

✓ SALARIES

Academic Personnel

GENERAL

Finance

For salary changes of professors see file  
FA (Elsa Jenkins) 3/19/57, File No. 5.

1930-1955

✓ SALARIES

Academic Personnel

PROFESSORS

MEMBERS

See notes on official action of Board on salaries and dates of changes.

Filed in Vertical File under "S", Salaries

1930

✓ SALARIES

Academic Personnel

Recently adopted salary scales:

Columbia: Miscellaneous salary for professors \$7500  
Special group \$9,000, \$10,000, \$12,000

Harvard: Miscellaneous salary \$8,000  
Maximum \$12,000

1931-1955

✓SALARIES

Academic Personnel

For dates and data of professional appointments see handwritten  
notes Vertical File *under salaries*

Source - Minutes Trustees Meetings

1931

8/29

GENERAL

Academic Personnel

✓ SALARIES

PARTICIPATION IN ADMINISTRATION

POLICIES

Administration

BEARD

Biographical

Beard to Flexner on decent living conditions for scholars-- if they are not written into the "constitution" they will be defeated by scholars who will devise assistantships and various ways for splitting and reducing funds on the interest of expansion.

Was this the reason why Flexner insisted upon one class of professors?

Beard says further: "Management of property requires organization: two kinds possible--faculty as corporation and board of lay trustees. Theoretically functions of management

and learning can be separated; practically not! Unless clearly defined in the constitution trustees will or may exercise powers over teaching, or will be subjected to outside pressure to do so. As inevitable as fate. Power to employ and discharge must be located somewhere. The right to hold a job irrespective of conduct is impossible. Though devised procedure with respect to removals to assure: definition of issues, open hearing, judgment by peers, and responsibility.

1-11 (Beard, Charles A.)

1932

✓ SALARIES

Academic Personnel

POLICIES

Administration

Excerpt from letter Flexner to Riefler. See source.

A, 10/18/56, Benefits

1932

10/5

GENERAL

Public Relations

/SALARIES

Academic Personnel

BENEFITS

Flexner to Winley (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



NOMINATIONS

Academic Personnel

BENEFITS

✓ SALARY

EINSTEIN, ALBERT

Biography

VEELEN, OSWALD

MAYER, WALTHER

VANDERSLICE, J. L.

Appointments, salaries, retirement benefits, etc. approved

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

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."

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 % 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

1933-35

POLICIES

Administration

~~SALARIES~~

Academic Personnel

FRANKFURTER, F.

Biographical

PLEKNER, A.

WEYL, H.

RIEFLER, W.

VEBIEN, O.

AYDELOTTE, F.

STEWART, W.

TRUSTEES

The Corporation

See Vertical File, Frankfurter-2, for correspondence of Frankfurter as active Trustee, and reasons for termination of his services by Board, etc.

Frankfurter II.

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

✓ 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

1/28

~~WERNER, HUBERT~~

Biographical

VON NEUMANN, JOHN

✓ TORRANCE, CHARLES C.

✓ ~~SALARIES~~ *Set*

*Set*  
~~Academic Personnel~~

~~BENEFITS~~

Minutes, p. 2

"RESOLVED, That Professor John von Neumann be appointed as a Professor in the School of Mathematics upon the following terms: that his appointment as Professor in the School of Mathematics date from April 1, 1933; that his salary be fixed at Ten thousand Dollars (\$10,000.00) per annum, of which he will contribute five per cent (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 sixty-five (65) years of age."

"RESOLVED, That the Director be and hereby is authorized to engage the services of Dr. Charles C. Torrance as assistant to Professor John von Neumann, at a salary of



Fifteen hundred Dollars (\$1,500.00) per annum, for the term of one year, commencing  
April 1, 1933."

Vol. I, No. 11

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."

1933

12/11

SCHOOL OF ECONOMICS AND POLITICS

✓ SALARIES

FRANKFURTER, FELIX

WEYL, HERMANN

MITRANY

Academic Organization

Academic Personnel

Biographical

Frankfurter has received the Minutes of the last meeting, and Weyl's salary has stirred his curiosity. "Would you mind telling me whether Weyl's salary represents the scale or is an individualistic treatment. Partly I want to know this for its own sake, as affecting the practices of the Institute, partly also it bears on what you are contemplating for the School of Politics. What salaries have you in mind for that School?"

This is a pregnant question since Mitrany has already been appointed at a half salary of \$6,000 while he remains in England.

D File ~~Frankfurter File II- (History Files)~~

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.

~~Filed in Vertical File under "s" for Salaries.~~

Filed in Vertical File under "s" for Salaries.

(file # 56)

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

1934

1/12

✓ SALARIES

Academic Personnel

POLICIES

Administration

PRINCETON ALUMNI WEEKLY

Publications

Article on I. A. S.--no criticism for high salaries  
and academic freedom. Highly laudatory.

D

D. Institute Organization

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 ~~anxious~~ 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

3/20

SALARIES

PRINCETON UNIVERSITY

FLEXNER, ABRAHAM

MAASS, HERBERT

Academic Personnel  
Relations W.O.A.I.  
Biographical

Maass to Flexner:

"It is quite remarkable, in reading your report at this late date, to note how farseeing you were and how what you stated at that time fits in so closely with what the Institute is doing. Bringing Dirac over here is a splendid achievement, and certainly will add immensely to the prestige of the Institute.

"Surely, if what we have done to assure a competence to our faculty has had no other re-action than what is indicated in your talks with Professor Dodd, we have accomplished something worth while, and I for one hope that we will rigidly adhere to our~~k~~ policy preferring to sacrifice expansions of subject matter to the maintenance of substantial salaries and assurances to our staff.

"Note your comment about the situation of Professor and Mrs. Weyl. The matter is having the attention of Mr. Leidesdorf and myself, and I hope, before the expiration of this week, to be able to make some definite and constructive report, of which I shall apprise you promptly."

Source: IAS Trustees - Maass, Herbert H.

1934

4/2

POLICIES

Administration

✓ SALARIES

Academic Personnel

FLEXNER, SIMON

Biographical

Simon to Ben Flexner regarding Frankfurter's and Flexner's dispute and with particular reference to salaries at Rockefeller Institute for Medical Research.

"It is time that the Rockefeller Institute for Medical Research has no single scale of salaries, but it does have a fixed scale. They are merely 'classes,' which Felix seems also to approve. Indeed I do not see how one could manage except with some such recognized discriminations."

Frankfurter Papers

1934

4/6

SALARIES

STIPENDS

FLEXNER, ABRAHAM

MAASS, HERBERT

Academic Personnel

Biographical

Flexner to Maass:

"Dear Mr. Maass:

"The question has been raised as to whether, in disposing of grants-in-aid, the Institute can, in view of the wide-spread destitution and need, take into consideration not only scientific and educational factors, but financial and other hardships under which applicants may be laboring in consequence of no fault of their own, but rather of conditions which now prevail in Germany, Austria, and other countries. Before taking any action I should like a legal opinion from you, as our ~~xxxx~~ counsel, as to the right of the Trustees or of the members of the School of Mathematics to admit such factors in deciding on the use of the funds at their disposal."

Source: IAS Trustees - Maass, Herbert H.

1934

6/10

✓ SALARIES

Academic Personnel

MORSE, MARSTON

Biographical

FLEXNER, A.

Flexner to Veblen (Hancock County, Maine): Excerpt

"He [Morse] also made some inquiry as to whether I contemplated a differential in the matter of professorial salaries, to which I replied that inasmuch as I myself could not possibly know the relative values of different individuals, and, further, inasmuch as the professorial salary, pension, etc., was an attractive one, I was disinclined to depart from the simple scheme with which we began. In other words, if a person is good enough to join the group and deal with students of maturity and achievement, then he was entitled to a full salary whether some differential in ability or productiveness existed or not. On the other hand, I said until the monetary situation was perfectly stable I wished to play safe. As to the soundness of this I am more convinced since spending two days in Washington, during which I had several confidential talks with persons connected with the Federal Reserve Board. They believe that the danger of inflation has passed. If so, we are all right on our present basis. If not, then, of course, we will have to readjust."

