

1905-1918 ff.

✓ BENEFITS (TIAA)

Academic Personnel

CARNEGIE FOUNDATION FOR THE
ADVANCEMENT OF TEACHING

Foundations

PRITCHETT, HENRY S.

Biographical

Carnegie founded the Foundation for the Advancement of Teaching about 1905 and endowed it with \$10,000,000, to provide for the old age of professors engaged in higher education.

The letter sent to the Trustees on founding said Carnegie had "reached the conclusion that the least rewarded of all the professions is that of teacher in our higher educational institutions. Very few, indeed, of our colleges are able to [provide pensions] the consequences are grievous. Able men hesitate to adopt teaching as a career, and many old professors whose places should be occupied by younger men cannot be retired." (p. 89)

The first plan failed. Carnegie gave it \$5,000,000 more. It was not actuarially sound. It was not a contributory system.

It provided a maximum pension of \$4,000 which by the time Flexner was writing had been reduced to \$1,500. Pritchett who was its manager or president was bitterly criticized. Certain restrictions were difficult of administration:

(1) Did not apply to ~~non~~denominational colleges or universities nor to state colleges or universities.

(2) In determining what were colleges and universities arbitrary measurements "Carnegie Unit" was set up providing that four years of high school was uniform requirement.

Conflicts in administration: Princeton was loosely spoken of as Presbyterian and Yale as Congregational, Chicago University as Baptist (founded by Rockefeller).

Princeton was not denominational by the time the Carnegie Foundation was established. (P. 96) ~~HARVARD~~ Neither Harvard nor Yale was nor the University of Chicago. State universities had not made provisions for pensions. Colleges and universities were growing rapidly. By 1909 it

was apparent that the work could not be done even in accord with the relaxed standards which the dropping of the denominational and state college proscriptions made possible. The Carnegie Corporation contributed something over \$12,000,000 more.

In 1918 the TIAA, a legal reserve life insurance company was incorporated, made possible through a grant in 1917 by Carnegie Corporation of New York of \$1,000,000 for capital and surplus with subsequent large additional gifts-- provided for a contributory system and contracts for individual professors at economical rates. In addition to retirement annuities several forms of life insurance at reduced rate were procurable.

The impossibility of the administration of the denominational prohibition which evidently did obtain in the case of the incorporated TIAA. Chicago University while founded by Mr. Rockefeller as largely and statutorily Baptist,
~~XXXXXXXXXXXXXXXX~~

was no longer so. "Indeed the University of Chicago had from the very first been conceived by President Harper as an institution of learning and the Faculty contained Jews and Christians of many denominations." (P. 97) ~~There~~
The ban was removed from state universities 1908.

Flexner, Abraham, Henry S. Pritchett, a biography, 1943,
Columbia University Press

1932

✓ BENEFITS (TO SURVIVORS)

Academic Personnel

Widows of Einstein and Veblen provided a pension of \$5,000 during widowhood (amended minutes January 9, 1933). Widow of Flexner provided for similarly (Jan. 9, 1933) Letter confirmation of Veblen's appointment Dec. 1, 1932 made the qualification "during widowhood."

All other appointments* omitted reference to widows' pensions, probably as a result of failure of negotiations with TIAA to contract to cover (see last paragraph letter Dec. 1 to Veblen.

* Weyl was given \$1,500 per annum addition to salary \$15,000 to provide insurance for dependents, later to be contracted by I. A. S. (1934) Contract provided for \$5,000 for widow.

Minutes

1932

3/9

GENERAL

Academic Personnel

/ BENEFITS (Substantial)

On March 9, 1932, Flexner asked Eisenhart, Yandell Henderson, and Robert Hutchins of Princeton, Yale and University of Chicago respectively what regulations obtained in their institutions on sabbatical year.

Eisenhart said that each transaction was individual between the President and the Chairman of the Department concerned. When a member of the Faculty is on Sabbatical leave for half a year, he receives his full salary, and when for the full year half his salary. No guarantee that all who desire sabbatical leave receive it, but leaves have been granted when desired in practically all cases so far as Eisenhart knew.

Henderson of the Laboratory of Applied Physiology gave it as his understanding that full professors only at Yale are entitled to a year's leave of absence at half pay once every seven years or to half a year at full pay provided that the work should be covered. Probably no such regulations appertain to associate and assistant professors.

Hutchins said the University of Chicago does not provide for a sabbatical year. The statutes there provide for a teaching schedule arranged on the basis of one-year, two-year, or three-year program. Under this arrangement it is possible for a member of the staff to be in residence for three, six, or nine consecutive quarters. The vacation to which a member of the staff should be entitled under this plan would be three, six, and nine months respectively. With the approval of the appropriate administrative officers, it is possible for members of the staff to anticipate vacation, thereby securing relief from residence requirements in advance of the period of earned vacation. Salary payments go forward regularly through the year regardless of vacation periods.

3/36
vac
An exception in the case of four quarter appointments which prevail in the clinical departments of the Division of Biological Sciences. In such instances a staff member is entitled to vacation in the twelfth quarter. This is in addition to usual annual vacations which amount to approximately six weeks. The statutes also provide for extra vacation credit, but the term programing has really supplanted that.

Finding the information incomplete, Flexner wrote and said

that he was thinking of higher salaries and higher retiring allowances in ~~the~~ the hope that an example of that sort might have the same effect that Harper's higher salaries had in his day drawn to the academic field a larger number of young men of first-rate ability.

Hutchins said he was enthusiastic about any plans for higher salaries and higher retiring allowances, but wasn't sure they went together. It might be wise to pay rather low retiring allowances and proportionately high salaries with the idea that if salaries are high enough men would perhaps prefer to provide ⁱⁿ their own way for their old age. A minimum retiring allowance in this view is desirable to protect the institution in case a professor on a high salary is so impoverished as to have left nothing at retirement.

Seb Lohmann of the Secretary's office at Yale University gave the statute dated February 24, 1923 for Yale. Every professor shall be entitled once in seven years to a year's leave of absence to count as a year of service to the University at

one-half his annual salary. Assistant professors who have entered upon a second appointment as assistant professor and who desire opportunity for consecutive study or investigation at home or abroad may be granted leave of absence for one year on recommendation of the faculty or governing board of the school in which they serve during which time they shall be paid at their full salary but must provide at their own expense a substitute satisfactory to the faculty or governing board of the school to fulfill their duties. Option to both classes for half a year at full pay, but if a professor takes that he should make proper provision for his work during his absence and shall defray any expense. In case of professors.

D, Sabbatical Leave

1932

4/11

INSTITUTE MED. RESEARCH
ROCKEFELLER (I. N. R.)

Educational Institutions

BENEFITS

Academic Personnel

BAMBERGER, EDGAR

Biographical

FLEXNER, A.

Flexner to Aydelotte, October 1, 1943. Deplores small IAS pensions--should be none less than \$6000. Rockefeller Institute for Medical Research pensions much more liberal. Competitive advantage. Flexner says, "We faced this question at our first annual meeting; founders and Trustees are agreed to my position." Flexner fears Aydelotte is angry with him for pressing issue.

Aydelotte to Flexner, October 4, 1943. Not angry. But even the minimum pensions agreed upon mean adding \$30,000 to \$40,000 to budget per annum. There are two economists salaries the budget won't meet. If there isn't substantial addition to endowment by July 1, 1945, drastic retrenchment will have to be effected, probably in salaries. Furthermore, faculty are satisfied with action of Board.

A, 10/18/56, Benefits

1932

4/11

✓ BENEFITS (TIAA)

Academic Personnel

"Mr. Weed brought up the subject of retiring allowances, and the Director stated that he had been in communication with the President of the Teachers Insurance and Annuity Association of America,...and that the Institute for Advanced Study would automatically become a recognized institution by the Association when faculty appointments were made."

Minutes of the Regular Meeting of I. A. S., April 11, 1932

1932

4/11

NOMINATIONS

Administration

✓ BENEFITS

Academic Personnel

Board authorized Executive Committee to act on first nominations if necessary before October 1932 meeting.

1932

6/5

✓ BENEFITS

Academic Personnel

VEBLEN, O.

Biographical

On June 5 Veblen to Flexner.

Raised question of immediate plans for insurance to provide for his retirement benefits of \$8,000.

IV-21 or V-5

6/15
6/18

✓ BENEFITS

Academic Personnel

VEBLEN, O.

Biographical

FLEXNER, A.

See correspondence in V-5 file regarding misunderstanding as to amount of Veblen's retirement pay at 65. Flexner offered \$8,000, remembered \$7,500 and Veblen holds him to \$8,000.

Filed in V-5 file, this correspondence.

V-5

1932

6/15
6/28

VEBLER, OSWALD

Biographical

FLEXNER, ABRAHAM

✓ BENEFITS

Academic Personnel

5 Flexner (Paris) to Veblen (Göttingen):

"The illness in my wife's family has terminated fatally. I had therefore to leave Berlin and go to her at Vienna. Her physician, Professor Eiselsberg, insisted that she go to Gastein; I stayed with her a week, took her to Gastein and then myself, in consequence, am forced to return to America to-morrow on the Bremen; so I cannot see you and Professor Weyl again at this time.

"I have your two notes of June the 5th, and June the 12th. Please thank your wife for her excellent copy. I find on comparing it with the letter I wrote in Berlin to America, that in writing to America, I placed the pension at 7500 dollars. I am quite willing to abide by the letter which I wrote to you if the difference is of any importance to you, though it would be simpler for me to make the pension one half the full salary. I am sorry that I made this error, but writing without a secretary and relying on my memory at a time of considerable worry must be my excuse. However, be absolutely candid with me on the subject.

"I am immensely interested in the sketch which you sent me in your letter of June the 5th. At the moment I will not try to discuss all the details because certain questions arise in my mind regarding some items in reference to which I want to talk with you. You may however be perfectly certain that I will put your case to Eisenhart with all possible persuasiveness and I have no doubt that he will agree that it is right for you to accept. I can arrange also that the Institute take over the salary of Vanderslice (1000 dollars). The other details, we can agree upon in the autumn when we meet, for I shall try to go to Canada as soon as I set in order my wife's affairs in New York. You may be assured, however, that details like secretary, books, publication, will be provided for, as well as anything else that is needed in order to make the Institute as good as it can possibly be made.

"I wish however to guard against attempting everything at once; though neither of us is young, time for reflection and growth is necessary and there is much that we can learn from the experience of the Rockefeller Institute from which we can freely draw. They have had a good deal of experience in some of the matters you mention, which will save us from making mistakes at the outset.

"I have had in writing a favorable and enthusiastic response from Berlin, but it must be kept absolutely confidential until proper explanations have been made to the Berliner Academy and to Millikan. I hope therefore that you will protect this information completely. I look forward with the keenest interest and the utmost confidence to our association. Perhaps at Zurich, you will get suggestions or see people whom we may want as our scheme develops."

Veblen to Flexner:

"We are very sorry that your trip was interrupted so tragically and can only hope that

Mrs. Flexner will recover her usual health as soon as possible . Your news from Berlin is very exciting, and you must feel that, in spite of your personal misfortune, you are returning with a good 'bag'. I have had no chance to speak with Weyl since he received your last letter--or rather we were both too much interested in a mathematical argument when we went this morning to talk about anything else. But all the signs are favorable.

"To your questions about the difference between a \$7500 and a \$8000 pension, which you ask me to answer with absolute candor, I can only reply that it is of practical importance. The pension is so near to the amount that, actually need to live on in Princeton, in a simple way that plus or minus \$500 is likely to be felt when the time comes. I don't in the least make it a condition of my acceptance of the position, but I am trying to give a straight forward answer to your question. It did not occur to me on reading your letter from Hamburg that there was anything abnormal about \$8000 because both my wife and I remembered that as the amount which you had mentioned in talking with us about the pension.

"I agree with you about the danger of attempting too much at once. Also it is quite likely that I shall want to change some of my suggestions after further travel and thought this summer.

"A few days ago I had a long talk about Algebraists with Miss Noether. She regards Albert as the best man in America in this field, after Wedderburn and Dickson. She has the same opinion as Weyl about Artin and Bauring. Also (going outside of the algebraic field) she shares my suspicions that Gödel, the young man in Vienna who has upset Hilbert's program in mathematical logic, is the best of the young Germans. I hope to get better acquainted with him week after next."

1932

7/12

APPOINTMENTS

Academic Personnel

EINSTEIN, A.

Biographical

✓ BENEFITS

Academic Personnel

For memo on appointment of Einstein see Flexner to Einstein 7/12/32 (after Einstein had accepted position) filed in Chronological File under 1932, 7/12.

D, Einstein

1932

10/5

GENERAL

Public Relations

SALARIES

Academic Personnel

✓ BENEFITS

Flexner to Finley (Editor of New York Times):

"May I venture to repeat what I said yesterday, that I hope that, in anything you write, you will 'soft-pedal' me? It is the idea which I should like to see expounded, and I am firmly convinced that the less made of me personally the better for the object which we have at heart. I think too that, while we should not wish any definite statement made as to salaries, it would be wholesome to emphasize the fact that salaries, retiring allowances, and widows' pensions will be such that the teaching staff will refrain from activities undertaken solely for remuneration.

...

"P. S.

The meeting will take place at noon Monday, so that no publicity can be given to the Institute until Tuesday, October 11."

File II-20

1932

10/10

TENURE

Academic Personnel

SALARIES

✓ BENEFITS

From Report of Director:

"In conclusion, I should like to emphasize the fact that the entire staff of the Institute will be on what is known as the 'full-time basis'. Salaries, retiring allowances, pensions, and aid in the education of children will be such that the Institute may fairly ask every member of the staff to devote his entire time to the work of the Institute and to refrain absolutely from engaging in any distracting work for mere sake of the remuneration which it may afford. This condition will be embodied in every understanding that is arrived at with any person who becomes a member of the staff."

NOMINATIONS

Academic Personnel

✓ BENEFITS

SALARY

EINSTEIN, ALBERT

Biography

VEBLEN, OSWALD

MAYER, WALTHER

VANDERSLICE, J. L.

Appointments, salaries, retirement benefits, etc. approved

Vol. 1, No. 8, pp. 4-6

1932

10/22

✓ BENEFITS

Academic Personnel

FLEXNER, A.

Biographical

VEBLEN, O.

Flexner to Veblen, October 22, 1932.

He acknowledges his pension application, and has seen the Secretary of the Teachers Insurance and Annuity Association, and Mrs. Bailey has filled out two blanks which had to be filled out before the application could be accepted: (1) Total monthly premium (\$125.00), (2) When the first annuity payment to be made to Veblen, the first day of the month following Veblen's 65th birthday, with the understanding that the date of the first annuity payment could be changed with the consent of both Veblen and the Institute. This is in accordance with the resolution passed by the Board at its meeting on October 10, 1932.

File V-5

1932

10/29

✓ BENEFITS

Academic Personnel

BUDGET

Finance

Flexner to Bamberger.

Flexner making inquiries among insurance companies for insurance to cover annuities and survivors benefits--"thus placing upon the Institute a very definite responsibility rather than waiting for...[it] to fall upon us.--When we have made no provision." Bamberger agreed.

Question raised first by Veldein 6/15/32?

D, L. Bamberger

1932

10/29
10/31

✓ BENEFITS (WIVES)
(INSURING OF)

BAMBERGER, L.

MAASS, H. H.

FLEXNER, A.

Academic Personnel

Biographical

SEE L. Bamberger file 10/31/32, Bamberger to Flexner commending Flexner for inquiring into insuring Institute's responsibility. "I appreciate the wisdom of insuring these responsibilities which you refer to in your letter."

✓ D, L. Bamberger

10/29
10/31

✓ BENEFITS

Academic Personnel

EINSTEIN, A.

Biographical

VEBLEN, O.

Flexner to Bamberger, October 29, 1932.

Bamberger has raised the question as to the eligibility of the widows of either Einstein or Veblen to receive a pension should the annuitant pre-decease her. Flexner's interpretation of the wording is that it is clearly implied.

Bamberger says on October 31, 1932, "It does not appear clear to me that pensions cease in such circumstances...if it ~~NEE~~ ever was left to a jury for decision, the Institute would get off second best."

D, Bamberger, Louis, 1930-1936

1932

11/2

✓ BENEFITS

Academic Personnel

Mr. Maass to Mr. Bamberger:

"I have read the minutes with a great deal of care. If, as Dr. Flexner seems to think, your fears are directed to the fact that under the wording of the resolution, if the present wife of a professor specified in the resolution as the beneficiary of a pension died, and thereafter the professor remarried, we would be under obligation to pension his second wife upon his death, I do not think such is the case. My understanding is that the specification of the present wife of a professor by name limits the applicability of the pension to her as the designated beneficiary, and would preclude its application to any widow by a subsequent marriage of the professor. In addition, the contract speaks of the marital status of the professor as it exists at the time the contract is made, and, the name of the professor's present wife being specified, it would have no relation, in my opinion, to any future marriage of the professor.

"If, on the other hand, what you had in mind was a desire that if the properly designated wife of a professor becomes the beneficiary of a pension and should thereafter remarry, her rights to the pension should cease upon her remarriage, then I agree with your point of view, and I have suggested that this be corrected by adding in each case to the minutes, which now read as follows: (in the case of Dr. Einstein) 'that if his wife, Elsa Einstein, survive him, she receive a pension of \$5,000 a year', the following additional words: 'so long as she shall remain his widow.'" Source: IAS Trustees, Maass, H.H.

1932

11/7

/BENEFITS

Academic Personnel

MAASS, HERBERT

Biographical

FLEXNER, ABRAHAM

Maass to Flexner:

"Referring to your correspondence with Mr. Bamberger and the change in the minutes which I proposed covering the form of contract for pensions to the widows of professors, I would advise you that I find nothing in the Statutes inhibiting that form of contract. Inquiry develops the fact that the Teachers Annuity Association has never yet written a contract precisely in the form covered by the statement which you embodied in the minutes, but at the same time they state that they know of no reason why one cannot be worked out. Would it not be wise, therefore, for you to take up the matter with the Association before the next meeting of the Trustees so that we can either confirm the minutes in their present form or make such revision of them as may be necessary to conform them to whatever the ultimate arrangement may be."

Source: IAS Trustees - Maass, Herbert H.

1932

12/1

SALARIES

Academic Personnel

✓ BENEFITS

VEBLEN, O.

Biographical

Flexner to Veblen, December 1, 1932.

"I am writing you now as I should have written you immediately after the Board meeting, but inasmuch as I knew you and I understood each other and as the minutes of the Board set forth the arrangements between us, no harm has been done by the delay. I can now state formally the terms upon which you were chosen Professor of Mathematics, namely:

"That your appointment begin September 1, 1932;

"That your salary be fixed at \$15,000 a year, of which you were to contribute 5 o/o monthly to the Teachers Insurance and Annuity Association of America, the Institute contributing an equal sum;

"That, unless the term of appointment is prolonged by mutual consent, you retire at the age of 65 on an allowance of \$8,000 per annum, part of which will be paid by the Teachers Insurance and Annuity Association of America, the rest to be made up by the Institute;

"That, if your wife, Elizabeth M. D. Richardson Veblen, survive, you, she will receive during her widowhood a pension of \$5,000 a year.

"To the foregoing terms adopted by the Board I may add that I am now negotiating with the Teachers Insurance and Annuity Association to the end that, in so far as your retiring allowance and your wife's pension depend upon the Board, they will be covered by insurance at the expense of the Institute."

D, Veblen, Oswald

1933

BENEFITS

Academic Personnel

BAMBERGER, L.

