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**MASSACHUSETTS INSTITUTE OF TECHNOLOGY.
OFFICE OF THE PRESIDENT AND CHANCELLOR**

Records of the Chancellor (Paul E. Gray), 1960-1981

Archival Collection - AC 397

183 manuscript boxes

61 cubic feet

Accession numbers: 1980-46, 1981-27, 1983-17, 1984-33

Processed: August 2004

By: Ewa Basinska, Michelle Baildon, Jeffrey Stevens,

ACCESS

The collection is partially restricted.

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AGENCY HISTORY

Top-ranking administrative offices at the Massachusetts Institute of Technology have evolved over the lifetime of the Institute. The position of the president was established in 1862, when the Institute charter was accepted by MIT. The position of the chancellor was created for the first time almost a century later, in the 1950s, to share administrative responsibilities of the president. The following section provides a summary of the president's functions and responsibilities, followed by a brief historical sketch of the office of the chancellor, and by a more detailed account of the structure of the office of the president and chancellor during the tenure of Jerome Wiesner and Paul Gray.

Office of the President

The president is elected by the MIT Corporation and serves as the chief executive officer of the Institute in charge of its administrative matters. In this capacity, he serves as *ex officio* member of the MIT Corporation and of the following Corporation committees: Membership Committee, Development Committee, and Executive Committee. The president presides over Executive Committee meetings and sets the agenda. As the chief executive officer, the president makes recommendations to the Executive Committee regarding the organizational structure of MIT and presides over the Institute's faculty and Academic Council. The president is also responsible for initiating budgets, tuition increases, changes in the educational and research programs, new plant and facilities needs, and all other matters relating to Institute operations on which Executive Committee action or concurrence may be necessary or appropriate. In all matters that do not require Executive Committee action or concurrence, the president is responsible for both initiation and action.

Presidents of the Institute:

William Barton Rogers, 1862-1870, 1879-1881

John Daniel Runkle, 1870-1878

Francis Amasa Walker, 1881-1897

James Mason Crafts, 1897-1900

Henry Smith Pritchett, 1900-1907

Arthur A. Noyes, acting president, 1907-1909

Richard Cockburn Maclaurin, 1909-1920

Elihu Thomson, acting president, 1920-1921, 1922

Ernest Fox Nichols, 1921

Samuel Wesley Stratton, 1923-1930

Karl Taylor Compton, 1930-1949

James Rhyne Killian, Jr., 1949-1959

Julius Adams Stratton, 1959-1966

Howard Wesley Johnson, 1966-1971

Jerome Bert Wiesner, 1971-1980

Paul Edward Gray, 1980-1990

Charles Marsteller Vest, 1990-2004

Susan Hockfield, president-elect (Elected by the Corporation on August 26, 2004)

Office of the Chancellor

The office of the chancellor of MIT is a position created at the discretion of the president and the Executive Committee. The Institute bylaws state: “the Chancellor shall have duties as the Executive Committee shall from time to time confer upon him.” The chancellor is a member, *ex officio*, of the Corporation and the Executive Committee and reports to the president and the Executive Committee.

The position of the chancellor was first created in 1956 under President Killian in recognition of the increased scope of responsibilities at MIT, its many and unusual national obligations during the period, and the consequent need for greater sharing and delegation of administrative responsibilities. Julius A. Stratton served as the first chancellor, 1956-1959. Stratton’s responsibilities included administration of the Institute’s academic program in all its parts, with all academic officers coming under his jurisdiction; serving as deputy to the president and general executive officer for all Institute affairs; and, in the absence of the president, holding the powers and performing all duties and functions of the president.

The position was reinstated in 1971, when Paul Gray was appointed chancellor under President Wiesner, with authority to serve as deputy to the president on all matters. Gray served in this post until he became MIT president in 1980.

As academic administration became increasingly complex, the position of chancellor was again reinstated by President Vest, who appointed Lawrence Bacow as the third chancellor effective August 1998. The chancellor's duties are to coordinate undergraduate and graduate education, manage and develop programs with institutional partners in industry and in the international arena, and have major responsibility for long-range planning for MIT. Lawrence Bacow was succeeded by Philip Clay in 2001.

