

MINUTES OF REGULAR MEETING OF
THE BOARD OF TRUSTEES OF
THE INSTITUTE FOR ADVANCED STUDY

APRIL 20, 1945

A regular meeting of the Trustees of the Institute for Advanced Study was held in Fuld Hall, Princeton, New Jersey on Friday, April 20, 1945 at 2:30 P. M.

PRESENT: Messrs. Aydelotte, Fulton, Hardin, Leidesdorf, Maass, Moe, Schaap, Veblen and Weed.

ABSENT AND EXCUSED: Messrs. Bamberger, Douglas, Flexner, Rosenwald and Wolman.

Mr. Hardin presided.

The minutes of the meetings held January 19, 1945 and March 2, 1945 having been distributed, their reading was dispensed with and the minutes were approved.

Mr. Aydelotte reported the informal action of the Executive Committee in listing Professor Einstein as Emeritus in Bulletin No. 11. On motion, seconded and unanimously carried, it was

RESOLVED that Professors Einstein and Veblen shall as they reach the age of 65 be designated in the Bulletin as Emeritus, it being understood that between the ages of 65 and 70, they shall nevertheless receive full salary as provided by the special gift from Mr. Bamberger set aside for their benefit, and that in consideration of this extra compensation they shall undertake to fulfill their duties just as if they remained on the active list.

Mr. Leidesdorf presented a joint report for the Treasurer and Finance Committee.

Mr. Maass moved that the following letter be addressed to the Executors under the will of Louis Bamberger, deceased, and

that a letter of similar tenure be addressed to the Executors under the will of Carrie B. F. Fuld, deceased, the letters to be signed by the President of the Corporation and the Director of the Institute. The resolution was seconded by Dr. Weed and passed, Messrs. Hardin, Leidesdorf and Schaap not voting.

April 24, 1945

"John R. Hardin,
Samuel D. Leidesdorf and
Michael Schaap
Executors of the will of
Louis Bamberger, deceased

Gentlemen:

"This letter will evidence the understanding and agreement with you that the Institute for Advanced Study - Louis Bamberger and Mrs. Felix Fuld Foundation, residuary legatee under the will of Louis Bamberger, deceased, will re-assign and re-deliver to you all or any of the bonds and stocks and other property which you have assigned or delivered, or which you may hereafter assign or deliver to the Institute in pro tanto distribution of the residuary estate of said decedent, and will refund and pay to you the amount of proceeds received by you through any liquidation of any of such property; if and to the extent that you may at any time, or from time to time, require and request of the Institute any such re-delivery and re-assignment, or any such refund, for the purpose of enabling you to make payment of any debt of decedent, or of any inheritance or estate tax or other claim against the estate of decedent, which you cannot in your opinion conveniently meet out of other funds or assets in your custody as executors as aforesaid.

Very truly yours,

Herbert H. Maass
President

Frank Aydelotte
Director"

The Assistant Secretary acknowledged receipt of the following papers concerning the property at the northwest corner of Market and Halsey Streets, Newark, New Jersey to be deposited in Safe Deposit Box No. 267 of the Institute for Advanced Study in the vaults of the Princeton Bank and Trust Company:

1. Lease dated February 1, 1904 - Weiler to Goerke
2. Amendment dated March 15, 1909
3. Assignment dated March 30, 1909 - Louis Bamberger, Felix Fuld, and Louis M. Frank
4. Amendment dated March 8, 1911
5. Assignment agreement dated March 10, 1911
6. Chester Realty Indemnity dated June 9, 1932
7. L. Bamberger & Co. indemnity dated December 21, 1937

The Board ratified the sale of the property at 21-3 Godwin Avenue, Ridgewood, New Jersey, Approval of this sale was voted at the Special Meeting of the Board on March 2, 1945.

Mr. Leidesdorf reported that discussions were in progress concerning the sale of Mrs. Fuld's estate at South Orange, New Jersey. It was moved, seconded and unanimously carried that negotiations concerning the sale of this property be referred to the Finance Committee with power.

It was further moved, seconded and unanimously carried that negotiations concerning the sale of the capital stock of the Halsey-Cedar Corporation be referred to the Finance Committee with power.

Dr. Weed reported that the Budget Committee had held no meeting and that in view of uncertainties surrounding the settlement of the estates of Louis Bamberger and Mrs. Felix Fuld, presentation of the budget would be postponed until the fall meeting of the Board.