Biographical

Aydelotte to Flexner (5/28/43) giving it as Bamberger's opinion that when the \$8,000 pension was dropped the only obligation of IAS was for 5 per cent of 10 per cent TIAA. Consequently L. Bamberger insists that \$4,000 is maximum for Lowe, Herzfeld and (Warren); \$1500 is too much ~~at~~ for Miss Swann. Also Bamberger insists that IAS responsibility be fixed for each individual from here on out.

A, 10/18/56 Benefits

1933

SALARIES

Academic Personnel

✓ BENEFITS

RIEFLER, W. W.

Biographical

Flexner to Riefler. When forced by alternatives of ceasing to expand IAS or keeping high salary and retirement benefits, Flexner chose former--copy of letter, November 2, 1938 filed in Chronological file under 1933.

A, 10/18/56, Benefits

1933

1/9

COMMITTEES (NOMINATIONS)

✓ BENEFITS

FLEXNER, A.

The Corporation

Academic Personnel

Biographical

Minutes, p. 8:

"The President announced the appointment of the Committee on Nominations to report at the annual meeting as follows:

Mr. Percy S. Straus, Chairman
Mr. Frank Aydelotte
Miss Florence R. Sabin
Mr. Louis Bamberger, ex officio
Mrs. Felix Fuld, ex officio"

Minutes, p. 9:

"RESOLVED, That upon the retirement of the Director he be granted a pension of Eight thousand Dollars (\$8,000.00) per annum to be paid by the Institute for Advanced Study, and that in the event of his death there be paid to his wife, Anne Crawford Flexner,

should she survive him, during the period of her widowhood, a pension of Five thousand Dollars (\$5,000.00) per annum."

1933

1/9

✓ BENEFITS

Academic Personell

Provisions for survivors' pensions to Mesdames Einstein and Veblen voted 10/10/32
modified to appertain only to their widowhood.

Vol. 1, No. 10, P. 1 Minutes 1/9/33

1933

1/9

SALARIES

Academic Personnel

✓ BENEFITS

ALEXANDER, JAMES WADDELL

Biographical

Minutes, p. 7:

"The Director nominated Professor James Waddell Alexander a professor in the School of Mathematics on the following terms:

"That his appointment as Professor in the School of Mathematics date from October 1, 1933; 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 be prolonged by mutual consent, he retire at 65 years of age.

"On motion, the nomination of Professor James Waddell Alexander as Professor in the School of Mathematics was approved."

Vol. I, No. 10

1933

1/31

APPOINTMENTS

Academic Personnel

✓ BENEFITS

VON NEUMANN, JOHN

Biographical

Flexner to von Neumann, Jan. 31, 1933.

"I have pleasure in informing you that at a meeting of the Executive Committee of the Institute for Advanced Study held on January 28, 1933, you were appointed Professor of Mathematics in the Institute. I look forward with great pleasure to collaboration with you in the development of this new institution."

(von Neumann was appointed as of April 1, 1933, per minutes of Executive Committee Jan. 28, 1933, p. 2) at \$10,000.

D, Von Neumann, John

1933

4/24

APPOINTMENTS

Academic Personnel

✓ BENEFITS

MITRANY, DAVID

Biographical

Flexner to Mitrany, April 24, 1933, after a telegram to Mitrany telling him that the Trustees had confirmed his appointment.

Appointment

~~Term~~ to begin September 1, 1933, salary to be \$6,000 a year, 5 per cent contributions to TIAA by Institute and professor. He was to spend the year 1933-34 abroad on the above salary. When he took up residence in the United States his salary would be raised to \$10,000 a year. Unless his term of appointment were prolonged by mutual consent, he would retire at 65 years of age. No public announcement was to be made of his appointment at that time, but he was to devote himself in cooperation with the Director to studies preliminary to the organization of the School of Economics and Politics whenever the Board should authorize such action.

This letter to be filed in D file, Mitrany 1938-45 in D, Mitrany, David. back of file.

1933

9/6

PROFESSORS

Academic Personnel

SALARIES

BENEFITS

WEYL, HERMANN

Biographical

COURANT, RICHARD

ROCKEFELLER

Foundations

Minutes, p. 2:

"The Director stated that Professor Hermann Weyl of Göttingen could be obtained as a Professor in the School of Mathematics. After discussion, it was, on motion,

"RESOLVED, That instead of the previous invitation offered him, which he declined on account of ill health at the time, Professor Hermann Weyl be and hereby is invited to a full professorship on the following terms:

"That his appointment as a Professor in the School of Mathematics date from January 1, 1934, and that it be a full-time appointment in the sense in which the term is

employed at the Rockefeller Institute for Medical Research and elsewhere in the United States;

"That his salary be fixed at Fifteen thousand Dollars (\$15,000.00) a year, of which he will contribute five per cent (5%) to the Teachers Insurance Annuity Association of America, the Institute contributing an equal sum monthly;

"That, unless his term of appointment is prolonged by mutual consent, he retire at 65 years of age on an allowance of Eight thousand Dollars (\$8,000.00) per annum, part of which will be paid by the Teachers Insurance Annuity Association of America, the rest to be made up by the Institute;

"That he be granted an additional allowance of Fifteen Hundred Dollars (\$1,500.00) a year to enable him to purchase such insurance as he may choose."

"The Director called attention to the horrible plight of the dismissed and suspended professors in German universities. He informed the Committee that the Rockefeller Foundation would join with the Institute for Advanced Study in offering \$3,000.00 each for one year as a salary for Professor Richard Courant of Göttingen, as Visiting Professor in the School of Mathematics.

"On motion, the Director was authorized to proceed upon this basis."

1934-44

✓ BENEFITS

Academic Personnel

SALARIES

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

SCHOOL OF MATHEMATICS

SCHOOL OF ECONOMICS AND POLITICS

Copies of correspondence between Flexner and professors on salaries and pensions. Submitted to Maass by Aydelotte January 5, 1945. Valuable--not otherwise available--some instances Flexner's position as of 1945 and Aydelotte's--Valuable--See File.

A, 10/18/56 Mat. for Trustee Committee on Institute Policy

1934-1944

SALARIES

Academic Personnel

✓ BENEFITS

PROFESSORS

Memorandum for Mr. Maass containing copies of certain letters bearing on salaries and retirement problems.

~~XXXXXXXXXX 10/18/56~~

Filed in Vertical File under "s" for Salaries.

File # 56

A, 10/18/56, Home, Material for Trustees Committee on Inst. Policy

1934-44

✓ BENEFITS

Academic Personnel

LOWE, A. E.

Biographical

FLEXNER, A.

AYDELOTTE

Originals of correspondence on retirement age, commitments etc. between the three. Also copy of Aydelotte to Maass and Leidesdorf (9/27/43) urging periodic subsidies to Lowe and Herfeld for completion of their work and Maass' answer 9/28, 12/16/43 Board set ~~ask~~ aside \$13,500 for Lowe at \$4,500 per annum.

A, 10/18/56, A. E. Lowe

1934

3/12

✓ BENEFITS

WEYL, MRS.

Academic Personnel

Biographical

MAass and Leidesdorf appointed a special committee to investigate pension for Mrs. Weyl.

Executive Committee Minutes

1934

3/16

SALARIES

Academic Personnel

✓ BENEFITS

DODDS, HAROLD H.

Biographical

MAASS, HERBERT H.

FLEXNER, A.

Flexner to Maass.

Talked with Dodds, who, influenced by what IAS is doing on benefits. Princeton Trustees feel need of making more secure provision for their professors' futures. Flexner says he would rather "make a sacrifice myself" than see IAS professors exposed to existential anxiety. Compliments Maass' statement of last meeting on salaries--one school less if necessary to keep them high.

Maass' answer to Flexner a high compliment on far-seeing plans.
March 20, 1934.

D, Maass

1934

4/5

BENEFITS

Academic Personnel

Mr. Maass to Dr. Flexner:

"In re Weyl insurance"

"Dear Dr. Flexner:-

"As you are aware, at the last meeting of the Executive Committee, Mr. Leidesdorf and I were appointed a Committee to examine into the above problem and recommend the most efficient and cheapest manner in which The Institute could protect itself in view of the untoward circumstances which had arisen in connection with the problem.

"I sensed that the safest way to meet the situation would be for the Institute to invest a sum of money on which it would receive a return approximately equivalent to the income which it derives from its investments and at the same time be assured the return therefrom of an ultimate fund which would meet the requirements with respect to the annuity payable to Mrs. Weyl in the event of Professor Weyl's death. This required that Mrs. Weyl be made the subject of the insurance ^{of} instead of Professor Weyl.

"I took up the matter with Mr. Harris and gave him my suggestions and he has worked out his plans which Mr. Leidesdorf in turn submitted to Mr. Lee J. Wolfe, who acts as an actuary for the large companies. Mr. Wolfe approved the idea in principle as being the soundest method to be applied. He called attention to another phase of the insurance situation, which Mr. Harris has embodied in the plans herewith submitted.

"Personally, I am frankly of the opinion that we should adopt one or the other of the enclosed plans, the merits of which I will point out to you herein.

"Plan 1 represents a deposit by the Institute of \$70,000.00 with which to buy an annuity with refund, and the deposit of \$79,875.00 as a single premium on the purchase of \$150,000.00, ordinary life policy on the life of Mrs. Weyl - - the combined deposit aggregating \$149,875.00. As you will observe, ^{if} the combined income from the annuity and from the insurance dividends would be approximately \$5300.00 per annum, or, 3.6 /per cent/ on the amount of the combined investment. I state this average, notwithstanding the fact that the first year's return would be \$8743.10, which is above the average, due to the fact that being a single premium life insurance policy, the first year's return would be out of the ordinary. Under this plan the Institute, as per the schedule, would receive the benefits from the combined policy and annuity, which, in the event of early death, would substantially exceed the amount of the deposit, and in the event that Mrs. Weyl survive the annuity period of twenty years, would always remain \$150,000, constituting the return of the investment. So that from it you will observe we are gathering in approximately the usual return on such investments as the Institute is in the habit of making with its funds throughout the period, and in the event of Mrs. Weyl's death at any time during the period we would have refunded to the Institute an excess above the original investment, and in the event of her death after the annuity period, the original investment would be returned.

"There is always the possibility that if the claims mature by virtue of death, the Institute would be permitted to leave the fund with the Insurance Company and receive a guaranteed return at three per cent., or the prevailing rate, which is now four and one-quarter per cent. I am inclined to think this is a feature of which the Trustees would not desire to avail, but it is at hand if it should prove attractive to them.

"Plan 1-a represents the same amount of deposits for annuity and insurance as in Plan 1, but the annuity is written in one company and the insurance in another, in order to show a larger annual return. However, there is a decrease in the death benefit during the annuity period, as the schedule shows, but the minimum return is \$150,000.

"As against these plans is Plan 2, which involves the deposit of \$126,772.50 as payment for a five year \$150,000 endowment policy (single premium). Under this plan if Mrs. Weyl dies at any time during the five year period, the Institute would receive \$150,000, and at the end of the endowment period, if she be still living, the Institute would receive a like sum. By investing the \$23,300 difference between this amount and the \$150,000 in the first plan, the Institute would have an income, over a period of five years, of approximately \$5,000, so that at the end of the fifth year it would have accumulated a total of about \$28,000, which, added to the \$150,000, would leave the Institute with \$178,000 at the end of the fifth year. This plan is in the Sun Life Insurance Company, which I am doubtful will meet with the approval of the directors, so that I personally prefer the first two plans. The first plan involves the New England Mutual Life Insurance Company and Plan 1-a involves the New England Mutual Life Insurance Company and the Connecticut Mutual Life Insurance Company.

"I recommend, therefore, that this be taken up at an early meeting of the Finance Committee, so that Mr. Bamberger and Mr. Hardin may pass upon it."

Source: IAS Trustees - Maass, Herbert H.

1934

4/11
4/24

✓ BENEFITS

Academic Personnel

WEYL, MRS. HERMANN

Biographical

MAASS, HERBERT H.

Maass to Hardin, April 11 and April 24, 1934.

Two letters analyzing plans for the securing of benefits to Weyl and Mrs. Weyl pursuant to contract and giving the figures.

JFH Correspondence from January, 1934 to December, 1936

1934

4/25

BENEFITS

Academic Personnel

WEYL, HERMANN

Biographical

Maass to Flexner:

Mr. Maass writes that since the insurance policy upon the life of Mrs. Weyl is about perfected, a new contract with Professor Weyl should be made. He suggests:

"In the minutes of the Executive Committee of September 6th, 1933, there appears the basis of Professor Weyl's employment, which provides for a salary of \$15,000 a year, of which he is to contribute five per cent. to the Teachers Insurance and Annuity Association of America, the Institute contributing an equal sum monthly; that unless his term of appointment is prolonged by mutual consent, he retire at sixty-five years of age on the allowance of \$8,000.00 per annum, part of which will be paid by the Teachers Insurance and Annuity Association and the rest to be made up by the Institute; that he be granted an allowance of \$1,500.00 a year to enable him to purchase such insurance as he may choose.

"This will now have to be amended to provide ^{that} he is to receive his salary of \$15,000 per year and an allowance of \$8,000 on retirement, and an annuity of \$5,000 per annum to Mrs. Weyl in the event of his death prior to sixty-five; and he is to relieve the Institute of the obligation to pay \$1,500.00 a year towards insurance."

Source: IAS Trustees - Maass, Herbert H.

~~1932~~

7/22

APPOINTMENTS

Academic Personnel

✓ BENEFITS

EARLE, E. M.

Biographical

Flexner to Earle, appointment letter, July 22, 1934.

"As I recall it, the resolution ~~stxaxxa~~ read that you were appointed to a full professorship at a salary of \$10,000 a year, provided Miss Sabin made a favorable report which she has done, that you have leave of absence on half salary, beginning September 1, 1934, and that this leave can be renewed, if necessary, for a second year."

Retiring age to be 65 which can be extended by mutual consent of the professors and the trustees. Institute and professors each pay 5 per cent monthly of the salary into TIAA.

D, Earle, E. M.

~~IX/13/35X~~

1935

1/15

APPOINTMENTS

Academic Personnel

✓ BENEFITS

RIEFLER, WINFIELD W.

Biographical

Appointment letter from Flexner to Riefler, January 15, 1935.

"Board of Trustees ratified with great enthusiasm your appointment yesterday on basis upon which we had agreed Letter follows" (This was a telegram).

The Minutes of the Trustees of the Regular Meeting of January 14, 1935 stated these terms: salary, \$12,000 a year, both Institute and Riefler contributing 5 per cent to TIAA, beginning at a date to be arranged by the Director in conference with Dr. Riefler, and that, unless his term of appointment is prolonged by mutual consent, he retire at 65 years of age.

D. Riefler, W. W.

1935

4/25

APPOINTMENTS

Academic Personnel

✓ BENEFITS

MERRITT, B. D.

Biographical

Invitation from Flexner to Meritt to become professor at \$9,000 a year to begin whenever his salary in his present post ceases. Institute and Meritt to contribute 5 per cent to TIAA. Unless term of appointment is prolonged by mutual consent, Meritt will retire at 65 years of age.

D, Meritt, B. D.

1935

4/25

APPOINTMENTS

Academic Personnel

✓ BENEFITS

PANOFSKY, ERWIN

Biographical

Flexner to Panofsky, April 25, 1935.

Invites him to become professor at initial salary of \$10,000 a year to begin whenever ~~xxxxxxxxxxxx~~ his salary in his present post ceases. (Someone has marked in pencil on this carbon copy of the letter September 1, 1935 as being the date). 5 per cent TIAA by Institute and Panofsky. Unless term of appointment is prolonged by mutual consent, Panofsky will retire at 65 years of age.

D, Panofsky, Erwin

1936-7

✓ BENEFITS

Academic Personnel

BUDGET

Finance

T. I. A. A. budgeted on professors' salaries from beginning.
Reserves for excess in benefits committed to Veblen, Flexner,
Weyl and Einstein not budgeted until budget for 1936-7.
\$10,000 per annum then and after.

Treasurer's Reports

1936-1944

DIRECTOR

FACULTY

TRUSTEES

✓ BENEFITS

ECONOMICS

AYDELLOTTE, F.

FLEXNER, A.

KIRSTEIN, A.

VERBLEN, O.

MAASS, H. H.

Administration

Academic Personnel

Corporation

Academic Personnel

Academic Activities

Biographical

Interview with Dr. Aydelotte, October 16, 1956, 10:30 a. m.
Filed in Vertical File under Aydelotte Interviews.

1936

10/15

APPOINTMENTS

Academic Personnel

✓ BENEFITS

GOLDMAN, HETTY

Biographical

Eather S. Bailey to Miss Goldman, October, 15, 1936.

"I have pleasure in informing you that at a meeting of the Trustees of the Institute for Advanced Study held on October 13, 1936, you were appointed a Professor in the School of Humanistic Studies of the Institute with an honorarium of \$200.00 a month, the date upon which your appointment begins to be fixed to suit your convenience."

D, Goldman, Hetty

1937

4/11
4/12

/ BENEFITS

Academic Personnel

EINSTEIN, A.

Biographical

FLEXNER, A.

MAYER, WALTHER

Einstein to Flexner, April 11, 1937.

Through
Bergmann ~~They~~ Veblen and I have learned verbally that payment to Bergmann will be changed next year to a stipend. I learned the same from the agenda-list (?) for the meeting of the professors to be held April 12.

I should like to make a remark about this. It is right that I have no claim to choose an assistant according to my own consideration, because with my own appointment to the Institute Professor Mayer through my own urging secured a permanent appointment on the assumption that ~~he~~ he would be my assistant in my ~~work~~ work. This cooperation has unfortunately not been maintained, through no fault of my own.

But the character of my work is such that not without losing time can my co-worker be changed often. It would be in the interests of my progress in work, and therefore in the interest of the Institute, were the choice of my assistant left to my discretion, just as it is in the case of the other colleagues.

I should like to confer with you on this soon, as a result of which I would like you to allow me my own assistant. I cannot say now how to deviate from this line so that a situation will not arise again which will unsettle my work...

I would hope that you would ask the Trustees to allow me an assistant of my own choice with established capacity, so that the stability of my ~~work~~ work will be assured and a needless loss of time will be avoided.

Flexner to Einstein, April 12, 1937.

You have complete freedom to choose your assistant without consent of your associates or my consent. Simply tell Mrs. Bailey who and she will send notice.

Mayer's case is entirely separate...

Eleven days after this Mayer applied for T. I. A. A.
deferred annuity!

D, Einstein, A., 1934-44

1937

11/1

✓ BENEFITS

Academic Personnel

SALARIES

FLEXNER, A.

Biographical

Bailey to Maass.

Transmits data for pension study. Lists Flexner's salary as \$15,000 and pension as \$8,000.

D, Maass.

1937

BENEFITS

Academic Personnel

FLEXNER, ABRAHAM

Biographical

Mrs. Bailey to Mr. Maass:

"My dear Mr. Maass:

"I am sending you the following data regarding Institute pensions:

				per annum		
Albert Einstein, born March 14, 1879	Salary	\$15,000	per annum	Pension/	at 65	\$8,000
Oswald Veblen, " June 24, 1880	"	\$15,000	"	"	"	\$8,000
Hermann Weyl, " November 9, 1885	"	\$15,000	"	"	"	\$8,000
Abraham Flexner, " November 13, 1866	"	\$15,000*	"	"	"	\$8,000

20,000

Mrs. Abraham Flexner guaranteed a pension of \$5,000 per annum during her widowhood

Mrs. Oswald Veblen " " \$5,000 " " " " " "

Mrs. Hermann Weyl " " \$5,000 " " " " " "

"The Teachers Insurance and Annuity Association of America will make annual payments towards the pensions of Messrs. Einstein, Veblen, and Weyl, but there is no way of telling now the actual figures."