Chancellors of the Institute:

Julius Adams Stratton, 1956-1959

Paul Edward Gray, 1971-1980

Lawrence Seldon Bacow, 1998-2001

Philip L. Clay, 2001-

Office of the President and Chancellor, 1971-1980

When Howard Johnson announced his intention to retire as MIT president as of June 1971, the Corporation appointed a presidential search committee to select the new president. The committee chaired by James Fisk nominated Jerome Wiesner as Johnson’s successor. At the same time, responding to the needs of the Institute, the committee recommended that the post of chancellor be reestablished and named Paul Gray, associate provost, to the position.

During the first year of their working together, Wiesner and Gray shared most of their responsibilities, the chancellor having major responsibilities for the Institute’s budget. In the fall of 1972 they divided their responsibilities to allow the president to concentrate on

policies and strategies for the future development of the Institute, and the chancellor to assume general management responsibilities for academic, research, and administrative programs¹. Those changes led to modification of the reporting structure. Vice presidents were to report to the chancellor on all administrative matters, and the provost was to report on the academic and research programs. In addition, several other offices reported directly to the chancellor, including the Dean for Student Affairs, the Special Assistant to the Chancellor for Pre-professional Programs, the Assistant to the President and Chancellor for Minority Affairs, and the Director of Information Processing Services.

Recognizing the need to address the major issues facing the world such as those related to controlling the proliferation of nuclear weapons, providing energy and food for exponentially growing populations, protecting the environment, and increasing industrial productivity, Wiesner and Gray set the goals of their administration to continue and enhance searching for the “ways to apply knowledge and skills of science and technology to the pressing problems of our society.”² That meant providing the best scientific and technological education and fostering diverse research efforts relevant to the most important issues of today and to the anticipated needs of generations to come.

Educational and research initiatives introduced during Wiesner’s and Gray’s administration included creating the Center for Policy Alternatives in 1972 to examine technology and engineering problems and their relation to social issues. An interdisciplinary major in the School of Science was established in 1971³, fostering programs linking science, technology, and social policy, and promoting diverse selection in environmental studies, education, and law. The Division for Study and Research in Education, formed in 1973, focused on studies of knowledge structures, including learning processes. The new Institute requirement in Humanities, Arts, and Social Sciences was approved in 1974, and the Writing Program was introduced the same year. Efforts to integrate the humanities into the education of scientists and engineers resulted in the establishment of the MIT Program in Science, Technology, and Society in 1978.

In the mid-1970s, the Committee on Research Structure, under the chairmanship of Professor Frank Press, evaluated the influence of the “national research climate” on research operations at MIT. In its report, published in 1976,⁴ the committee recommended enhancing the role of the research centers at the Institute to provide new sources of funding and research opportunities. It also recommended expanding research staff opportunities by creating new research positions in addition to the traditional teaching faculty structure.

¹ *Report of the President and the Chancellor - Massachusetts Institute of Technology, 1971-1972* (Cambridge: Massachusetts Institute of Technology, 1972), p.12.

² *Report of the President and the Chancellor - Massachusetts Institute of Technology, 1971-1972* (Cambridge: Massachusetts Institute of Technology, 1972), p.1.

³ *Report of the President and the Chancellor - Massachusetts Institute of Technology 1971-1972* (Cambridge: Massachusetts Institute of Technology, 1972), pp.191-192.

⁴ “Report of the Committee on MIT Research Structure.” (Cambridge: Massachusetts Institute of Technology, October 1976).

Growing interest in the life sciences and health studies led to new major programs on the campus. The Center for Cancer Research, under Professor Salvador E. Luria, was created in 1972.⁵ The [Harvard-MIT] Division of Health Sciences and Technology and the College of Health Science, Technology, and Management were established in 1977⁶ to provide venues for research and academic activities that were outgrowing the mandate of the Joint Harvard-MIT Program in Health Sciences and Technology.