Mr. Veblen said that the Committee on Buildings and Grounds had no report and stated that negotiations with Mr. Robert C. Maxwell concerning the sale of his land would be begun as soon as Mr. Maxwell returned from Florida.

Mr. Moe presented the recommendations of the Committee on Nominations as follows:

For officers of the Board of Trustees to serve until the next annual meeting:

President: Herbert H. Maass
Vice President: Lewis H. Weed
Chairman: John R. Hardin
Treasurer: Samuel D. Leidesdorf
Assistant Treasurer: Ira A. Schur
Secretary: Edgar S. Bamberger
Assistant Secretary: Jane S. Richardson
Assistant Secretary: Leah Harris

The election of the officers as read was moved, seconded and unanimously carried. The Secretary cast one ballot for each nominee and the Chairman declared the officers of the Board duly elected and notified.

For members of the Standing Committees of the Board of Trustees:

EXECUTIVE COMMITTEE: Mr. Maass, Chairman;
Messrs. Bamberger, Hardin, Leidesdorf, Moe, Schaap,
Veblen, Weed and Wolman

FINANCE COMMITTEE: Mr. Leidesdorf, Chairman;
Messrs. Hardin, Maass, Schaap and Wolman

BUDGET COMMITTEE: Dr. Weed, Chairman;
Messrs. Douglas, Leidesdorf and Rosenwald

COMMITTEE ON BUILDINGS AND GROUNDS: Mr. Veblen,
Chairman; Messrs. Bamberger and Maass

COMMITTEE ON NOMINATIONS: Dr. Fulton,
Chairman; Messrs. Leidesdorf and Rosenwald

The appointment of the Committees as read was moved, seconded and unanimously carried.

Mr. Aydelotte said that the committee appointed to provide a memorial for Louis Bamberger at the Institute had no report.

The Director presented his report. After discussion, Mr. Maass moved that the report of the Director be not filed, that copies be sent to the Trustees for their study and consideration before the next meeting of the Board and that the Chairman appoint a temporary committee of three to examine the report of the Director and to present a report on the recommendations contained therein for action at the next meeting of the Trustees. The motion, seconded by Mr. Schaap, was carried. The Chairman appointed the following Trustees to serve on this committee: Mr. Maass, Chairman, Messrs. Aydelotte and Weed. The report of the Committee and the Director's Report in revised form are presented as an appendix to these minutes.

It was further moved by Mr. Maass, seconded by Mr. Schaap, and carried that the Chairman appoint a permanent committee of three to be known as the Committee on Appointments which shall receive recommendations from the Director and Faculty concerning permanent appointments to the Faculty of the Institute and shall report on them to the Board of Trustees or the Executive Committee. The Chairman appointed the following Trustees to the Committee: Mr. Maass, Chairman, Messrs. Aydelotte and Weed.

The Director expressed great satisfaction that the Board should now turn its attention to these important questions of organization, procedure and policy. He made the suggestion that

at some future date the Board might hold an all-day meeting to discuss these matters. In this connection the suggestion was made that the meeting of the Finance Committee be held in New York and that the Board meeting begin at 12:15 P. M. instead of 2:00 P. M. Individual members of the Board signified their approval of such an arrangement.

The Director called the attention of the Trustees to the following schedule of meetings for the coming year. It is suggested that meetings of the Finance Committee be held at four o'clock in Mr. Leidesdorf's office, 125 Park Avenue, New York City, and meetings of the Executive Committee at five o'clock in the same place. Meetings of the Board will be held at 2:00 P. M. in the Board Room in Fuld Hall.

| | | | |
|---------|-------------------|--------------------|-----------|
| Friday | October 19, 1945 | Board of Trustees | Princeton |
| Tuesday | November 20, 1945 | Fin. & Exec. Comm. | New York |
| Tuesday | December 18, 1945 | Fin. & Exec. Comm. | New York |
| Friday | January 18, 1946 | Board of Trustees | Princeton |
| Tuesday | February 19, 1946 | Fin. & Exec. Comm. | New York |
| Tuesday | March 19, 1946 | Fin. & Exec. Comm. | New York |
| Friday | April 19, 1946 | Board of Trustees | Princeton |

Mr. Maass moved the reappointment of Dr. Frank Aydelotte as Director of the Institute for the academic year 1945-1946 and the motion, seconded by Mr. Schaap, was unanimously carried. The Chairman announced that Dr. Aydelotte was thereby reappointed and notified.

