 28th at 3:30 at 30 Rockefeller Plaza, 53rd floor. I can be reached at the Institute Tuesday and Wednesday prior to the meeting.

Cordially,

Donna Manning

Enclosures

TRUSTEES FOR HARVARD UNIVERSITY
THE CENTER FOR HELLENIC STUDIES
3100 WHITEHAVEN STREET, WASHINGTON, D. C. 20008

August 11, 1986

Ms. Donna Manning
Secretary of the Search Committee
The Institute for Advanced Study
Princeton, NJ 08540

Dear Donna:

I spoke with Henry Rosovsky last week. I paraphrase his remarks as follows about the two suggested candidates I was asked to check with him, and about a third who has been suggested more recently:

1) Paul Martin: Although Paul had been the Dean of Applied Physics under him and he was devoted to him, he did observe that Paul was utterly lacking in diplomacy, political sense, and a feel for handling people. He admired him for his enormous energy, his continuing scientific work, and his imaginative and forceful administration of the Division of Engineering and Applied Physics. His reservations confirmed the unfavorable side of the reports I'd heard.

2) Matthew Meselson: He thought that on balance it would be a good idea for the next Director of the Institute to be a scientist, and Meselson has been a first-class scientist with far broader interests, both in other disciplines and in public affairs, than most able scientists he's known. Also he is a wonderful fund-raiser and a person of dedicated commitment to any cause or institution he decides to support. I didn't hear any word of administrative ability or of possible interest in the Institute.

3) Derek Bok: In Henry's opinion Derek is not thinking about leaving his Harvard position in the foreseeable future. He, like everyone else, has heard rumors that Derek will want to step down after the big fund drive and the 350th anniversary, but personally he doesn't feel that this is in his mind. "But all you need to do is ask him."

Since John Hunt was in France for his mother-in-law's funeral, I didn't have the interview that I'd expected with him about the governance of the Institute. I've asked him to write me a letter, if he has the time.

Sincerely,



Zeph Stewart

ZS:rms

THE INSTITUTE FOR ADVANCED STUDY

August 7, 1986

Professor Michael Walzer
Institute for Advanced Study
Princeton, New Jersey

Dear Michael,

Enclosed are three letters from Zeph Stewart which he asked me to pass on to the Committee members.

Bob Langlands gave me the following list of people who he has learned would be good sources of information and judgment about three of the candidates on the list:

Marshall Rosenbluth -	Michael Forrestal Alvin Trivelpiece, Dir. Office of Energy Research
Robert Schreiffer -	Harold Furth, Dir, Plasma Physics Lab B. Kaysen, National Science Foundation Leon Cooper, Nobel Prize 1972, Thomas Watson, Sr. Prof., Brown Univ. W. Cohn, first Dir. of ITP
Isadore Singer -	Roger Dashen David Packard Ed David Lew Branscomb, IBM Frank Press, geophysicist; Pres, Natl. Academy of Sciences

If you know any of these people and would be willing to give them a call to ask specifically about one of the above-listed candidates, would you please let me know. I will be out of New York from August 11 to 19 so if you will leave a message with Helen Lasker at IAS, I will return your call.

Dan Bell, who was not at the last meeting, was surprised to find that Fred Starr was not on the most recent list.

Please let me know if you have suggestions of people to contact about the names on the list I sent last week.

Very truly yours,

Donna Manning

Enclosures

Jim: I hope
this will be helpful
Fred Starr is Frank.

FRANK E. TAPLIN
ONE PALMER SQUARE
PRINCETON, N.J. 08542

RECEIVED 8/6/86
ANSWERED _____
FILE _____

August 3, 1986

Dear Brad:

I understand that our fellow trustee at the Institute for Advanced Study, Zeph Stewart, has suggested Fred Starr as a candidate for the directorship.

I have known Fred well for many years, and in fact (with George Kennan) have recently proposed him for membership in the Century.

As you know, Fred only recently (2 years ago?) became President of Oberlin College. This might be a problem. But his credentials are superb, and I think the Nominating Committee should put him at the very top of the list.