The recognition of the importance of the arts and humanities in complementing educational and research activities led to the establishment in 1971 of the Council for the Arts, a volunteer group of alumni and others promoting development of the arts at MIT, and to the formation of the Corporation Visiting Committee for the Arts. President Wiesner's strong support for the arts and his interest in exploring interactions between the arts and technology led in the late 1970s to the Arts and Media Technology project under the leadership of Nicholas Negroponte.⁷

The ambitious, forward-looking goals of the Institute in the 1970s led Wiesner and Gray to create several new senior administrative posts during the first years of their tenure:

- 1972/1973 - Assistant for Minority Affairs (later Assistant to the President and Chancellor for Minority Affairs)
- 1972/1973 - Special Assistant to the Chancellor (later Special Assistant to the Chancellor for Pre-professional Programs)
- 1973/1974 - Assistant to the President for the Arts
- 1973/1974 - Special Assistant to the President on Urban Resources
- 1973/1974 - Special Assistant to the President and Chancellor for Women and Work

The next major revision of the division of responsibilities between the president and the chancellor came in December 1977.⁸ For the duration of the Leadership Campaign, a major fund raising campaign launched by the Corporation in 1975, the president was to focus on the campaign-related activities in close collaboration with Howard Johnson—the leader of the campaign and chairman of the Corporation. At the same time, the chancellor assumed responsibility for all management decisions regarding academic and administrative activities on the campus, including planning and developing strategies for the future. This change led to the transfer of a wide variety of functions and responsibilities from the president to the chancellor, including chairing committees and meetings. The position of the chancellor was discontinued in 1980 when Paul Gray became the president of the Institute in 1980.

⁵ *Report of the President and the Chancellor - Massachusetts Institute of Technology, 1972-1973* (Cambridge: Massachusetts Institute of Technology, 1973), pp. 63-64.

⁶ *Report of the President and the Chancellor - Massachusetts Institute of Technology, 1976-1977* (Cambridge: Massachusetts Institute of Technology, 1977), pp. 9-10, 95-96.

⁷ Walter A. Rosenblith, ed., *Jerry Wiesner: Scientist, Statesman, Humanist: Memories and Memoirs* (Cambridge: MIT Press, 2003), pp. 89-97, 149-155

⁸ *Report of the President and the Chancellor - Massachusetts Institute of Technology, 1977-1978* (Cambridge: Massachusetts Institute of Technology, 1978), p. 14.

PROVENANCE NOTE

The records were transferred to the Institute Archives from the office of the president between 1980 and 1984.

PROCESSING NOTE

The original arrangement of the records has been retained, with one exception. Materials accessioned in 1982 (accession number 1983-17), consisting of approximately 2 cubic feet of subject files, were interfiled with other records arranged alphabetically in Series II.

The original transfer lists, prepared by the former staff of the chancellor's office, provided a starting point for the folder list. Folder titles were verified against the records in individual folders, and modified if needed. Each folder was assigned a date range indicating the time-span of the records. Explanatory information, added by the processing staff, is indicated by square brackets.

While most of the records in the collection are open for research, there are materials restricted according to the MIT records access policy <http://libraries.mit.edu/archives/managing/policy-access.html>. All records in Series III, Fund Raising Records, are closed for 75 years. All folders in subseries I.A, Chronological Correspondence, contain some restricted documents and require additional screening before use. Records in Series II, Subject Files, and subseries I.B, MIT Correspondence and I.C, Outside Correspondence, may contain restricted documents and require additional screening.

Some materials were removed from the collection. Those included duplicate records, folders of prospective employees, and some non-essential financial records (e.g., travel vouchers).

SCOPE AND CONTENT NOTE

The collection documents the responsibilities and functions of Paul Gray in his capacity as the chancellor of MIT, during the presidency of Jerome B. Wiesner, from 1971 through 1980. In addition, it includes some records reflecting Paul Gray's activities as the associate provost, and through 1981, his first year as MIT president. The materials included in this collection provide a rich source of information about the administrative history of the Institute during the 1970s, the evolution of its academic policies, and the development of its research and educational programs. A major strength of the chancellor's records is that they complement the records of President Wiesner (AC 8). Both collections provide insight into the ways the Institute responded to the major challenges of the late 1960s and 1970s—a shift from military to more non-military research, evolution of undergraduate education, and the emergence of computer science and technology and its impact on a wide variety of academic and research programs.

Administration of the Institute

Most of the records in the collection reflect the daily work of the chancellor's office related to the internal administration of the Institute, shedding light on his many functions and activities, and on the communication patterns among the top administrative officers at the Institute.

Materials in subseries I.B, **MIT Correspondence**, document a variety of issues pertinent to the internal administration of the Institute, from Accreditation, through Minorities at MIT, to discussions on the Year-round academic calendar. Subseries I.C, **Outside Correspondence**, includes materials reflecting interactions of MIT's administration with administration with individuals and organizations outside the Institute. Among others, it contains correspondence with the Association of the American Universities, the Consortium on Financing Higher Education, and the National Academy of Engineering.

