

MINUTES OF REGULAR MEETING OF
THE INSTITUTE FOR ADVANCED STUDY

January 27, 1936

A regular meeting of the Trustees of the Institute for Advanced Study was held at the Uptown Club, 60 East 42nd Street, New York City, on Monday, January 27, 1936.

Present: Messrs. Louis Bamberger, Carrel, Flexner, Friedenwald, Hardin, Leidesdorf, Straus, Veblen, Weed, Mrs. Fuld, and Miss Sabin.

Absent and excused: Messrs. Aydelotte, Edgar S. Bamberger, Houghton, Maass, and Stewart.

In the absence of the Chairman and Vice-Chairmen, Mr. Hardin was requested to preside.

The minutes of the meeting held on October 14, 1935, having been distributed, their reading was dispensed with, and they were approved after the adoption of the following resolution:

RESOLVED, That page one of the minutes of the meeting of the Board of Trustees held on October 14, 1935, be and hereby is amended, by changing the word he to the Treasurer, so as to read as follows:

Mr. Maass, Chairman of the Committee on Buildings and Grounds, reported that at the request of the Committee the Treasurer had made a deposit, etc.

The following report of the Director was presented and, on motion, ordered to be incorporated in the minutes of the meeting:

In the middle of the fifth year since the Institute was founded, I think I can do no better than to pause and look backward. Indeed, I should hope that the director and professors in the Institute would every now and then proceed similarly, renewing freshly in their minds the purpose of the Founders of the Institute, asking themselves whether it is still as valid as it was at the outset, to what extent it has actually been realized and what steps can be taken within our resources to achieve our purposes even more fully than they have been achieved in the past.

With this thought in mind I have reread all the reports which I have submitted to the Board since the organization meeting in 1930, and I have reviewed the activities which we have with great deliberation and after the most careful consideration added to the mathematical faculty with which we began. I have tried to be as objective as if I were looking at an institute with which I myself had nothing to do. My conclusions are as follows: the purpose and ideal of the Institute - and it is these which we must continuously bear in mind in decisions on all matters of detail - are as important and as sound as they were at the outset. What is this purpose? To free a group of able, high-minded, and single-minded individuals from all routine and to trust them absolutely to use their own methods of work and thought to forwarding the advance of knowledge and to training every year a small group of men who will go out into the world to plant here or there some germ representing the most advanced thinking in their respective fields. These were our purpose and our ideal. These are still our purpose and ideal. I cannot now foresee the time when they will cease to be so.

As I look back over the Institute's history, I confess to some slight amusement at the title which I myself bear. It is perfectly clear to me that no man can direct groups of scholars of the eminence that we have sought to assemble. I have always insisted that these groups shall be as autonomous as possible, but that word means more to me now than it did when I first used it. Direction consists in keeping bright the ideals with which the institution was started, in conducting elaborate and sometimes involved investigations connected either with the formation of a new school or the calling of new professors, in helping in a hundred minor ways to free the various faculties of inconsequential details, in the careful control of the budget and especially in conserving the income of the institution for the highest possible purposes, in answering a large and growing correspondence, sometimes relevant, perhaps more often irrelevant to the purposes of the Institute, and in general to do all that I can - and I may add that my wife can - to make the persons who belong to the Institute or who come to the Institute happy and effective. Doctor Carrel and I were discussing at luncheon some time ago the conditions under which men do their most effective thinking, and Doctor Carrel emphasized the importance of making men happy, free of care, free from interruptions, free of deadening routine, all of which, in his opinion, we are doing at the Institute. If in the conditions which we have thus created a group of men, gifted, scholarly, industrious, and each in his own way conscientious, cannot be happy, the Institute is no place for them. No single institution can assemble all the different types of useful men. I have described the type that we desire to enroll, to stimulate, and to keep. We must leave it to other institutions to create conditions for other types.

