

TECH TALK TECH TALK TECH TALK TECH TALK

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

March 12, 1971



THE NEXT ADMINISTRATION

The big day for MIT's next president and new chancellor was marked by a flurry of events.

Last Friday the Corporation unanimously elected Dr. Jerome B. Wiesner president and Dr. Paul E. Gray to the newly created post of chancellor. A special faculty meeting followed the corporation meeting. After introductory remarks by President Johnson, and Dr. James B. Fisk, chairman of the Corporation Committee on the Presidency, Dr. James R. Killian, Jr., made the official announcement and introduced Drs. Wiesner and Gray.

The two men spoke briefly and informally to the faculty. Dr. Wiesner outlined his chief goal for MIT as being "to continue to deserve

the reputation of this institution." Dr. Gray added that "it will be an exciting time." As the two officers-elect left the podium, Professor William T. Martin, chairman of the faculty, led the audience in a sustained standing ovation.

Next came a press conference in which Drs. Wiesner and Gray discussed their positions with representatives of the national and local media. Excerpts from that press conference are included in this issue.

Later in the afternoon the two men met informally with student representatives of the campus media for further discussion. This conversation was taped by WTBS (88.1 FM) and will be broadcast at 7 p.m., Friday, March 19.

The full text of the official an-

nouncement, including biographical material on Drs. Wiesner and Gray, was published and distributed last Friday in a special edition of *Institute Report*. Earlier on Friday morning, *The Tech* broke the news in a surprise extra that blanketed the campus and added to the high spirit of the day.

The day wound up with a spontaneous gathering and toast to the new leaders at the faculty club.



The following are excerpts from Dr. Wiesner and Dr. Gray's press conference Friday afternoon.

Q: (addressed to Dr. Wiesner) Do you expect to be continuing to speak out as an individual?

Wiesner: Well, I suspect I won't have the time that I've had in the past to be involved in that kind of activity, but I do feel that on issues that I feel strongly about I will undoubtedly want to speak out. I also feel that as the president of the institution I'm a leader of a large community and I have to take into account the feelings and views of the whole community. This makes me feel that I should not be involved, as I have been in the past, in partisan politics.

Q: Do you have any plans for MIT?

Wiesner: [In the past 7 years] I have had a strong hand in shaping many of the decisions that involve what we are doing now and where we are going, so I don't see that there is a call for any major change in direction. I think that we are trying to do many things at the Institute and I'll certainly put all my time and energy into trying to push forward on the various goals of the faculty, of the institution and of the students

Q: Can you tell us what some of the immediate problems and challenges are that we face at MIT?

Wiesner: Well, every academic institution in the country today, like practically every other institution including local, state, and federal governments has a financial problem. I don't think that this is any secret. Trying to adjust ourselves, to find new sources of income is a major task in the period ahead, and I certainly will be involved in that.

Q: Is the financial situation at MIT critical, or how do you see it?

Wiesner: Not critical, but serious. We find that it's just wrong to try to let the inflation push up the cost of an education as rapidly as it would if we didn't take steps to try to control it. But I think that equally important is that institutions like ours have to find the way to the future. A good deal of questioning [is] going on about the way to use science and technology in the most beneficial manner. That certainly is going to be a key problem as we move ahead.

Q: MIT has seen student unrest in the past. How will you tend to cope with student unrest here in the future?

Wiesner: By keeping loose, I guess. Paul has been involved with me in this.

Gray: We've tried in the past to respond to the relatively few instances of student unrest that have occurred by being flexible, by trying to minimize polarizations and alienations.

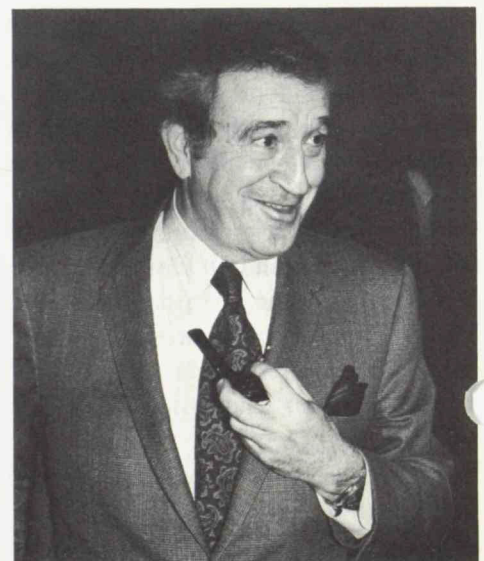
Wiesner: One other point is, of course, that not all student unrest is bad—that is, students are frequently expressing feelings that are held by wide segments of the society and have pointed the way to issues that we should be concerned about. We've tried this in the past and I hope we will always try to understand what's being said not only from the students but from every quarter.

Q: Can you define the distinction between the Chancellor and the President?