Before going to Oberlin, Fred was a professor of history at Princeton; the first Director of the Kennan Institute for Advanced Russian Studies; and Provost of Tulane University. I would be happy to make a

were formal submission to our Nominating Committee later, but I wanted now sample to respond to Zeph Stewart's suggestion. It is indeed an intriguing one. The Committee would, I think, be hard put to find a candidate with Fred Starr's unusual combination of scholarly and administrative strengths.

Fond regards to you and Pat. Peg and I hope you are having an enjoyable and restful summer.

Always,

Frank -

THE INSTITUTE FOR ADVANCED STUDY

July 30, 1986

Mr. Donald B. Straus
American Arbitration Association
1700 Broadway, Suite 1702
New York, NY 10019

Dear Don,

Enclosed are the minutes of the July 23rd meeting of the Search Committee and the list of candidates that resulted from that meeting. It is my understanding that this is not a definitive list but rather the names that the Committee wishes to concentrate on at this time. Between now and the August 28 meeting, the Committee members are to gather as much information on these candidates as possible. Next week I will send out names of those people to be contacted which have been suggested by the Committee members. Please let me know if you have any suggestions of who might be contacted for information about the names on the list. If you have any questions about the meeting, please give me a call. I hope Brad was able to reach you.

I have enclosed biographical information on those people who were mentioned at the last meeting even though their names are not on the list dated July 23.

The next Committee meeting is scheduled for Thursday, August 28, at 3:30 p.m., 30 Rockefeller Plaza, 53rd floor. I did not contact you about the date of this meeting since this was the only possibility in August. I do hope you can make it.

I talk to Dickie Dilworth the other day. He is sounding quite good. I told him you asked about him.

Sincerely,

Donna Manning

Enclosures



CENTER FOR HELLENIC STUDIES
3100 WHITEHAVEN STREET, N.W.
WASHINGTON, D.C. 20008-3684

OFFICE OF THE DIRECTOR
202-234-3738

July 29, 1986

Donna Manning
Secretary of the Search Committee
The Institute for Advanced Study
Princeton, NJ 08540

Dear Donna:

I am writing to report on my interview with John Hunt, former (and very successful) Associate Director of the Institute, preceding Patsy Labalme.

John has some strong views about a more efficient administrative structure at the Institute, and I plan to talk to him in person when I'm in Cambridge next week, after which I'll report whatever is relevant to the committee.

Here are his suggestions, in order:

1) Derek Bok. He believes that Derek is ready to leave the presidency of Harvard, having completed the Fund Drive and the 350th Anniversary, but hasn't found a good place to go. He thinks the Institute would provide just the right level of status and challenge to attract him. (I agree that Derek has for some time felt that he has stayed about as long as he intended.)

2) Fred Starr. A widely talented scholar and experienced administrator, Fred has great energy and imagination. As founder (at age 34) and first Secretary of the Kennan Institute at the Wilson Center and as a Princeton graduate student and young faculty member, he has also known the Princeton area and many Institute people. (When I inquired about the problem of Mrs. Starr teaching at Oberlin, he replied that we're likely to run into a similar problem with many candidates and that there are many opportunities in reach of Princeton, anywhere from New York to Philadelphia.)

3) Vantan Gregorian. He repeated all the things we've heard from others about this remarkable personality and fund-raiser.

Sincerely,

A handwritten signature in cursive script, appearing to read "Zeph".

Zeph Stewart

ZS:rms



CENTER FOR HELLENIC STUDIES
3100 WHITEHAVEN STREET, N.W.
WASHINGTON, D.C. 20008-3684

OFFICE OF THE DIRECTOR
202-234-3738

July 29, 1986

Donna Manning
Secretary of the Search Committee
The Institute for Advanced Study
Princeton, NJ 08540

Dear Donna:

I am writing to report on my interview with Gordon Ray, recently retired President of the Guggenheim Foundation.

Since we have reached that point, I told him of some of the suggested candidates whom we were seriously considering. In some ways his criticism and comments on these people were more valuable than any new names he brought forward.