Thus far I have spoken of purpose. The question arises as to how purpose is to be translated into action. In an age when different

subjects unexpectedly cross their accepted boundaries, it seemed to us nevertheless important that somewhere there should be an institution which should be organized in autonomous schools, leaving however the members to feel equally free to work within narrow boundaries or to cross lines which lead into other territories. Thus far we have had little experience except in mathematics, but, in so far as we have had any experience with the other schools, I should say that our conception has proved sound and workable. Professor Riefler, for example, is primarily an economist. He is beginning to feel the need of mathematical or statistical help. There is nothing in the set-up of the Institute which prevents his obtaining from mathematicians either in the Institute, Princeton University, Washington or elsewhere such cooperation as he may desire. There is nothing to prevent his adding to his own small staff a statistician if he can find a person, whose mathematical training is sound. The organization of autonomous schools, the individuals within which can cross any boundary they please, seems therefore, as far as I can now see, to offer the best method for realizing our purpose.

Again, we pledged ourselves by inaugurating a higher scale of salaries and retiring allowances to enable professors to concentrate their entire time and thought on their work. There were considerations at the outset which made it impossible or inadvisable to adopt a uniform salary, and I imagine that considerations of this kind will continue to be valid. On the other hand, I have the feeling that no one should be admitted to the Institute or should be kept on the rolls of the Institute in reference to whom we do not feel that he has it in him to rise to the high level which we originally established. The budget, which I shall present in the spring, will contain a readjustment which without substantially increasing the expenditures of the Institute will recognize this fact in the few cases in which the demonstration has already been

ample. I hope that we shall never forget the truth of what our first years have abundantly demonstrated, namely, that the success of the Institute depends solely and simply upon men and not upon accessories of any kind whatsoever. If we will bring together men of great ability or great eminence, workers will flock to them regardless of the way they are housed. We have been careful to attach no specific title to any professor. Thus the freedom of an able man is completely guaranteed. On the other hand, it must be borne in mind that, inasmuch as the Institute has no ordinary teaching duties, it is under no obligation to fill a vacated post. In the event that a chair becomes vacant several courses are open:

- (1) It may be filled in case there is a person of sufficient eminence and the subject itself is still a living one
- (2) The amount expended can revert to the treasury to be used for any other legitimate purpose of the Institute
- (3) A new professorship in some entirely different subject can be established, provided a person of sufficient eminence and productivity is available

Sooner or later some sort of modest building will become necessary through the increase of numbers, but the central fact of which we must never lose sight is men, men, men.

In principle, full time prevails throughout the institution. Any departure from it would be made only in a particular case and after the most careful scrutiny and under the most careful limitations. In no instance should any exception be cited as a precedent.

I have had no share whatsoever in the management of the funds of the Institute. That is fortunately in much more capable and in extremely able hands. I have, however, followed one principle to which I hope the Institute will always adhere, namely, that we shall never in any one year budget our entire expected income. We ought always to keep a fair margin so as to be able to take care without worry of either an unexpected default or an unexpected opportunity. If, for example, we had budgeted

our entire income for the present year, we should probably not have approached Professor Lowe, as I shall shortly explain. As it is, we have been able to make a modest expansion in the field of the humanities and have won the approbation and coöperation["] of the Carnegie Institution of Washington and the Morgan Library by so doing. As the resources of the Institute increase, I hope that the unexpended margin of income may likewise increase so that it may become a really substantial sum. There is a further point which I think we should always bear in mind in reference to the budget of the several schools. No school has a vested right in any particular sum of money beyond the sum needed for continuing appropriations. No school should feel itself constrained to spend the entire amount appropriated to it. On the other hand, the Board should feel that if in the course of the year some fine opportunity arose, it need not, if it possesses the income, hesitate to make an occasional appropriation. The duties of the schools and the duties of the Board are in respect to the expenditure of funds reciprocal.