Wiesner: It's not easy to define at this stage because we have not been functioning in these capacities, but Paul and I worked together as provosts, and in general we, plus our other colleagues and the president, work as a team whenever we have policy matters to be decided. When there are ongoing jobs to be done we try to divide them up in such a way that we can be efficient. I suspect that's what we will do here.

Q: Doctor Wiesner, do you think that one of the chief problems that faces us is a transition from a war-based to a peace-time economy? Do you foresee MIT taking a position of leadership?

Wiesner: We have been trying to do that. We have been involving ourselves—for a number of years, I might say—in a variety of social and civilian activities, in the medical field, in pollution, and in the urban field. We are committed to move very hard on those problems.



Gray: Jerry, may I add on that, that in the Engineering School [of which Gray is now Dean] faculty and students were coming together to work, often in interdepartmental and interdisciplinary ways, on a variety of problems that have direct social roots and rather immediate social consequences. I am thinking of problems in the area of transportation, in the areas of environmental quality control, energy resources allocation, and matters related to construction and urban planning. These are all areas which, while they have been represented in MIT activity for a long time, are seeing, particularly in the School of Engineering, a resurgence of interest in the last year or two. This represents an example of the way in which directions are changing and evolving.

Q: Dr. Wiesner, just a moment ago you reaffirmed the Institute's commitment to working on social problems. In the past there has been some problem in trying to achieve this goal because money really hasn't been available in amounts necessary and there has been resistance from some quarters. Can you give us some idea as to how this can be achieved and what kind of plans you may have for that?

Wiesner: We have found it difficult to get adequate resources to do many of the things people want to do. For example, in the pollution field we have very strong groups in a number of our departments who have been working for years on these problems. Their ability to make progress has been limited by our inability to raise funds—private funds—to support them. But there is an increasing realization now, I think, on the part of government and on the part of industry, of the importance of these things, and we believe the funding problem is going to be easier in the future than it has been in the past.

Q: What are some of the achievements that you would like to see yourself?

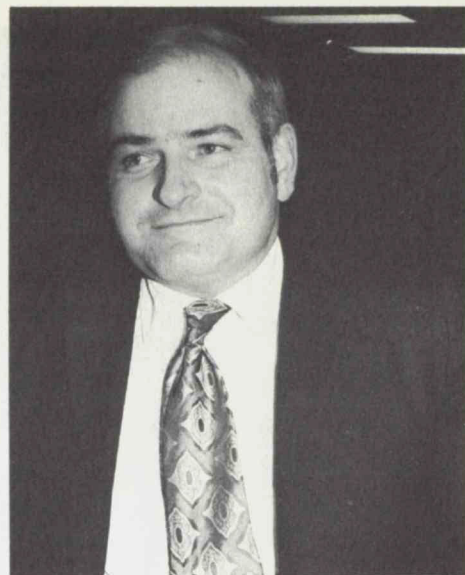
Wiesner: As I said at the faculty meeting, I haven't really formulated goals for the institution. The principal challenge, it seems to us, is to continue to deserve the reputation that this institution has for leadership in education, research, and public service. That's an increasingly difficult problem as the problems get more and more complex.

But an institution like this is not made by its administrators. Its quality is determined by its faculty and its students and what they do. Our job is to support them as best we can and to insure that we have the best possible faculty and that they are given the freedom and opportunity to do the things they want to do.

Gray: In the area of education, particularly undergraduate education, the last ten years have seen at MIT rather dramatic changes—in terms of the degree in flexibility afforded the students and the recognition of individual differences which now can be accommodated in the curriculum to a much greater degree than previously. I think that those are trends which are necessary and appropriate in terms of the kinds of students who come here—a very remarkable student body. I think they are trends which will continue. Our focus in the years ahead must be on structuring the educational experience in a way which encourages the student himself to get to the point of self-sufficiency or independence in educational terms—to the point where he can continue his own education in informal ways outside the formality of a structured curriculum and in the classroom. That's a goal that has always been there. The importance of it becomes underscored as the rate of change of technology and of knowledge in general increases.

Q: Applications for admissions to MIT have gone down considerably during the current year. What do you attribute this to?