As a general observation he expressed surprise that there were so many natural scientists on our list. He said that nothing in the history of the directorship or of the Institute overall suggests to an outsider that this would be a special desideratum in looking for a new Director.

He also commented that there were very few women being considered, and suggested two possible names: Shirley Kenney, President of Queens College, an English scholar, and Donna Sheallala (?), a tough and aggressive political scientist who has made Hunter the best of the City Colleges. (Neither one sounded to me as if she solved our dearth of female candidates.)

Next came Vartan Gregorian, whose strengths and idiosyncracies he knows well both from Penn and from the Library.

Then came two wild cards (both of whom I know well): Joel Cohen, a statistical generalist at Rockefeller who works with a variety of scientists, and Robert Darnton, the Princeton historian. Neither of them has administrative experience and neither (I think) wants any.

More seriously (in my view) he then suggested Ted Ziolkowski, Graduate Dean at Princeton, whom he much prefers to Neil Rudenstine, who he feels has "more charm and less weight." And finally he mentioned Richard Rorty, the philosopher now at Virginia, as a bright and able person.

Donna Manning

-2-

July 29, 1986

Of the people we've been considering he was very high on Rosovsky, Rosenbluth, Schreiffer ("very good, underestimated and under-utilized"), Isadore Singer ("first-class, good to have a mathematician, knows his way around the Government"), and Sovern ("but not ready to leave Columbia").

He warned us away from Boyer, Ehrlich ("abrasive, overbearing, might get into same troubles as Carl Kaysen"), and Searle.

So ended our conversation.

Sincerely,



Zeph Stewart

ZS:rms



CENTER FOR HELLENIC STUDIES
3100 WHITEHAVEN STREET, N.W.
WASHINGTON, D.C. 20008-3684

OFFICE OF THE DIRECTOR
202-234-3738

July 29, 1986

Donna Manning
Secretary of the Search Committee
The Institute for Advanced Study
Princeton, NJ 08540

Dear Donna:

When Gordon Ray asked me why our committee had so many natural scientists among its candidates, it made me wonder a little too. When I look at the history of the Institute, I have to agree with him that there is nothing in the tradition of the institution or its directorship that mandates a special concern to look for a natural scientist.

So I am interested in learning why our members appear to agree that half the list of candidates should be natural scientists, when there are four Schools and of course a certain number of good "neutral" candidates who don't represent the subject of any of the Schools. It's not that I'm in any way against having a scientist, if that's the best candidate, but I seek enlightenment as to why there's a special push to seek them out.

Perhaps you could circulate this letter to the other members of the committee, and my question could be answered at the next meeting.

Sincerely,

A handwritten signature in cursive script, appearing to read "Zeph".

Zeph Stewart

ZS:rms

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone: (609) 734-8000 Telex: 229 734 IAS UR

SCHOOL OF NATURAL SCIENCES

14 July 1986

MEMORANDUM

To: Robert Langlands, Michael Walzer

From: John Bahcall

Re: Search for a new director



I have circulated the list Michael gave me to each of the faculty members in Natural Sciences. Steve Adler and Roger Dashen both expressed doubts about including Pagels (I do not know him).

All of the faculty feel that S. Drell (currently president of the American Physical Society) should be on the list.

My personal choices are (among scientists): Drell, P. Martin, A. Penzias, M. Rosenbluth, R. Schrieffer, and S. Weinberg. All would do an excellent job and bring distinction to the Institute. I believe that this list is not unrepresentative of the opinions of my colleagues, who might however add or subtract one or two names. I have urged our faculty to contact you directly regarding their views.

I suggest that the search committee consider calling *all* of the candidates as if they were consultants and ask their opinions as to who should be on our list. This can increase our pool of good candidates and also give us some idea, by their responses, of who among the people we already have on our list might be interested.

M 28258 Harlan Cleveland (Harlan,481) 7/ 4/86 7:55 PM L:83

KEYS:/SELECTING A DIRECTOR/ A: 24451

For Don Straus:

Sorry not to have responded to your M21709 (M23012 never arrived as far as I can tell). The excuse for my silence is slightly better than that I was sailing (I would in fact rather be sailing), but the lapse was inexcusable nonetheless.