In accordance with the action taken by the Board of Trustees at the special meeting on March 2, 1945, the Chairman announced the appointment of the following Trustees to serve on

the Selection Committee to recommend a successor to Dr. Aydelotte as Director. The Committee as appointed is as follows:

Mr. Moe, Chairman
Mr. Aydelotte
Mr. Douglas
Dr. Fulton
Mr. Leidesdorf
Mr. Maass
Mr. Schaap

The Chairman added that if Mr. Douglas' absence in Europe should prevent him from serving on the Committee, he would appoint another Trustee in his place.

The Assistant Secretary acknowledged receipt of the following medals to be placed in safekeeping in the vaults of the Princeton Bank and Trust Company:

Medal of Louis Bamberger and of building given to Museum of Newark, New Jersey by him, 1925

Medal presented to Louis Bamberger on the 50th anniversary of the founding of L. Bamberger & Co., December 13, 1942

Medal of the Institute for Advanced Study presented to Louis Bamberger in 1934

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

Jane S. Richardson
Assistant Secretary

A P P E N D I X

NOTE: In accordance with the resolution of the Trustees that a committee should be appointed to consider the Director's Report as presented on April 20, 1945 and to make recommendations to the Trustees, Mr. Hardin appointed a committee of three, consisting of H . H. Maass, Chairman, Dr. Weed and Dr. Aydelotte. This Committee has studied the report carefully. It is clear that the Trustees had interpreted some of the statements as having a meaning quite different from that which the Director intended. Since the main point to the report was the suggestion of a sounder procedure than we have followed hitherto in making new appointments, it seemed best to the Committee to confine the report to that subject and to omit the statements to which exception had been taken. The report as presented herewith has been approved by the Committee.

H. H. MAASS
Chairman

INSTITUTE FOR ADVANCED STUDY

REPORT OF THE DIRECTOR

APRIL 20, 1945

As the end of the war approaches young scholars are being released from military service, from war research and from the teaching of soldiers and sailors. This impending change has shown itself in a number of additional applications for membership in the Institute. We may expect more during the late spring and summer and may look forward in 1945-1946 to getting back partially at least to a peacetime basis. Among members who will be in residence next year are the following:

Dr. Ky Fan, a member of the Mathematics Department of the National University of Peking who has since 1939 been pursuing advanced research in France.

Professor Shih-Tsun Ma of the Physics Department of the National University of Peking who has done advanced work at Cambridge and Bristol.

These two men, together with Professor Chern who remains with us, will give us a very strong group of Chinese mathematicians.

Dr. Hans Baron, a refugee scholar from Germany, who is working on an important Renaissance project. Dr. Baron has been a Guggenheim Fellow and has received grants from the American Philosophical Society, the American Council of Learned Societies and the Emergency Committee. He comes to the Institute on a grant from the Rockefeller Foundation.

Dr. John C. Cooper, Jr., Vice President of Pan American Airways, for whom we have made application to the Rockefeller Foundation. Dr. Cooper will study international aviation problems and their legal, political and economic aspects.

Charles Warren Everett, a Guggenheim Fellow, who also is in receipt of a grant-in-aid from the Rockefeller Foundation. Mr. Everett is a member of the Department of English of Columbia University and is making a study of the life of Edward Everett as an example of the life of the scholar in politics.

Noel Hall, formerly of the London School of Economics and a Commonwealth Fund Fellow of Princeton University, more recently Minister to the United States.

Richard Stone of the National Institute of Economic Research.

Lucius Wilmerding, Jr., formerly of the Treasury and more recently Chief of the Library and Reports Division of UNRRA, who is making a study of the government accounting systems.

Professor Buchanan of the University of California who will work with Dr. Lutz on problems connected with international exchange, a study financed by the Twentieth Century Fund.

Leslie W. Jones of the College of the City of New York, formerly a Guggenheim Fellow, who will work with Professor Lowe on problems of paleography.

Miss Berta Segall, former AAUW Fellow, who will work with Miss Goldman on the ornamental style of Alexandria and its sources.

It is a great pleasure to make the report that Dr. Tedesco, philologist, formerly a member of the School of Humanistic Studies, has now received a research appointment in the Linguistics Department at Yale.