File IV-19

1934

NOTES

6/10

SCHOOL OF MATHEMATICS

Academic Organization

MORSE,

Biographical

FLEXNER

VEBLEN

✓ SALARIES

Academic Personnel

See memorandum filed under 1934, 6/10 in the Chronological for a memorandum regarding the consideration of admitting Morse to the Institute.

V File, "Flexner, Abraham"

1934

8/11

✓ SALARIES

Academic Personnel

MORSE, MARSTON

Biographical

VEBLEN, O.

FLEXNER, A.

Veblen (Hancock County, Maine) to Flexner:

Morse visited Veblen and they talked on IAS affairs at great length. Morse very much disposed to come to IAS and is planning to talk with Birkhoff, Granstein (Chairman, Dept. Math.) and Conant shortly. "He will dwell, he says, rather on the advantages of the Institute than on the drawbacks of Harvard, but when they ask him what he has been definitely offered he will ~~be~~ only be able to say that it is a professorship at a salary not yet specified and that he will be entitled to an assistant." Veblen feels that present salary inequalities will provide arguments and persuasions which Birkhoff and others will bring to bear on him, and suggests letting Morse know exactly what offer will be. His present salary at Harvard is \$8,000--other emoluments bring it to \$10,000. Veblen is sure Harvard will go to at least \$10,000 in basic salary. He hopes all professors in School of Math. will have same basic salary soon.

File IV-19

1934

8/30

✓ SALARIES

Academic Personnel

TRUSTEES

The Corporation

MORSE, MARSTON

Biographical

FLEXNER, A.

VEBIEN, C.

Flexner (Paris) to Veblen (Hancock County, Maine): Excerpt

"I arrived in Paris from Aix-les-Bains this morning, having taken the so-called "After-Cure" of ten days there after leaving Gastein. Mrs. Bailey meanwhile had come up from the Pyrenees, and I have rapidly run through the letters which have been accumulating here. After reading your letter I sent you the following cablegram:

'Letter just received      Please ask Morse to take no steps till my  
return middle September      Writing      Warmest Greetings'

"This does not in the least mean that I am any less anxious to add Morse to the group, as you and your associates desire, than I was when I went away, but I think it best that he should not speak with Birkhoff, Graustein, and Conant until (1) I have been officially authorized to make him a definite offer and (2) I can make sure that an invitation to come to us will not cripple Conant at the very outset of his career. This latter point I explained to him, and, if my memory serves me, I have also explained to you. Though I am quite willing to be persuaded that I am mistaken, I can not but feel that in building up the Institute we should pay due regard to American higher education as a whole. You will recall that, though I was actually authorized to make an offer to you when we were in Göttingen, I did no more than ascertain your willingness to come and said that the matter would have to rest there until I had had a chance to talk to Eisenhart. Eisenhart, whom I saw immediately on returning to America, generously encouraged me to proceed. Inasmuch as we are offering somewhat better conditions than are at the moment obtainable elsewhere, I think it behooves us to pay all possible consideration to others. I do not feel that Conant will act selfishly in respect to any person whom we may approach, and yet it may prove that he would find it embarrassing if sudden changes were thrust upon him.

"I wrote a letter to Morse, as you will remember, but I do not recall its exact contents. Of course, I shall live up to everything which I said therein, but I should like to refresh my memory by rereading the letter on returning to America before proceeding further with Morse.

"I agree with you entirely that, when and if he is invited to join the mathematical group, a definite offer should be made to him, and of course it should be financially as well as otherwise more advantageous than his present situation. On the other hand, I am not persuaded that every person who is called professor must necessarily receive the same remuneration. There are certain distinctions in age, experience, eminence, and ~~future~~ future promise which may fairly be taken into account. Universities, as a rule, take these factors into account by giving new appointees inferior badges - calling them associate professors, etc. I should prefer, I think - certainly for an experimental period - the simpler organization which we now have. It might prove to be advisable to change the title of professor to that of 'member of the Institute', as is done in various

institutions more or less resembling our own. My general feeling remains what it was, though of course I am prepared to carry out the instructions of the Board until ordered by the Board to do otherwise, namely, that our salary scale should be distinctly higher than that which prevails elsewhere, that there should be no 'pulling and hauling', that the short year and the elimination of examinations and other routine and the rigid adherence to high standards of admission with such informal contact between workers and staff as existed last year should continue until it is obvious, first, to the staff and, next, to the Board that some change should be made. But I suspect that the Board will wish to continue its present policy of watchful waiting for a while longer in order to see whether our extraordinarily happy experience last year really lay in the nature of the organization of the Institute or was a mere accident. I think the former.

"As to financial involvements, there are one or two slight matters that I shall have to lay before the Board in the autumn, but I am even more skeptical and cautious about the immediate financial future of the world than I was when I left America in the early summer. ...."



1934

NOTES

8/30

SCHOOL OF MATHEMATICS

s

Academic Organization

MORSE

Biographical

FLEXNER

VEBIEN

✓ SALARIES

Academic Personnel

See Chronological File for memorandum dated 1934, 8/30  
regarding the coming of Morse to the Institute.

V File, "Flexner, Abraham"

1934

9/10

✓ SALARIES

PRINCETON UNIVERSITY

HARVARD UNIVERSITY

MORSE, MARSTON

ALEXANDER

VEBLEN, O.

Academic Personnel

Relations WOAII

Biographical

Veblen (Hancock County, Maine) to Flexner:

Veblen's view regarding Morse is that "we need another professor of purely American origin in our group (both for internal and external effect), that Morse is by far the most available man, and that Morse belongs in the same category with the rest of the group as far as scientific worth is concerned". Veblen thinks Morse will come if offer made to him is sufficiently good--not that he is disposed to bargain, but because nature of offer would seem to him to characterize spirit in which new enterprise is being conducted. For same reason Veblen thinks it important to make offer definite and bring matter to conclusion as soon as possible. Veblen restates his thought, that all salaries in a given group should be the same. When Birkhoff visited him recently, Veblen spoke of his misgivings because nearly all NRC Fellows are coming to Princeton. Birkhoff's reply was that

it is in the nature of the case--it is the place to which Harvard will have to send its Ph.D's. Morse understands that Alexander's salary is lower than regular scale because of his desire not to be different from Lefschetz and thus effect their personal relations. But Princeton U. has gift of \$500,000 for purpose of raising salaries of 4 chairs, and if Lefschetz should know if it, the fact would have powerful effect on any feeling he might entertain.

File IV-19

1934

NOTES

9/14

SCHOOL OF MATHEMATICS

✓ SALARIES

MORSE

FLEXNER

VEBLEN

Academic Organization

Academic Personnel

Biographical

Flexner has just returned from Europe, and has found a letter from Veblen predicting an equally happy next year. He comments on the letter which raises several points which he will not discuss now, but two he will, which concern ~~the~~ two different problems, one general, and the other particular. One is the salary problem. He outlines his thinking as this. He says he is committed hand and foot to the principle that academic salaries should be increased; they should be high and dignified for professors. He has been calling for this for the past 25 years, and only now has he got an opportunity to put it into effect. "I cannot say though that every person in the professorial group shall be

on the same salary basis at the start. Age, experience, eminence and fertility are all factors that ought to be taken into consideration, and no one ought to be given a maximum salary to make it impossible for a man to receive a call from another institution unless we have absolutely decided that we want him for good and for all. This distinction is by no means original with me. I imagine it exists in Princeton, and I know that it exists in other places. On the other hand, when we do invite a man, it ought to be, first, on the formal recommendation to the group, and, second, after the matter has been laid before the Board, The authority and interest of which I greatly desire to strengthen. (italics mine) At the moment, therefore my hands are tied, since though you and Alexander have talked to me about Morse, no one else has, and the matter has not even been mentioned to the Board. I do not possess the authority 'to bring the matter to a conclusion as soon as possible.' I find Faculty somewhat inconsistent in matters of this sort. In one moment they resent the unilateral action of the President, and in another, they want him to cut off and ignore the ~~maxis~~ constituted authorities. I do not want myself to do either."