Our relations with Princeton University have continued to be ideal. The University has appointed a committee to meet with the committee of the Trustees of the Institute for the purpose of discussing matters of common interest. In the search for a site the University has officially indicated its willingness to coöperate["] with us so that the Institute may ultimately possess a building or buildings most advantageously situated to serve the ends of both institutions. I have myself kept in constant touch with President Dodds and Dean Eisenhart and more recently with the groups interested in the social sciences and the humanities, and from all of them we have received the most cordial coöperation["]. We have helped the University by bringing to Princeton a group of persons who possess the gifts, the learning, and the time needed to enlarge the advanced opportunities which Princeton University itself offers.

Such books as we have purchased or obtained by gifts are equally at the service of the University and ourselves. On the other hand, the University has opened its library facilities to us with the utmost freedom, and the members of its various faculties have coöperated with us just as cordially as if we all belonged to one great family interested in the promotion of knowledge, as indeed we do.

It is pleasant to announce that the workers - or, as I think we shall hereafter call them, the members of the Institute - continue to come from all quarters of the United States and Europe. It is also gratifying to report that two of the members of the faculty of the School of Mathematics have been invited to lecture abroad during this coming summer: Professor Alexander at the University of Cambridge and Professor von Neumann at the University of Paris. Professor Meritt, our young humanist, has been lecturing with distinguished success at Oxford during the past few months. The British Museum in London, the Bodleian Library at Oxford, and the Fitzwilliam Museum at Cambridge have shown him unexampled kindness in giving him the opportunity to copy without charge precious material which they and they alone contain. Latterly he has been in Athens where he has gathered an enormous amount of archaeological material which will be brought to Princeton for study. Within the next few years it is not unlikely that Princeton will contain the largest collection of material of this character that exists anywhere in the world. As an example of the way in which the Institute is exerting an influence far beyond its own borders, I may quote the following extract from an official document issued by the University of Oxford, dated November 27, 1935:

The present time is opportune for making this first instalment of the desired equipment of the projected addition to the Ashmolean Museum because Dr. Benjamin D. Meritt who has been giving instruction in epigraphy this term is about to provide for the Institute for Advanced Study in Princeton, New Jersey, a similar set of squeezes from the National Museum at Athens and has kindly undertaken to assist in supervising the provision of a duplicate set for Oxford. This is

an exceptional opportunity for supplying the need of a working equipment for advanced study of epigraphy in Oxford.

The significance of this action on the part of the University of Oxford arises from the fact that, though the English universities develop, they develop as a rule very slowly. Here is an example that shows that within a few months the governing bodies of Oxford have taken a forward step on the basis of a step taken in Princeton.

An informal meeting of the Executive Committee was held on December 6, 1935, for the purpose of considering some steps in reference to the School of Humanistic Studies. It was necessary for me to ascertain whether the income of the Institute would warrant this expansion and what the attitude of the Committee was towards it. The minutes of this meeting could not be circulated because the meeting was of an informal character and because it would have been unfair to the persons involved to give any information until it was ascertained whether or not they would accept. It was the opinion of the Treasurer that the Institute could afford the additional expense involved, and the budget for the current year was, on motion, increased from \$250,000 to \$265,000.

I thereupon entered into correspondence with Professor E.A. Lowe, the greatest of living Latin paleographers, now a professor at the University of Oxford, to ascertain whether he would accept a call to the Institute. I have been informed by cable and subsequently by letter that he feels honored by the invitation and that he will accept. Professor Lowe, though an American by birth, has received his education mainly abroad. He is a member of learned societies all over the world and is universally regarded as a scholar of outstanding eminence. Dr. Waldo Leland, Secretary of the American Council of Learned Societies, writes me as follows:

A note from Lowe tells me that he has received and accepted your offer. I congratulate him heartily upon the magnificent opportunity that you are giving him, but I congratulate you just as sincerely, for I believe that he is precisely the sort of distinguished scholar that you

wish to have connected with the Institute. Finally, let me assure you and the Institute for Advanced Study of the gratitude of American scholarship for the magnificent contribution that is being made through the arrangement with Dr. Lowe.

