

Committee on Faculty Salaries
and Retirement, 1958-1959

3/2/59

Buz Henry called. He thinks ~~your~~ report accurate, and approves.

Gen. Greenbaum said essentially same thing to RO; wants to look at it a little more.

YALE UNIVERSITY SCHOOL OF MEDICINE

333 CEDAR STREET · NEW HAVEN 11 · CONNECTICUT

Department of the History of Medicine
Historical Library

16 March 1959

Dear ~~Oppie~~: *Robert*

Just a line to acknowledge that excellent aide memoire embracing the report of the Committee on Faculty Salaries and Retirement which has been submitted for discussion at our meeting on April 17-18. It seems to me that the Committee has acquitted itself credibly and well.

Since writing you last, I have been in touch with Derek Price and he has indicated that he would be free to pay us a visit sometime during the first two weeks of April and we expect to settle on a date, probably April 7th, for a lecture here on his geared astronomical machine of the first century, B.C. which I gather he presented at the Institute several weeks ago. I feel sure the lecture will arouse rather wide interest.

I am planning to be with you the 17th and 18th.

Yours sincerely,

John

John F. Fulton, M.D.

Dr. Robert Oppenheimer
The Institute for Advanced Study
Princeton, New Jersey

HAROLD K. HOCHSCHILD
SIXTY-ONE BROADWAY
NEW YORK 6

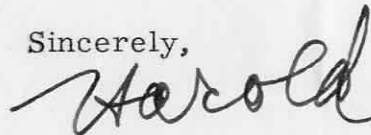
February 26, 1959

Mr. Robert Oppenheimer
The Institute for Advanced Study
Princeton, New Jersey

Dear Robert:

Your account of the meeting on salaries
dated February 23 has been received. It's o.k. by
me.

Sincerely,

A handwritten signature in cursive script, appearing to read "Harold", written in dark ink.

United States Court

Boston 9

CHAMBERS OF
CHARLES E. WYZANSKI, JR.
DISTRICT JUDGE

February 25, 1959

Dear Robert:

I am happy to concur 100 per cent in the report which you have prepared of our meetings on November 20 and February 13.

Faithfully,

Charlie.

Dr. Robert Oppenheimer
The Institute for Advanced Study
Princeton, New Jersey

Aide memoire for the Trustee Committee on Faculty Salaries and Pensions

At a meeting of the Board of Trustees of the Institute for Advanced Study on October 14, 1958, the Chairman was authorized to appoint a committee of the Board to examine two questions: the adequacy of professorial salaries, and the adequacy of provisions made for retiring professors. The Chairman appointed General Greenbaum, Mr. Henry, Mr. Hochschild, Judge Wyzanski, and Mr. Linder ex officio. This Committee met twice with the Director in Princeton, each time for about five hours. The first meeting was on the 20th of November; the second on the 13th of February. The second meeting was attended by the Chairman of the Board, Mr. Leidesdorf.

The present salary of professors is uniform; it is \$18,000 a year; there is a professional travel allowance of \$1,000 a year, which can accumulate up to a maximum of \$3,000. In many cases there is a benefit made available to professors by the Institute's assistance in funding the construction or purchase of their homes.

The general retirement provisions are also almost uniform. There is a mandatory retirement at 70, and a professor may choose to retire at 68. He continues to have office space, assistance and secretarial help after his retirement. By the Board's recent action, he receives a total pension of not less than \$10,000 a year.

The Institute contributes at least 5 per cent of a professor's salary to a T.I.A.A. - C.R.E.F. retirement fund, and pays more where this amount is not sufficient to guarantee a \$10,000 pension. In the case of professors who have been long on T.I.A.A., the pension accumulated at retirement exceeds \$10,000.

At the first meeting of the Committee, after outlining these arrangements, the Director proposed three steps for the consideration of the Committee:

- A. A general increase in salary for professors
- B. An increase in pensions, or
- C. Lifetime appointments for professors, with perhaps some reduction in salary at the age of 70, at which time they would cease to participate actively in the responsibilities of the faculty.