Gray: Your observation is correct. Applications for admission to the



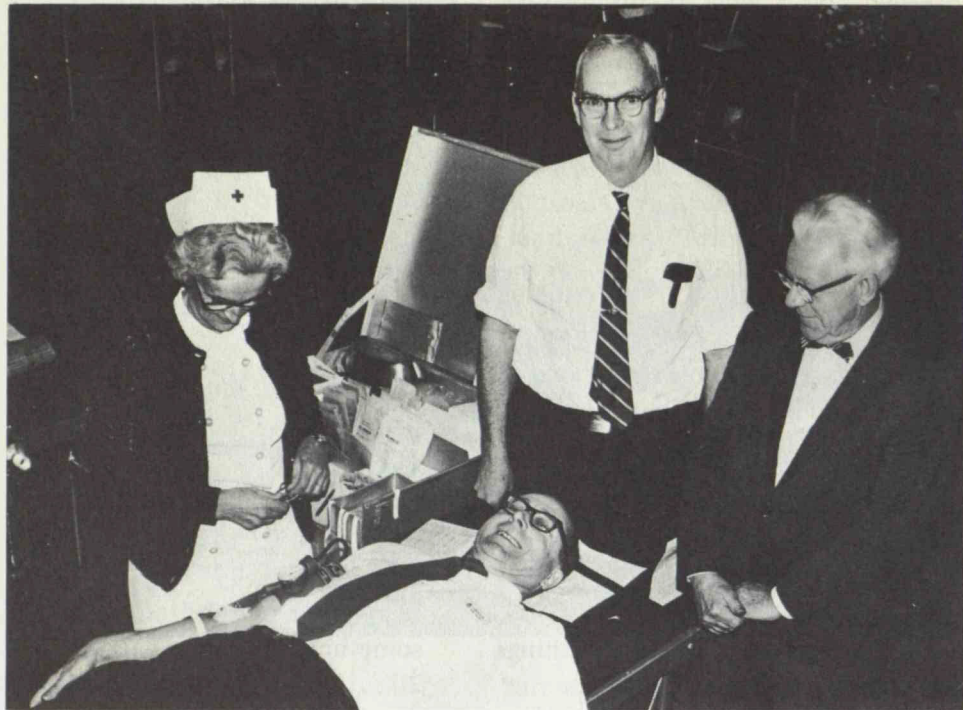
freshman class this year are off by something in the range of 18 to 20%. I have no easy explanation for that. This is a phenomenon which we share with most of the other private universities, including those with whom we compete for students.

Wiesner: And many public universities, I might say. When we first observed this we thought maybe it was a turning away from science and engineering, but we began to inquire, first at Harvard and then at other institutions around the country, and this is a very common phenomenon. Whether it is a reflection of the economic situation, a reflection of the changes in the draft laws, or a combination, we just don't know.

Q: One final question, Dr. Wiesner. Is it true that you are going to give up pipe smoking?

Wiesner: [Laughter.] It depends on the situation I find myself in, I suppose.

Gray: I think it's more likely that I'll take it up.



The MIT Red Cross Blood Drive collected 218 pints of blood Tuesday (March 9), the first day of the drive. In photo: from left, Mrs. McAuliffe, drive chairman Professor Anthony French, former chairman Professor Walter Wrigley, and honorary chairman Nick Carter.

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 Car seat, blk vinyl, w/additional seat belt, \$8; infant seat, \$3. Call 491-2869.
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 Dbl bed; 30" elec range; drk brwn fall, human hair; Great Bks collection; set of everyday dishes. Call x5770 Linc.
 Admiral tv, gd cond & gd picture, \$30. Penny x2321 or 547-4377 evgs.
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racket, \$5. R. Campbell x 6010.
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 Nikkor lens, 105 mm, F 2.5, 2 mos old, \$100. Call x7532 or 547-3654.
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 Yr old Retriever dog, spayed fem, gentle disposition, suitable for children's pet, \$25 if person can provide gd home. Call 326-8471.
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 '64 Mercury Montclair, pwr st & brks, auto trans, radio, \$225. Call 395-0420.
 '64 Olds Dynamic 88, convert, \$450. Call x1956 or 522-9106 evgs.
 '64 Falcon, stndrd, exc cond, \$250. Call x5583.
 '64 Plymouth Valiant, 2 dr. 6 cyl, gd cond, \$175. Call x5937 or 492-3839 evgs.
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 '66 Dodge Polara 500, air cond, pwr st & brks, exc cond. Call 862-4090 evgs.
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 '67 Mustang, 6 cyl, 6 tires & wheels, gd cond, \$1100 or best. Call x4075.
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John x7134 Linc.
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 68 Ford Cortina, 26K, stndrd, exc cond. \$925. Call x337 EDC or 923-8907 evgs.
 '68 Rover, exc cond, snows, ski rack, fogs. Call 868-7070 or 567-0978 (Worcester).
 '69 MGB, 22K, superb cond, Call 495-6638 days or 547-2768 evgs.
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 Camb, Cent Sq, 1BR apt, avail from 4/15, \$176 inc all util and ht. Call 547-1466 evgs.
 Camb sublet, 4 rms, avail Mar 15, \$125/mo, Cent Sq. Barbara x2311.
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WANTED & MISC.

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 WI rent 3BR apt or 2 or 3 BR house in Watertown, W. Camb or Belmont, nd by June 1. Call x7902 or 864-2170.
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 Rug cushion, 12'x15' or larger; contemp din rm set; comf couch; frplace access. Kathy x1584 or 646-3153.
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