** wrong stated in Bailey's letter.*

Source: IAS Trustees - Maass, Herbert H.

1938

5/9
5/10
5/11

✓ BENEFITS

Academic Personnel

VEBLEN, O.

Biographical

MAASS, H. H.

HARDIN, J. R.

Hardin to Maass May 9, 1938. Hardin returns proposed insurance contracts for retirement Veblen pension wife. Non-committally as usual type of contract, Home Life ~~xxx~~ of course.

Maass to Hardin, May 10, 1938. Interested in Home Life particularly but not agent who proposed plans. Asks Hardin's views.

Hardin to Maass, May 11, 1938. Hadn't listened to Maass as he presented ~~ix~~ it to Hardin in meeting of the Finance Committee and did not give ~~ix~~ his personal attention to the proposals; therefore will express no opinion but Mutual Benefit does not write this kind of policy customarily; therefore, he is disinterested.

J. R. H. Correspondence

1938

5/9
5/11

BENEFITS

Academic Personnel

INVESTMENTS

Finance

VEBIEN, O.

Biographical

MAASS, HERBERT H.

HARDIN, JOHN R.

Hardin to Maass, May 9, 1938.

Returns three insurance proposals handed him which emanated from the home office of the Home Life Insurance Company, "represent customary types of contracts, and the results indicated approximate the probably offering which might be expected from other companies. The Home Life enjoys, and I believe deservedly, a very high reputation."

Hardin to Maass, May 11, 1938.

I am afraid that I am not in a position to express an opinion as to whether it would be wise for the Institute to take out insurance to meet the Veblen situation. I did not pay particular attention to what you said to me at the Finance Committee meeting, and I did not look at the contracts very carefully. "So far as an insurance company is concerned, if the insurance be taken, you can, so far as I am concerned, give it to the agent you have already consulted. While this Company sometimes writes such policies, it is not a type of business we seek."

JRH Correspondence from January, 1937 to December, 1939

1938

7/7

✓ BENEFITS

Academic Personnel

VEBLEN, O.

Biographical

HARDIN

Hardin to Maass.

Analysis of Harris' insurance plans for Veblen and
Mrs. Veblen's pensions. Cold and opposed--presents simple plan
actuarial analysis of plans.

Hardin Miscellaneous

1938

7/7

✓ BENEFITS

Academic Personnel

MAASS, H. H.

Biographical

HARDIN, J. R.

VEBLEN, O.

See source for elaborate Home Life Insurance Company plan worked out for Veblen's and Mrs. Veblen's retirement benefits and comments by Hardin.

JRH, Miscellaneous Papers, Filed in JRH 1940-45

1938

9/21

✓BENEFITS

Academic Personnel

FLEXNER, ABRAHAM

Biographical

VEBLEN, OSWALD

Flexner to ^{Maass}:

"I have yours of September 20^{*} in reference to the pension of Professor Veblen. If we are to set aside from our annual income the sum of \$10,000 the Institute's activities will have to be curtailed, and I ~~am~~ add that some other director will have to curtail them.

"...I am heartily tired of these trivialities."

(Referred to Finance on Com. Mrs. Maass)

* Maass suggested insuring Veblen's life to cover Mrs. Veblen's annuity. Said she would yield income, instead of LB's plan to set aside amount of \$10,000 p.a. for such purposes.

Source: IAS Trustees - Maass, Herbert H.

1938

10/12

APPOINTMENTS

Academic Personnel

✓ BENEFITS

STEWART, WALTER W.

Biographical

Appointment letter from Esther S. Bailey to Stewart,
October 12, 1938.

Salary to be \$15,000 a year, 5 per cent contributions to
TIAA by Stewart and Institute, beginning at a date to be
arranged by the Director in conference with Mr. Stewart,
unless term of appointment is prolonged by mutual consent, he
would retire at 65 years of age.

D, Stewart, Walter W.

1938

~~11/4~~ 10/31

✓ BENEFITS

Academic Personnel

RIEFLER, W.

Biographical

PLENNER, A.

Letter from Riefler to Mrs. Esther S. Bailey, 10/31/38.

Filed in Vertical file under B, Benefits.

S File, IAS Retirement Proposal (Riefler)

1938

10/31

11/2

✓ BENEFITS

Academic Personnel

RIEFLER, WINFIELD W.

Biographical

FLEXNER, ABRAHAM

Flexner has evidently asked Riefler to study, or the Board of Trustees has, to study the old-age pension policy, and has suggested that he write Mrs. Bailey for factual information on the pension policy of the Institute.

Riefler to Mrs. Bailey, October 31, 1938.

He asks for the following: a statement from the Association, the TIAA on the basis of the present age distribution of the professors and their wives and on the basis of present salaries showing (1) the estimated amount of reserve which each insured professor or staff member will have accumulated at 65, (2) the annual retirement annuity which this reserve will provide at 65, (3) the annual survival retirement annuity in the case of married members which this reserve will provide for each professor and his present wife at age 65, assuming he elected to claim a joint survivorship annuity to cover both himself and his wife.

(4) He also wants a table prepared in the case of married members showing the amount of survivorship annuity which the respective reserves would purchase for the widow, if the insured professor should die before 65, by five-year intervals.

Flexner to Riefler, November 2, 1938.

Flexner replies to Riefler, "I do not believe that it is possible to obtain the information which you want summarily. It would necessitate a journey on my part to New York to consult the ~~actuary~~ actuary of the Teachers Insurance and Annuity Association. Even then this information will not be conclusive since changes may have to be made as they threaten now as of January 1. Moreover, there are financial inequalities within the Institute, which, in my judgment, have got to be preserved as confidential. Mrs. Bailey knows them because she makes the requisitions. I know them because I approve the requisitions. Nobody else knows them, and it simply will not do to have them matters of universal knowledge. Least of all, am I willing that Mr. Sol Harris should know anything about them, though as a matter of fact he made of Mrs. Bailey practically the same requests that you make.

"When the Institute was founded, there was a definite financial

policy in reference to salaries and retiring allowances. In consequence of the slump that policy had to be suspended. We had either to cease growing, which at my time of life would have been, I think a very serious matter for the future of the Institute, or we had simply to regard our policy as one of suspense pending financial recovery or the receipt of future endowment. The moment either of these two events takes place we are going back to the policy on which we started, for upon that policy and upon that alone can the eminence and distinction of the Institute be preserved.

"I want to be informed of the next meeting of the Finance Committee at which I propose to make a very vigorous statement on this point. I cannot escape the conviction that the friendly interest of Mr. Maass in Mr. Sol Harris has a lot to do with the urgency with which this problem is now surrounded, and I am going to put an end to that by having a candid talk with Mr. Bamberger before the next meeting of the Finance Committee. Will you please let me know when this next meeting is schedule to take place? Meanwhile, if Mr. Maass asks for the information which you feel you need, tell him that you have referred the matter to me for consultation with the Teachers Annuity people and that I will attend the next meeting of the Finance Committee in order to clear up the whole situation.

"Years ago Mr. Arnett, who is a highly trained statistician and accountant, made a careful study for the Rockefeller Foundation and the General Education Board of the comparative advantages of the Teachers Annuity Association and private insurance companies. He found:

(1) The Teachers Insurance and Annuity Association has no overhead since all its overhead is borne by an appropriation made by the Carnegie Corporation.

(2) The Teachers Insurance and Annuity Association pays no commissions.

(3) The Teachers Insurance and Annuity Association does not advertise.

It is therefore obvious that they can offer better terms than any institution which is subjected to expense on the three items above mentioned. On that basis every one of the Rockefeller enterprises want into the Association, though some persons took out additional insurance partly through the Teachers Annuity and partly in private companies so as not to have all their eggs in one basket. In my judgment, it would

be a terrible error of policy to put all our eggs in the basket of the Home Insurance Company. So dismiss the thing from your mind for the future, even the Veblen case. There is no hurry. If you are asked either before the meeting or at it, please say that you have made inquiry of me and that I am taking steps to procure the information."

D File, Riefler, Winfield W., 1934-1939

1936

11/4

✓ BENEFITS

Academic Personnel

RIEFLER, W. W.

Biographical

Memorandum to the Finance Committee from Riefler regarding
"Retirement Income for Professors of the Institute for Advanced
Study."

Filed in Vertical File under "B" for Benefits.

Stewart, I. A. S. Retirement Proposals (Riefler) (Stewart File #6)

1938

11/4

✓ BENEFITS

Academic Personnel

RIEFLER, W. W.

Biographical

Riefler's report to Finance Committee, I. A. S. regarding benefits, reserves and expectancies. Study of plans presented (to Maass?) by Harris (Home Life Insurance Company).

W. W. S. papers, Retirement Proposals

1939

4/13
11/17

✓ BENEFITS

Academic Personnel

LIBRARY

Facilities

HERZFELD (b. 1879)

Biographical

STEWART

FLEXNER

(See list of publications and curriculum vitae in file).

Flexner to Herzfeld reassuring him his room at Fuld Hall will always be available for his library, even after his retirement, and expresses hope Herzfeld will remain ~~xx~~ on active list "far beyond nominal retirement age which was adopted merely as a safeguard and will I hope never apply to you." But ~~contemplates~~ Herzfeld's retirement also in guaranteeing access to his library whether he is active or retired. Bohren moved books from 10 Bayard Lane to Fuld 7/1/40.

D, Herzfeld

1939

11/20

FOUNDERS

✓ BENEFITS

EXECUTIVE COMMITTEE

Corporation

Academic Personnel

FLEXNER, A.

AYDELOTTE, F.

Biographical

Aydelotte to Bamberger, November 20, 1939.

"As chairman of the Executive Committee I am calling a meeting in Princeton at one o'clock on Friday November 24th, to pass resolutions concerning Dr. Flexner's retirement and certain arrangements about his pension, etc., which I have already talked over with you and which you approved.

"These are that Dr. Flexner should receive full salary for the remainder of this calendar year; that his pension should be fixed at \$12,000 beginning January 1, 1940; that he should receive the title of Director Emeritus; and that he should be made a life Trustee.

"The only detail which was not touched upon in our conversation was the question as to whether Mrs. Flexner

should receive half of Dr. Flexner's pension in case she should survive him. That is the usual arrangement. If you have any particular wishes in the matter, I am sure the Committee would be glad to respect them; otherwise, I shall place the matter before the Committee and ask them to decide."

A IAS (T)

1939

11/24

✓ BENEFITS

Academic Personnel

FLEXNER, ABRAHAM

Biographical

Full salary until 12/31/39.

Pension voted in 1933 changed from \$8,000 to ~~\$1~~ \$12,000; for wife if widowed, from \$5,000 to \$6,000. Title Director Emeritus; by change in By-Laws to be undertaken at appropriate time. ~~Trustees~~ Trustees should make Flexner Life Trustee.

1939

11/24

FLEXNER, A.

Biographical

~~GENERAL~~

← Director ^{Admin.}

✓ BENEFITS

Academic Personnel

For resolutions of Executive Committee see Vol. 3, No. 11. Pension revised from \$8000 (set by Board 1/9/33) to \$12,000; wife as widowed survivor from \$5,000 to \$6,000; resolution of thanks and created Director Emeritus. (See ratification by Board of Trustees 1/22/40, p. 1.) Also commended Trustees revision of by-laws to make Flexner a life Trustee. At the Annual Meeting of Corporation 5/13/40 Flexner reelected Trustee for 5 years (p.1). Thereafter at the Trustees' meeting of same date (p. 12) Flexner requested amendment of Executive Committee Minutes of 11/24/39 on ground that Life Trusteeships should go only to Founders - Board agreed to amendment.

Vol. 3, No. 11, 12, 13

1939

11/25

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

~~BENEFIT~~

Academic Personnel

HONORS

ROCKEFELLER

Foundations

FLEXNER, A.

Biographical

AYDELOTTE

Flexner to Aydelotte, November 25, 1939.

Flexner's thanks for Trustees' action. Message to Aydelotte
on R. B. Foundation.

Photostated, and filed under S for School of Economics and Politics

A File, IAS (T)

BENEFITS

Academic Personnel

WEYL, HERMANN

Biographical

Farrier to Aydelotte:

"In connection with our conversation this morning, I have a letter in my files, dated May 9, 1934 from which the following are excerpts:

...the Institute purchased a refund annuity on the life of Mrs. Weyl, on which it will have a guaranteed income of \$3,774.36 per year during Mrs. Weyl's lifetime. On her death at any time there will be refunded to the Institute so much of the annuity as has not been exhausted...

...the Institute procured two policies of ordinary life insurance of \$75,000 each on the life of Mrs. Weyl...and on the death of Mrs. Weyl at any time the Institute will collect \$150,000 insurance.

"From this outline it would appear that neither Professor Weyl nor Mrs. Weyl have any interest in these contracts, although the arrangement, as I recall, was for the purpose of providing a pension for Mrs. Weyl in the event of his husband's death, and was to take the place of \$1500 additional annual compensation originally voted Prof. Weyl."

Source: D Farrier, Walter H.

1940 (around 1940) 1943

✓ BENEFITS (TIAA)

Academic Personnel

Retirement plan for the Institute.

Filed in Vertical File under "B" for Benefits.

D, Teachers Insurance and Annuity Association, 1947

1941

April

✓ BENEFITS

Academic Personnel

PROFESSORS

List of professors with the following information:
premium per year, life annuity 65, starting at age 70, and
present age (in 1941).

Filed in Vertical File under "B" for benefits.

A, 10/18/56, File No. 55

1942

4/16
5/1

BUDGET

ROCKEFELLER

BENEFITS

AYDELOTTE, F.

LEIDESDORF, S. D.

Finance

Foundations

Academic Personnel

Biographical

Aydelotte to Leidesdorf, April 16, 1942.

Presents a rough draft of the 1942-43 budget which he has balanced by obtaining Mr. Bamberger's permission to use \$15,000 from his library fund, plus \$9750 which he has recently obtained from the Rockefeller Foundation for stipends in mathematics, plus \$10,000 usually budgeted for Mittrany's salary, since Mittrany will take leave of absence without salary for 1942-43. (British income tax would eat it all up anyway).

Some of the items in the budget are over-estimated since

it probably will not be possible to use the entire amount budgeted for stipends in mathematics and humanistic studies.

The only item which is not included in the budget is \$10,000 set aside for pensions. He suggests that might be budgeted by taking \$2500 from each of the two stipend funds and \$5000 from the contingent fund. "I have, as you know, never believed in the budgeting of this pension fund in that way. There is a surplus in this fund, shown in your report of June 30, 1941, of \$33,755.72. By the time we use this up on Dr. Flexner's pension two or three members of the faculty will be retiring and it will always be possible to limit our new appointments so as to enable us to carry Dr. Flexner's pension if such limitation proves to be necessary."

His budget does not contain an account of the Rockefeller-Samberger fund which is kept as a separate account according to the practice of Leidesdorf's office. The same thing is done with certain other special grants.

Aydelotte to Leidesdorf, May 1, 1942.

Acknowledges a letter from Leidesdorf not in the file,
letter dated April 28.

He makes the following points:

(1) Agrees with Leidesdorf that the Trustees should approve leaving out provision for pension funds. Might forego replenishing this fund during the emergency, but certainly that decision should be taken by the Trustees.

(2) "I am very happy to inform you that I have in plain words the assurance from the Rockefeller Foundation that any part of the Rockefeller-Samberger fund which is not expended remains in the surplus income account of the Institute for use for the same purpose in future years. At the expiration of the three-year period I intend to ask the Rockefeller Foundation to continue to pay this fund, perhaps for another three years, but if they are unwilling to do this I am planning to have a surplus sufficiently large to support our School of Economics for at least two years after the end of the three-year period."

(3) The annuity insurance for Nitrony and all annuity payments for which the Institute is obligated are provided for in the budget.

(4) We may have other savings. the Office of Scientific Research and Development will probably reimburse the Institute for Professor von Neumann's tide which may bring in \$6250.

D, Leidesdorf, Samuel D, 1930-1935

1942

12/22

BENEFITS	Academic Personnel
SALARIES	
DIRECTOR	Administration
BUDGET	Finance
AYDELOTTE	Biographical
FLEXNER	

Aydelotte to Flexner.

IAS paid Aydelotte no salary, 1939-40 thereby decreasing deficit. Financial statement.

A, 10/18/56 Mat. for Trustees Committee on Institute Policy

1942

12/23

TAXATION

Government Relations

✓ BENEFITS

Academic Personnel

Memorandum on "What is Taxable Income to an Annuitant Under the U. S. Tax Laws?" put out by the TIAA.

Filed in Vertical File under "T" for Taxation.

A, 10/18/56, Committee on Pensions, Executive Committee and Board Minutes, File No. 55

1943-44

✓ BENEFITS

Academic Personnel

COMMITTEES (PENSION)

Corporation

DIRECTOR

Administration

Discussions and decisions on retiring allowances,
February 1943 - January 1944.

Also Special Committee on Pensions, Meetings September 24,
October 5, and December 8, 1943.

Filed in Chronological File under 1943-44.

File #56

A, 10/18/56, Home, Material for Trustees Committee on Institute Policy

1943-45

SALARIES

Academic Personnel

~~BENEFITS~~

AYDELOTTE, F.

Biographical

Copies of letters from and about professors' salaries and expectations raised by Flexner but not satisfied.

A, 10/18/56 Salary Material

1943

✓ BENEFITS

Academic Personnel

SALARIES

GIFTS

Finance

BUDGET

FOUNDERS

Corporation

AYDELOTTE, F.

Biographical

LEIDESDORF

FLEXNER, A.

This is A File, Budget--Supplementary Material, 1943, which is to be filed in the Vertical File. It is a discussion on correspondence and memoranda as between Leidesdorf and Aydelotte, Aydelotte and Bamberger, and Flexner and Bamberger (on Aydelotte's request) setting forth the over-committed and under-financed status of the Institute and suggesting rigorous ways such as reductions of salaries of the professors to meet the cost of operation plus the

from
cost of minimum benefits of \$4,000 for professors who will retire within the next 10 years. This is a very important file. It indicates that as late as March, 1943, one of Aydelotte's prime approaches to Mr. Bamberger on the subject of financial needs of the Institute was through Flexner whose aid he enlisted. It also contains a ~~phoned~~ statement that Mr. Bamberger has made no further commitments than those he originally made, and subsequently made up to that time to the Institute.)

2/2/56.
A File, Budget--Supplementary Material, 1943, File #5

1943

February to May

✓ BENEFITS

Academic Personnel

Correspondence between Aydelotte and TIAA on benefits.

A, 10/18/56, Mattocks Pension Material

1943

2/25
2/27

BENEFITS

Academic Personnel

TRUSTEES

Corporation

BAMBERGER, L.

Biographical

LEIDESDORF

AYDELOTTE

Aydelotte to Leidesdorf.

Has conferred with Bamberger recently as well as with Jessup (President Carnegie Foundation) and Mattocks on pensions and lays out data for meeting Executive Committee on February 26, 1943. In supplemental (2/27) statement Aydelotte suggests that even though Bamberger-Rockefeller Foundation grant is extended for two years he doubts Institute should carry on at present expense; if no new endowment received, 1945 would see extremely serious situation at Institute. He contemplates saving in economics program and no refund, ~~apparently~~ apparently.