The Director gave a fairly complete account of the problems involved with our salaries. On the one hand, few members of the School of Historical Studies, and few mathematicians, if any, would be offered higher salaries than we pay. As far as he knew, no historian or mathematician had ever left the Institute, or failed to come to it, because of our salary scale. With physics, the situation is more difficult. Salaries in excess of those we pay are not uncommon in universities: probably Harvard, Columbia and the University of California pay \$20,000, or more. The Director thought that salaries of \$25,000 a year might be offered by some universities in the near future. The Institute, of course, could not and should not attempt to meet competition from industrial,

governmental, or quasi-governmental activities. Since most of the physicists involved are among the youngest members of the Faculty, any differential favoring them would be quite unacceptable. We are therefore faced either with a general rise in salaries, or with a slightly inferior position in some fields.

The first meeting ended without formal consensus, but with a general view that affirmative action was desirable both with regard to alternative A, and with regard either to B or C. Judge Wyzanski remarked that the highest purely academic salaries at Harvard tended to be equal to those of Federal District Judges; at the present time this amounts to \$22,500. He thought that if Harvard's present fund raising campaign were successful, the Corporation would take this step.

At the second meeting of the Committee, the considerations of the first were briefly reviewed. The Director pointed out that the present faculty of the Institute is 21, and that its size might grow up to the neighborhood of 25, as contemplated in the Trustee-Faculty Report of 1956. Increasing salaries from \$18,000 to \$22,500 would thus involve an additional annual expenditure of about \$100,000, including some increase in payments to T.I.A.A., and might involve \$120,000, should the Faculty in fact grow as contemplated. The provision of lifetime appointments, without any reduction in salary, would also call for increased expenditures, which can of course be estimated on an actuarial basis. Actual expenses might fluctuate considerably, but on the average this step would involve a \$60,000 increase in the budget. Both these sums involve commitments large compared to those involved in the building of a library.

The Director had some new information to present. The only case of retirement within the next two years is that of Professor Sir Llewellyn Woodward, in June of 1960. The Director thought it doubtful whether Professor Woodward's health would permit his continuing as a member of the Institute for both terms of the years beyond that date. There was thus no compelling immediate problem in impending retirements.

With regard to salaries, there were two new developments. Professor T. D. Lee of Columbia had, by authority of the Board, been invited in November of 1958 to join the Faculty of the Institute. After serious deliberation, and not without difficulty, he had decided to accept; he had then reviewed his financial commitments to relatives, and noted that his financial position at Columbia was more favorable than it would be at the Institute, in that he could be paid \$24,000 a year by remaining in residence at Columbia during the summer. This, with perhaps some added anxiety about the availability of attractive, inexpensive houses, had induced him not to accept. The Director understood, first from Professor Yang and later directly from Professor Lee, that his refusal of our invitation was not regarded by him as irreversible, and that both hoped that at some future date he might accept. The Director stated that although our salaries had been, last December, the clear reason for Professor Lee's rejection of our invitation, an increase in salary was not certain to cause him to accept, since the decision between Columbia and the Institute was a close one, and involved many things other than salary.

The Director further reported that the University of California is establishing a new campus at La Jolla, and that he knew of at least two physicists between 30 and 40 years of age who had been offered \$20,000 to go to La Jolla (and who had declined), and that other invitations had been issued at \$18,000. These two developments seemed to him to give priority to the increase of faculty salaries.

In the prolonged and general discussion which followed, there seemed to be a concurrence in this view. The Committee does not believe that the matter of retirement provisions, either in the form of increased pensions or of lifetime appointments, should be forgotten or dismissed; but there appeared to be a consensus that the salary problem is the more immediate. Some members of the Committee suggested \$20,000 a year as a suitable compromise. The Director, with support from Committee members, rather strongly advocated the larger increase, to \$22,500, in order that Institute salaries again be recognized as fully competitive with those of leading universities, and in order that the inadequacy of Institute salaries not come to be regarded as a reason why certain scholars whom we would like to have at the Institute would find it impossible.