He goes on to say that other considerations he feels that he may not even have the power to talk to Veblen ~~xxxx~~ about, much less write. "I have no desire, as I think you well know, to keep matters from you, but our position ~~xxxx~~ is such that we have to be extremely tactful, and I am most anxious to cement the Princeton combination. This does not mean that we ~~xxxxxxx~~ have to ~~adhere~~ <sup>stick</sup> to the Princeton scale, but it may mean that we ~~have~~ <sup>will</sup> to proceed with caution I have in mind a particular incident, which, during the summer, gave me a distinct shock."

He continues saying that he wants the Institute to be an example and a stimulus to higher education, and the two things that are of most importance in achieving it are: (1) salary, (2) working conditions and freedom. But we have been running only one year, and Rome was not built in a day. Perhaps I am unduly cautious, "but certainly in the present state of the world's finances, a little extra caution is better than a little extra haste."

"I am gratified <sup>with</sup> what you report to me about Birkhoff, especially as his visit to you, and the promised visits of his

son, show that relations between the two groups are kindly and cordial."

He continues saying that he will want to talk to Morse, and, perhaps, get Simon's judgment on the situation. "For you must bear in mind that this is an entirely new job of mine, but I cannot hope to hold it for many years, and that I am awfully anxious, even at the expense of somewhat slower progress, to make no blunder that may embarrass my successor. I ought to add that I am  $\frac{1}{2}$  terribly anxious as soon as financial conditions warrant, to make a start in the way of a nucleus in one or two other fields, because I have the feeling that that is the kind of thing which I am equipped to do--much better, perhaps, than anything else connected with the conduct of an institution in America.

"It seems a little funny that you should be in a hurry, while I, nearing the end of my tether, should be the cautious one; but I do not believe that in the long run we will lose if we use a method of procedure that is in the highest degree dignified and considerate, while at the same time, holding ourselves to our ideals...

"I had a very successful summer as far as the Institute is concerned, and feel quite clear that I know what to do when the time for action comes. After finishing with Institute affairs, I got four weeks of the most perfect rest imaginable in Gastein..."

V File, Flexner, Abraham



1934

9/14

✓ SALARIES

PRINCETON UNIVERSITY

MORSE, MARSTON

VEBLEN, O.

FLEXNER, A.

Academic Personnel

Relations WCAI

Biographical

Flexner to Veblen (Hancock County, Maine): Excerpts

".... I cannot say, though, that it follows that every person in a professorial group should be on the same salary basis at the start. Age, experience, eminence and fertility are all factors that ought to be taken into consideration, and no one ought to be given a maximum salary to make it impossible for a man to receive a call from another institution unless we have absolutely decided that we want him for good and all. This distinction is by no means original with me. I imagine it exists in Princeton, and I know that it exists in other places. On the other hand, when we do invite a man it ought to be, first, on the formal recommendation of the group and, second, after the matter has been laid before the Board, the authority and interest of which I greatly desire to strengthen. At the moment, therefore, my hands are tied, since though you and Alexander have talked to me about Morse no one else has, and the matter has not even been mentioned to the Board. I do not possess the authority 'to bring the matter to a conclusion as soon as possible'.

I find faculties somewhat inconsistent in matters of this sort. In one moment they resent the unilateral action of the President, and at another they want him to cut off and ignore the constituted authorities. I do not want myself to do either.

"There are certain other considerations which I simply cannot write you about. I am not even sure that I can talk to you about them, though I have no desire, as I think you well know, to keep matters from you; but our position is such that we have got to be extremely tractful, and I am most anxious to cement the Princeton combination. This does not mean that we have to adhere to the Princeton scale, but it may mean that we will have to proceed with caution. I have in mind a particular incident which during the summer gave me a distinct shock."

"Now, take another dip in the sea and let's leave the point until I have had a chance to talk with Morse and perhaps get Simon's judgment on the situation, for you must bear in mind that this is an entirely new job of mine, that I cannot hope to hold it for many years, and that I am awfully anxious - even at the expense of somewhat slower progress - to make no blunder that may embarrass my successor. I ought to add that I am terribly anxious, as soon as financial conditions warrant, to make a start in the way of a nucleus in one or two other fields, because I have the feeling that that is the kind of thing which I am equipped to do - much better perhaps than anything else connected with the conduct of an institution in America.

"It seems a little funny that you should be in a hurry, while I, nearing the end of my tether, should be the cautious one; but I do not believe that in the long run we will lose if we use a method of procedure that is in the highest degree dignified and considerate, while at the same time holding ourselves to our ideals."

File IV-19

1934

10/8

✓ SALARIES

Academic Personnel

MITRANY, DAVID

Biographical

EARLE, EDWARD MEAD

Minutes, p. ~~EE~~ 11:

"RESOLVED, That beginning September 1, 1934, the salary of Professor David Mitrany be and hereby is Tenthousand Dollars (\$10,000.00) a year without requiring him to come to America until, in the judgment of the Director, that step should be taken."

Vol. I, No. 20

1934

10/15

EARLE, R. W.

Biographical

FLEXNER, A.

FRANKFURTER, FELIX

SALARIES

Academic Personnel

Letter to Flexner, October 15, 1934.

He drafts a proposed statement as to the terms of his appointment at \$10,000 per annum effective September 1, 1934, with leave for the academic year 1934-1935 on half salary. And the appointment is to run for two years, with provision that the next academic year may also, if necessary, be spent on the same basis, with the understanding that he would be carried on the rolls as a professor whether he was being compensated or not. The matter of illness is not mentioned.

In discussing the economics program he said that "many of our so-called economic laws are merely alogans," as Felix Frankfurter says. He compliments Flexner on getting Frankfurter on the Trustees Board. He states that he is thoroughly in sympathy with Frankfurter's, Flexner's and Stewart's idea that the entire subject should be approached without preconception.

1935-42

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

SALARIES

Academic Personnel

RIEFLER, W.

Biographical

FLEXNER, A.

Excerpts from Minutes as cited.

Filed in Subject Matter File (A-F) under Academic Organization,  
School of Economics and Politics.

Excerpts from Minutes as cited.

1935

4/22

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

✓ SALARIES

Academic Personnel

PANOPSKY, ERWIN

Biographical

HERZFELD, ERNST

in his

The Director's report made recommendations for the first two appointees in the School of Humanistic Studies. In this he revised the starting position of the Institute on academic salaries. He commended the Board on the occasion of its last meeting at refusing to adopt a plan for standardized salaries. He now has reached the conclusion that the Institute offers sufficient inducement in the conditions of work and study so that it need not offer a special inducement to men whom it wishes to appoint. "I am strongly convinced that we should offer at the outset no particular financial inducement to those whom we invite to join the Institute." (page 6) He does not think that the highest academic salaries paid by the Institute are too high.

He does not change his opinion that academic salaries in this country should be higher generally, but he does think that men coming to the Institute on appointment for the first time should be pleased with the salary which they are receiving in the place from which they come, and thereafter, as they demonstrate their merit and capacity to get along in the Institute's work, salaries will be "gradually and eventually elevated to the standard upon which the institution began."