One of Paul Gray's major responsibilities was to oversee budget-planning activities. Budget-related files, located in Series II, reflect the administration's concerns with the financial issues faced by MIT and document efforts towards improving planning and budgetary processes.

The Institute initiated several projects to analyze existing salary policies. Information regarding those projects can be found in Series II under Salaries (boxes 147-150). Surveys of faculty salaries, in comparison to similar academic institutions, led to the re-evaluation of salary increase guidelines. Work of the Staff Classification Steering Committee, chaired by Paul Gray, focused on developing a uniform salary program for administrative staff, while the objective of the Ad Hoc Task Force on Teaching Assistantships and Research Assistantships was to develop compensation policies for graduate student assistants.

Records documenting personnel affairs can be found under a variety of headings. Those, filed in Series II under Personnel (boxes 137-138), provide information on employment statistics, discussions on the unfair benefits structure for non-teaching staff, union negotiations, and planning for the reorganization of the Personnel Office to improve service to employees by creating the MIT Administration Development Program.

Fund Raising and Leadership Campaign

The collection includes significant materials documenting MIT's fund raising activities. The files include information and correspondence with the chancellor's office regarding development activities led by the MIT Alumni Association (boxes 41-48), class gifts, educational grants (boxes 90-93), foundations and individual donors (Series III). They also include records documenting the Leadership Campaign, a major fund raising campaign launched during the 1970s.

During the 1970s, MIT was affected financially by the economic recession, high rate of inflation, rapidly rising energy prices, and a decrease in federal funds for education and research. To keep the Institute fiscally sound, build endowments, and be able to fund a wide variety of new academic and research programs, the Corporation launched a massive fund raising campaign, the Leadership Campaign, in 1975. Its proceeds meant a

substantial increase in endowment funds to be used mainly for professorships (45 new professorships were established) and student aid. The funds raised allowed for initial planning and construction of major campus facilities, including the Whitaker College for Health Sciences, MIT Health Services, Athletics and Special Events Center, and an undergraduate dormitory on Memorial Drive.

Records documenting the Leadership Campaign, are filed in Series II under Capital Campaign (boxes 57-61), and include information about planning activities, goals and priorities, the work of campaign committees and staff, campaign draft budgets and narratives, and gift reports and pledges related to specific campaign goals. Materials documenting the administrative origins of the campaign can be found in the papers of the Council on the Resources of the Institute (box 60, folders 1-3) and the Development Office (box 61, folders 2-3). In addition to gift reports and pledges and campaign-related publications, the Capital Campaign records include information on the Permanent Charity Fund, the MIT Associates Program, the Industrial Liaison Program, and the Development Foundation.

Educational Policies, Programs, and Student Affairs

Records in the collection reflect ongoing activities of the Institute administration and faculty towards reshaping undergraduate education. Through the work of faculty committees (Committee on Educational Policy), special studies of the Committee on Curriculum Content Planning, the Commission on MIT Education, and the Special Task Force on Education, the administration continued adjusting educational policies and teaching methods to create a more stimulating environment, creating interdisciplinary programs, providing research opportunities at the undergraduate level, and expanding the role of humanities and arts. The January Independent Activities Period (IAP) was approved as a permanent program to offer a wide variety of lectures, seminars, mini-courses, and other events on a broad spectrum of topics (box 101, folders 2-3). Information about the Undergraduate Research Opportunities Program (UROP), which was expanded to include off-campus activities can be found in boxes 18, 167, and 168.

The records include information on issues related to student life on campus. Materials related to student housing, including correspondence with the office of the chancellor, can be found in Series II (boxes 96-98). The records under this heading consist of reports, correspondence, and memoranda related to the status of undergraduate and graduate housing, on-campus and off-campus, reports on housing and dining rates and their projections, grievances, and other issues related to specific dormitories.

Several studies were undertaken to analyze tuition costs at MIT over the span of its existence and to compare educational expenses at the Institute with those at other universities and colleges. Tuition-related records (box 166) provide information on those studies and on analysis of possible solutions to the problem by introducing course-overload charges and changing payment charges for part-time students. In order to improve communication with the students, the chancellor's office organized an open meeting in May 1973 to discuss tuition increases (box 167, folder 4).