In many cases, an increase in salary will bring with it a corresponding increase in pensions, particularly for those professors who are still quite young. It does not, however, adequately solve the problem of provisions for retirement.

R. O.
2/23/59

Aide memoire for the Trustee Committee on Faculty Salaries and Pensions

At a meeting of the Board of Trustees of the Institute for Advanced Study on October 14, 1958, the Chairman was authorized to appoint a committee of the Board to examine two questions: the adequacy of professorial salaries, and the adequacy of provisions made for retiring professors. The Chairman appointed General Greenbaum, Mr. Henry, Mr. Hochschild, Judge Wyzanski, and Mr. Linder *ex officio*. This Committee met twice with the Director in Princeton, each time for about five hours. The first meeting was on the 20th of November; the second on the 13th of February. The second meeting was attended by the Chairman of the Board, Mr. Leidesdorf.

The present salary of professors is uniform; it is \$18,000 a year; there is a professional travel allowance of \$1,000 a year, which can accumulate up to a maximum of \$3,000. In many cases there is a benefit made available to professors by the Institute's assistance in funding the construction or purchase of their homes.

The general retirement provisions are also almost uniform. There is a mandatory retirement at 70, and a professor may choose to retire at 68. He continues to have office space, assistance and secretarial help after his retirement. By the Board's recent action, he receives a total pension of not less than \$10,000 a year.

The Institute contributes at least 5 per cent of a professor's salary to a T.I.A.A. - C.R.E.F. retirement fund, and pays more where this amount is not sufficient to guarantee a \$10,000 pension. In the case of professors who have been long on T.I.A.A., the pension accumulated at retirement exceeds \$10,000.

At the first meeting of the Committee, after outlining these arrangements, the Director proposed three steps for the consideration of the Committee:

- A. A general increase in salary for professors
- B. An increase in pensions, or
- C. Lifetime appointments for professors, with perhaps some reduction in salary at the age of 70, at which time they would cease to participate actively in the responsibilities of the faculty.

The Director gave a fairly complete account of the problems involved with our salaries. On the one hand, few members of the School of Historical Studies, and few mathematicians, if any, would be offered higher salaries than we pay. As far as he knew, no historian or mathematician had ever left the Institute, or failed to come to it, because of our salary scale. With physics, the situation is more difficult. Salaries in excess of those we pay are not uncommon in universities: probably Harvard, Columbia and the University of California pay \$20,000, or more. The Director thought that salaries of \$25,000 a year might be offered by some universities in the near future. The Institute, of course, could not and should not attempt to meet competition from industrial,

governmental, or quasi-governmental activities. Since most of the physicists involved are among the youngest members of the Faculty, any differential favoring them would be quite unacceptable. We are therefore faced either with a general rise in salaries, or with a slightly inferior position in some fields.

The first meeting ended without formal consensus, but with a general view that affirmative action was desirable both with regard to alternative A, and with regard either to B or C. Judge Wyzanski remarked that the highest purely academic salaries at Harvard tended to be equal to those of Federal District Judges; at the present time this amounts to \$22,500. He thought that if Harvard's present fund raising campaign were successful, the Corporation would take this step.

At the second meeting of the Committee, the considerations of the first were briefly reviewed. The Director pointed out that the present faculty of the Institute is 21, and that its size might grow up to the neighborhood of 25, as contemplated in the Trustee-Faculty Report of 1956. Increasing salaries from \$18,000 to \$22,500 would thus involve an additional annual expenditure of about \$100,000, including some increase in payments to T.I.A.A., and might involve \$120,000, should the Faculty in fact grow as contemplated. The provision of lifetime appointments, without any reduction in salary, would also call for increased expenditures, which can of course be estimated on an actuarial basis. Actual expenses might fluctuate considerably, but on the average this step would involve a \$60,000 increase in the budget. Both these sums involve commitments large compared to those involved in the building of a library.