In this he referred particularly to two young scholars who "have been engaged in making a survey ~~in~~ of the resources in the field of humanism from New York to Washington. Their work will probably require another year, and the budget will contain an item to provide for its continuance for a second year if found necessary." The budget contained an item of \$6,000 for this purpose.

Compare this with correspondence file ~~XIX~~ III-24 for Morey's request of July 10, 1935, for continuance of the sums furnished by the Institute for the work of Helmut Schlunck and Kurt Weitzmann at \$3,000 each per year. Schlunck and

Weitzmann were working on the Antioch dig, a Princeton project.

At the same meeting the Board after much discussion and against the arguments for economy advanced by Percy Straus, authorized the appointment of Meritt at \$9,000 and Panofsky at \$10,000, each effective when their connections with Johns Hopkins and New York University respectively should terminate. (page 4)

Trustees Minutes, April 22, 1935



1936

1/27

✓ SALARIES

Academic Personnel

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

See Flexner's report pp. 4 ff. on salary scales.  
Important. Also on statistician for Riefler, p. 4.

Trustees Minutes, 1/27/36

1936

1/27

✓ SALARIES

Academic Personnel

BUDGET

Finance

ALEXANDER

BIOfographical

VON NEUMANN

Flexner makes general observation ~~that~~ to the effect that the budget for 1936-37 will contain adjustments calculated to bring salaries more in line in a few cases with original philosophy of compensation. He did not mention Alexander and von Neumann whose salaries were increased in the budget as of July 1, 1936 to \$12,500.

~~That~~ Trustees Minutes, January 27, 1936, p. 4.

10/11

POLICIES

Administration

GENERAL

Academic Organisation

SCHOOL OF ECONOMICS AND POLITICS,

✓ SALARIES

Academic Personnel

Flexner repeats the need for expansion in the School of Economics and Politics.

He repeats the need of equalization of salaries by raising moderately the salaries of a few persons.

Other subjects which might be pursued are history, literature, languages, and all the natural sciences, which may be touched in the future "provided they retain their fundamental importance," but not on the scale of mathematics.

He repeats that certain fields lie permanently outside the Institute; professional education, for instance.

Instead of American scholars setting a tide for Europe, this is no longer true. The tide is turned. Europeans are coming to

America. This is in medicine owing to the Rockefeller  
Institute for Medical Research.

Trustees' Minutes, 10/11/37, pp. 6-8

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.

STIPENDS

Academic Personnel

✓ SALARIES

~~Financial~~ Aca. Pers.

BUDGET

BOHR, NIELS

Biographical

GODEL, KURT

Extra copy of letter from Flexner to Veblen re Bohr, Godel and budget.  
File IV-20

*Filed under Academic Personnel, Stipends*

See STIPENDS - Academic Personnel

1938

11/5

✓ SALARIES

Academic Personnel

Abraham Flexner  
Originals of/confidential memo on salaries historically.  
Filed in Vertical File under "S" for Salaries.

A, 10/18/56, Salary Material

1939

4/29  
5/5

✓ SALARIES

Academic Personnel

GOLDMAN, HETTY

Biographical

FLEXNER, A.

Flexner's commitment to Hetty Goldman--Originals of letters  
carried to April 30, 1945.

Filed in Vertical File under "G" for Goldman.

A, 10/18/56



5/26  
10/6

✓ SALARIES

Academic Personnel

HERZFELD

Salary raised to \$10,000 effective July 1, 1939. (5/26)

But on 10/6 Flexner says I. A. S. can't pay transportation expense for regular trips to New York to lecture.

D, Herzfeld

1939

12/1

✓ SALARIES

Academic Personnel

CARNEGIE INSTITUTION

Foundations

LOWE, E. A.

Biographical

FLEXNER, A.

AYDELOTTE, F.

Aydelotte to Flexner.

The Carnegie Institution has ~~been~~ had Lowe as a regular member of its staff, and for the first few years while Lowe was at the Institute, his stipend paid as a part of his IAS salary was \$4500 and then \$4000. Now it is being reduced to \$1000 for 1940 calendar year, and at the end of that year, it will probably cease altogether. Carnegie is running a deficit and must curtail its expenses.

Aydelotte asks Flexner what preparation he had made for this contingency, if any: "...had you contemplated replacing it by raising Professor Lowe's salary from \$10,000 to \$15,000. Is that what we ought to do?"  
D File, Flexner, Abramam

1942

4/23

GIFTS

Finance

BUDGET

SALARIES

Academic Personnel

FLEXNER, A.

BIOgraphical

Flexner to Aydelotte; April 23, 1942.

He asks what the capital sum is which will enable the Institute to go on without cutting salaries and without expansion. "The proposal which is in the air in Washington that no man should be allowed during the war to have an income of more than a definite sum - \$25,000 to \$50,000, as the case may be - may help when I see Mr. Bamberger again and resume my conversation on the subject if you so wish."

D File, Flexner, Abraham

1942

5/2

GIFTS

Finance

~~GENERAL~~

BUDGET

AYDELOTTE, F.

Biographical

FLEXNER SALARIES

Academic Personnel

Aydelotte to Flexner, May 1, 1942.

He says he will go to New York to talk about the financial problem with Flexner. He thinks it will be well for Flexner to know that the Institute is in financial difficulties.

Meanwhile, it may be convenient to you to have on paper an answer to your question as to the capital sum which we need to add to our endowments to make the Institute solvent and enable us to go on without expansion on the one hand and without cutting salaries or other vital services on the other. If we are to estimate income from endowment at three per cent (and at the present moment I do not think it is safe to count on more) we need an additional \$5,000,000.

The budget of the Institute the year previous was \$450,000, of which \$330,000 was income from the endowment, and \$120,000 from outside sources, the largest item being \$60,000 from Mr. Samberger and something over \$45,000 from the Rockefeller Foundation. If our income from endowment is to be \$300,000 we will need from outside sources about \$150,000, or three per cent on an additional \$5,000,000.

"During the three years of my directorship the Institute has received from outside sources, to be spent as income, approximately \$500,000, which corresponds to the figure I have named."

We are making drastic economies. Members of the faculty in a desire to protect position and influence of the Institute would prefer to cut salaries than to decrease stipends and otherwise cripple the work of the Institute. Furthermore, the Institute needs a little margin for unusual demand and unusual opportunities.

"It is very difficult to explain this to Mr. Samberger, because these things are far from his usual method of thinking, but concrete examples will occur to you instantly."

He says the only thing which has aided recently has been the magnificent efforts of the Faculty to bring in money, including Stewart, Biefler, Kerie, Einstein, Veblen, and Lowe, "but we have now come to the point where we have to go back again and again to the same individuals and the same foundations and this, of course, cannot go on forever. If we do not have in the near future a substantial addition to our endowment we will be, in my opinion, more self-respecting to face the fact that we have expanded beyond our means and make such a reduction in our salaries as will adjust our continuing expenses to our income. I should hate to do that and I look upon the suggestion in your letter as a possible ray of hope."

D File, Flexner, Abraham

1942

11/27

✓ SALARIES

Academic Personnel

WORLD WAR II

Government Relations

BUDGET

Finance

Aydelotte to Schur (Leidesdorf's office).

Alexander, Von Neumann, and Veblen were authorized by the Institute to work for the government without compensation. They find that they are more useful if they take a salary from the government, and that their work, in consequence, is taken more seriously. They have, consequently, requested the Institute to make a temporary reduction in their salaries by the amount mentioned which is the equivalent of what they receive from the government minus their expenses.

The letter concerns the disposition of the money so-saved, Aydelotte hoping that it can be diverted to the pension fund or be kept as a special reserve not returned to the budget generally.

D, ~~XXXXXXXX~~ Treasurer

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



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, P.

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

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.