Estimates that with \$50,000 saving in salaries of four professors retiring 1944-45, additional expenses including pensions will be \$58,000, thus wiping out savings in salaries and providing for no new appointments.

In short, he concludes in his memo to the Executive Committee February 27 that if Institute is to operate as it was begun:

While I was making the budget for 1945-46 I made out a budget for the Institute with its present faculty, carrying out Dr. Flexner's ideas for assistants to professors, stipends, public funds, faculty of 1943, etc. would cost \$550,000. 4 per cent on \$14 million.

A, 10/18/56, File No. 55.

1943

2/25

BENEFITS

Academic Personnel

by letter
HARDIN, JOHN R.

Biographical

LEIDESDORF, S. D.

by letter

Copy of a letter from Hardin to Leidesdorf, February 25, 1943.

I was talking with Mr. Bamberger recently about the commitments of the Institute for annuities to members of the faculty and he suggested that the Executive Committee should review the whole question well in advance, so that we might know just where we stand. I have accordingly discussed the matter with Dr. Jessup, President of the Carnegie Foundation and with Mr. R. L. Mattocks, Associate Actuary of the Teachers Insurance and Annuity Association, and at the suggestion of Mr. Mattocks I have prepared a statement of the problem to lay before the Executive Committee at its meeting tomorrow. [The word three lines up, Mattocks is crossed out in the carbon copy in the file].

Two members of the faculty will retire in 1944 and two in 1945. A tabulation of the facts about them and the annuities which they have accumulated with the T.I.A.A. follows:

<u>Professor</u>	<u>Birth</u>	<u>Ret.</u>	<u>Premium</u>	<u>% Annuity</u>	
Einstein	Mar. 1879	1944	\$1500	\$1,909.44	6091
Herzfeld	Jul. 1879	1944	1000	700.80	
Lowe	Oct. 1879	1945	1000	2,650.44	8561
Veblen	June 1880	1945	1500	2,439.00	

The Institute has, as you know, promised Einstein and Veblen annuities of \$8000 plus an annuity of \$5000 for Mrs. Veblen during the period of her widowhood should she survive her husband. No promises have been made to Professors Herzfeld and Lowe, but I am convinced that the standing and prestige of the Institute demand that we supplement the rather small annuities to which they would normally be entitled.

Three questions arise immediately in connection with these annuities: (1) Should we pay them as a part of our regular annual budget or should we buy them by payments of a lump sum to the T.I.A.A.? (2) At what figure should the annuities of Professor Lowe and Professor Herzfeld, and other members of the faculty who have received no definite promise, be fixed? (3) In the case of the members of the faculty who retire between 1950 and 1960, should we at this time increase the contributions provided by the Institute and by the

professors themselves, so that each of them will be entitled to an annuity at least, as large as the minimum which we fix for Professors Lowe and Herzfeld? The argument for doing this is that the professor himself would then pay half the cost of his pension. I shall discuss these questions in order.

1. I have discussed carefully with the officials of the T.I.A.A. the question of buying annuities for Dr. Flexner and for the members of the faculty who retire within the next two years. The figures are as follows:

<u>NAME</u>	<u>Annual Payment</u>	<u>Cost of Purchasing</u>
Abraham Flexner (and Anne Flexner)	\$12,000.00	\$142,116.00
Albert Einstein	6,090.56	73,742.00
Ernst Herzfeld	3,299.20	42,691.55
E. A. Lowe	1,349.56	12,983.97
Oswald Veblen (and Eliz. Veblen)	5,561.00	94,697.94
	<u>\$29,499.48</u>	<u>\$384,276.96</u>

I must confess that the cost of purchasing these annuities seems to me to be staggeringly high, and even the Actuary of the T.I.A.A. said to me frankly that he thought we would be wiser to pay them out of our own budget.

2. The question as to the size of annuities we should fix for Professors Lowe and Herzfeld is a difficult one. In the tabulation above I used the figure of \$4000. This was the minimum pension granted in the old days by the Carnegie Foundation, it is the figure used by Columbia for its professors who are on the old Carnegie list, and if we make the increase in contributions which I am suggesting in the next paragraph it is a figure which would be exceeded by the annuities to which five members of our faculty would be entitled at the present rate of contribution and which could be easily met for the others without too great an increase in the contributions which we make for them. I hope the Executive Committee will discuss the matter carefully tomorrow by I must say that the best advice I have been able to obtain leads me to think that this figure of \$4000 would best meet all the tangible and intangible demands of the situation.

3. At the present rate of contribution (5 per cent from the Institute and 5 per cent from the professor) five members of the faculty who retire between 1950 and 1957 would only be entitled to annuities a good deal smaller than \$4000. I should like to raise the question whether we should not immediately double the contributions which we make in the case of these professors, requiring the professors to do the same.

If we did this, three of the five would be raised above \$4000. In the case of the other two I think we should discuss the question whether we should insist upon still higher contributions in order to bring them up to the \$4000 level. The names of these men and the increase which would be made in their annuities by this doubling of the premiums is as follows:

<u>Professor</u>	<u>Retirement</u>	<u>Premium</u>	<u>Present Expectations</u>	<u>Enlarged Annuity</u>
Stewart	1950	\$1500.	\$1644.00	\$2523.00
Mitrany	1953	1000	2695.68	3563.64
Alexander	1954	1250	3435.00	4616.28
Warren	1956	1500	2688.00	4437.00
Panofsky	1957	1050	3352.08	4745.40

The increase in contributions to these five men, which I have suggested, would add a little less than \$3500 to our annual budget.

4. The steps which I have suggested would meet nearly but not quite all of our commitments. Stewart and Mitrany would still not be up to \$4000, even with the enlarged contributions. Professor Mayer and Miss Swann are special cases. They are not entitled to annuities on the scale I have been discussing, but I think each will need a little supplement. Professor Weyl's annuity (\$8000 plus \$5000 for Mrs. Weyl should she survive him) will, I believe, eventually be taken care of by the insurance policy on the life of Mrs. Weyl. Towards my own annuity there is, of course, a substantial collection from my nineteen years at Swarthmore, and if we double the contributions from certain members of the faculty, as I have suggested, that procedure might be applied in my case as well. It would, I think, nearly take care of the annuity which has been promised me ~~xxx~~ by the Board. I inquired concerning this at the T.I.A.A. and they have promised to send me the figures as soon as they ~~fi~~ have finished their computation.

Other members of the faculty not mentioned in this letter (Morse, Earle, Riefler, Meritt, and von Neumann) will at the present scale of contributions be entitled to annuities of from \$5000 to \$10,000 and are thus fully provided for.

I shall have with me tomorrow complete tables and figures, so that the Executive Committee can discuss the whole problem.

1943

2/27

✓ BENEFITS

Academic Personnel

See memorandum regarding budget and benefits to
Executive Committee and minutes.

1943

3/22

ROCKEFELLER

BENEFITS

HERZFELD

LOWE

STEWART

MITRANY

ALEXANDER

WARREN

PANOFSKY

WEITZMANN, KURT

SWARZENSKI

Foundations

Academic Personnel

Biographical

The minutes of the meeting held February 26, 1943, were considered inadequate to describe the arrangements with on the Rockefeller-Bamberger Fund, and revision was left to Bamberger and Aydelotte.

The pension liabilities of the Institute incurred by the retirement of Professors Einstein and Herzfeld in 1944 and Veblen and Lowe in 1945 were discussed. Einstein

and Vöblen had been promised annuities of \$8000 (with \$5000 to a surviving wife during the period of her widowhood) at the time of appointment in 1932. No such promises were made to Professors Herzfeld and Lowe, but the Committee decided that the annuities to which they would be entitled to receive from the Teachers Insurance and Annuity Association should be brought up to \$4000 per annum by contributions from the Institute.

This involved a proposed increased payment by the Institute of ~~\$3,200~~ \$3,299.20 to Herzfeld each year of his life and \$1,349.56 to Lowe.

The Committee studied the cases of certain members of the Faculty due to retire between 1950 and 1957 whose annuities from the T. I. A. A. will fall below the \$4,000 sum, and recommended to the Board that the Director should be authorized to propose to these professors that they should double the premium which they are at present paying the TIAA on condition that the Institute do the same, in order to augment the annuities. See the Table, Minutes, page 2, for

the annuities resulting from the doubling of the premiums. The additional cost to the Institute of doubling the premiums as recommended would be \$3150 per year. "It was the sense of the Committee that the Institute should take steps to provide in advance for all its pension liabilities and should have a clear understanding with each recipient of exactly what he or she may expect.

The Executive Committee recommended to the Board the reappointment of Dr. Kurt Weitzmann as Field Mediaevalist in the School of Humanistic Studies for the academic year 1943-1944 at a salary of \$4500 and of Dr. Hanns Swarzenski as Research Assistant in the School of Humanistic Studies for the academic year 1943-1944 at a salary of \$3000.

Executive Committee Minutes, March 22, 1943

1943

3/22

✓ BENEFITS

Academic Personnel

HERZFELD

Biographical

LOWE, E.A.

It was agreed that Professors Herzfeld and Lowe, at the time of retirement, would receive from IAS the difference between the annuities they receive from Teachers Insurance and Annuity Association and \$4,000. The following rates will be paid yearly for life:

<u>Professor</u>	<u>Date of Retirement</u>	<u>Proposed Annuity</u>	<u>Amount from T.I.A.A.</u>	<u>Proposed Inst. Payment</u>
Herzfeld	1944	\$4000	\$ 700.80	\$3,299.20
Lowe	1945	4000	2650.44	1,349.56

Increased premiums to T.I.A.A. would result in the following payments:

<u>Professor</u>	<u>Date of Retirement</u>	<u>Present Premium</u>	<u>Prospective Annuity</u>	<u>Premium Doubled</u>	<u>Resulting Annuity</u>
Stewart	1950	\$1500	\$1644.00	\$3000	\$2523.00
Mitrany	1953	1000	2695.68	2000	3563.64
Alexander	1954	1250	3435.00	2500	4616.28
Warren	1956	1500	2688.00	3000	4432.00
Panofsky	1957	1050	3352.00	2100	4745.40

The additional cost to the Institute of doubling the premiums as recommended would be \$3150 per year.

Exec. Comm. Mtg. - 3/22/43 -- pp. 1-2 - Appended to Tr. Min. - 4/20/43
- 1/25/43

1943

4/13 4/14

LIBRARY

Facilities

ROCKEFELLER

Foundations

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ BENEFITS

Academic Personnel

AYDELOTTE, P.

Biographical

Aydelette to Esberger, April 13, 1943, on the financial situation generally for which see letter.

He says that there is only \$5,000 of the reserve originally set aside for pensions. Therefore, Flexner's pension will have to be paid out of general funds after this year.

The Rockefeller Foundation has not renewed its gift for the housing of the League of Nations, and Aydelette doubts it is good policy for the Institute to ask them for this small amount in the hope that a much larger gift could be secured for some other purpose.

Because of these factors, the budget is slightly out of balance. "On the other hand, our operations this year will leave us with a substantial amount in the surplus income account, and I have accordingly indicated in the budget that we should appropriate \$10,000 from this surplus to balance the budget for 1943-1944." He asks if this is satisfactory to Bamberger.

D, Bamberger, Louis, 1937-1944

1943

4/20

/BENEFITS

Academic Personnel

EXECUTIVE COMMITTEE

Corporation

PENSIONS COMMITTEE

The Executive Committee moved that a committee be appointed to consider the problem of pensions for retiring faculty. A special meeting of the Board was to be called to act on the recommendations of the special committee.

Tr. Min. - 4/20/43 - p. 1

1943

4/30

✓ BENEFITS

Academic Personnel

COMMITTEES (SPECIAL COMMITTEE ON
PENSIONS)

AYDELOTTE, FRANK

Biographical

Aydelotte to Leidesdorf, April 30, 1943, a copy.

Says that Mr. John R. Hardin has asked him to inform the members of the committee he has appointed $\frac{1}{2}$ as a special committee on pensions: Leidesdorf, Maass, Moe, Bamberger (Edgar), and Weed.

JRH Correspondence from January, 1940 to November, 1945

1943

5/7

✓ BENEFITS

Academic Personnel

COMMITTEES (PENSION)
(EXECUTIVE)

POLICIES

Administration

Flexner to Aydelotte.

He studied the Minutes of the Executive Committee and the Board, especially page two of the Executive Committee Minutes dealing with the proposed retiring allowances up to 1957. The Executive Committee's proposal absolutely sound that professors and the I. A. S. contribute to retiring benefits of a minimum of \$4,000. The same should be followed in dealing with secretaries, and so forth.

The Rockefeller Institute's salaries are ~~\$1x~~ \$16,000 and retirement is at \$8,000. The leading American universities all supplement sums paid to T. I. A. A. for a minimum retiring allowance of \$4,000.

The Institute will naturally appoint younger men in the future. "But the Institute could not have been started with young men. It had to be started with certain men who had

*W. Young -
W. Chubbuck -
W. W. W. S.*

achieved great distinction, and it is ~~ka~~ this start which gave the Institute its immediate position throughout the world."

FA Confidential Files, March 7, 1957

1943

5/11

✓ BENEFITS

Academic Personnel

FLEXNER, A.

Biographical

AYDELOTTE, F.

Flexner to Aydelotte.

Aydelotte is right. The minimum retirement annuity should be \$4,000 for those who retire at 65. A long letter in which Flexner insists that regardless of what happens to the Director on retirement age, professors at the Institute should not have to retire on an arbitrary basis when they reach 65.

FA Confidential Files, March 7, 1957

1943

5/11

✓ BENEFITS

Academic Personnel

AYDELOTTE, F.

Biographical

FLEXNER, A.

Memorandum from Flexner to Aydelotte on retirements.

The mathematicians are best in their forties and early fifties. They should be ~~not~~ retired at 65. There is no reason why Einstein and Veblen should be replaced when they retire until the financial situation becomes better. Veblen and Alexander had never been replaced by Princeton, yet Princeton has maintained its distinction in mathematics.

FA Confidential Files, March 7, 1957

143

5/11

PROFESSORS

Academic Personnel

✓ BENEFITS

Academic Personnel

SALARIES

COMMITTEE ON PENSIONS

List, birth dates, date appointment, retirement date,
salaries, annuities, TIAA.

Filed in Vertical File under "B" for Benefits.

A, 10/18/56, Envelope discarded Pension data

5/11

✓ BENEFITS

Academic Personnel

COMMITTEE ON PENSIONS

Copy of Report of Committee on Pensions.

Filed in Vertical File under "B" for Benefits.

Aydelotte papers acquired 10/18/56

1943

5/21

✓ BENEFITS

Academic Personnel

BAMBERGER, LOUIS

Biographical

FARRIER

AYDELOTTE

The pension report of May 21, 1943 contained amendments proposed by Louis Bamberger (Aydelotte to Farrier May 21, 1943). Lowe and Herzfeld retire 65 at \$4000; Stewart, Warren and Mitrany at \$4000. ~~Not more per double premium to be paid by IAS in div.~~ Swann at \$1200 not \$1500.

A, 10/18/56, Benefits

✓ BENEFITS

POLICIES

FLEXNER, A.

AYDELOTTE, F.

Academic Personnel

Administration

Biographical

Flexner to Aydelotte.

Disagrees with the committee's report on retirement and pensions. He suggests that the Board should pass a general resolution: "Every professor who retires at 65 or later should receive a minimum pension of \$4,000...the committee's report over-simplifies the problem so far as the Director is concerned, for it relieves him of deciding whether a man should or should not retire at 65."

Then Flexner suggested that Aydelotte read his two chapters in I Remember on the Institute. He asks whether the dream is coming true which Flexner and the founders had.

"Have Maass and Leidesdorf forgotten that when they approached me at the Rockefeller Institute they had a client

who had sold his business for \$30,000,000 which he wished to devote to some high educational purpose? It was on that basis that I acted and I felt justified in so-continuing to act because the founders without request from me twice gave the Institute additional funds and as late as 1937 bought a large site and proposed ~~to build~~ the building of "uld Hall. Have circumstances so fundamentally altered that the Institute is so soon forced to abandon some of the characteristics that make it the most notable and most distinctive?"

FA Confidential Files, March 7, 1957

1943

6/8

BENEFITS

✓ BENEFITS

LOWE, E. A.

HERZFELD

ALEXANDER

PANOFSKY

WARREN

STEWART

MITRANY

Personnel

Academic Personnel

Biographical

See special action on benefits for academic personnel
and personnel. pp. 1-3.

Trustees' Minutes, 6/8/43

1943

6/8

✓ BENEFITS

Academic Personnel

Detailed report of committee studying the problem of the great inequalities in the arrangement of retiring allowances for different members of the Institute faculty.

The date of retirement was set at July 1st following ^{the} his sixty-fifth birthday.

"The total annual cost of the commitments so recommended will be in the neighborhood of \$12,000, the maximum annual pension liability of the Institute between 1945 and 1950 will be between \$30,000 and \$35,000 in addition to the 50/0 paid on all salaries in accordance with the T.I.A.A. contributory plan. On the other hand, there will be a decrease in the salary roll from July 1, 1945, onwards of not less than \$50,000."

It was agreed that th~~y~~e retiring allowance should normally be \$4000 per year. In the case of an older man his salary may have to be fixed at a lower figure to make it possible for the Institute to make the necessary annual contribution.

1943

6/17

✓ BENEFITS

Academic Personnel

LOWE, E. A.

Biographical

HERZFELD, ERNST

Aydelotte to Leidesdorf.

He is telling Bamberger that all professors are satisfied with action of June 8 except Lowe and Herzfeld who object because informal representations made by Flexner gave them hope they might have terms extended. Institute doing more for Herzfeld than for anyone.

So V. and

A, 10/18/56, File No. 55.

✓ BENEFITS

TRUSTEES

AYDELOTTE, F.

Academic Personnel

Corporation

Biographical

Aydelotte to Mattocks (TIAA).

Impossible for him to estimate his own annuity until Trustees fix his date of retirement "which they have so far refused to do."

A, 10/18/56, Mattocks

1943

7/12
et seq.

✓ BENEFITS

Academic Personnel

EINSTEIN, A.

Biographical

Aydelotte to each professor individually with action of Trustees on pensions. Note Aydelotte wrote same kind of letter and requested its return in August, 1943. to 5.

A, 10/18/56, Retirement plans notice to faculty members.

1943

7/21

✓ BENEFITS

Academic Personnel

WEYL, HERMANN

Biographical

AYDELOTTE, F.

Weyl to Aydelotte.

Thanks him for ret. letter July 12 and expresses hope that no time should lapse between ret. of one man and taking of office by his successor.

A 10/18/56 Committee Pensions Exec. Committee and Board Minutes,
File No. 55.

1943

7/21

✓ BENEFITS

Academic Personnel

VEBLEN, O.

Biographical

E. Bamberger

Veblen to ~~Aydelotte~~ suggesting correction of Minutes of June 8, 1943, to site \$4,000 as a minimum and to provide that if a professor's appointment began on September 1 his retirement should likewise begin on a September 1 instead of July 1. Undignified to make a couple of month's salary and contribution at professor's expense.

A, 10/18/56, Benefits

File #59

1943

7/21

~~BENEFITS~~

Academic Personnel

GENERAL

Academic Personnel

WEYL, HERMANN

Biographical

AYDELOTTE, F.

Weyl (in Estes Park, Colorado) to Aydelotte, July 21, 1943.