In a letter which I have just received Professor Lowe writes:

It will be an honor and a privilege to join your staff, and I am looking forward to it more than I can say.

I am also able to report that the Carnegie Institution in Washington is so deeply interested in our bringing Professor Lowe to this country that it is willing to make a substantial appropriation towards his expenses. The librarian of the Morgan Library, Miss Belle Greene, with whom I have also conferred on the possibility of Professor Lowe's coming to America has told me that the treasures of that great library not yet explored will be freely placed at Professor Lowe's disposal. Professor Lowe has in preparation an important work, which will ultimately be issued by the Clarendon Press in ten volumes, two volumes of which have already been published. The Clarendon Press is itself contributing one third towards the total cost of this monumental work, and the remainder of the money needed has already been secured and is in the hands of the Clarendon Press.

The Committee also authorized that I negotiate with Professor W. A. Campbell, who has been field director of the excavations at Antioch, and I am informed by Professor Morey of Princeton University that Professor Campbell will accept an appointment if it is offered to him, though the date of his acceptance is still undetermined. Doctor Campbell is comparatively young. He was graduated at Dartmouth in 1926 and received the degree of Master of Fine Arts, magna cum laude, in Princeton in 1930. His sound training in archaeology he received with Professor Shear, whose work at Corinth and at Athens has received world-wide recognition. Since 1930 Professor Campbell has devoted half his time to supervision of the great excavation of Antioch. Between 1927 and 1930 he was a Carnegie

fellow at Princeton. He belongs in the same class as Professor Meritt and gives every promise of developing into a great scholar in the field of humanistic studies.

A suggestion has been made by the Emergency Committee in Aid of Displaced German Scholars that the Committee would supply \$2,000 towards the salary of Professor Ernst Herzfeld in order to enable the Institute to offer him a post in the School of Humanistic Studies. Professor Herzfeld is recognized as the foremost scholar in the field of Islamic archaeology of the present day and also is one of the best of the explorers in the field of Persian archaeology. His position is undisputed because of his extraordinary command both of the languages involved in the field and of the archaeological methods which he learned from Sarre, his teacher. His researches based upon the sound knowledge of the inscriptional and literary evidence bearing upon his archaeological finds have put Islamic archaeology on an entirely new basis. It is to be hoped that he will be able to train up a group of men of the younger generation to perfect themselves in his methods and absorb his extraordinary knowledge of the field so that this combination will be continued in American scholarship in the future. Herzfeld's library, himself, and his immense material in preparation for publication are all at present unlocated, so that the settling of this great scholar in some place where he can finish his work in the course of the next ten years would seem to be one of the outstanding desiderata of the learned world at present. In this connection I have pleasure in quoting a letter, dated January 25, 1936, which I have received from Professor Walter W. S. Cook, head of the department of fine arts at New York University.

I cannot tell you how pleased I am to hear that it will be possible for the Institute for Advanced Study to bring Dr. Ernst Herzfeld to this country in the fall.... Dr. Herzfeld is primarily a research person, and the publication of the results of twenty years of excavation will be a great contribution to science. Also a certain contact with

a small group of advanced graduate students in this country will enable him to train young American scholars who will carry on in the future.

Dr. Herzfeld is internationally regarded as the most outstanding scholar in the field of Near Eastern art. For the past twenty years, he has directed one expedition after another in Persia on behalf of the University of Berlin, the German Government, and the Oriental Institute in Chicago. Last year, his excavation of Persepolis was completed and his recent dismissal as professor in Berlin and completion of his contract with Chicago, which terminated January 1 of this year, leave him entirely free to come to this country. He is not only universally accepted as the outstanding scholar in the ancient art of the Near East, but also has personal qualifications which will enable him to fit perfectly into the American scene. He speaks English with practically no accent, and has many influential and prominent friends in this country.