A File, Budget--Supplementary Material, 1943 *File #5*

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

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 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

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  
1945

12/11  
1/8

✓ SALARIES

Academic Personnel

PRINCETON UNIVERSITY

Relations WOAI

LEFSCHETZ

Biographical

ALEXANDER

Letter of December 11, 1944 Veblen to Aydelotte discussing whether Lefschetz or Alexander should come to the Institute from Princeton University--with Dean Eisenhart they decided Alexander should come. Then it goes into the salary of Alexander which would later be put at the same as that of Einstein and Veblen.

Letter January 8, 1945 from Moe to Aydelotte questioning this salary business.

Letters filed in Chronological File under 1944, 12/11.

*(file #56*

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

12/11

SCHOOL OF MATHEMATICS

Academic Organization

✓ SALARIES

Academic Personnel

VEBLEN, O.

Biographical

FLEXNER, A.

EISENHART

Veblen to Aydelotte, December 11, 1944.

Veblen explains how the salaries of Alexander and von Neumann were determined when they were appointed. He tells Aydelotte that the Institute was willing to take either Lefschetz or Alexander and left the decision up to Eisenhart as to who should occupy the Fine Chair of Mathematics at the University. Dr. Flexner felt that when Lefschetz was chosen for the Fine Chair and received the Fine salary, Flexner did not believe that Alexander should receive more than that; therefore, he received the same amount. Weyl was still hesitating about taking a position. Von Neumann was appointed a little later, and Flexner thought "with justice" that he could not be placed in a higher bracket than Alexander and therefore there was the same understanding about his

appointment as about Alexander's.

"So far as I can recall, nothing was put into writing in either case. The assurances which Dr. Flexner gave to me and to both Alexander and von Neumann were discussed by us frequently at that time and were regarded by us as completely binding."

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

1/9

✓ SALARIES

Academic Personnel

MORSE

Biographical

VON NEUMANN

ALEXANDER

Extracts from Correspondence concerning Professors  
Morse, von Neumann and Alexander regarding Flexner's promise  
to increase salaries.

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

(In cardboard box )

(file # 56)



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, Aydelotte, Morse, Alexander and von Neumann.

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

1945

~~12/19~~  
1/19

SALARIES

Academic Personnel

ALEXANDER, JAMES W.

Biographical

MORSE, MARSTON

VON NEUMANN, JOHN

The Board adopted the Director's recommendation that the salaries of Alexander, Morse, and von Neumann be increased to \$15,000 as of July 1, 1945 for reasons which the Committee on Policy recommends namely, that after discussion with Dr. Flexner, under commitments made by Dr. Flexner to these three men, the Institute is bound to increase their salaries.

Minutes 1/19/45, pp. 12 and 16

1945

4/3

✓ SALARIES

Academic Personnel

GOLDMAN, HETTY

Biographical

Letter from Miss Goldman to Mydelotte, April 3, 1945  
regarding her salary.

Filed in Chronological file under 1945, 4/3.

A, PA's retirement folder

1945

5/18

EMIGREES

Academic Personnel

SALARIES (pensions)

AYDELOTTE, F.

Biographical

DOUGLAS, LEWIS W.

Aydelotte to Douglas.

Notes that Douglas has returned from Germany, but temporarily, and asks whether his stay abroad will be protracted.

He raises the question as to whether or not Douglas' position will concern any question of provision of pensions for elderly German scholars, mostly Jews, who were exiled by the Nazi government and who are now living in the United States, England and other countries. "The situation of many of these men is pathetic. I could name you a great many cases of men of the highest eminence, now approaching 70 years of age, who can find no academic position, because no university is willing to face the odium of terminating a man's career, say at 70 or 75, without a pension, and at the same time no institution is justified in providing a pension for so short a period of active service."

"...I think the responsibility lies with the German government, and I very much hope that means can be found to compel that government to assume it."

D File, Lewis W. Douglas

1945

5/22

FACULTY

Academic Personnel

MEMBERS

✓ SALARIES

APPOINTMENTS

COMMITTEES (ON APPOINTMENTS)

Corporation

PAULI

Biographical

VINER

ALBRIGHT

SIEGEL.

Minutes of meeting of Committee on Appointments.

Extra Copy from D File filed in Chronological File under  
1945, 5/22.

D, Committee on Appointments, Extra Copy

1945

5/3 5/22

✓ SALARIES

COMMITTEE ON APPOINTMENTS

(TRUSTEE) (MAASS, WEED, AYDELOTTE)

PAULI

VINER

ALBRIGHT

SIEGEL

Academic Personnel  
Corporation

Biographical

Committee received appointment of Pauli, Siegel and Viner  
at \$10,000. See draft Minutes for retirement arrangements.

Also approved increase salaries:

	Goldman	\$2,400 to ?
7/4	Panofsky	10,000 to \$12,500
	Earle	10,000 to 12,500
8	Swann	3,600 to 4,500.

A, 10/18/56 Pensions

1945

7/13

GENERAL

Government Relations

VONNEUMANN

Biographical

NORSE,

MILLER, VONETTA A.

SALARIES

Academic Personnel

Vonetta A. Miller to Aydelette, July 13, 1945, informing him that the War Labor Board is dubious about permitting the Institute to grant increases in salaries to Norse and von Neumann. Von Neumann is in a most distraught state over the salary status." Norse told her von Neumann had another \$15,000 offer, and was dependent at the Institute's ever getting permission to increase his salary.

D File, Aydelette, Frank, 1936-1945



1945

12/19

SALARIES

Academic Personnel

POLICY

Administration

AYDELOTTE, F.

Biographical

Aydelotte to Maass, December 19, 1945.

He is circulating a draft of the Executive Committee Minutes of December 18, and asks advice as to whether or not the Institute should change its policy of mentioning the amounts of salaries in minutes sent around to various Trustees. Academic educational institutions frequently omit salaries from minutes. The Institute has never pursued this policy. Aydelotte thinks it would be advisable to do so.

D File, Herbert H. Maass, 1939-1946

1946

2/15

SALARIES

Academic Personnel

STEWART, W. W.

Biographical

MORSE, MARSTON

Stewart to Morse, February 15, 1946.

Before Aydelotte left he intended to raise with him the question of ~~adjustments~~ making some adjustments in Institute salaries to cover the increased cost of living, "but did not get the opportunity." He thinks that action should not be postponed, and suggests that Morse might like to discuss the problem with the Faculty Committee and the Executive Committee of the Trustees.

As you know, during the last five years living costs have increased by more than 30 per cent, income tax exemptions have been reduced, and normal tax rates have been increased. Between 1939 and 1945 the income tax of a married person receiving \$3,000 of taxable income increased from \$8 to \$411, and for a single person from \$68 to \$516. This 30 per cent increase in living costs and 20 per cent increase in income tax has so greatly reduced the real income available to those on the

low-salaried scale, that many institutions have already made sizable adjustments.

The Rockefeller Foundation increased salaries up to \$12,000 by 10 per cent on the first \$2,000 and 7-1/2 per cent on the next \$1,000. In December, 1945, Rockefeller made a further retroactive increase to July 1, 1945, on the following basis: 15 per cent on the first \$2,000, 10 per cent on the next \$2,000. Thus the Foundation in the last three years has increased salaries in the lowest level by about 25 per cent. The action was taken after a careful survey of what was being done in other institutions.

Stewart professes not to know what the annual cost of a proper adjustment in the Institute salaries might be, but it would not be difficult to calculate in a variety of assumptions. The equity and the need for making such adjustments seems to me evident.

S File I. A. S. General

3/19

✓ SALARIES  
COMMITTEE  
SCHAAP  
VEBLEN  
MORSE

Academic Personnel

Biographical

Prof. Stewart wrote a letter on increased cost of living and necessary adjustment of salaries in the lower brackets. Prof. Morse said the Standing Committee did not wish to make any recommendation in the absence of Aydelotte.