Your first question, what kind of a person you should be looking for in a Director of the Institute for Advanced Studies, is best answered in what I have written in two books you have seen, THE FUTURE EXECUTIVE (1972) and THE KNOWLEDGE EXECUTIVE (1985).

The first principle, of course, is not to waste time writing down a description of the ideal Director. I quote from myself (TFE, p. 75):

When a university starts looking for a new president, a government leader needs a new political executive, or a large private organization seeks an executive for a major assignment, a group of trustees or advisers or management consultants is often asked to write down the specifications for the person sought. They find this deceptively easy to do; the trouble is, their list of desired qualities is likely to describe the Angel Gabriel. Having satisfied themselves that the paragon they really want is otherwise employed, members of the search committee belatedly begin to look for a fallible, flesh-and-blood human being.

What can be said in general is that you want a premier generalist. This suggestion risks offending those who are protective of a discipline, or of disciplines as a way of thinking -- until you pass along to them my conviction that the best generalists in my wide acquaintance are those who have at one time been first-rate experts. (An executive spends most of his/her time trying to judge whether the specialists with whom s/he deals are getting to the bottom of their subjects. If s/he hasn't ever had that experience, that judgment will likely not be very good.)

Taken together, Chapters 1 (The Get-It-All-Together Profession) and 10 (The Generalist Mind-Set) of THE KNOWLEDGE EXECUTIVE constitute a generic job description for the generalist in our society.

I have long since concluded that ATTITUDES are much more important than SKILLS in judging people for executive leadership. Recently, for a Commencement speech, I pulled together from my writings the attitudes I have found to be indispensable for the management of complexity. You and your fellow-searchers may find in them some useful criteria for judging individual nominees:

First, a lively intellectual curiosity, quite literally an interest in everything -- because everything really is related to everything else and therefore to what you're doing whatever it is.

Second, a genuine interest in what other people think and what makes them tick -- which means you have to be at peace with yourself for a start.

Third, an attitude that risks are there not to be avoided but to be taken.

Fourth, the feeling that crises are normal, tensions can be promising, and complexity is fun.

Fifth, the realization that paranoia and self-pity are reserved for people who *don't* want to be leaders.

Sixth, the quality I call unwarranted optimism: the conviction that there must be some more upbeat outcome than would result from adding up the available expert advice. And

Seventh, a sense of personal responsibility for the general outcome of your efforts.

As to nominees, I will think hard, because judging from the Institute's experience you do need something like an Angel Gabriel at that.

about it when we see each other in New York at the FutureFocus conclave. Lois
and I will be at the Penta Hotel from the Sunday afternoon to the Tuesday
afternoon.

.....Harlan.

MEMO

TO: Thornton Bradshaw Donna Manning ✓

FROM: Don Straus

SUBJECT: IAS Search Committee

DATE: July 5, 1986

In preparation for our meeting, here are two items: a memo from Harlan Cleveland, and a note on my conversation with Ed David.

1. The Cleveland memor was in response to my request of an earlier date.

2. On June 14, 1986, I had a conversation with Ed David. He offered the following suggestions for our list: (I am writing this from Maine, so I have not been able to do any more research on the individuals).

Marv Goldberger: Although a man who has been critical of the Reagan defense policy, he is well respected. He has many of the qualities which would make a good IAS director, and should be kept on our "long" list.

✓ Bob Wilson: University of Chicago. Director of accelerator at Batavia-Fermi Lab. 72 yrs old

✓ Leon Lederman 1922

✓ Bruce Murray.

I plan to give David another call before our meeting for more details.

I believe, although this was never directly spoken of, that David himself would be open to be considered himself.

MEMO

TO: Thornton Bradshaw
FROM: Don Straus
SUBJECT: IAS Search Committee

DATE: July 15, 1986

Additional suggestions from Ed David:

6/19/86
Paul Doty, Physics Dept at Harvard. Might be too old for our present criteria, but is very much in the "mold" of Sid Drell, whom David also strongly recommends as a possible prospect.