The appointment of such outstanding scholars as Dr. Panofsky, Dr. Meritt, Dr. E. A. Lowe, and Dr. Herzfeld in your Department of Humanistic Studies will result in a great contribution to American scholarship. The presence of these scholars in Princeton and their contacts with New York and with other institutions will do much to raise the level of higher education in our American institutions.

Within a comparatively short time, the Institute for Advanced Study has become one of the most potent factors in American education. I have often wondered whether Mr. Bamberger and Mrs. Fuld, when they brought this Institute into existence, realized what a great contribution they were making. Most professors in American universities are so overburdened with teaching and administrative details that they have little opportunity for research and publication. However, the establishment of this Institute with a small group of outstanding scholars who are devoting themselves primarily to the advancement of knowledge is an outstanding challenge to all our American universities.

One very obvious and direct result of the influence exerted by the Institute is the recent announcement of President Conant of Harvard of the future creation of a limited number of chairs for professors who would not be attached to any one department and who would devote themselves to research and be free from the routine of administration. I feel sure that the creation of these proposed chairs, one of which will be financed by Thomas Lamont, is the direct result of the existence of the Institute, which is a constant example of the fact that the most important element in an institution is the scholar, rather than the brick and mortar and machinery which surround him. Everyone in this country and abroad who is vitally interested in the future of the advancement of knowledge and the preservation of scholarship can be deeply grateful to Mr. Bamberger and Mrs. Fuld for the unique contribution which they have made.

I shall therefore at the proper time move that the Director be authorized to complete the negotiations with Professor Lowe, Professor Herzfeld, and Professor Campbell.

From the time when the Institute was started, Mr. Bamberger expressed the opinion that, inasmuch as a new enterprise was in process of development, it was important that I should have an understudy who might follow its development. In old institutions it is perhaps wholesome that from time to time quite new personages be introduced as directors, but in an institution which is being formed along definite lines and for definite purposes it would be unfortunate if too early in its career its general policy were abruptly changed. Mr. Bamberger's solicitude about the future has never been absent from my mind, but I have not hitherto felt that we had progressed to the point where a step of the kind he recommended should be taken. We have I think now reached that point. I am furthermore in my seventieth year and, while my health and strength are unimpaired, I cannot close my eyes to the fact that my usefulness may in the course of the next few years be gradually diminished. On the other hand, as it seems to be the wish of the Board that I should continue in my present post, it would, in my judgment, be a mistake to select a successor as long as the date of my retirement is undetermined. It has occurred to me, however, that it might be possible to find a competent person who would be willing to serve as associate director on precisely the same terms upon which I serve as director, namely, annual election without any commitment as to the succession. I shall move later that I be authorized to make a recommendation on this subject to the Board at its annual meeting.

Mr. Hardin, Chairman of the Finance Committee, stated that the report of the Finance Committee would appear in the report of the Treasurer.

The Treasurer reported that the assets of the Institute on December 31, 1935, were as follows:

Cash in bank	\$ 64,400.00
Securities	6,719,900.00
Insurance	148,600.00
Mortgages receivable	86,200.00
Advances on new site	46,100.00
Furniture, fixtures, deferred charges, etc.	<u>78,300.00</u>
Making a total of	<u>\$ 7,143,500.00</u>

The market value of the securities was \$7,023,900.00.

On motion, the report of the Treasurer was accepted.

In the absence of Mr. Maass, Chairman of the Committee on Buildings and Grounds, Professor Veblen reported that pursuant to the powers previously conferred upon the Committee by the Board they had purchased for the future uses of the Institute the Olden Farm, having an approach on Mercer Street and extending to the canal, and near the Graduate College of Princeton University; that in addition they had purchased a considerable number of lots adjoining the golf course and the site of the Graduate College, as well as the large house on the corner of Alexander Street and College Road, making a site of two hundred acres contiguous to the Princeton Campus, which would facilitate continuing cooperation between the University and the Institute. He reported that the purchase of the site was important from every point of view and particularly that it added to the amenities of Princeton as a desirable place in which scholars could live and work.