Women and Minorities

One of the most important efforts undertaken by the MIT administration during the late 1960s focused on developing opportunities, both educational and professional, for women, for African-American students, and for members of other minority groups. MIT started minority recruitment activities in 1968 by creating the faculty and student Task Force on Educational Opportunity, with Paul Gray as its chairman from 1968 to 1973. The Institute's first Affirmative Action Plan (box 37) was submitted to the Department of Health, Education, and Welfare in April 1973.

Recommendations of the Commission on Minority Education (box 121), under the chairmanship of Professor Albert G. Hill, called for the establishment of an Office of Minority Education. Such an office was created in 1975, with Wesley L. Harris as its first head, 1975-1979.

Records filed under Office of Minority Affairs (boxes 118-132) and Affirmative Action Plan (boxes 37-39) in Series II, consisting of reports, meeting minutes, correspondence, memoranda, and notes, document the establishment of an administrative infrastructure for minority issues. They include information on undergraduate and graduate education, recruitment and retention of minority students, including evaluation of special programs.

Records filed [Office of Minority Affairs] - Equal Employment Opportunity (boxes 123-124) reflect the efforts of the administration to increase the number of minority employees, including faculty, staff, and contractors. Some information about MIT's efforts to address women's issues, including a conference on Women in Science and Technology, can be found in Series II, boxes 172-174.

The administration also established the office of the Special Assistant to the President and Chancellor for Women and Work, with Mary P. Rowe as its first head.

Research

Most materials on research activities at MIT from 1971 to 1980 can be found elsewhere (see AC 7 - MIT Office of the Provost [Walter A. Rosenblith], Records, 1958-1980), but the records in this collection may provide additional documentation on the development of some new interdisciplinary programs.

The collection includes materials on the Center for Policy Alternatives established within the School of Engineering in 1972 to study and develop policies to deal with social problems related to technological advances (box 63, folders 9-10), and the Energy Laboratory created in 1973 to examine engineering, science, social, management, and planning issues related to the exploitation of energy sources (box 107, folder 4 – box 108, folder 2). Records on the Laboratory for Manufacturing and Productivity, established in 1975 within the School of Engineering and the Sloan School of Management to collaborate with industry on the development of new manufacturing technologies, can be found in Series II (box 109, folder 6 – box 110, folder 1).

Related Collections in the Institute Archives and Special Collections

This collection, #AC 397, Office of the President and Chancellor, Records of the Chancellor, is complemented by collection #AC 8, Office of the President and Chancellor, Records of the President. Other administrative collections held by the Institute Archives and Special Collections that contain materials documenting the topics and issues relevant to the administrative, academic, and research activities at MIT in the 1970s are:

- MIT. Corporation. Office of the Chairman (Johnson). Records, 1965-1983. (AC 118)
- MIT. Office of the President (Gray). Records, 1972-1990. (AC180)
- MIT. Office of the Provost (Rosenblith). Records, 1958-1980. (AC 7)
- MIT. Office of the Associate Provost (Gray). Records, 1969-1971. (AC 55)
- MIT. Office of the Provost. Records, 1976-1990. (AC 238)
- MIT. Office of Minority Education. Records, 1969-1993. (AC 146)
- MIT. Office of the President. Records of the Special Assistant to the President (Rowe), 1973-1980. (AC 232)
- MIT. Office of the President. Records of the Special Assistant to the President and Assistant Equal Opportunity Officer. Records, 1973-1993. (AC 410)
- MIT. Planning Office. Records, 1953-2000. (AC 205)

Related manuscript collections:

- Jerome Bert Wiesner (1915-1994). Papers, 1949-1983. (MC 420)
- Paul Edward Gray (1932-). Papers, 1953-1979. (MC 442)
- Walter A. Rosenblith (1913-2002). Papers, 1930-1991
- Walter A. Rosenblith (1913-2002). Oral history, 2000. (MC 55)

SERIES LIST

Series I. Correspondence Files

- A. Chronological Correspondence, 1971-1974, 1977-1979
- B. MIT Correspondence, 1971-1981
- C. Outside Correspondence, 1971-1981

Series II. Subject Files, 1960-1980

Series III. Fund Raising Records, 1974-1981

SERIES DESCRIPTIONS

SERIES I. CORRESPONDENCE FILES, 1930, 1968-1982

Series I consists of three sub-series. Subseries I.A, **Chronological Correspondence**, contains copies of the chancellor's outgoing correspondence during 1971-1974 and 1977-1979. All folders of subseries I.A contain some restricted documents and require additional screening before they can be made available for research. Copies of the chancellor's letters and memoranda from 1975 through 1976 can be found in Series II, interfiled with extensive background subject materials.