Bob Schreiffer, Institute of Theoretical Physics and also U of Cal. Santa Barbara. A Nobelist. (He has also been recommended by George Field).

Joel Connaro, formerly provost or dean at U of Penn. Now newly elected president of the Guggenheim Foundation.

Meeting with Harlan Cleveland:

I had dinner last evening with Harlan. He expanded upon his previous memo, which you now have. He believes strongly that the Insititue should now seek an updated mission, and of course his pet approach is to move towards more integrative research. While I am sympathetic to Harlan's views on this, I told him that I thought this would be a bit like trying to electrify a fine swiss watch. In any case, he does have an important point of view for us to hear, which is: "Look for a generalist who can lead others, not for a narrow scientist who happens to be respected for his research accomplishments."

Since you know and have worked with Harlan, I think it would be worthwhile for you to speak directly with him -- either in person or on the phone.

Donna Manning

July 8, 1986

Mr. Thornton Bradshaw
RCA Corporation
30 Rockefeller Plaza
New York, New York

Dear Brad,

I have now had a chance to check with everyone about the change of date for the July meeting of the Search Committee. Dan Bell, as I reported earlier, will be having an operation and would not have been able to attend on the 21st anyway. Zeph Stewart is on vacation until Friday at which time I will check with him about the date. Don Straus will be here the week of the 14th and was staying over until the 21st but cannot stay until the 23rd. He is unhappy about the change of date. Perhaps you could get together with him for about an hour on the 17th or 18th when he has some free time and let him tell you about his conversations with various people. I will try to arrange for him to talk with Ruth Weintraub during the time he is in the City. Both Professors Langlands and Walzer can make it and Jim's schedule is open assuming his accident doesn't make some changes.

I know that the 28th and 29th of August are the only dates you will be in New York. I've asked everyone to hold those dates.

Enclosed is an updated list of those who have responded to the advertisement in the paper for a director.

I have encouraged everyone to contact those people they agreed to talk with and pass along the results of the conversations to me. I hope to have their comments and memos by next week and will forward them to you.

Cordially,

Donna Manning

Enclosure

THE INSTITUTE FOR ADVANCED STUDY

June 30, 1986

Professor Michael Walzer
Institute for Advanced Study
Olden Lane
Princeton, New Jersey

Dear Michael,

Enclosed are the minutes of the June 13 meeting of the Search Committee along with the updated lists of consultants and candidates.

I have also included copies of letters received by either you or Professor Langlands from those who have suggested some of the names on the candidate list and biographical information on Michael Atiyah, Alice Ilchman, Harold Shapiro, Isadore Singer, Fred Starr and Howard Swearer.

Be sure to send me any information you gather from speaking to the consultants or others concerning the candidates as well as other names which are suggested. I will in turn pass them along to the other committee members.

The July 21st meeting has been changed to Wednesday, July 23rd at 2:30. Unfortunately Brad has a conflict on August 11 and I am now trying to set a meeting for another day in August. I will let you know the date.

Sincerely

Donna Manning

Enclosures

THE INSTITUTE FOR ADVANCED STUDY

June 18, 1986

Mr. Thornton Bradshaw
RCA Corporation
30 Rockefeller Plaza
New York, New York

Dear Brad,

Enclosed is a draft of the minutes of last Friday's meeting of the Search Committee. I was unsure as to how much comment to add next to the names. You may prefer to list only the names of those remaining on the list of candidates with no comments. I did not list those to be deleted from the list on the theory we know who they are by looking at earlier lists. Included are the updated lists. I have to locate President Shapiro's first name but I will do so and add his name to the list.

I have also enclosed one letter from an applicant as well as a letter proposing a candidate along with the cv's. Also I've added a note from Bob Langlands reporting on the names he has checked on.

I would very much appreciate your getting back to me with any comments on or changes in the minutes or lists either on Friday (505-8862) or Monday (609 - 734-8203). I would like to get them sent out to the Committee members as soon as possible as a reminder to contact those they agreed to speak to. I will be gone the remainder of next week.