He thanks Aydelotte for confirmation of previous agreements about his retirement, and states his dates and figures are correct. (Aydelotte's letter is not in the file).

(Found letter A papers 15716156.)

"I deeply appreciate the kind words which you add, concerning continuation of my work in Fuld Hall even after retirement. Hella and I have not yet given serious thought to what we plan to do when this time has been reached. The present state of the world is not so as to encourage any planning so far ahead. But I warn you that I may very well make use of your kind offer! You know that I consider it the greatest stroke of luck in my life to have been associated with the Institute, and you may be certain that my interest

in its activities will never cease, whether I still participate in them or not.

"The fact that retired members of the faculty will be provided with facilities to continue work in Fuld Hall should under no circumstances prevent the Trustees from appointing successors, scholars in the prime of life and research who will keep the flame burning. Of course, I think in the first place of our School of Mathematics. If at all possible, there should be no gap in time between retirement of one member and assuming of office of his successor. I do not forget the financial side nor the difficulties involved in finding the right man (vacancy of a chair for a limited period is better than to fill it with a second rate candidate). But I feel, every reasonable effort should be made to avoid a break in the chain. This seems to me a point of such importance that, out of concern for the future of the Institute, I could not help mentioning it on this occasion."

W (Weyl) File A_M

1943

7/21

7/27

✓ BENEFITS

Academic Personnel

LOWE, E. A.

Biographical

HERZFELD

FLEXNER, A.

AYDELOTTE, F.

Aydelotte to Moe.

"I want to see you soon to talk over some Institute business. Members of the Faculty have received the news of our action on annuities with a great appreciation, but Lowe and Herzfeld are deeply disappointed at having to retire at 65. Neither one of them feels that he can live in Princeton and carry/8⁰⁰ a retiring allowance of \$4,000, though both feel that the Institute has been very generous in raising their allowances to that amount. The fact is that I think both men are more interested in research than in comfort in their old age.

"Furthermore, both men received what they considered as assurances from Dr. Flexner that they would not have to retire at 65--Herzfeld

in the letter which I showed you and Love verbally. While these assurances were never approved by the Trustees or even communicated to the Trustees, nevertheless, it was hardly up to Lowe or Herzfeld to ask Dr. Flexner what authority he had for making these statements."

Aydelotte complains that it is impossible for him to discuss the matter with the Faculty, and he wants to come over and discuss it with Moe. He has debated asking Bamberger for the additional money to carry the two men on a little longer, but needs council before he does this.

Moe to Aydelotte, July 23, 1943. "As to Herzfeld and Lowe: the cases are difficult, or at least Lowe's is. I am reminded of the old lawyer's saying that 'hard cases make bad law'...I think (Herzfeld) fortunate with retiring allowance of \$4,000 annually.

"If we could find a formula which doesn't make bad law...I should be in favor of doing something in view of Dr. Flexner's promises. Will you please bring that copy of Flexner's letter to Herzfeld with you when you come. "

D File, Henry Allen Moe

1943

8/4

EINSTEIN

Biographical

/BENEFITS

Academic Personnel

Aydelotte to Flexner with story Einstein sure he was
appointed for life with no retirement date. Letter appointment
never found.

A, 10/18/56 Benefits

1943

8/9

BENEFITS

Academic Personnel

COMMITTEES

Corporation

WOLMAN, LEO

Biographical

AYDELOTTE, F.

Aydelotte to Wolman, August 9, 1943.

He asks Wolman to attend a conference before the meeting of the Finance Committee (to which Wolman has been appointed) to discuss retirement of some of the older members of our Faculty. He wants an informal discussion with a group of the Trustees.

D File, Leo Wolman

1943

8/26

BENEFITS

Academic Personnel

MOE, HENRY ALLEN

Biographical

Aydelotte, F

Aydelotte to Moe, August 26, 1943.

"I talked over with the Finance Committee the substance of our conversation about retirement arrangements, especially as affecting Einstein, Veblen, Lowe, and Herzfeld. The Finance Committee agrees in principle with the line that you and I took, but Wolman suggested one or two modifications in detail which seem to me good. I shall try to get over to New York to talk to you about the whole matter some time next week."

A File, Henry Allen Moe

1943

9/22

PENSIONS BENEFITS

Academic Personnel

LOWE, E. A.

Biographical

HERZFELD

FLEXNER, A.

AYDELOTTE, F.

See Flexner to Aydelotte on pensions.

? See mat-

A, 10/18/56 - Lowe (File No. 54)

1943

9/22

✓ BENEFITS

Academic Personnel

FLEXNER, A.

Biographical

AYDELOTTE, F.

Refers to letters which he wrote to Aydelotte May 7, May 11, and May 27. He hopes Aydelotte will fight for the principle that every professor's health and work, and so forth, should be examined by the Director, and he should decide whether the man in question should retire or go on with his work at 65.

FA Confidential Files, March 7, 1957

1943

9/23

✓ BENEFITS (AGE RETIREMENT)

AYDELOTTE

FLEXNER, A.

PROFESSORS

DIRECTOR

Academic Personnel

Biographical

Academic Personnel

Administration

Flexner to Aydelotte.

"I believe that when you were appointed it was understood that you would serve until 70, but you are elected annually, as I asked to be, and the Board is under no obligation to re-elect you unless it is pleased with your conduct of the Institute...

"There is however in all appointments a scholastic obligation which is far stronger than a legal or a moral or a supposedly moral commitment. Of ~~At~~ every professor at 65 you are bound to ask what has he done, what is he doing, what can he yet do that is of vital and significant importance to the

field of science or scholarship. That, in my judgment, is the acid test to which every man who hopes to continue his activity has to submit, and at this time you are the sole judge."
(Material regarding Lowe retirement).

A, 10/18/56, File #51

1943

9/24

✓ BENEFITS

Academic Personnel

COMMITTEE ON PENSIONS

~~Academic~~- Corporation

EINSTEIN, A.

Biographical

VEBLEN

MORSE

LOWE

HERZFIELD

Agenda for meeting 9/24/43 to reconsider action on listed professors' retirement. Einstein because Flexner "never wrote him an appointment letter; Veblen apparently because his service ante-dated Einstein's; Morse because of family situation.

Limitation put on acceptance of another appointment by Lowe and Herzfeld as long as receiving special research funds voted by Executive Committee. (Herzfeld \$2500 per annum for 3 years; Lowe \$4500 per annum for 3 years) and ditto for Einstein and Veblen account extension of active service.

A, 10/18/56, Benefits

1943

10/1
10/4

✓ BENEFITS

Academic Personnel

FLEXNER, A.

Biographical

AYDELOTTE, F.

Flexner had seen TIAA before April 11, 1932. In 1943 he said that Board and founders faced fact that pensions too small, and in first appointments formally recognized it. Aydelotte replied would take \$30,000 to \$40,000 addition to budget now to do it--already overobligated--(Source of rift?)

A, 10/18/56, Benefits

55

1943

10/5

BENEFITS

Academic Personnel

In his report the Director alluded briefly to the work of the Pension Committee. The arrangements adopted by the Board at the special meeting 6/8/43 had been recieved by most of the faculty with great satisfaction and appreciation. There were, however, several cases where these arrangements did not seem appropriate and the Committee were to investigate these cases further.

Tr. Min. 10/5/43 - p. 3

1943

11/8

✓ BENEFITS

Academic Personnel

TRUSTEES

Corporation

AYDELOTTE, F.

Biographical

MORSE, M.

Morse to a

(Aydelotte has talked to Morse on possible Board action on retiring members, and so forth.) Morse expresses himself as having been so shocked he couldn't talk. (Morse to Aydelotte). He writes that the decisions will be critical in the Institute's history, indicating its attitude toward encouragement of scholarly work. He advises Aydelotte to let the Trustees know ~~before~~ the full implications of their actions. "Commitments which have been outstanding for some time and upon which the light has now been turned will in a moral sense be denied if not explicitly affirmed."

FA Confidential Files, March 7, 1957

1943

12/14

GRANTS

Academic Personnel

✓ BENEFITS

HERZFELD, E. E.

Biographical

LOWE, E. A.

MEMBERS

Publications

Executive Committee decided:

Herzfeld will retire 8/1/44 on \$4,000 pension. A grant of \$7500 for research for 3 years will be made available at not more than \$2500 p.a. for completion of his work on Persian archeology, and \$6,000 for publication.

Lowe will retire on 7/1/45 with annuity of \$4,000 to complete Codius Latini Antignom. A research fund of \$13,500 will be set up to be used at not to exceed \$4500 per year per arrangements between him, Director and Treasurer with possibility of further help after this is gone.

Both will continue to occupy Fuld Hall quarters.

Minutes Exec. Comm. 12/14/44, p. 1, Vol. No.

12/14

✓ BENEFITS

Academic Personnel

EINSTEIN, A.

Biographical

VEBLEN, O.

HERZFELD, E. E.

LOWE, E. A.

Executive Committee decided that Einstein and Veblen need not retire at 65. The former's retirement date should be settled between him and Trustees; Veblen might stay in active service until he is 70.

Minutes Executive Committee, p.1, 12/14/43

12/31

POLICY

Administration

✓ BENEFITS

Academic Personnel

The Executive Committee recommended that the Trustees should make no conditions for retirees as to their place of residence or activities in which they may engage, except that Professors Einstein, Veblen and Weyl¹ for whom unusually favorable pension arrangements have been made,² should not identify themselves with another institution without the approval of the Trustees.

1943

12/14

✓ BENEFITS

Academic Personnel

MORSE, MARSTON

Biographical

The Executive Committee recommended that \$125 per year be added to the \$625 per year which the I.A.S. pays to the T.I.A.A. for Morse's retirement, provided he will make the same increase. This is for the purpose of permitting him an annuity of ~~\$2500~~ \$4250 at age 65 and one-half of that to Mrs. Morse should she survive him.

Minutes, Executive Committee, 12/14/43

1944

1/24

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ BENEFITS

SALARIES

At the Faculty meeting of January 24, 1944, all were present except Alexander, Goldman, Mitrany, and Riefler.

Aydelotte reported the meeting was called at the request of Professors Lowe and Einstein to discuss retirements and pensions.

He recounted the history:

(1) All letters of appointment sent to members of the Faculty uniformly specified age 65 as retirement, "but in many cases intimated that the period of active service could be prolonged by mutual agreement." Trustees have decided in so small a faculty there should be a uniform age for retirement with exceptions only in very unusual cases.

The first three appointments to the Institute faculty

provide for very generous pensions. Those following specify merely 10 per cent contribution to TIAA, five per cent by ~~year~~ each. The Trustees 18 months ago on suggestion of the Director began to study the whole question, and discovered that for two-thirds of the Faculty, the accumulations under TIAA would be entirely inadequate.

Trustees decided that the first three cases could not be maintained on scale for all Faculty members; therefore, fixed \$4,000 as a minimum, the Institute to make up the deficit in the case of members of the Faculty who retire during the next few years, and increasing payments to the TIAA IN other cases where needed, on agreement with the member of Faculty to make a similar increase in his contribution.

These arrangements are uniform for the Faculty except for:

(a) In the cases of Herzfeld and Lowe who have important researches nearing completion for which special research funds have been provided. The Trustees were able to

do this from the surplus income accumulated during 1942-1943, so that these research funds will not be a drain on any future budget of the Institute.

(b) Einstein and Veblen for whom arrangements have been made for them to remain in active service for some years after 65 with the necessary funds to come from an anonymous source, thereby involving no extra ~~budget~~ burden on the budget.

Future appointments: Director instructed by the Trustees to recommend at the time of appointment suitable arrangements for retiring allowance for the individual concerned to be built up by joint contributions by the Institute and the individual to the TIAA. The Trustees recognized that $\frac{1}{2}$ in the case of an older man where the sum required in contributions is unduly large, the salary may have to be lower in order to afford a larger contribution from the Institute.

Discussion. Einstein deplored that "it had not been from the beginning so arranged that there should be a rigid rule for age of retirement." Consensus--there should be a

fixed and formal age. No vote taken.

Lowe produced his complaint in writing (p. 55). He deplored what he called the lack of understanding according to regular institutional rules of provisions for salaries, benefits and age of retirement, and also brought in for the first time the question of unequal salaries. He proposed a motion for a small faculty committee to study the question of retirement and pensions, but was persuaded to withdraw it. Instead, on Earle's suggestion, it was moved and seconded the Faculty record a vote of thanks to the Director for the way in which he has worked out his proposals to the Trustees for Faculty pensions and retirement allowances.

Veblen stated it would be no breach of confidence if, as a Trustee, he added a note to the effect that there had been "profound misunderstandings among the Trustees on both the problems of retirement and pensions." The solution worked out by the Trustees was a great victory for the academic tradition and its liberal interpretation--more than might have been expected under the circumstances.

With respect to Lowe's strike at unequal salaries, he said the principle of equal salaries had never been accepted by the Trustees; although he, personally, had always favored it.

The Director disavowed responsibility for past inequalities, and announced his intention to make salary perquisite, age of retirement, and pension clear to new appointees, and have the entire agreement down in writing.

The discussion which followed indicated that the beef was more directed toward inequality of salaries which professors accepted without knowing others were getting higher salaries, rather than benefits, although he accused the first Director of having given assurances sometimes by implication which were ambiguous.

The Director wiggled out by saying that though he had been a Trustee, he had never known of the misunderstanding on the part of the Faculty. Morse clarified by saying implications in the future, legal as well as ethical, should be made clear. Earle pointed out, "the absolute financial

impossibility of carrying through now to a complete satisfaction of some of the more lavish promises of early days."

(Comment: In this discussion, Flexner was made a devil to relieve feelings, not with justice to what had been done, said, and written with regard to appointments and salaries). All the letters of appointment I have seen specified age 65 with extension on mutual agreement. See Lowe's interview that he had no legal case for such extension since this language was in his appointment. His beating the drums for the consideration of an ethical commitment was completely fortuitous.

Faculty Minutes, 1/24/44

1944

1/25

BUDGET

Finance

/BENEFITS

Academic Personnel

GIFTS

Finance

Report on the budget. Appropriations to Professors Lowe and Hersfeld upon retirement can be earmarked from the previous year's surplus. Funds are being provided by an anonymous donor to meet the difference between the pensions promised Professors Einstein and Veblen and their regular salary, so that in these four cases there will be no drain upon the Institute budget.

Was this a result of AF's entry he would have to oppose A or B?

Tr. Min. - 1/25/44 - pp. 1-2

1944

1/25

BENEFITS

Academic Personnel

Mr. Leidesdorf wanted to know if the faculty understood clearly the arrangements made for retirement and pension. Prof. Weblen said it had been explained at a faculty meeting and a resolution had been passed thanking the Director for the manner in which the proposals had been worked out.

This might well have been volunteered by Godelstein - his report.
Why not? See his statement in proposed report of 10/11/44 to
Bd. Fac not satisfied, apparently. Note he does take
credit for security gift from L.B. for continuing salaries
V. 82 to 70.

1/25

1944

SALARIES

Academic Personnel

✓ BENEFITS

EINSTEIN, A.

Biographical

VEBLEN, C.

"In the cases of Einstein and Veblen, funds are being provided by an anonymous donor to meet the difference between the pensions promised them and their regular salary." (p.2)

1944

1/26
2/22

✓ BENEFITS

Academic Personnel

VEBLEN, O.

Biographical

AYDELOTTE, F.

Aydelotte to Veblen, January 26. The Board on January 25 ~~XXXXXX~~ approved the Executive Committee's action of December 14 concerning the conditions of Veblen's retirement. Those conditions are stated in Aydelotte's letter to Veblen of December 16, and an anonymous gift has been promised the Institute to make up the difference between your salary and the pension so that it will not be a drain on the Institute budget.

Veblen to Aydelotte, February 22, asking Aydelotte to give his appreciation to the anonymous donor. "As I said to you the other day, this arrangement with regard to my retirement and that of Einstein is particularly gratifying in that it makes a substantial part of the salaries which we have been receiving available for other Institute purposes. ~~AM~~ I am sure ~~that~~ you will not understand me if I take the liberty of saying that I think the two purposes which should have priority are: (1) That of fulfilling the commitments that were made many years ago to three of the mathematical professors, and (2) That it ^{of}

providing for suitable successors to Einstein and myself. I recognize, of course that both of these purposes have to be considered in their relation to a balanced budget.

D File, Veblen, Oswald.

1944

2/21

BUDGET

Finance

✓ BENEFITS

Academic Personnel

Letter from Aydelotte to Leidesdorf, February 21, 1944
regarding the budget.

Filed in Chronological file under 1944, 2/21.

D, Leidesdorf, 1930-35

1944

~~bx/20x~~ 3/20

2/12

BENEFITS

Academic Personnel

EINSTEIN, A.

Biographical

AYDELOTTE, F.

Aydelotte to Einstein, March 20, 1944.

Points out that hereafter a part of the salary will not be subject to income tax--that part which he receives from T.I.A.A.

Aydelotte to Einstein, February 12, 1944.

The T. I. A. A. payments began as of July 1, 1944, and the Institute salary of \$15,000 was diminished by \$750 per year for the annuity, on which ~~withholding tax~~ the balance withholding tax was taken. the Institute's portion of salary was \$14,250. Of the \$14,250 per year received by Einstein as salary, composition was as follows: T. I. A. S., approximately \$2,000; the Institute pension fund approximately \$6,000 (making up the pension of \$8,000 guaranteed him), plus \$6250 from the founders, (called anonymous donor).

D, Einstein, Albert, 1934-1944

1944

4/4

✓ BENEFITS

VEBLEN, OSWALD
EINSTEIN, ALBERT
FLEXNER, ABRAHAM
WEYL, HERMANN

Academic Personnel
Biographical

Part of letter from Flexner to Weyl:

"I should feel less pessimistic about the Institute if the two mathematicians who have reached or are soon to reach retirement age had shown themselves less selfish. Of course, you are all ten years older than you were at the beginning, but if men act selfishly in respect to retirement, especially those who at 65 are assured of a pension of \$8,000 a year, (which is not really a pension but a salary,) younger men cannot be appointed. Had these two men retired, some younger men could have been appointed to 'carry on the tradition', but no younger men have been brought into the Institute and younger men of high scholarship, like de Tolnay, remain where they were.

(Note was made after L.B.'s death -)

"At the Rockefeller Institute the age of retirement had been fixed at 70, but, when the war broke out and there was danger that income would decrease, the age of retirement was fixed at 65. The Rockefeller Institute is as active as it ever was, and young men and women are still to be found among the workers, while the regular staff, consisting largely of men beyond the military age, have all stuck to their jobs and have not gone

into amateur work for which they had no particular fitness.

Who? *Earle.*

"We must make a fight in the academic world because after the war we shall have not only to be adequate to the needs of our own young men but to be in position to train the persons whose duty it will be to revive learning in the old world. If any university head is thinking mainly of that, I do not know who he is."

W File AF

1944

5/2
5/9

FOUNDERS

Corporation

✓ BENEFITS

Academic Personnel

VEBLEN, O.

Biographical

EINSTEIN, A.

Aydelotte to Maass, May 2, 1944.

He wants Maass' advice on another possible claim on the part of the Institute as against the executors of Bamberger's estate.

When the Committee on Pensions voted to prolong Veblen's and Einstein's term of service for five years beyond 65 in the case of Veblen and until mutually satisfactory arrangements were made for retirement in the case of Einstein, Mr. Bamberger undertook to contribute personally the amount needed for these two men over and above their regular contemplated pensions.

Aydelotte suggested to Bamberger that he need only hold himself responsible for five years in the case of each man.