The Director had some new information to present. The only case of retirement within the next two years is that of Professor Sir Llewellyn Woodward, in June of 1960. The Director thought it doubtful whether Professor Woodward's health would permit his continuing as a member of the Institute for both terms of the years beyond that date. There was thus no compelling immediate problem in impending retirements.

With regard to salaries, there were two new developments. Professor T. D. Lee of Columbia had, by authority of the Board, been invited in November of 1958 to join the Faculty of the Institute. After serious deliberation, and not without difficulty, he had decided to accept; he had then reviewed his financial commitments to relatives, and noted that his financial position at Columbia was more favorable than it would be at the Institute, in that he could be paid \$24,000 a year by remaining in residence at Columbia during the summer. This, with perhaps some added anxiety about the availability of attractive, inexpensive houses, had induced him not to accept. The Director understood, first from Professor Yang and later directly from Professor Lee, that his refusal of our invitation was not regarded by him as irreversible, and that both hoped that at some future date he might accept. The Director stated that although our salaries had been, last December, the clear reason for Professor Lee's rejection of our invitation, an increase in salary was not certain to cause him to accept, since the decision between Columbia and the Institute was a close one, and involved many things other than salary.

The Director further reported that the University of California is establishing a new campus at La Jolla, and that he knew of at least two physicists between 30 and 40 years of age who had been offered \$20,000 to go to La Jolla (and who had declined), and that other invitations had been issued at \$18,000. These two developments seemed to him to give priority to the increase of faculty salaries.

In the prolonged and general discussion which followed, there seemed to be a concurrence in this view. The Committee does not believe that the matter of retirement provisions, either in the form of increased pensions or of lifetime appointments, should be forgotten or dismissed; but there appeared to be a consensus that the salary problem is the more immediate. Some members of the Committee suggested \$20,000 a year as a suitable compromise. The Director, with support from Committee members, rather strongly advocated the larger increase, to \$22,500, in order that Institute salaries again be recognized as fully competitive with those of leading universities, and in order that the inadequacy of Institute salaries not come to be regarded as a reason why certain scholars whom we would like to have at the Institute would find it impossible.

In many cases, an increase in salary will bring with it a corresponding increase in pensions, particularly for those professors who are still quite young. It does not, however, adequately solve the problem of provisions for retirement.

R. O.
2/23/59

Aide memoire for the Trustee Committee on Faculty Salaries and Pensions

At a meeting of the Board of Trustees of the Institute for Advanced Study on October 14, 1958, the Chairman was authorized to appoint a committee of the Board to examine two questions: the adequacy of professorial salaries, and the adequacy of provisions made for retiring professors. The Chairman appointed General Greenbaum, Mr. Henry, Mr. Hochschild, Judge Wyzanski, and Mr. Linder ex officio. This Committee met twice with the Director in Princeton, each time for about five hours. The first meeting was on the 20th of November; the second on the 13th of February. The second meeting was attended by the Chairman of the Board, Mr. Leidesdorf.

The present salary of professors is uniform; it is \$18,000 a year; there is a professional travel allowance of \$1,000 a year, which can accumulate up to a maximum of \$3,000. In many cases there is a benefit made available to professors by the Institute's assistance in funding the construction or purchase of their homes.

The general retirement provisions are also almost uniform. There is a mandatory retirement at 70, and a professor may choose to retire at 68. He continues to have office space, assistance and secretarial help after his retirement. By the Board's recent action, he receives a total pension of not less than \$10,000 a year.