The Sch. of Eco. recommended that Dr. Hanns Swarzenski's salary be increased from \$3000 to \$3500. The Faculty Standing Comm. approved this for reference to Trustees.

A Committee of Mr. Schaap, Professors Veblen and Morse was appointed by Mr. Maass to investigate the general salary question and to report at next meeting of Board.

Exec. Comm. Mtg. 3/19/46 pp. <sup>2-3</sup> 324

1946

3/19

✓ SALARIES

Academic Personnel

ASSISTANTS

The Trustees voted that effective July 1, 1946, the minimum salaries for full-time assistants in the Institute shall be \$2,100 for unmarried assistants and \$2,500 for married Assistants.

Exec. Comm. Mtg. 3/19/46 - p. 3

1946

3/19

✓ SALARIES

Academic Personnel

PAULI

Biographical

SIEGEL

Prof. Veblen reported that Prof. Pauli was offered \$12,500 by Columbia Univ. and that if the IAS wished to keep him and Prof. Siegel their salaries should be raised to \$15,000 in accordance with the salaries of the other members of the Sch. of Math. It was moved that Prof. Siegel's salary be increased to \$15,000 7/1/46 and that the same amount be offered to Prof. Pauli, effective same date.

Exec. Comm. Mtg. 3/19/46 - pp. 3-4

1946

3/20

TAXATION (NEW JERSEY INHERITANCE)

Government Relations

BATTLEFIELD PARK (GENERAL)

Government Relations

✓ SALARIES

Academic Personnel

MORSE, MARSTON

Biographical

MAASS, H. H.

Morse to Aydelotte regarding above.

Report on Executive Committee Meeting, March 20, 1946.

Filed in Chronological File under 1946, 3/20.

A, 10/18/56, Dr. Aydelotte

3/23

✓ SALARIES

Academic Personnel

ASSISTANTS

Morse to Faculty members.

All Salaries Assistants revised by Executive Committee  
of Trustees.

Minimum unmarried	\$2100
Minimum married	2500

Not stipends.

Meritt, I. A. S., Vertical



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

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

1946

5/23

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ SALARIES

Morse, Secretary, submits recommendations.

Filed in Chronological File under 1946, 5/23.

A, 10/18/56, Report Committee on Salaries

1946

5/23

SALARIES

Academic Personnel

Moved, seconded and carried, that salaries of Professors Earle and Panofsky be increased to \$15,000 a year as of July 1, 1946.

Moved, seconded and carried, that IAS increase contribution to Dr. Weitzmann's salary from \$2,500 to \$2,750 as of July 1, 1946, together ~~with~~ with an increase in annuity payments, on condition that Princeton University do likewise, making his total annual salary \$5,500.

Moved, seconded and carried, to increase yearly annuity payments to TIAA on behalf of Dr. Walther Mayer by \$164 raising his expected single life annuity at age 65 to \$2,000.04 a year. His salary of \$4,500 would remain the same and no increase in his payments to TIAA.

Moved, seconded and carried that Dr. Hanns Swarzenski's salary be increased to \$3,500 as of June 1, 1946.

Appointments beyond two years for assistants should be approved by entire Faculty, therefore, Swarzenski's appointment would be subject to periodic review.

Tr. Min. 5/23/46 pp. 6-7

✓ 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

January - October  
12 15

POLICIES

Administration

✓ SALARIES (L of A)

Academic Personnel

SIEGEL

Biographical

MERITT

PANOFSKY

See Aydelotte to Veblen regarding half-salary for Siegel in light of precedents for Meritt (at Oxford) and Panofsky (at Harvard). But Veblen ~~prevails~~ prevails and Siegel gets full pay though he is abroad.

See Memo from V-6



1947

2/3

MEMBERS

Academic Personnel

PARTICIPATION IN ADMINISTRATION

Academic Personnel

POLICIES

Administration

✓ SALARIES

Academic Personnel

Fanofsky suggested Swarsznski be given permanent membership at present stipend of \$3600. Discussion. Felt that permanent memberships should either be awarded on a financial basis commensurate with the ability of the scholar so honored, or not at all. Aydelotte stated that he would not be able to propose to the Trustees a higher stipend in this case. Motion voted: Morse, Stewart, Veblen, Weyl opposing on this ground and not on question of ~~Swarsznski~~ ability of Swarsznski. Motion carried.

Riefler recommended to the faculty that it express its desire that "in the case of future awards of permanent memberships, appropriate financial arrangements be worked out so as to distinguish them from regular memberships. This motion was carried unanimously, Professor Veblen seconding."  
Faculty Minutes, /// February 3, 1947, p. 160

1947

2/3

NUMBERS

Academic Personnel

PARTICIPATION IN ADMINISTRATION

POLICIES

Administration

✓ SALARIES

A discussion regarding extension of Frankl. The question of age limit was debated. Panofsky said that one of the reasons that justify an age limit: to vacate responsible positions in favor of the younger generation, did not apply to memberships!

Faculty Minutes, February 3, 1947, pp. 159 and 160.

1947

4/11 to  
4/28

HOUSING

Facilities

✓ SALARIES

Academic Personnel

AYDELOTTE, F.

Biographical

MAASS, HERBERT H.

MILLER, BERNETTA

DAUNCEY

SCHAAP

April 11, 1947, Aydelotte to Maass. Schedule of rents Minesville Housing ranging from \$60 to \$75 for a one-bedroom to a three-bedroom apartment, including water, cost of fuel for heating and cooking, light, garbage pickup and care of grounds. Each apartment has a Goldspot electric refrigerator, gas range, and is heated either by a furnace or a space heater. Occupant handles furnace except in the dormitory. Rents fixed

from April 1, 1947 to June 30, 1948 after which subject to adjustment by Trustees.

Represents joint consensus of Veblen, Miller, Riefler, Panofsky, Morse, Stewart and himself.

These are competitive with University apartments renting at \$40 which are held down by O. P. A. restrictions.

Veblen does not agree. Wants meeting. Not concerned about the amount of rent as about the question of admitting secretaries to these apartments.

April 21, Aydelotte to Maass. He speaks free / rent for Miss Miller who manages the project and who Aydelotte wants to have her apartment rent free.

April 23, Maass to Aydelotte. Thinks too much is being made of the allocation of the ~~main~~ housing, but ~~thinks~~ that he and Leidesdorf agree that a business survey is necessary in

the hope of saving some charges applicable to Fuld Hall, the grounds, the apartments and other outbuildings.

Aydelotte agrees but thinks that it will result in more cost if it is done. The help at the Institute is getting less and the help at the University doing the same things. He understands Wes Dauncey may be leaving. Thinks salaries of the Institute are lower than those of the University and wants power given to him and Schaap to make adjustments. (April 24, 1947)

Oppenheimer is coming in May to look over the Institute.

Maass agrees that Aydelotte and Schaap may look over the salary situation with power.

D, Maass, 1947-

1947

4/24

PRINCETON UNIVERSITY

BUDGET

✓ SALARIES

MILLER, BERNETTA

Relations WPAI

Finance

Academic Personnel

Biographical

Letter to Leidesdorf regarding the above headings.

Filed in Chronological file under 1947, 4/24.

D. H. Leidesdorf, 1946-

1947

9/23

VISITING PROFESSORS

Academic Personnel

MEMBERS

PARTICIPATION IN ADMINISTRATION

✓ SALARIES

STIPENDS

OPPENHEIMER, J. R.

Biographical

Oppenheimer policy for salaries of visiting professors--  
those who could appropriately be considered for ~~app~~ permanent  
appointments should have salaries as for faculty.

School of Mathematics Minutes, 9/23/47, (See note)

MEMBERSHIPS

Academic Personnel

PAIS, A.