Their pensions are \$8,000, so that the addition would be \$7,000 per year² for each man for a period of five years, or \$70,000 in all. Aydelotte left the method of payment open to Bamberger's matter of convenience, but suggested to Leidesdorf that he try to arrange payment in a lump sum, but that was, he thinks, some time in February (1944), and he doesn't believe Leidesdorf ever had a chance to talk with Mr. Bamberger about the matter.

Mr. Bamberger's intention was to put it down as an anonymous gift. It was, however, known to both Leidesdorf and Maass, and was referred to by Mr. Aydelotte in Mr. Bamberger's presence at the meeting of the Board of Trustees on January 25, 1944.

Maass to Aydelotte, May 9, 1944.

Says that Mr. Hardin has approved the various claims for filing with the executors. They will be recognized.

D, ME Bamberger, Louis - Estate of

1944

5/16
5/18

✓ BENEFITS

Academic Personnel

VEBIEN, O.

Biographical

EINSTEIN, A.

CORRESPONDENCE Farrier & Aydelotte regarding continued payment by Einstein and Veblen of 5 per cent during extension of their active service. Aydelotte rules yes.

A, 10/18/56 Benefits

1944

10/5
10/7

FOUNDERS

Corporation

POLICIES

Administration

COMMITTEE ON POLICY (TRUSTEES)

Corporation

✓ BENEFITS (RETIREMENT)

Academic Personnel

AYDELOTTE

MAASS, H. H.

On October 5, 1944 Aydelotte sent a copy of his proposed report to Maass. (D. Maass) On October 7 he had a telephone conversation with Maass in which the following comments were apparently made by Maass:

- Likes report in general--certain comments
- Page 2--omit disillusioned sentence
- Page 3 omit sentence about reporting
- Insert opposition to economics--thought our arrangement temporary.
- But did not want to dictate intellectual program

Page 4 retirement arrangements for Einstein, Veblen and FA--
Mr. Bamberger's wishes show age limit apply to Director
Page 5 May insert the (passage?) there
Page 9 Part 3 Make plans fuller and more specific
Page 12--Program in economics--facts of economic phenomena
versus theory. Bit indecisive (FA to Board in
[1941?])

Two Question of my own retirement--Mr. B. would not
discuss-- wanted me to continue 1. Einstein and
Veblen--really retired as far as budget goes--extra
→ 65 to 70 personal gift from L. B.

W/ B. AF. -- 3 Decided this not wise--best to key 65
rule and apply it also to Director. Continue in
Fuld Hall with my own scholarly interests.

4. New rating fellows: For people like Einstein and
Veblen--older professors--appointment for definite
✓ period 7 years--salary is needed--deTolnay--careful
supervision.

Good job for manuscript--deTolnay--careful supervision.

Good job for manuscript no.

A, 10/11/56, File #8

✓ BENEFITS

Academic Personnel

GENERAL (FELLOWS)

McILWAIN

Biographical

EINSTEIN, A.

VEBLEN, O.

AYDELOTTE, F.

Aydelotte to Moe, October 9, 1944.

He has sent his proposed report for the next Board meeting for Moe's consideration. "My reference on page number 11 to the fact that all our problems have not yet been solved refers to this. We shall need in the future to get people like McIlwain here who are past the age of sixty-five. We shall occasionally want to keep people like Einstein and Veblen who have been members of our Faculty and who have also passed that age. The solution, in my opinion, is to establish a new category of Fellows of the Institute who can be men of any age, elected for any period of time from one year on and who can have any stipend within our

means or no stipend as the case may be. They would be a little like Guggenheim Fellows. I would put Einstein in this category and Meilwain and de Tolnay, fixing the term for each. I am sure we would have many others and indeed it might come to be a more distinguished group than the Faculty. If the Trustees wanted to make me a Fellow, I should be only too delighted. Do you think I ought to insert an exposition of that idea into this report?

"Does the reference to you in connection with the organization of the Guggenheim Foundation in any way impair your neutrality as a Trustee of the Institute? I hope you will not think so but if you do I will cut it out. It seems to me we are here dealing with facts and not formalities."

Neither point was ultimately carried in the report of the Director to the Trustees at the next meeting, December 5, 1944.

A File, Henry Allen Moe

1944

October //

BENEFITS

Academic Personnel

AYDELOTTE, F.

Biographical

BAMBERGER, LOUIS

*an
written
See com of
1932 m
14 appts*

In the draft of his report to the Board, Aydelotte asserted that Mr. Bamberger had never understood that the guarantee of a certain amount of pension to the early professors in addition to the provision for 10 per cent contribution to T. I. A. A. involved a financial responsibility over and above the 5 per cent of the Institute. In addition, "A good many members of the Faculty had received what they interpreted as assurances that their period of active service would be so prolonged, but these informal assurances had never been reported to the Trustees."

"...under the 5 per cent rule something like one-half the Faculty would have been retired on pensions ranging from \$700 to \$2,500."

The present plan worked out at great labor by the Committee of the Trustees does not please everyone. Aydelotte met the

Faculty January 24, 1944 to discuss the arrangements proposed. Those who felt aggrieved had opportunity to state their case. There was frank discussion. Mr. Bamberger had expressed gratitude to Aydelotte for ~~making~~ a very appropriate solution arising out of this discussion.

As to age of retirement, he took up the matter of continuing Einstein and Veblen to 70, and secured Bamberger's promise to pay the extra \$70,000 between their pensions and their salaries for the five years.

He raised his own retirement, Aydelotte said, with Mr. Bamberger. "He saw no reason why the rule which applied to the Faculty should apply also to the Director, and said repeatedly that he hoped I would continue as long as my health and strength allowed. Other members of the Board with whom I talked took a similar position. I felt uncomfortable to leave the matter in the air but there was too much at stake for the Institute for me to urge upon Mr. Bamberger further discussion of my personal situation. Consequently no such provision was

made for my salary as for that of Einstein and Veblen. As I have thought the matter over since Mr. Bamberger's death I have come to feel very strongly that if members of the Faculty retire at sixty-five, the Director should do the same, and I have been quietly making my plans to retire at that age."

He mentioned the supplements to the pensions of Lowe and Herzfeld which have been voted. He should like to continue working at the Institute past his age of retirement. He credits most of the accumulations for his pension to his TIAA contributions for nineteen years at Swarthmore.

A (Attic) File, Report of the Director October, 1944

1944

10/11

GENERAL

Academic Organization

DIRECTOR

Administration

BENEFITS

Academic Personnel

AYDELOTTE, P.

Biographical

Part of missing draft of Aydelette's proposed report of October 11, 1944 which was never given - October meeting of Trustees deferred to December 5, 1944.

Filed in Chronological file under 1944, 10/11.

A Report of Director October, 1944 (Attie) Vertical

1944

11/6
11/20

PARTICIPATION IN ADMINISTRATION

Academic Personnel

NOMINATIONS

✓ BENEFITS

DIRECTOR

Administration

There are no official Minutes on luncheon meeting November 6, 1944, as a result of which the memorandum of November 20, 1944, was prepared and presented and approved on the succession to the Director. Neither is there any mention of the proposed retirement of the Director until the meeting of November 20.

At the meeting of November 20, Einstein initiated the question of Faculty approval of proposed Faculty appointments on consultation with the Faculty by the Trustees; majority vote to prevail. He contemplated a change in the By-Laws to provide this to assure such Faculty participation. No action was, however, taken at that meeting.

Faculty Minutes 11/20/44

1944

11/20 (?)

DIRECTOR

Administration

BENEFITS

Academic Personnel

WORLD WAR II

Government Relations

AYDELOTTE, F.

Biographical

Handwritten notes by Aydelotte around November 20, 1944.

1. Retirement
2. Financial history and anxiety
3. War record and research in war time
4. Plans & function - prohibited from talking - function 9-12
5. Bedier - importance of younger scholars - Seminar for all - Role of Director
6. Status for older men

A (Attic) Report of the Director, October, 1944

11/20

PARTICIPATION IN ADMINISTRATION

✓ BENEFITS

DIRECTOR

AYDELOTTE, F.

EINSTEIN, A.

WARREN, E.

EARLE, E. M.

MORSE, M.

VON NEUMANN, J.

Academic Personnel

Administration

Biographical

Digest of Minutes of a Faculty Meeting.

The Director did not attend so the meeting was presided over by Professor Veblen. The Secretary presented a memorandum (which appears in the Trustee Minutes of Jan. 19, 1945, pp. 14-15) from the Faculty to the Trustees regarding the proposed retirement of Dr. Aydelotte. This he said was the consensus of the full discussion of Nov. 6 which was a Faculty meeting. The letter was ultimately sent to the Board and incorporated in the minutes of the Faculty formally as it appears in the Minutes but there was a good deal of discussion before this happened.

The question of the age of the Director on retirement and of the Faculty came up in full force and there was no unanimity whatsoever. Professors Einstein, Weyl and Warren took the attitude that the age of retirement of the Director should be greater than that of the Professors, they mentioned 70. Professor Warren went so far as to say

that due to the similarity of the duties of the Director and the Faculty there was no reason to apply the 65 year rule to the Faculty ~~and~~ and only at discretion to the Director

Professor Earle thought that there should be one rule for retirement for both the Director and the Faculty but he urged that since there have been two exceptions to the application of the 65 rule, both at Mr. Bamberger's request, in the case of the Faculty it would be well to provide for an exception in the case of Dr. Aydelotte as Director.

Dr. Stewart favored the insertion of a statement that 65 ought to apply to both Director and Faculty. This was not seconded. Professor Earle felt that the memorandum should be adopted without amendment and that the continuation of Dr. Aydelotte as Director involves the welfare of the Institute and no personal consideration. Morse thought the Faculty should adopt the memorandum as a data of "important evidence" which the Director's ought to have leaving it without recommendation as to specific age for the Director's retirement. Von Neumann, who was not present, sent a letter asking that the memorandum be sent to the Director.

Professor Riefler favored a lower retirement age for the Director than for the Faculty or no retirement age for anybody in which case the status of those Faculty members already retired ought to be reopened. Professor Warren expressed himself as ready to support the suggestion of reinstatement of members already retired.

Here Professor Goldman urged that the Faculty confine itself to the limited objective represented by the memorandum. This was done and the action was unanimous. However, the Faculty resolved that the Director should appoint a committee of Faculty to consider

conditions of appointment in relation to the welfare of the Institute and report back to the Faculty.

File V-1

1944

11/28

COMMITTEES (INSTITUTE POLICY)

Corporation

GENERAL

Academic Organization

✓ BENEFITS

Academic Personnel

AYDELOTTE, F.

Biographical

Handwritten notes Aydelette of a ~~MASS~~ meeting above date
of MASS Committee attended by A. & V.

Committee to rec. retirement A in 1946. Cordial. Pension
\$12,000. Offices Fuld Hall. Member Board of Fellows^o if and
when organized.

MASS' whole idea of the Committee due to Flexner.-----
Panofsky-deTolnay-snooping around Princeton--agitation among
Trustees and faculty.

Veblen's point--my retirement would make Flexner's agitation
a ~~MASS~~ success--Flexner taking M & L for a ride.

Committee to meet Princeton Friday, Dec. 1.

F. A. to Committee--retirement alluring. But for debt of loyalty to faculty Committee must see them. Faculty disturbed. Real question is whether Trustees will lose confidence of faculty.

* Fellows--use term for emeritus still active? And outsiders like McIlwain?

A, 10/18/56, File #9

1944

12/11

PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

BENEFITS

Academic Personnel

The Director reproved the Faculty for representing diverse views in their conferences with the members of the Trustees who had conferred on the Director's retirement with them on December 1, and suggested that the Faculty should meet before such opinions are presented to the Trustees.

Einstein

Veblen suggested the appointment of a Committee on Policy to match that of the Board of Trustees to effectuate the communication directly with the Trustees. Stewart said he thought there should be no communication with the Trustees on the part of the Faculty except through the Director, and it was agreed that this, generally, was true, except in this case where the Director, himself, was involved.

The Policy Committee elected Earle, Einstein, Meritt, and Veblen.

Faculty Minutes, 12/11/44

1944

12/11

PARTICIPATION IN ADMINISTRATION

Academic Personnel

BENEFITS

DIRECTOR

Administration

AYDELOTTE, F.

Biographical

Dr. Aydelotte made the following statement at the Faculty Meeting 12/11/44:

"On the question of my offer to retire at 65, in view of the fact that this retirement age was prescribed for the Faculty the Trustees reached no decision. The Committee on Institute Policy, which is considering the problem, made no report. At a meeting on Nov. 28, I informed the Committee that many members were strongly opposed to my retirement, as Professor Veblen knows, that while I was ~~not~~ prepared to retire as I had suggested, the Committee could not make a recommendation to the Trustees without hearing the views of the Faculty on this question. According to the members of the Committee spend Friday, Dec. 1, at the Institute for the purpose of holding consultation with members of the Faculty. Since that time I have had no official word from the committee, but informally I have been given to understand that the impression produced upon the minds of the Trustees by their interviews with the Faculty was a confused one, that many other concerns, individual and departmental, as well as general matters of Institute policy were urged upon the

Trustees and that effect was to produce the impression that the Faculty was discontented and far from unified. Under these circumstances it seems to me that some further statement of the views of the Faculty is in order at this time.

"There are many matters of Institute policy more important than the matter of my retirement of which the members of the Faculty hold strong views. While I do not wish to stifle discussion, I must say that it seems to me that this is not the appropriate moment to raise such questions. The development of sound procedures for the government of the Institute must necessarily take time. To try to settle all the questions of the future in one year is certain to produce only confusion and to provide unlimited opportunities for any individual who may wish to draw a red herring across the trail. We cannot fight on all fronts at once. Sound strategy demands that the Faculty stick to the one question at issue. I am sorry that this should be a personal question and one in which I am concerned. I can only say that I place myself at the disposal of the Faculty and the Trustees, and that I shall not be willing to continue unless I receive convincing evidence that I have the support of both groups."

1944

12/11

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ BENEFITS

AYDELOTTE

Biographical

Report of the director at faculty meeting December 11, 1944, stating that the trustees had made no decision at their meeting on January 19, 1944 on the faculty recommendation regarding the retirement of Dr. Aydelotte. The director said the trustees' committee on policy had made no report. "At a meeting on November 28, I informed the committee that as many members of the faculty were strongly opposed to my retirement, and I insisted, as Mr. Veblen knows, that while I was prepared to retire as I had suggested, the committee could not properly make a recommendation to the trustees without hearing the views of the faculty on this question. Accordingly the members of the committee spent Friday, December 1, at the Institute for the purpose of holding consultations with members of the faculty. Since that time I have had no official word from the committee, but informally I have been given to understand ^{that} the impression produced upon the minds of the

trustees by their interviews with the faculty was a confused one, but many other concerns, individual and departmental, as well as general matters of Institute policy were urged upon the trustees and that the net effect was to produce the impression that the faculty was discontented and far from unified. Under the circumstances it seems to me that some further statement of the views of the faculty is in order at this time.

"There are many matters of Institute policy more important than the question of my retirement upon which the members of the faculty hold strong views. While I have no wish to stifle discussion, I must say that it seems to me that this is not the appropriate moment to raise such questions. ~~There are many other matters of Institute policy more important than the question of my retirement upon which the members of the faculty hold strong views. While I have no wish to stifle discussion, I must say that it seems to me that this is not the appropriate moment to raise such questions.~~ The development of sound academic procedures for the government of the Institute must necessarily take time. To try to settle all the questions of the future in one year is certain to produce only confusion and to provide unlimited opportunities for any individual who may wish to draw a red herring across the trail. We cannot fight on all fronts at once. Sound strategy demands that the faculty stick to the one question at issue. I am sorry that this should be a personal question and one in which I am concerned. I can only say that I place myself at the disposal of the faculty and the trustees and that I shall not be willing to continue unless I receive convincing evidence that I have the support of both groups." (File V-1 ^{(no further minutes on this} _{subject in file V-1)})

1945

1/2
Revised 4/9

DIRECTOR

Administration

POLICIES

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ BENEFITS

Policies of the Institute regarding scholars.

Memorandum filed in Chronological file under 1945, 1/2.

Earle, IAS, 1945, Pol. Com. of Faculty

1945

1/5

✓ BENEFITS

Academic Personnel

SALARIES

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

SCHOOL OF MATHEMATICS

SCHOOL OF ECONOMICS AND POLITICS

Copies of correspondence between Flexner and professors on salaries and pensions. Submitted to Maass by Aydelotte January 5, 1945. Valuable--not otherwise available--some instances Flexner's position as of 1945 and Aydelotte's--Valuable--See file.

(file # 56)

A, 10/18/56 Mat. for Trustee Committee on Institute Policy

1945

1/19

SALARIES

Academic Personnel

BENEFITS

POLICY COMMITTEE (ad hoc)

Corporation

BUDGET

Finance

The Committee satw with Aydelotte and A. Flexner and considered past actions on salaries and pensions which were not clear or satisfactory. Recommended a series of changes affecting future status of Lowe, Herzfeld, Aydelotts, Morse, Alexander and von Neumann.

Minutes 1/19/45 pp. 8-14 Vol. No.

1945

1/19

DIRECTOR

Administration

✓ BENEFITS

Academic Personnel

AYDELOTTE, F.

Biographical

Faculty Committee Board not to permit F. Aydelotte to retire at 65.
(p. 14-15). Committee of Trustees on Policy recommended appointment of a Selective
Committee to choose successor to Aydelotte (p. 9-11).

Minutes 1/19/45 Vol. No.

1945

1/19

BUDGET

Finance

BENEFITS

Academic Personnel

Although the wills of the Founders have increased the endowment of the Institute the income to be derived from it is not greatly in excess of the Institute's present budget. As the interest now being paid is high the IAS cannot count on its staying that high, and must therefore be prepared for a decrease in income. It is therefore necessary not to increase salaries, etc. without considering these facts.

Tr. Min. 1/19/45 - p. 13

1945

1/19

BENEFITS

Academic Personnel

LOWE, E.A.

Biographical

Discussion of benefits, pension and amortization payments on mortgage of house,
for Prof. Lowe.

Tr. Min. 1/19/45 - p. 11

1945

1/19

DIRECTOR

Administration

✓ BENEFITS

Academic Personnel

AYDELOTTE, P.

Biographical

The Committee said "it deems it inexpedient in view of present aconditions" to adopt Director's recommendation for his and all Director's retirement at 65. It recommended:

1. Age 65 retirement of Directors.
2. Trustees provide for Dr. Aydelotte's retirement on 67th birthday. This will continue him in office until October, 1949. ✓ 947
3. Appointment of "Selection Committee" for successor's nomination -- 5 Trustees to consult with Faculty & Others, etc. (pp.8-11).

Committee recommended also that Dr. Aydelotte be given facilities for continuation of his work at Institute and same pension as Dr. Flexner (p. 14).

The Faculty Resolution 11/20/44 was read asking for extension of Aydelotte's tenure (p. 14).

Discussion by Board:

Since the next 5 or 10 years will be critical to I.A.S., some of Trustees felt that Aydelotte should retire presently; others at the end of 5 years. (Ibid.)

Minutes 1/19/45

1945

1/19

~~BENEFITS~~

Academic Personnel

HERZFELD

Biographical

Board supplemented his T. I. A. A. benefits with
\$2500 for 3 years for research at Princeton.

Trustees' Minutes, 1/19/45

1945

1/19
3/82

✓ BENEFITS

Academic Personnel

AYDELOTTE, F.