The Institute contributes at least 5 per cent of a professor's salary to a T.I.A.A. - C.R.E.F. retirement fund, and pays more where this amount is not sufficient to guarantee a \$10,000 pension. In the case of professors who have been long on T.I.A.A., the pension accumulated at retirement exceeds \$10,000.

At the first meeting of the Committee, after outlining these arrangements, the Director proposed three steps for the consideration of the Committee:

- A. A general increase in salary for professors
- B. An increase in pensions, or
- C. Lifetime appointments for professors, with perhaps some reduction in salary at the age of 70, at which time they would cease to participate actively in the responsibilities of the faculty.

The Director gave a fairly complete account of the problems involved with our salaries. On the one hand, few members of the School of Historical Studies, and few mathematicians, if any, would be offered higher salaries than we pay. As far as he knew, no historian or mathematician had ever left the Institute, or failed to come to it, because of our salary scale. With physics, the situation is more difficult. Salaries in excess of those we pay are not uncommon in universities: probably Harvard, Columbia and the University of California pay \$20,000, or more. The Director thought that salaries of \$25,000 a year might be offered by some universities in the near future. The Institute, of course, could not and should not attempt to meet competition from industrial,

governmental, or quasi-governmental activities. Since most of the physicists involved are among the youngest members of the Faculty, any differential favoring them would be quite unacceptable. We are therefore faced either with a general rise in salaries, or with a slightly inferior position in some fields.

The first meeting ended without formal consensus, but with a general view that affirmative action was desirable both with regard to alternative A, and with regard either to B or C. Judge Wyzanski remarked that the highest purely academic salaries at Harvard tended to be equal to those of Federal District Judges; at the present time this amounts to \$22,500. He thought that if Harvard's present fund raising campaign were successful, the Corporation would take this step.

At the second meeting of the Committee, the considerations of the first were briefly reviewed. The Director pointed out that the present faculty of the Institute is 21, and that its size might grow up to the neighborhood of 25, as contemplated in the Trustee-Faculty Report of 1956. Increasing salaries from \$18,000 to \$22,500 would thus involve an additional annual expenditure of about \$100,000, including some increase in payments to T.I.A.A., and might involve \$120,000, should the Faculty in fact grow as contemplated. The provision of lifetime appointments, without any reduction in salary, would also call for increased expenditures, which can of course be estimated on an actuarial basis. Actual expenses might fluctuate considerably, but on the average this step would involve a \$60,000 increase in the budget. Both these sums involve commitments large compared to those involved in the building of a library.

The Director had some new information to present. The only case of retirement within the next two years is that of Professor Sir Llewellyn Woodward, in June of 1960. The Director thought it doubtful whether Professor Woodward's health would permit his continuing as a member of the Institute for both terms of the years beyond that date. There was thus no compelling immediate problem in impending retirements.

With regard to salaries, there were two new developments. Professor T. D. Lee of Columbia had, by authority of the Board, been invited in November of 1958 to join the Faculty of the Institute. After serious deliberation, and not without difficulty, he had decided to accept; he had then reviewed his financial commitments to relatives, and noted that his financial position at Columbia was more favorable than it would be at the Institute, in that he could be paid \$24,000 a year by remaining in residence at Columbia during the summer. This, with perhaps some added anxiety about the availability of attractive, inexpensive houses, had induced him not to accept. The Director understood, first from Professor Yang and later directly from Professor Lee, that his refusal of our invitation was not regarded by him as irreversible, and that both hoped that at some future date he might accept. The Director stated that although our salaries had been, last December, the clear reason for Professor Lee's rejection of our invitation, an increase in salary was not certain to cause him to accept, since the decision between Columbia and the Institute was a close one, and involved many things other than salary.

The Director further reported that the University of California is establishing a new campus at La Jolla, and that he knew of at least two physicists between 30 and 40 years of age who had been offered \$20,000 to go to La Jolla (and who had declined), and that other invitations had been issued at \$18,000. These two developments seemed to him to give priority to the increase of faculty salaries.