The next meeting of the Committee will be on July 21st in the afternoon. Would you like to have it begin over lunch? I think the August 11th meeting can be in the morning around 10:00 a.m. Let me know so we can get the times on people's calendars.

Cordially,

Donna Manning

Enclosures

June 14, 1986

Dear Donna,

I was to inquire about several of the names on the June 6th list of candidates for the directorship.

- 1) Robert May - John Bahcall agrees that he can be removed from the list.
- 2) J. Ostriker, W. Press & M. Rees - John Bahcall feels that in spite of their scientific achievements none would be suitable as a director. Ostriker can be difficult; Press did not have his term as chairman renewed; and Rees clearly has no appetite for the details of administration or for fund-raising. I suggest that they all be removed from the list.
- 3) Maxine Singer - She seems to be a serious candidate - a well qualified scientist with a great deal of experience with federal science policy. At present she is president of the AAAS. Freeman will send me more information. I suggest that she remains on the list.

Yours,

Bob

Typed copy of a handwritten note

June 7, 1986

Mr. Thornton F. Bradshaw
Chairman of the Board
RCA Corporation
30 Rockefeller Plaza
New York, New York 10020

Dear Brad,

Enclosed are the documents I sent to your Committee members along with a copy of the cover letter. I am missing biographical information on seven of the suggested candidates and hope to have that available by the meeting. You may want to point out that of the suggested consultants, either Professor Walzer or Professor Langlands has been in touch with Bill Bowen, Signey Drell and David Riesman. I decided that their names should be included in the list in case any Committee member wanted to talk to them further.

I have included in your envelope but did not send to the Committee members a list of the names of those who responded to the advertisement for a director.

If you would like to talk to me before Friday, I can be reached at home all during the week except Thursday when I will be at the Institute.

Cordially,

Donna Manning

Enclosures

Comments from D. Bell re candidate for IAS Director

Dr. Bell commented on candidates who fall into three categories

1. Those he is positive about
2. Those he feels negative about
3. Those he thinks are unrealistic suggestions

R. Dahrendorf - Thinks he is a good strong administrator and could do a good job at IAS

T. Ehrlich - Also a good administrator, he is very positive about him

G. Field - Worried his health would make such an appointment impossible

G. Keyworth - Too political

P. Martin - Knows him well; good administrator

M. Meselson - Negative; too political

D. Nelkin - Not a strong enough person for the job

H. Pagels - Believes opinions about him to be mixed

M. Rabin - Former Director of Hebrew University; he is in this country only 6 months a year

H. Rosovsky - Probably burned out by now by administration

N. Rudenstein - Feels positive about him; strong administrator

J. Searle - Highly contentious person

M. Sovern - Unrealistic to pursue him

S. Stamas - A strong, broad ranging person; good possibility

F. Starr - Positive

S. Weinberg - His move to Texas was a result of wife's career; he's very involved with physics

Consultants -

Dr. Bell believes that consultants should not be used to generate more names but rather as a sounding board once a short list is put together. He specifically suggested the following be asked to comment on such a list: Bowen, Brown, Goheen, Goldberger, Ilchman, and Wiesner. Others who would be worthwhile to speak to would be DeCarlo, G. Ray, and J. Sawyer.

D. Bell is on Vineyard until the end of June (617) 645-9917

THE INSTITUTE FOR ADVANCED STUDY

June 6, 1986

Professor Michael Walzer
School of Social Science
Institute for Advanced Study
Princeton, NJ 08540

Re: Search Committee Meeting

Dear Michael,

Enclosed you will find the following documents:

1. Minutes of the April 26th meeting of the Search Committee.
2. A list of possible consultants who will be asked to suggest candidates for director.
3. A list of suggested candidates for director.
4. Biographical information on the suggested names (information is missing on several of the names which I hope to have for you by the meeting).

You will note that there are omitted from the list of candidates some names which were suggested at the last meeting. These names were deleted for various reasons including age.

The next meeting of the Search Committee will be on Friday, June 13 at Thornton Bradshaw's office at 10:00 a.m., 30 Rockefeller Plaza, 53rd floor.