The Director stated that he had received a letter from Professor Veblen to the effect that Professor Elie Cartan of the University of Paris, Professor G. H. Hardy of the University of Cambridge, and Professor T. Levi-Civita of the University of Rome would attend the Harvard Tercentenary in September. He suggested that these three very distinguished professors be

invited to come to Princeton in the autumn before the Christmas recess at the joint invitation of the Institute and the University at a stipend of \$2,000, respectively. It was thereupon recommended that Professors Cartan, Hardy, and Levi-Civita be invited with the understanding that the budget of the School of Mathematics for 1936-1937 would not be increased thereby.

The Director nominated Professor E. A. Lowe a professor in the School of Humanistic Studies on the following terms:

That his appointment as professor in the School of Humanistic Studies date from July 1, 1936; that his salary be fixed at \$10,000 a year, of which he will contribute 5% to the Teachers Insurance and Annuity Association of America, the Institute contributing an equal sum monthly; and that, unless his term of appointment is prolonged by mutual consent, he retire at 65 years of age.

On motion, the nomination of Professor E. A. Lowe as professor in the School of Humanistic Studies was approved.

The Director nominated Professor W. A. Campbell a professor in the School of Humanistic Studies on the following terms:

That his appointment as professor in the School of Humanistic Studies date from July 1, 1936; that his salary be fixed at \$6,000 a year, of which he will contribute 5% to the Teachers Insurance and Annuity Association of America, the Institute contributing an equal sum monthly; and that, unless his term of appointment is prolonged by mutual consent, he retire at 65 years of age.

On motion, the nomination of Professor W. A. Campbell as professor in the School of Humanistic Studies was approved, it being understood that if Professor Campbell is unable to begin his term on July 1, 1936, the Director shall, in his discretion, be authorized to make a temporary appointment.

The Director nominated Professor Ernst Herzfeld a professor in the School of Humanistic Studies on the following terms:

That his appointment as professor in the School of Humanistic Studies date from July 1, 1936; that his salary be fixed at \$4,000, of which the Emergency Committee in Aid of Displaced German Scholars will supply for the year 1936-1937 \$2,000; that he will contribute 5% of his salary to the Teachers Insurance and Annuity Association of America, the Institute contributing an equal sum monthly; and that, unless his term of appointment is prolonged by mutual consent, he retire at 65 years of age.

On motion, the nomination of Professor Ernst Herzfeld as professor in the School of Humanistic Studies was approved.

On motion, it was

RESOLVED, That after seeking advice from the several professors in the Institute and from such other sources as he may desire to consult, the Director be and hereby is authorized to submit to the annual meeting of the Board a nomination for the post of Associate Director, it being understood that this is an annual appointment and that it does not involve succession to the directorship, unless sufficient evidence of the qualifications needed in the directorship has been displayed;

AND BE IT FURTHER RESOLVED, That the Executive Committee be and hereby is authorized to arrange all further details that may be necessary in connection with the establishment of this post.

At the meeting held in October, 1935, it was decided to hold the annual meeting in Princeton before April 15, 1936. Thereupon after discussion, it was, on motion,

RESOLVED, That the annual meeting be held in Princeton, New Jersey, on Monday, April 13, 1936, at 11:15 in the morning, at a place to be indicated in the notices of the meeting.

The Director asked that the Trustees consider the advisability of omitting the meeting in January, in the discretion of the Director, who would determine whether there was sufficient business to justify the meeting. It was suggested that this question be deferred until the next meeting.

The Director reported a gift of a magnificent set (14 volumes) of the collected works of Jacob Burckhardt on art from Dr. Arnold Berliner of Berlin.

There being no further business, on motion, the meeting adjourned.