Biographical

~~SALARY~~

Academic Personnel

It was moved, seconded and carried, on recommendation of Drs. Aydelotte and Oppenheimer, that Dr. Abraham Pais be offered membership in School of Mathematics for period of five years from July 1, 1947 with a stipend of \$6000 per year.

Tr. Min. 10/9/47 p. 8



1947

10/11

✓ SALARIES (L OF A)

Academic Personnel

MERITT

Biographical

SIEGEL

PANOFSKY

VEBLEN, O.

AYDELOTTE, F.

Aydelotte to Veblen.

When Meritt went to Oxford and Panofsky to Harvard (1947-48) Institute gave them half their salaries.

When Siegel went to Germany, he had about 1/2 year on full salary (first 90 days during uncertainty whether he could go. Aydelotte feels that Siegel should be returned to full salary not before October 1, 1947, for he has been more generously dealt with than the others already. But Veblen

~~XXXXXXXXXX~~

evidently changed Aydelotte's mind, for Aydelotte wrote Siegel October 15, 1947 that he had "reconsidered" and his full salary was to be paid July 1, 1947.

Executive Committee February 18, 1947 heard Director say if Siegel had not returned from Germany by April 4, 1947 he would be on half pay thereafter. (Hadn't earned sabbatical?)

1947

10/30

DIRECTOR

Administration

✓ SALARIES

Academic Personnel

OPPENHEIMER, R.

Biographical

MAASS, HERBERT H.

Oppenheimer to Maass, October 30, 1947, a letter confirming the terms of his appointment as Director and as Professor of Theoretical Physics in the School of Mathematics. "And that this appointment is expected to hold until my 65th birthday in 1969." (The appointment apparently is mentioned as a single one for both positions.)

(2) "As Director I shall be expected with the advice and consent of the Trustees, to determine and execute academic policy for the Institute as a place of learning and study."

(3) My salary has been fixed at \$20,000 a year.

(4) T. I. A. A. contributions of 5 per cent each, additional payments by the Trustees to assure Oppenheimer a pension of \$12,000, or

to provide his wife should he predecease her, either in active service or after retirement, <sup>with</sup> ~~for~~ the pension of \$6,000 per year.

(5) The Trustees to allow the use of Olden Manor during the period of his active directorship, and an expense account that shall exceed under no circumstances \$5,200 in any one year. He confirms and requires ~~xx~~ Maass to initial and return the copies so that it may be in the files in the event the parties on the Trustees' side making the appointment might not be there at a time when he should wish to rely upon their words.

D File, Herbert H. Maass, 1947-

1947

12/16

✓ SALARIES

Academic Personnel

MAYER, PROF.

Biographical

On motion it was agreed that Prof. Mayer's salary be raised \$800--from \$4,500 to \$5,300. Prof. Mayer's competent work with Prof. Einstein was brought to the attention of the Trustees.

1948

9/1

CONTRACTS

Government Relations

✓ SALARIES

Academic Personnel

VON NEUMANN

Biographical

Von Neumann to Oppenheimer, September 1, 1948.

"I would like to recommend that no part of my salary should be charged to the Computer Contract. We made a charge of this nature in one exceptional case in 1946-47, but I think that it is in better agreement with our consistent position to refrain from making this a policy."

D File, von Neumann, John

1949

5/10

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ SALARIES

Academic Personnel

MITRANY, D.

Biographical

AYDELOTTE, F.

OPPENHEIMER, R.

FLEXNER, A.

EARLE, E. M.

RIEPLER, WINFIELD W.

Mitrany to Aydelotte, May 10, 1949.

Filed under Chronological File, 1949, 5/10.

See also copy of Mitrany to Oppenheimer 5/12/49 with historical note (3 pp.) on confusions in terms of his appointment and salary dating from beginning of his appointment.

A File, David Mitrany

1949

5/12

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ SALARIES

Academic Personnel

MITRANY, D.

Biographical

OPPENHEIMER, R.

FLEXNER, A.

EARLE, E. M.

RIEFLER, W.

Mitrany to Oppenheimer, answering one from Oppenheimer May 5.

Filed under Chronological File, 5/12/49.

A. File, David Mitrany



1950

10/11

✓ SALARIES

Academic Personnel

MEMBERS (PERMANENT)

professors

FACULTY

Oppenheimer to Leidesdorf.

Announces budgetary matters for next meeting of Trustees:

(1) Increase in professorial salaries at least to \$17,500 and possibly to \$20,000 "since we now have eight professors." Would cost \$20,000 to \$40,000 per annum,

(2) Promotion of three permanent members of professorial status with junior salary of \$12,000 or \$12,500,

(3) Appointment <sup>one</sup> professor School of Mathematics and one or two in School of Historical Studies.

D, Faculty Salary Increases.

1950

10/11

PROFESSORS

Academic Personnel

✓ SALARIES

MEMBERS (PERMANENT)

ELECTRONIC COMPUTER PROJECT

Academic Activities

GOLDSTEIN

BIGELOW

The faculty recommended Montgomery, Pais, and Selberg be made Professors in the School of Mathematics. "This recommendation carries with it the recommendation that there be established two grades of Professor in the Institute for Advanced Study without formal distinction in title with but with an actual distinction corresponding to seniority, and with two levels of salaries of which the lower was tentatively put at \$12,000. The above new appointments were recommended at the lower level." The upper level was discussed, but no substance was reflected.

Von Neumann raised the question of making Goldstine and Bigelow permanent members, "it being understood that this implied a possible financial commitment in the future." No immediate responsibility for salaries now; discussed but not approved. (On November 9 the Mathematics Faculty voted to make Bigelow and Goldstine permanent members with appropriate T. I. A. A. arrangements with stipends of not more than \$9,000 and at least \$1000 more than they were receiving a year ago. Presently their salaries will come out of the government grants).

Minutes, School of Mathematics, 10/11/50 and 11/9/50

1950

10/20

FACULTY

Academic Personnel

MONTGOMERY, DEANE

Biographical

PAIS, ABRAHAM

SELBERG, ATLE

✓ SALARIES

Academic Personnel

For memo regarding the promotion of Montgomery, Pais and Selberg, see date above for memorandum.

Also see Minutes for Director's discussion on status of faculty--economics professors gone.

Trustees' Minutes, 10/20/50

1950

12/1

**SALARIES**

**Academic Personnel**

**APPOINTMENTS**

*BENEFITS*

The salaries of the following to be fixed at \$18,000 beginning with July 1, 1951: Cherniss, Earle, Meritt, Pandfsky, Thompson, Morse, and von Neumann.

Salaries of Professors Montgomery, Pais and Selberg to be \$12,500 as of July 1, 1951, "and that in the latter cases the Institute make a contribution of 5 per cent of their salaries of the TIAA, provided the professors make a like contribution."

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

1953

10/23

SALARIES

Academic Personnel

Mr. Strauss moved and it was carried that the Director's salary be increased from \$20,000 to \$25,000 to keep pace with the increase in faculty salaries up to the present time.

Minutes, Board of Trustees, 10/23/53, p. 1

1955

March - November

TRUSTEES

Corporation

FACULTY

Academic Personnel

✓ SALARIES

PARTICIPATION IN ADMINISTRATION

VEBLIEN, O.

Biographical

OPPENHEIMER, R.

Note: There were no faculty meetings from March, 1955 to November, 1955. There was an increase in salary for all Institute professors to \$18,000 resulting from action by the Trustees on October 27, 1955. There is no allusion in the minutes to the faculty moving for this increase in salary.

Note: Veblen said at the Trustees' meeting of April 5, 1955 that at the time of the founding of the Institute the \$15,000 maximum faculty salary made it possible to attract



professors from any other institution, but that the increase of twenty percent reflected in today's salaries was not as large as the increase in full professors' salaries, generally. Dr. Oppenheimer stated that to his knowledge there had been only two formal declinations of appointment to the Faculty and that one of these was clearly not for financial reasons.