If you have any questions in the meantime, give me a call at (212) 505-8862.

Yours truly,



Donna Manning
Secretary,
Search Committee

THE INSTITUTE FOR ADVANCED STUDY

May 23, 1986

Mr. Thornton F. Bradshaw
RCA Corporation
30 Rockefeller Plaza
New York, N.Y. 10020

Re: Search Committee

Dear Brad,

Enclosed are the following items:

- 1) A list of suggested names received to date from Committee members, trustees, faculty and recipients of letters from Professors Langland and Walzer. I have noted who suggested each name.
- 2) A copy of the finalized minutes of the meeting of April 26.
- 3) Biographical information on two of the names listed in the minutes which were not included in the first batch sent by Helen Lasker. I've asked Helen to get biographical information on all the other names on the enclosed list.
- 4) Copies of letters with suggested name of consultants.
- 5) A few memos dated various dates in 1965 when there was a search going on for a new director proving the truth of the Biblical quote "there is nothing new under the sun".

I'm working on setting the date for the next Search Committee meeting. At the moment Friday, June 13 is looking good. Please let me know if I can send the list of suggested names to the committee members. Also be thinking about how to follow up on the suggested consultants.

Hope you are having a pleasant time on the Vineyard.

Cordially,

Donna Manning

Princeton, New Jersey 08540

Telephone 609-734-8000

Enclosures

MAY 15 1986

DONALD B. STRAUS

SUITE 1702

1700 BROADWAY

NEW YORK, N.Y. 10019

(212) 246-1829

May 5, 1986

Mr. Thornton F. Bradshaw
Chairman, Search Committee
Institute for Advanced Study
Olden Lane
Princeton, NJ 08540

Dear Brad:

I received the following suggestions during a meeting with
Dr. Richard Ruopp, Pres. Bank St College:

Ernie Boyer, Princeton U.

Frank Newman, Ex Pres of Univ of RI

Tom Wenzlau, Ex Pres of Ohio Wesleyan, now vp Colorado Col

Leon Botstein, Pres Bard College

Elliott Richardson

I would also like to add the name of Dr. Edwin David, former
presidential adviser to Nixon, and former president of EXXON
Research. I imagine he is already on your list.

Sincerely,



THE INSTITUTE FOR ADVANCED STUDY

April 30, 1986

To: The Board of Trustees
From: Thornton F. Bradshaw
Re: Candidates for a new Director of the Institute

Dear Colleague,

The Search Committee would very much appreciate suggestions from each of you as to

- 1) men and women whose wisdom, position, and acquaintanceship recommend them as consultants in our search process and who could offer advice and suggest names of possible candidates for a new Director.
- 2) names of possible candidates for a new Director.

We would be very grateful if you could send us, as soon as possible, your suggestions in these two categories, distinguishing clearly between those recommended as consultants and those recommended as candidates. Please direct your responses to

Thornton F. Bradshaw
Chairman, Search Committee
Institute for Advanced Study
Olden Lane
Princeton, New Jersey 08540

E.

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone 609-734-8000

SCHOOL OF HISTORICAL STUDIES

27 January 1986

Mr. J. Richardson Dilworth
Suite 1607
45 Rockefeller Plaza
New York, New York 10011

RECEIVED 1/31/86
ANSWERED _____
FILE _____

Dear Dick,

As this year's Secretary of the Faculty at the Institute, I have the pleasant duty of reporting to you that the Faculty unanimously elected this morning its two representatives to the recently constituted search committee for a new Director. The Faculty has chosen Professor Robert Langlands of the School of Mathematics and Professor Michael Walzer of the School of Social Science. We were delighted to learn that Thornton Bradshaw will chair the committee, and we look forward with confidence to the outcome of its work. We are grateful to know that the committee would welcome comments or suggestions from any colleague individually as well as through our elected representatives.

With all good wishes, as always,

Yours sincerely,

G.W.

G.W. Bowersock
Professor

GWB/nsl
xc: Thornton F. Bradshaw
✓James D. Wolfensohn