Biographical

DOUGLAS, LEWIS

MASS, HERBERT H.

Board of Trustees meeting, January 19, 1945, considered a report of the Policy Committee ~~xx~~ of the Board of Trustees recommending, among other things, that the motion of the present Director to retire at age 65 had been considered, and that after an extensive period of consultation, with ~~the~~ individual members of the Faculty and also ^{with} ~~the~~ Committee of the Faculty subsequently, it had been decided to extend beyond age 65 the term of the present Director who should retire on his 67th birthday which would occur in October of 1947. There was much discussion, and, obviously, great dissention over this proposal. It was recognized that the Trustees had established the age of 65 for retirement of Faculty members, and that the Directors should, likewise, retire at 65 in the future, but that the confused circumstances engendered by the war and the financial conditions as well as scholastic considerations made it peculiarly difficult to

consider the replacement of Aydelotte at that time. Aydelotte, himself, said that he doubted that an extension of service of such a short period of time, that is two years, would be profitable to the Institute itself, and that he would want to consider further before saying it would be acceptable to him. This followed discussion as to whether or not retirement should be at 65, or, as the Policy Committee recommended, on the 67th birthday. In view of the conflict, the Board ultimately laid the matter on the table, and required that the Board meet again at a special meeting in a month's time and decide the matter. Members of the Policy Committee signing the report were Lewis Douglas, Maass as Chairman, Leidesdorf, Leo Wolman, and Henry Allen Moe.

At the meeting on March 2, the minutes of the previous meeting were corrected in a manner which showed Lewis Douglas as critical of the reflection of the discussion in the previous minutes, and Maass placating with a prepared statement which set forth in moderate terms the reasons why the Policy Committee recommended the action. Age 65 was decided upon as the retiring age for all future Directors, and the Policy Committee ~~recommended~~ recommended termination of Aydelotte's services as Director to occur on October 1 at the beginning of the academic year in 1947. This was carried.

Minutes Trustees, January 19, March 2, 1945

1945

1/23

/ BENEFITS

Academic Personnel

LOWE, E. A.

Biographical

Aydelotte to Lowe, January 23, 1945.

Trustees' Action, January 19, changing terms of Lowe's retirement:

- (1) Pension, \$4,000, wife to be entitled to one-half if she survives him. Of this \$2517.84 will come from the TIAA, the balance \$1482.16 from the Institute.
- (2) Amortization payments under the mortgage waived on Lowe's house from the date of his retirement age, or the Institute if he prefers will take title to his house and reimburse him in full for expenditures in construction.
- (3) \$4500 a year for three years' research fund to be continued at the end of the three-year term if Lowe is still working satisfactorily on his project.

January 30, Aydelotte had a conversation with Lowe who had had a touch of heart trouble and was not certain that the situation outlined above was to his liking. Also, Lowe objected to the use of the word "emeritus" for those who, though retired, were still active in their work.

D, Lowe, E. A.

1945

1/23

✓ BENEFITS

Academic Personnel

HERZFELD, ERNST

Biographical

AYDELOTTE, F.

Aydelotte to Herzfeld, January 23, 1945.

Transmits the decision of the Board of Trustees:

(1) They reaffirmed the \$2,500.00 supplement voted to your pension in order to make it possible for you to live and pursue your researches in Princeton.

(2) It was voted that if at the expiration of the three year term you were making satisfactory progress with your researches and wished to continue, the Board, if it has the money will consider further extension of two years.

(3) In connection with the publication of the Zoroaster book or the book on Persepolis, the Trustees will be prepared to furnish further assistance up to a maximum of \$4,000.00 if and when either or both of these works are ready for publication.

Aydelotte asks Herzfeld if he thinks he can get additional money to guarantee the publication of the books.

A File, Ernst Herzfeld

1945

2/2

DIRECTOR

Administration

POLICY

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ BENEFITS

A resolution was submitted to the Trustees regarding the retirement of Aydelette.

See a four-page memorandum attached to the 1945, 2/2 Chronological File.

Earle, Pol Com. Fac. 1944-5

1945

2/28

DIRECTOR

Administration

TRUSTEES

Corporation

✓ BENEFITS

Academic Personnel

AYDELOTTE, F.

Biographical

Aydelotte to Maass.

Aydelotte said Maass raised the question of Aydelotte's position last spring (April, 1944) as a result of which Aydelotte concluded it was best to offer to retire at 65, but he found that the faculty didn't agree.

Attached to Minutes of March 2, 1945.

1945

3/2 ~~x2/x~~

DIRECTOR

Administration

✓ BENEFITS

Academic Personnel

AYDELOTTE, F.

Biographical

Policy Committee of Trustees accepted amendment to its report of 1/19/45 to effect that Aydelotte should retire on October 1, 1947, "which would conform to the beginning of the academic year." (Minutes 3/2/45, p.2)

Discussion ensued in which there was evidence of conflict. No change in academic policies of I.A.S. contemplated at this time. Beneficial to I.A.S. for Dr. Aydelotte to continue now and retire 10/1/47.

A Lewis Douglas on behalf of Policy Committee, reemphasized that its recommendations stemmed from belief.

1. Broad policy of retirement at 65 for both Director and Faculty should be established.

2. Embarrassment to new Director would not ensue ^{as} or if he had to administer long-range policies he had no hand in formulating.

3. Overlong delay in retirement of present Director would adversely affect chance of getting a competent successor.

Douglas said minutes of 1/19/45 did not clearly disclose discussion, and so Mr. Maass had prepared a statement. (See p. 3-4). This emphasized that while 65 should be retirement age of Director, retention for a short period of incumbent would enable chair to appoint a Committee to select a successor. It was not to be understood that I.A.S. would "stand still," but that if policies were initiated it would be by Board of Trustees and the new Director would assume his duties subject to them. Also, as soon as chosen he should come and work with Aydelotte so that there would be continuity.

Minutes 3/2/45

1945

3/2

~~BENEFITS~~

Academic Personnel

HOUSING

Facilities

LOWE, E.A.

Biographical

Further discussion of benefits, etc. to Prof. Lowe

Spec. Mtg. of Board - 3/2/45 - pp. 1-2

1945

3/10

~~BENEFITS~~

Academic Personnel

LOWE, E. A.

Biographical

Aydelotte to Lowe, March 10, 1945 regarding max annuity of \$ TIAA.

Filed in Chronological File under 1945, 3/10.

D File, Lowe, E. A. ?

47 1945

4/16
4/20
4/24

✓ BENEFITS

SCHOOL OF HUMANISTIC STUDIES

WEITZMANN

PANOFSKY

Academic Personnel

Academic Organization

Biographical

Aydelotte to Baldwin Smith, Princeton, regarding sharing equally ~~Weitzmann's~~ Weitzmann's salary of \$4500 to \$5000 with appropriate arrangements for different retiring age--65 & 68.

Aydelotte to Mattocks asking what benefit Weitzmann would rate at 68 on \$4,500 salary from Institute and Princeton.

Panofsky to Aydelotte on Weitzmann's status--Morey and Panofsky had been assured by Flexner Weitzmann's appointment was permanent. Weitzmann likewise sure. Urger Weitzmann's professional qualifications justify permanent appointment.

A, 10/18/56, File No. 57.

1946

5/13

✓ BENEFITS

Academic Personnel

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

DE TOLNAY

Biographical

POLICIES

Administration

De Tolnay had asked Institute bear half cost of his endowment insurance policy (in lieu of an annuity). School of Humanistic Studies had declined the request (had ~~xxx~~ voted to decline the request). The Standing Committee concurred and it would be a dangerous precedent to contribute to an annuity for a temporary member. Riefler raised the question of the policy to be followed in educational institutions which were not covered by the Social Security Law.

D, Minutes of the Standing Committee of the Faculty, 1940-1946

1946

5/23

SALARIES

Personnel

SALARIES

Academic Personnel

✓ BENEFITS

Aydelotte memo on salaries.

Filed in Vertical File under "S" for Salaries.

A, 10/18/56, Mat. for Report of Committee on Salaries

1947-1953

SALARIES

Academic Personnel

✓ BENEFITS

XXX CHERNISS, Harold

Oppenheimer to Cherniss, October 10, 1947.

On recommendation of the School and the faculty, the Trustees have voted to offer you a professorship at the Institute. "For me it was a happy augury that writing to you of this should be my first official act."

Terms: Appointment until Cherniss is 65 at a salary of \$15,000 a year, 5 per cent contribution from I. A. S. and from Cherniss. Institute insures a minimum of \$4,000 a year after retirement.

October 21, 1948, Mrs. Leary informs Mrs. Trinterud that the Institute will pay an additional premium \$53.86 a month to guarantee the payment of \$4,000 a year on Professor Cherniss' retirement.

January 7, 1949, from the Minutes of the Board of Trustees, November 16, 1948. The Institute makes an additional

monthly payment of \$26.93 to T. I. A. A. to bring Professor Cherniss' annual pension to \$4,000 a year with the professor matching by paying an equal amount.

December 16, 1949, Oppenheimer to Cherniss, informing him of the Executive Committee's resolution providing that as of July 1, 1950, the total minimum pension of present full Institute professors should be \$6,000, and that the obligation of the Institute is to provide the difference between this amount and the pension provided through insurance.

The letter further states that in case a professor desires to make provision for the support of his wife in the event of his death, the Institute would allow each professor to exercise this option with regard to his contribution to his retirement allowance, and in general in accordance of the terms of options as established by the T. I. A. A.

January 19, 1951, Oppenheimer to Cherniss. Board of Trustees has increased his salary to \$18,000 a year as of July 1, 1951.

Oppenheimer to Cherniss.

April 6, 1953, Trustees made available to all professors \$1,000 a year as a fund for professional travel. Unexpended portions may accumulate, but not to exceed \$3,000.

Retirement date is altered. Retirement will be optional with a professor from his 65th birthday on, and mandatory only as of the June 30 following his 68th birthday.

D File, Cherniss, Harold

1947

2/3

✓ BENEFITS

Academic Personnel

FRANKL

Biographical

It was proposed to extend Professor Frankl's membership for one more year at \$3,000. His advanced age was discussed. Mitrany, Morse, Veblen and Weyl participated. Mitrany emphasized that an age limit of 65 years did not necessarily apply to members inasmuch as these are not appointed to office but supported in order to fulfill individual tasks of research. Panofsky added that one of the reasons that justify an age limit, that is to vacate responsible positions in favor of the younger generation, would not apply to memberships. Panofsky's motion was carried.

D, Faculty Minutes, February 3, 1947

1947

4/18

✓ PENSIONS

Academic Personnel

AYDELOTTE, F.

Biography

Formalization and regularization of pension provisions.

Vol. 5, No. 10 Appendix P. 5 Minutes - 4/18/47

1947

4/18

✓ BENEFITS

Academic Personnel

AYDELOTTE, FRANK

Biographical

On retirement Dr. Aydelotte is to receive a pension of \$12,000 a year, with the understanding that Mrs. Aydelotte is to receive one-half of this amount should she survive him. Under TIAA Dr. Aydelotte will receive \$519.61 a month, the IAS paying the remaining \$480.39 per month. Mrs. Aydelotte's receiving one-half holds for TIAA as well.

Spec. Brd. Mtg. 4/1⁸/47 p. 2

1947

10/9

GENERAL

Facilities

GEST ORIENTAL LIBRARY

GENERAL

Publications

CARNEGIE

Foundations

✓ BENEFITS

Academic Personnel

SIEGEL

Biographical

veblen

Letter from Aydelotte to Oppenheimer, October 9, 1947, regarding
above listed items.

Filed in Chronological File under 1947, 10/9.

A File, IAS

1947

12/1

BENEFITS

Academic Personnel

BAILEY, ESTHER S.

Biographical

The Board granted Mrs. Bailey a pension of \$50 a month to begin December 1, 1947.

D File, Esther S. Bailey (MRS.)

1947

12/8

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ BENEFITS

MAYER, WALTHER

Biographical

The Faculty favorably considered improving the financial status of Mayer, and left the matter in the hands of the Director for his discretion with the Trustees.

D, Faculty Minutes, December 8, 1947

1948

5/6

✓ BENEFITS

Academic Personnel

RIEFLER, WINFIELD W.

Biographical

Oppenheimer to Riefiler, May 6, 1948, regarding leave of absence
for Riefiler.

Filed in Chronological File under 1948, 5/6.

D File, Riefiler, W. W.

1948

12/2

BENEFITS

Academic Personnel

Mrs. John D. Leary to Mr. Schaap, December 2, 1948.

She includes a list of all the people who are salaried and taxable by the Bureau of Internal Revenue.

She says the Institute carried two types of insurance: TIAA is the only retirement plan in effect. In addition there is a group life policy which we are in the process of extending to cover the employees of the Computer Project. Under it each employee is insured for \$1500 by the Massachusetts Mutual Life Insurance Company. The Director hopes to include disability and illness under this policy for all employees. The only disability coverage now is under Workmen's Compensation Law which is inadequate.

~~XXXXXXXXXX~~

John F. Fulton, Institute for Advanced Study, 1948-49

2/15

1949
Benefits
✓ POLICIES (LIFE INSURANCE,
GROUP INSURANCE)

Administration

SCHAAP

Biographical

Mr. Schaap, the chairman of the special committee on insurance, reported that the committee had decided to take no action on insuring Faculty members; and that the Director should handle Institute group insurance.

Minutes, Meeting of the Executive Committee, February 15, 1949

1745

2/15

✓ BENEFITS

Academic Personnel

EINSTEIN, A.

Biographical

The Board decided to make up the difference between what Einstein would receive from the T. I. A. A. and the sum of \$15,000 annually until his death.

Executive Committee Minutes, 2/15/49

1949

3/15

✓ BENEFITS

Academic Personnel

PRINCETON UNIVERSITY

Relations WOAI

On March 15, 1949, Princeton University announced its new retirement plan through T. I. A. A. The lowest staff member eligible was the full time instructor eligible for participation July 1 following the effective date of his appointment. All eligible staff members upon attaining the age of 30 must begin to participate.

Retirement age 68, July 1 following this age. Each July 1 the following schedule of deductions matched by the University on the first \$10,000 of the salary: under 35--5 per cent; 35 through 44--6 per cent; 45 through 49--8 per cent; 50 and over--10 per cent.

D, Princeton University

1949

4/30

~~BENEFITS~~

Academic Personnel

EARLE, E. M.

Biographical

OPPENHEIMER, R.

Earle to Oppenheimer, April 30, 1949.

Oppenheimer has received letters dated April 20 and April 25 in re: benefits. His comment is that there is grave danger by using the Institute's funds in support of older men that we might, as Einstein once said, turn the Institute into an institution. He is glad that we have not adopted a rule "which deprives us of discretion." He quotes Oppenheimer as having said once, "that the only rule which ~~was~~ [Oppenheimer] thought imperative would be to the effect that we never should bring a man here beyond the age of retirement merely to improve his own security."

D File, ~~Earle~~ Earle, Edward M., 1945

1949

10/21

✓ BENEFITS

Academic Personnel

At present the Faculty receives a pension of \$4000; the Director thought that at their salary they receive they could not save enough to augment the pension. He suggested an increase in pension rather than an increase in salary. This would increase the pension to \$6000. The Director also suggested that consideration be given to (a) provision of a minimum retirement fund greater than in the past; (b) usefulness of TIAA contracts in providing such retirement funds. A Committee of Mr. Schapp, chairman; Messrs. Leidesdorf and Bamberger was appointed to study the problem of Faculty pension provisions.

1949

11/15

✓ BENEFITS

Academic Personnel

BUDGET

Finance

The special committee formed to consider Faculty pensions approved the Director's suggestion of raising pensions from \$4000 to \$6000. This would affect six full professors; and would cost the IAS approximately \$12,000 a year as long as these six lived.

"It was moved and carried that operative as of July 1, 1950, the minimum total pension of present full Institute professors should be \$6000; that the obligation of the Institute is to provide the difference between this amount and the pension provided through insurance; that the additional payments should be covered in the ordinary budget."

Exec. Comm. 11/15/49 p. 2

1949

~~12/16~~ 11/15

BENEFITS

Academic Personnel

OPPENHEIMER, R.

Biographical

Oppenheimer to Panofsky, December 16, 1949.

Executive Committee

The ~~Board~~ at its meeting November 15, 1949, adopted the resolution: Operative as of July 1, 1950, the minimum total pension of present full Institute professors should be \$6,000; that the obligation is the Institute's to provide the difference between this amount and the pension provided through insurance; "the additional payments should be covered in the ordinary budget."

D File, Panofsky, Erwin, 1945

1949

12/16

✓ BENEFITS

Academic Personnel

WARREN, ROBERT B.

Biographical

Oppenheimer to Warren, December 16, 1949.

At the November 15, 1949 meeting of the Board of the Executive Committee, a resolution was adopted operative as of July 1, 1950: the minimum total pension of present full Institute professors should be \$6,000, and the obligation of the Institute is to provide the difference between this amount under T. I. A. S. and amount decided as the minimum. The additional payments are to be covered in the ordinary budget. Warren is informed that under the terms of the resolution the policy which he holds under T.I.A.A. will be supplemented by the Institute to bring the total to \$6000 a year. Provisions for the support of the wife in the event of his death are left to the option of the professor.

D, Teachers Insurance & Annuity Association 1947-

1950

2/13

BENEFITS

Academic Personnel

PROFESSORS

At faculty meeting of above date the Director reported he wished to ask Trustee approval of a policy by which each emeritus professor would have an assistant should he require one. The Director felt that this should be automatic as long as an emeritus professor continues to work. The faculty endorsed the policy.

Minutes Faculty Meeting, February 13, 1950, File V-1

1950

2/22

✓ BENEFITS

Academic Personnel

STEWART, WALTER W.

Biographical

Stewart to Oppenheimer, February 22, 1950.

On May 24, 1950, I become 65. On June 30, 1950, I retire as a member of the faculty. On July, 1950, I understand that the new pension arrangement now under consideration goes into effect.

"Under this arrangement the Institute undertakes to provide the retiring professor with an additional \$2000 per annum without contribution by the professor. This is for the purpose of helping to meet the increases in the costs of living since the time when present pension arrangements were made."

Quaere. "Am I eligible under this new arrangement?" I shall have to file my estimate of 1950 income for tax purposes soon.

A summary attached to this letter, presumably by the Director's office, reads as follows: Effective July 1, 1950, \$6,000 minimum to Cherniss, Panofsky, Siegel, Warren, Thompson.

Special arrangement, Einstein, Veblen, Weyl.

Herzfeld and Lowe got special research grants.

Alexander, Goldman, Stewart only ones without special arrangements.

D File, Stewart, Walter W., 1946

1950

3/14

✓ BENEFITS

Academic Personnel

STEWART, WALTER W.

Biographical

Stewart to Oppenheimer, March 14, 1950, after a conference during which Oppenheimer evidently asked his circumstances, and Stewart does not give them all, but indicates that except for working either as a college professor or in the government service, he has accumulated no retirement benefits, and that, "During my eleven years at the Institute I have never accepted compensation of any kind either from private or government sources."

He has carried a considerable amount of life insurance, and is in the process of converting a part of it into a smaller amount of paid-up insurance. He has family responsibilities. He wants no exception made in his case. He does not know what other arrangements appertain to other professors and their retirement, and does not want to know. "The establishment of a general plan for additional retirement for professors and the determination of eligibility are obviously matters for the Director and the trustees...~~and~~

"The Institute ~~has~~ has dealt generously with its professors in a great variety of ways. No one recognizes more fully than I do that there is a limit as to how much it can afford or ought to do. I am entirely willing D, Stewart, Walter W., 1946 ~~to~~ to leave the matter in your hands!"