Subseries I.B, **MIT Correspondence**, and subseries I.C, **Outside Correspondence**, are arranged alphabetically by name or subject. Subseries I.B and subseries I.C may contain restricted documents. Selected folders may require additional screening before they can be made available for research. Inclusive dates for both subseries extend beyond the dates of Paul Gray's tenure as a chancellor, including records documenting the first year of Paul Gray's presidential tenure.

SERIES II. SUBJECT FILES, 1960-1980

Records in Series II constitute a major part of the collection. Selected folders may require additional screening before they can be made available for research. The folders are arranged alphabetically by subject, and include correspondence, reports, working notes, and published materials documenting operation of the Institute.

The inclusive dates of the records in Series II extend from 1960 through 1980. Most of the materials in this series, however, were created between 1971 and 1975, reflecting activities, functions and responsibilities of the chancellor's office during that period. Similar records, documenting the chancellor's activities during the next few years, mainly between 1977 and 1980, can also be found in Series I, subseries I.A, MIT Correspondence, and I.B, Outside Correspondence.

SERIES III. FUND RAISING RECORDS, 1974-1981

Records in Series III are restricted for 75 years. They contain correspondence and background files about past, current, and prospective donors. Most of those records date from the late 1970s and early 1980s and reflect Paul Gray's involvement in fund raising activities during that period. Files are organized alphabetically by name of individual donors or organizations. Additional information about fund raising (most of the records dating from 1972 through 1975) can be found in Series II under Alumni and Development Correspondence.

Series I**Box Folder Contents**

CONTAINER LIST

SERIES I. CORRESPONDENCE FILES**A. Chronological correspondence, 1971-1974, 1977-1979**

1	1	January-March 1970
1	2	April-May 1970
1	3	June 1970
1	4	July-August 1970
1	5	September-October 1970
1	6	November-December 1970
1	7	January-February 1971
1	8	March-April 1971
2	1	May-June 1971
2	2	September-October 1971
2	3	November-December 1971
2	4	January-February 1972
2	5	March-April 1972
2	6	May-June 1972
2	7	July-October 1972
2	8	November-December 1972
3	1	January-February 1973
3	2	March 1973
3	3	April-May 1973

Series I

Box	Folder	Contents
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3	5	July-August 1973
3	6	September-October 1973
3	7	November-December 1973
3	8	January-February 1974
3	9	March 1974
3	10	April 1974
3	11	May 1974
4	1	June 1974
4	2	July-September 1974
4	3	October-November 1974
4	4	December 1974
5	1	October-November 1977
5	2	December 1977
5	3	January-March 1978
5	4	March 1978
5	5	May 1978
5	6	June 1978
5	7	July-September 1978
6	1	October-November 1978
6	2	December 1978
6	3	January-February 1979

Series I

Box	Folder	Contents
6	4	March 1979
6	5	April-June 1979
6	6	July-September 1979
6	7	October 1979
7	1	November 1979
7	2	December 1979
B MIT Correspondence, 1971-1981		
8	1	Accreditation, 1978-1979
8	2	Affirmative action, 1981
8	3	Apartments, 1972-1977, 1980
8	4	Artificial Intelligence Laboratory, n.d., 1980-1981
8	5	Athletic facility, 1976-1978
8	6-8	B - miscellaneous, 1978, 1980 -1981
8	9	Baker Memorial Foundation, 1981
8	10	Black Achievers, 1974, 1978-1981
8	11	C - (miscellaneous), 1979-1981
8	12	Cairo [Cairo University - MIT Technologies Planning Program], 1977-1981, (1 of 2)
9	1	Cairo [Cairo University - MIT Technologies Planning Program], 1977-1981, (2 of 2)
9	2	Children's Scholarship Plan, 1976-1979
9	3	China, People's Republic of, 1981
9	4	Concentrated Study in Retrospect, 1969, 1980