1955

11/7  
11/8

✓ SALARIES

GENERAL

PRINCETON UNIVERSITY

SCHOOL OF MATHEMATICS

FLEXNER, A.

BIRTCHOFF, GEORGE D.

BAMBERGER, LEWIS

EINSTEIN, A.

WEYL, HERMANN

Academic Personnel

Academic Organization

Relations WOAI

Academic Organization

Biographical

Interviews with Prof. Oswald Veblen, 11/7/55, and 11/8/55.

Filed in Vertical File under Interviews.

Interviews with Prof. Veblen 11/7/55, and 11/8/55

1955

11/14

GOLDMAN, HETTY

Biographical

FLEXNER, A.

VEBLEN, O.

MOREY, C. R.

✓ SALARIES

Academic Personnel

PARTICIPATION IN ADMINISTRATION

Academic Procedures

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

Interview with Professor Hetty Goldman

See Vertical File - INTERVIEWS

1955

11/18

TRUSTEES (3)

Corporation

✓ SALARIES (2, 3)

Academic Personnel

Participation IN ADMINISTRATION (2)

DIRECTOR

Administration

MITRANY, D. (1)

Biographical

FLEXNER, A. (1, 2)

FRANKFURTER, F. (2)

BAMBERGER, L. (2, 3)

AYDELOTTE, F. (2)

Interview with Oswald Veblen, 11/18/55.

Filed in Vertical File under Veblen Interviews.

1955

11/25  
3:30 p. m.

POLICIES

Administration

✓ SALARIES

Academic Personnel

FRANKFURTER, F.

Biographical

FLENNER, A.

WEED, L.

Interview with Mr. Justice Frankfurter, Washington, D. C.

Filed in Vertical File under Interviews.

Interview with Mr. Justice Frankfurter

1955

12/19

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓SALARIES

Academic Personnel

BENEFITS

INVESTMENTS

Finance

REPORTS

MAASS, HERBERT H.

Biographical

LEIDESDORF

PLEXNER, 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.

1956

2/16

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

GENERAL

Academic Personnel

✓ SALARIES

POLICIES

*Administration*

See Interview Stewart, February 16, 1956 (p. 3)

The one-salary philosophy, and the one-class practice, operated against flexibility in appointing staff in the non-mathematical faculty. Note there was some discussion of 3-5 year appointments of economists 10/8/34; consensus adverse.

Stewart Interview, 2/16/56

1956

2/29

PRINCETON UNIVERSITY

Relations WOAI

✓ SALARIES

Academic Personnel

VEBLEN, O.

Biographical

LEFSCHETZ

EINSTEIN, A.

HISTORY OF INSTITUTE(GENERAL)

History of Institute

Intefview with Professor Veblen, February 29, 1956.

Filed in Vertical File under 1956, 2/29.

Interview with Veblen, 2/29/56



1956

3/15

FOUNDERS

Corporation

HOUSING

Facilities

✓ SALARIES

Academic Personnel

GÜDEL

Biographical

MILLER, BERNETTA

EINSTEIN, A.

MAASS, HERBERT H.

AYDELOTTE, F.

FLEXNER, A.

VON NEUMANN, J.

Interview with Bernetta Miller, March 15, 1956.

Filed in Vertical File under Miller Interviews.

Interview with Bernetta Miller, 3/15/56

1956

3/23

PRINCETON UNIVERSITY

Relations WOA1

✓ SALARIES

Academic Personnel

FLENNER, A.

Biographical

DODDS, HAROLD W.

AYDELOTTE, F.

Interview with President Harold W. Dodds, Princeton University, March 23, 1956.

Filed in Vertical File under Dodds Interviews.

Interview with President Dodds, 3/23/56

1956

6/21

PRINCETON UNIVERSITY (8, 9, 10)	Relations WOI
HARVARD UNIVERSITY (1)	
MATHEMATICS (2, 7, 14)	Academic Activities
E. G. P. (5, 6)	
APPOINTMENTS (2, 3, 4, 5)	Academic Personnel
✓ SALARIES (3)	
FACULTY (10, 11)	
SCHOOL OF MATHEMATICS (5, 9, 14, 15)	Academic Organization
SCHOOL OF HISTORICAL STUDIES (14)	
JOHNS HOPKINS UNIVERSITY (7, 8)	Educational Institutions
DIRECTOR (10, 11)	Administration
TRUSTEES (11)	Corporation
RESEARCH (13)	Academic Procedures
MORSE (1, 5, 8, 10)	Biographical
BIRKHOFF (1, 4)	VEBLEN (1, 2, 4, 5, 8, 13)
WHITNEY (2)	DODDS (2)
STEWART (2, 3)	WARREN (2, 3)
FLEXNER (3, 7, 8)	VON NEUMANN (3, 5, 6)
GODEL (3, 5)	PLAZCEK (3)
MAYER, WALTHER (3)	WIENER, NORBERT (4, 6)
SIEGEL (5)	WEYL (5, 8)
BIGELOW (5, 6)	EINSTEIN (6, 8, 11, 12, 16)
ELIOT, T. S. (7)	VINER (9, 10)
STRAUSS (10)	AYDELOTTE (10, 11)
EARLE (10)	OPPENHEIMER (15)
BOREL (15)	
	Interview with Morse, 6/21/56.
	Filed in Vertical File under Morse Interviews)

120

8/12

E. G. P.

GENERAL

APPOINTMENTS

✓ SALARIES

PROFESSORS

MONTGOMERY

VON NEUMANN

PAULI

Academic Activities

Academic Organization

Academic Personnel

Biographical

Interview with Professor Montgomery, August 12, 1956.

Filed in Vertical File under Montgomery Interviews.

1956

9/28

✓ SALARIES (P. 2)

Academic Activities

PRINCETON UNIVERSITY

Relations WOAI

PARTICIPATION IN ADMINISTRATION (P. 4, 5)

TRUSTEES

EARLE, (P. 1)

Biographical

FLEXNER (P. 2)

VEBLEN (P. 2, 4, 5)

MAASS (P. 2, 5)

MERRITT (P. 3)

MOREY (P. 5)

AYDELOTTE (P. 5)

WEED (P. 5)

Dinner table conversation with Miss Goldman, 9/28/56  
Filed in Vertical File under Goldman Interviews.

1956

10/1

HARVARD

Relations WOAI

SCHOOL OF HUMANISTIC STUDIES

Academic Organisation

✓ SALARIES

Academic Personnel

BENEFITS

GOLDMAN, BETTY

Biographical

FLISNER, A.

HEREFIELD

LOWE, H. A.

MONEY

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

Filed in Vertical File under Goldman Interviews.

Interview with Miss Goldman, 10/1/56

1956

12/10

PRINCETON UNIVERSITY

SCHOOL OF MATHEMATICS

✓ SALARIES

BENEFITS

NATIONAL RESEARCH COUNCIL

ROCKEFELLER (G. E. S.)

VEBLEN, O.

FLEXNER

EINSTEIN

EISENHART

WEYL

LEFSCHETZ

ALEXANDER

Relations WDAI

Academic Organization

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, Weiss 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)

SCHOOL OF HUMANISTIC STUDIES (5)

WOLMAN (1, 2, 4, 7, 8)

AYDELOTTE, (1, 2, 3, 8)

DE TOLNAY (1, 2, 3)

PANOFKY (1, 2, 3)

EARLE (2)

VEBLEN (2, 5)

MOE (2)

FLEKNER (2, 3, 8)

EINSTEIN (3)

GLAY (7)

VINER (6)

WARREN (6)

BAMBERGER (3, 5)

STEWART (4, 6, 7, 8)

RIEPLER (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.