The TIAA contributions for Stewart began in 1939, and were greatly increased in 1943, so that the annual amount paid by the Institute and by Stewart each since that date totalled about \$2,738.

D, Stewart, Walter W., 1946

1950

SCHOOL OF MATHEMATICS

Academic Organization

✓ BENEFITS

Academic Personnel

PROFESSORS (EMERITI)

✓ VEBLEN, O.

Biographical

EINSTEIN, A.

Last meeting School of Mathematics faculty attended by
a professor emeritus.

School of Mathematics Faculty Minutes

1950

4/6

✓ BENEFITS

Academic Personnel

WEYL, HERMANN

Biographical

Weyl to Oppenheimer, April 7 6, 1950, re: pension upon retirement: amount in relation to benefit to be received by his second wife after his death. (Hella died September 5, 1948. He remarried January 7, 1950, Mrs. Ellen Baer, nee Lohnstein, of Swiss nationality, born April 17, 1902.

He should like to receive \$8,000 annuity during the time he lives. He suggests a supplementary pension provision by the Institute for his present wife.

This, on April 24, 1950, is refused by Oppenheimer on behalf of the Board and the Budget Committee.

D File, Weyl, Hermann, 1933-1945

1950

4/7

✓ BENEFITS

WEYL, HERMANN

VEBIEN, O.

STEWART, W. W.

Academic Personnel

Biographical

Oppenheimer to Leidesdorf, April 7, 1950, regarding retirement questions of Veblen and Stewart and annuity for Weyl.

Letter filed in Chronological file under 1950, 4/7.

D, Leidesdorf, 1946

1950

4/21

BENEFITS

Academic Personnel

WEYL, MRS. II

Biographical

STEWART, W. W.

The Board refused Professor Weyl's request for pens on rights for his second wife should he predecease her, and Stewart asked for an increase in his pension. Both denied.

Trustees' Minutes, April 21, 1950

1950

4/24

BENEFITS

Academic Personnel

STEWART, W.W.

Biographical

Oppenheimer to Stewart, April 24, 1950, telling Stewart that the Board decided not to increase his pension after retirement.

Filed in Chronological File under 4/24/50.

D File, W. W. Stewart, 1946

4/25

TRUSTEES

Corporation

~~BENEFITS~~

Academic Personnel

LEWIS, WILMARTH

Biographical

Appended to the Minutes, a letter from "Lefty" (Wilmarth Lewis), reviewing a discussion he and Oppenheimer had of suggested by-laws. He agrees with Oppenheimer that despite Veblen's argument, Faculty members should not be on the Board of Trustees.

He still "feels strongly" that Board of ~~Trustees~~ Trustees gain by having a retiring age than by not having one. It is embarrassing to discuss this before the older members of the Board who usually oppose such a measure. Our present older members have rendered such outstanding service to the Institute that the embarrassment should be less. Retiring ages of Trustees are usually 65, 68, and 70. He would be willing to compromise on 68.

He thinks that Trustees should continue to be elected for a term "with an interval of a year before they can be re-elected." He thinks a 6-year term is better than a 5-year term. If the year of absence destroys the man's

interest, his interest cannot be very deep. Rotation assures new life on the Board which is essential to its vigor. He is not impressed by the argument that new life destroys continuity.

As to the qualifications for a Trustee, he is not so sure. "Our Board is now, for various reasons, in a state of flux. The present offers us a chance that may not again occur to consider this abstract question." He says the good Trustee is the one who is capable of giving good advice, and that the most useful Trustees are apt to be bankers and lawyers, since the most obvious matters in which their advice is needed are financial and legal. He thinks that the Trustees of a learned institution should always bear in mind that they are concerned with a society of scholars. Aggressive action in educational policy by the Trustees of an academic institution is always dubious, and in our case it might be disastrous. It seems to me that it is of the utmost importance not to get delusions of grandeur and "do not itch to interfere with matters which we do not understand."

"The great prerogative of a university faculty is to decide what and how it will teach and who will teach it. I believe that Trustees should be little more than rubber stamps when called upon to take action on such questions, whether they are lawyers, bankers, or people who may have special knowledge of educational matters. I realize that this is not a popular position to take with Trustees, but I believe in it absolutely: a good Trustee in my opinion must not attempt to impose his authority in educational policy."

Trustees' Minutes, October 20, 1950, Volume 6

1950

6/30

✓ BENEFITS

Academic Personnel

By 1950 fiscal year pensions paid out of current expenses. When begun?

Treasurer's Reports

1950

11/14

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ BENEFITS (SOCIAL SECURITY LAW)

The law newly amended included educational institutions, provided the administrative authorities of the institution agree and that a two-thirds majority of the employees desire to be covered. Director stressed the benefits, particularly for casual and older employees. The Trustees had approved the taking of an employee vote, and it also assumed the total tax of three per cent, including the employee's share. The Faculty was in general agreement about the benefits of such coverage.

Faculty Minutes, 11/14/50

1950

12/1

SALARIES

Academic Personnel

APPOINTMENTS

✓ BENEFITS

For amounts of salary for some professors as of this meeting to be effective July 1, 1951 see memo under above date.

Minutes of Executive Committee Meeting, 12/1/50

1950

12/1

SALARIES

Academic Personnel

APPOINTMENTS

✓ BENEFITS

BIGELOW, JULIAN

Biographical

GOLDSTEIN, HERMAN

Bigelow and Goldstein made permanent members of the Institute until the age of retirement at \$8,500 each with TIAA contributions provided they match such contribution.

Min. of Exec. Comm., 12/1/50

1951

1/19

APPOINTMENTS

Academic Personnel

✓ BENEFITS

PAIS, ABRAHAM

Biographical

Oppenheimer to Pais, January 19, 1951 saying he has been appointed professor of the School of Mathematics.

Term to start July 1, 1951, and continues to age of retirement which was at that time the 30th of June after the 65th birthday. Initial salary to be \$12,500. Institute and professor to contribute 5 per cent to TIAA if desired it.

D, Pais, Abraham

1951

1/19

APPOINTMENTS

Academic Personnel

BENEFITS

MONTGOMERY, DEANE

Biographical

Oppenheimer to Montgomery, January 19, 1951 appointing him Professor in the School of Mathematics.

Term of appointment starting July 1, 1951, and continuing to age of retirement which then was ~~xxxx~~ the 30th of June after passing 65th birthday. Initial salary to be \$12,500 a year. Institute and Montgomery to pay 5 per cent to TIAA if Montgomery wanted it.

D, Montgomery, Deane

1951

1/19

APPOINTMENTS

Academic Personnel

✓ BENEFITS

SELBERG, ATLE

Biographical

Oppenheimer to Selberg informing him that he has been appointed a professor in the School of Mathematics.

Term to start July 1, 1951 and continue to age of retirement. "According to present practices, retirement takes effect on the 30th of June after you have passed your 65th birthday." Initial salary of \$12,500 a year. Institute and Selberg to make 5 per cent contributions to TIAA if desired it.

D, Selberg, Atle

1951

1/22

APPOINTMENTS

Academic Personnel

~~WEEK~~ BENEFITS

WOODWARD, E. L.

Biographical

Oppenheimer to Woodward, January 22, 1951, offering him a Professorship in the School of Historical Studies.

It was hoped he could assume professorship effective July 1, 1951. Appointment to continue until the age of retirement, which, at the present time (1951) was the 30th of June following his 65th birthday.

~~Set aside \$18,000~~

Set aside \$18,000 for his service. Of that sum \$15,000 would be paid to him directly as salary and \$3,000 Institute would reserve as a contribution to a suitable supplementary provision for his retirement.

D, Woodward, E. L.

1951

5/4

✓ BENEFITS (AGE)

Academic Personnel

WEYL, H.

Biographical

Board approved faculty recommendation Weyl should continue 1 semester a year for next three years: sum \$4,000 additional to pension. This in view of resignation of Alexander & Siegel.

D, Notices Drafts & Minutes

1951

5/23

APPOINTMENTS

Academic Personnel

✓ BENEFITS

WHITNEY, HASSLER

Biographical

Oppenheimer to Whitney, May 23, 1951.

Invites Whitney to professorship at Institute . "At the present time, Professors retire at the end of the fiscal year following their 65th birthday, though some revision in this may be expected in the future. We think it improbable that should you accept this invitation you would be free to come before the academic year 1952-53; but we would be happy to have you assume the Professorship as soon as this can conveniently be arranged." Salary to be \$18,000 a year, Institute and professor to contribute 5 per cent to TIAA. Could have an assistant.

D, Whitney, Hassler

1951

10/11

PENSIONS

Academic Personnel

The TIAA decided to offer a balanced fund to make pensions under its plan more realistic in inflation circumstances by investing in stocks.

Openheimer expressed a general view that this would be highly acceptable. Apparently it was left to the individual professors to decide whether they wanted it.

D, Teachers Insurance & Annuity Association 1947-

1951

10/25

TRUSTEES (RETIREMENT)

Corporation

✓ BENEFITS

Academic Personnel

It was agreed to put over until the spring meeting the Rosenwald motion for limitation of age for Trustees and non-successive terms, and also to take up a suggestion made by Veblen that retirement age for academic personnel be elevated to 68.

Special Meeting of Members of the Corporation, 10/25/51, p. 2

1952

CARNEGIE FOUNDATION FOR THE ADVANCEMENT
OF TEACHING

Foundations

CARNEGIE CORPORATION OF NEW YORK

CARNEGIE INSTITUTION OF WASHINGTON

✓ BENEFITS (PENSIONS)

Academic Personnel

GILMAN

Biographical

PRITCHETT

For memo on Funds and Foundations, 1952, see memorandum
of above date.

Funds and Foundations, 1952

1952

January 15

May

✓ BENEFITS

Academic Personnel

STRAUSS, LEWIS L.

Biographical

OPPENHEIMER, R.

Strauss to Oppenheimer, January 15, 1952.

Sends Oppenheimer copy of the report made by a Joint Committee of the American Association of University Professors and the Association of American Colleges published May, 1950, in the Bulletin of the Association of American Colleges. It is on the retirement problem. While most colleges are using the 65 year age for normal retirement, the consensus of the report appears to be that if no financial considerations entered the picture, the best fixed retirement age would be "around 68" and that "financial considerations would indicate an older, rather than a younger, age."

D, Strauss, Lewis L.

1952

4/18

TRUSTEES

Corporation

OFFICERS

COMMITTEES

Academic Personnel Corporation

✓ BENEFITS

Academic Personnel

See Minutes for the mechanism the members resolved themselves into a committee of the whole to nominate Hancock, Lehman and Leidesdorf for further terms, after which the members as members voted affirmatively and also re-elected the present officers of the Corporation to succeed themselves for the next year.

The discussion of retirement age of Trustees was put over until Rosenwald could be present.

Minutes of Annual Meeting of the Corporation, 4/18/52

1952

4/18

STRAUSS

Biographical

✓ BENEFITS

Academic Personnel

"Mr. Strauss brought up the subject of academic retirement age, observing that there had been a general tendency among other institutions in recent years to postpone retirement to a later age. A general discussion ensued, and the following decision was reached: The President was requested to name a committee of three which would bring in a report with affirmative recommendations on the subject of academic retirement age."

Trustees' Minutes, Volume 6, April 18, 1952, page 3

1952

11/10

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ BENEFITS

Trustees approved in principle to new optional equities
retirement scheme of TIAA. (Get it).

Faculty Minutes, p. 247

1952

12/8

APPOINTMENTS

Academic Personnel

/ BENEFITS

DYSON, FREEMAN J.

Biographical

Oppenheimer to Dyson, Dec. 8, 1952, offering him a professorship in the School of Mathematics.

Appointment would take effect July 1, 1953 and run until his retirement. In the past age of retirement has been 65. Considerations now undertaken by the Trustees may lead to advancing this age by a few years. Salary of \$12,500 a year. Institute would contribute 5 per cent to TIAA if professor also did and wanted it.

D, Dyson, Freeman J.

1952

12/8

APPOINTMENTS

Academic Personnel

✓ BENEFITS

GÖDEL, KURT

Biographical

Oppenheimer to Gödel, December 8, 1952, telling him he had been elected a Professor in the School of Mathematics.

Appointment to take effect beginning July 1, 1953 and to run until his retirement. "As the present time, the matter of retirement age is under study by the Trustees, and I believe that it will be advanced from sixty-five to sixty-seven or sixty-eight. But the matter is not yet settled." Institute and Gödel to make 5 per cent contributions to TIAA. Salary to be \$12,500 a year. (Salaries are under study, and there may be an upward revision).

D, Gödel, Kurt

1953

4/6

~~5/7~~

~~BENEFITS~~

Academic Personnel

Oppenheimer to von Neumann, April 6, 1953.

The Board of Trustees voted April 3, 1953, to alter the provision for the retirement of members of the Faculty theretofore mandatory as of June 30 following the 65th birthday, now to become optional from the 65th birthday on, and mandatory only as of the June 30th following the 68th birthday.

D File. von Neumann. John

1954

1/22

APPOINTMENTS

Academic Personnel

✓ BENEFITS

BEURLING, ARNE K. A.

Biographical

Oppenheimer to Beurling, January 22, 1954, offering him a professorship in the School of Mathematics.

Appointment would take effect July 1, 1954 and continue to the July 1st following his sixty-eighth (68th) birthday. Salary to be \$14,000 per year and an allowance of \$1,000 per year for professional travel expenses. "We make the statutory contribution to the social security arrangements;" and 5 per cent to TIAA each. He could have an assistant if desired.

D, Beurling, Arne K. A.

1954

4/24

✓ BENEFITS

Academic Personnel

WEYL, HERMANN

Biographical

OPPENHEIMER, R.

Oppenheimer to Weyl.

He has recommended to the Trustees extension through the academic year 1954-5 the present arrangements whereby the Institute makes available to Weyl a grant of \$4,000 to facilitate his coming to the Institute for several months during that year. The Institutes were delighted to make the arrangement.

(The extension was of a three year stipend granted by the Board as specified Oppenheimer to Weyl, May 18, 1951, *ibid.*)

D File, Weyl, Hermann, 1946-

1955

2/3

APPOINTMENTS

Academic Personnel

✓ BENEFITS

YANG, CHEN NING

Biographical

Oppenheimer to Yang, February 3, 1955.

Offers Yang professorship. May retire at any time after 65th birthday, and according to present rules must retire on the June 30th after 68th birthday. Initial salary \$14,000 a year. Making available to him \$1,000 a year to cover travel expenses for professional purposes, this fund cumulative up to total of \$3,000. Both I. A. S. and Yang to contribute 5 per cent to TIAA. Entitled to have professional research assistant if he should desire one, or to contribute the fund so budgeted as a grant for a member in whose work ~~you~~ he is interested.

D. Yang, Chen Ning

1955

12/19

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

SALARIES

Academic Personnel

~~BENEFITS~~

INVESTMENTS

Finance

REPORTS

MAASS, HERBERT H.

Biographical

LEIDESDORF

FLENNER, A.

AYDELOTTE, F.

EINSTEIN, A.

Interview with Messrs. Maass and Leidesdorf, December 19, 1955.

Filed in Vertical File under Interviews.

Interview with Messrs. Maass and Leidesdorf, 12/19/55.

1777

12/21

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

BENEFITS

Academic Personnel

WOLMAN, LEO

Biographical

STEWART, W.

WARREN, W.

Interview with Leo Wolman, December 21, 1955.

Filed in Vertical File under Interviews.

Interview with Leo Wolman, December 21, 1955.

1956

5/31

✓ BENEFITS

Academic Personnel

LOWE, E. A.

Biographical

EINSTEIN, A.

HERZFELD

VEBLÉN, O.

Interview with Professor Lowe, May 31, 1956.

Filed in Vertical File under Lowe Interviews.

Interview with Lowe, 5/31/56

1956

10/1

HARVARD

Relations WDAI

SCHOOL OF HUMANISTIC STUDIES

Academic Organisation

SALARIES

Academic Personnel

✓ BENEFITS

GOLDMAN, NETTY

Biographical

FLASHER, A.

HERZFELD

LOWE, H. A.

MONEY

✓ Interview with Hetty Goldman, 10/1/56.

Filed in Vertical File under Goldman Interviews.

Interview with Miss Goldman, 10/1/56

1956

10/30

✓ BENEFITS

Academic Personnel

EINSTEIN, A.

Biographical

FLEXNER, A.

Interview with Helen Dukas, October 30, 1956.

Filed in Vertical File under Dukas Interviews.

Interview with Helen Dukas, 10/30/56

1956

12/10

PRINCETON UNIVERSITY

SCHOOL OF MATHEMATICS

SALARIES

BENEFITS

NATIONAL RESEARCH COUNCIL

ROCKEFELLER (G. B. B.)

VEBLEN, O.

FLEXNER

EINSTEIN

EISENHART

WEYL

LEFSCHETZ

ALEXANDER

Relations WDAI

Academic Organisation

Academic Personnel

Foundations

Biographical

Luncheon conversation with Veblen, 12/10/56.
Filed in Vertical file under Veblen Interviews.

1956

12/17

✓ PENSIONS (BENEFITS)

Academic Personnel

SALARIES

PANOFSKY

MEISS

Memorandum Oppenheimer to Trustees on Panofsky's request for increased pension because of his invitation to go to Harvard.

Memo presents Panofsky's, Oppenheimer's and faculty's nomination of Meiss to Harvard to succeed Panofsky due to retire in 1960.

Panofsky has been asked to accept professorship at Harvard by Pusey at \$18,000 a year, retirement 72 (amount not stated). Panofsky due to receive \$6,000 on retirement in 1960 plus \$1,953 a year social security benefits. Remaining at I. A. S. which loyalty dictates would cost him \$12,000 a year for four years. He asks whether the Institute can take steps in part to make this up to him; otherwise mercenary

considerations would probably lead him to leave. If he went to Harvard, Meiss would probably stay there. If he could look forward to \$10,000 a year, he would certainly stay at the Institute.

Question grave: "For a man accustomed to living on a salary of \$18,000 a year, \$6,000 is an inadequate pension. I believe the figures which are regarded as acceptable lie between 60 and 70 per cent."

R. O. asked said, "But it seems to me that the urgent predicament in which we now find ourselves indicates a broader decision than in the case of Panofsky alone."

D, Pension Committee

1957

5/3

✓ BENEFITS (1, 2, 3)
SALARIES (1)
FACULTY (2)
TRUSTEES (2, 3)
DIRECTOR (2, 3)
ECONOMICS (4, 5, 6, 7)
SCHOOL OF ECONOMICS AND POLITICS (4, 5, 6, 7) Academic Organization
SCHOOL OF HUMANISTIC STUDIES (5)
WOLMAN (1, 2, 4, 7, 8)
AYDELOTTE, (1, 2, 3, 8)
DE TOLNAY (1, 2, 3)
PANOPSKY (1, 2, 3)
EARLE (2)
VEBLEN (2, 5)
MOE (2)
FLEXNER (2, 3, 8)
EINSTEIN (3)
CLAY (7)
VINER (6)
WARREN (6)
BAMBERGER (3, 5)
STEWART (4, 6, 7, 8)
RIEFLER (4, 5, 7)
MAASS (5)
OPPENHEIMER (5)

Academic Personnel

Corporation

Administration

Academic Activities

Academic Organization

Biographical

Interview with Wolman, 5/3/57.

Filed in Vertical File under
Wolman Interviews.