I am urging members of the Faculty to curtail or give up entirely their war work as soon as they can do this without sacrifice of the public interest. It is inevitable that some of the scholars in our group will still be called upon for occasional consultation by the public authorities and that they will have the responsibility of giving advice in connection with the great plans for peacetime research under the direction of Government which are now under discussion. It may happen, furthermore, that some men like von Neumann will be doing work of such public and scientific importance as to make it necessary for them to continue after the end of the war. I shall report such cases to the Trustees at future meetings and ask their approval of whatever arrangements may seem to be advisable. Changes are taking place rapidly and it is impossible at this moment to foresee what the situation will be even a few months hence.

I have lately received a visit from the Librarian of Princeton University who brought with him the architects who are planning the new building. Princeton University greatly appreciates our contribution to the Library and this visit was for the purpose

of ascertaining our needs and desires with respect to the provision to be made for the Faculty and Members of the Institute. One room in the Library will be set aside for whatever use we choose to make of it: conferences between Faculty and Members of the Institute, work by secretaries and assistants, etc. The architects are planning, furthermore, additional cubicles in the stacks for our use and the Princeton authorities have shown themselves most eager to cater to the needs of the Institute in every possible way. The fact is, however, that they have always done that. We shall doubtless find it useful to have a room in the new building for our own purposes but what we need from the Princeton Library is only what we have always enjoyed, namely the fullest use of all its resources. The only change made by our contribution is that we shall enjoy permanently as a matter of right, facilities to which we have hitherto been made welcome as a matter of hospitality.

Now that the time has come when we shall have the means to expand and enrich our activities, I wish to call the attention of the Trustees to the importance of establishing an orderly procedure for making new appointments to the Faculty. I have not raised this question before because we have never before during my directorship been in a position which would make new appointments possible.

The success of the Institute depends on the quality of the members of the Faculty who constitute its nucleus. No professor should be appointed who is not already an eminent creative scholar. Second-rate men, however, meritorious, are a handicap. The best method of maintaining the quality of the Institute at the highest

level is to require that appointments recommended by the Director should first be submitted to the Faculty so that in considering the recommendations of the Director, the Trustees will have the benefit of the Faculty's advice. The unity of the Institute will best be preserved by this procedure. The Trustees remain the court of last resort and are free at their discretion to approve or disapprove any recommendations made to them by Director and Faculty.

In the appointment of members of the Faculty and in selecting fields for research the Trustees should not, in an institution of this character, rely solely upon the advice of the Faculty. The institution we aspire to build will be so significant in all the fields of scholarship we touch that our appointments will be a matter of concern to scholars everywhere. Competent outside advice should be sought in some formal and responsible way.

The most important task facing us at this moment is the recruiting of new members of the staff. The Institute needs new blood and its future success will depend upon the quality of the men whom we call here to professorships. For some years past, even before the bequests of Mr. Bamberger and Mrs. Fuld made our financial situation secure, I have carried on discussions with members of the Faculty and with scholars outside the Institute concerning possible new appointments to our staff. I have several recommendations ready to make to the Trustees and others to which I wish to give further study. I wish at this time to suggest that the Trustees authorize the formation of a Committee on Appointments to which the Director can make his suggestions and which can in turn recommend those approved to the Trustees or to the Executive Committee.

In order to make sure that any recommendations of the Director should have the fullest consideration, I suggest that this committee should require that any appointments recommended be approved (1) by the department concerned, (2) by scholars outside the Institute best fitted to give advice on a particular case, (3) by the Faculty.

I attach great importance to the latter requirement and it would give me great satisfaction if the Chairman of the Committee on Appointments or indeed all of the members of the Committee would take the trouble to attend each meeting of the Faculty where new appointments are to be recommended. In so small a group it is, in my opinion, very important for preserving a spirit of unity and cooperation that each individual who comes to the Institute should have the feeling that the invitation is extended to him not merely by the Director and the Trustees but by the Faculty as well.

It should be the duty of this new Committee on Appointments to consider all matters connected with the status of members of the Faculty, including salaries and retiring allowances and to consider such problems as the extension of our work to fields not now covered and the possible abandonment of studies now being pursued in case that should be deemed advisable because of the retirement of members of the Faculty or for any other reason.

FRANK AYDELOTTE
Director