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9	5	Concourse Program, 1976
9	6	Cooperative Research, Conference on, n.d., 1979-1980
9	7	Copyright law, 1979-1980
9	8	Cryptography, 1977, 1980-1981
9	9	Departmental profiles, 1975-1976, 1980
9	10	Developmental Office Leadership Campaign, 1972, 1977-1980, (1 of 2)
10	1	Developmental Office Leadership Campaign, n.d., 1 of 2, 1972, 1977-1980, (2 of 2)
10	2-4	Division for Study and Research in Education, 1978, 1980,
10	5	Educational Council, 1978-1981
10	6	Educational Studies Program, 1979
10	7	Endowed chairs, 1979
10	8	Exxon Research and Engineering/MIT agreement, 1978-1980
10	9	Faculty, 1975-1981
10	10	Faculty Club, 1981
10	11	Faculty meetings, 1979-1981
10	12	Faculty - women, 1979-1981
11	1	Financial aid, 1978-1981
11	2	Freshmen, 1960, 1979
11	3	Haystack Observatory, 1979-1980
11	4-5	Health Sciences and Technology, Division of, 1980-1981
11	6-8	Herrick and Smith, 1973-1978

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Box	Folder	Contents
12	1	IBM/MIT agreement, 1980-1981
12	2-7	Ignore, Correspondence to, 1978-1982
13	1	Independent Residence Development Fund Drive, 1981
13	2	Information Processing, 1974-1981
13	3	Innovation Center, 1976-1980
13	4	International Student Organization, 1981
13	5	King, Martin Luther, Jr. Observances, 1978-1981
13	6	L - (miscellaneous), 1980-1981
13	7	LOGO [MIT Apple Logo programming language], 1981
13	8	[MIT -] Commission on MIT Education, 1971-1972
13	9	MIT Development Foundation, 1975-1978
13	10	MIT Self-Study, Report on, 1977
13	11	MIT/South Africa, 1979-1982
14	1	MIT/Woods Hole, 1981
14	2	Minorities at MIT, 1979-1981
14	3	Non-Recurring Equipment Fund, 1979-1980
14	4-10	Outside professional activities reports [Committee on], 1975-1980
15	1-2	Patent, Copyright, and Licensing Office, 1975-1981
15	3	Personnel, 1975-1981
15	4-5	Personnel, Campus Employment Activity Report, 1979-1981
15	6-7	Plasma Fusion Center, 1979-1981
16	1	Professorships, 1979-1981

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16	3	Registrar, 1981
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16	5	Sabbatical requests, 1978-1980
16	6	School of Engineering - Dean search, 1980
16	7	Science Writing Program, 1981
16	8	Secondary Technical Education Project (STEP), 1978, 1981
16	9	Shakespeare Ensemble, 1976-1981
16	10	Shareholders' meeting, 1980
16	11	Sloan School - Dean search, 1979-1980, (1 of 2)
17	1	Sloan School - Dean search, 1979-1980, (2 of 2)
17	2-3	Sloan School - Dean search, 1980-1981
17	4-6	Social Security study, 1976-1979
17	7	Student Discussion Group, 1980
17	8	T - (miscellaneous), 1979-1980
18	1	Task Force on MIT Students, Alumni, and Career Paths, 1979
18	2	<i>The Tech</i> , 1980-1981
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18	6	Underwood-Prescott [Memorial Lectureship], 1980
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18	9	UROP [Undergraduate Research Opportunities Program], 1975-1980
19	1	Van Pool [Project], 1978
19	2	VLBI [Very Large Base Interferometers] Network Consortium, 1980
19	3	W - (miscellaneous), 1981
19	4	Women's Forum, 1980-1981
19	5	World Coal Study, 1979
19	6	Writing Program, 1977
19	7	X-Ray Astronomy Institute, 1980
19	8	Year-round academic calendar, 1975

C. Outside Correspondence, 1971-1981

20	1-2	A - (miscellaneous), 1971-1981
20	3	Advancement and Support of Education, Council for, 1981
20	4	American Academy of Arts and Sciences, 1980-1981
20	5-6	Association of American Universities, 1980-1981
20	7	[Association of American Universities] AAU--April 12-14, 1981 meeting, 1981
20	8	[Association of American Universities] AAU--October 1980 meeting, 1980
20	9-10	[Association of American Universities] AAU--Committee on Research and Science, 1980-1981

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