In the prolonged and general discussion which followed, there seemed to be a concurrence in this view. The Committee does not believe that the matter of retirement provisions, either in the form of increased pensions or of lifetime appointments, should be forgotten or dismissed; but there appeared to be a consensus that the salary problem is the more immediate. Some members of the Committee suggested \$20,000 a year as a suitable compromise. The Director, with support from Committee members, rather strongly advocated the larger increase, to \$22,500, in order that Institute salaries again be recognized as fully competitive with those of leading universities, and in order that the inadequacy of Institute salaries not come to be regarded as a reason why certain scholars whom we would like to have at the Institute would find it impossible.

In many cases, an increase in salary will bring with it a corresponding increase in pensions, particularly for those professors who are still quite young. It does not, however, adequately solve the problem of provisions for retirement.

R. O.
2/23/59

Aide memoire for the Trustee Committee on Faculty Salaries and Pensions

At a meeting of the Board of Trustees of the Institute for Advanced Study on October 14, 1958, the Chairman was authorized to appoint a committee of the Board to examine two questions: the adequacy of professorial salaries, and the adequacy of provisions made for retiring professors. The Chairman appointed General Greenbaum, Mr. Henry, Mr. Hochschild, Judge Wyzanski, and Mr. Linder ex officio. This Committee met twice with the Director in Princeton, each time for about five hours. The first meeting was on the 20th of November; the second on the 13th of February. The second meeting was attended by the Chairman of the Board, Mr. Leidesdorf.

The present salary of professors is uniform; it is \$18,000 a year; there is a professional travel allowance of \$1,000 a year, which can accumulate up to a maximum of \$3,000. In many cases there is a benefit made available to professors by the Institute's assistance in funding the construction or purchase of their homes.

The general retirement provisions are also almost uniform. There is a mandatory retirement at 70, and a professor may choose to retire at 68. He continues to have office space, assistance and secretarial help after his retirement. By the Board's recent action, he receives a total pension of not less than \$10,000 a year.

The Institute contributes at least 5 per cent of a professor's salary to a T.I.A.A. - C.R.E.F. retirement fund, and pays more where this amount is not sufficient to guarantee a \$10,000 pension. In the case of professors who have been long on T.I.A.A., the pension accumulated at retirement exceeds \$10,000.

At the first meeting of the Committee, after outlining these arrangements, the Director proposed three steps for the consideration of the Committee:

- A. A general increase in salary for professors
- B. An increase in pensions, or
- C. Lifetime appointments for professors, with perhaps some reduction in salary at the age of 70, at which time they would cease to participate actively in the responsibilities of the faculty.

The Director gave a fairly complete account of the problems involved with our salaries. On the one hand, few members of the School of Historical Studies, and few mathematicians, if any, would be offered higher salaries than we pay. As far as he knew, no historian or mathematician had ever left the Institute, or failed to come to it, because of our salary scale. With physics, the situation is more difficult. Salaries in excess of those we pay are not uncommon in universities: probably Harvard, Columbia and the University of California pay \$20,000, or more. The Director thought that salaries of \$25,000 a year might be offered by some universities in the near future. The Institute, of course, could not and should not attempt to meet competition from industrial,

governmental, or quasi-governmental activities. Since most of the physicists involved are among the youngest members of the Faculty, any differential favoring them would be quite unacceptable. We are therefore faced either with a general rise in salaries, or with a slightly inferior position in some fields.

The first meeting ended without formal consensus, but with a general view that affirmative action was desirable both with regard to alternative A, and with regard either to B or C. Judge Wyzanski remarked that the highest purely academic salaries at Harvard tended to be equal to those of Federal District Judges; at the present time this amounts to \$22,500. He thought that if Harvard's present fund raising campaign were successful, the Corporation would take this step.

At the second meeting of the Committee, the considerations of the first were briefly reviewed. The Director pointed out that the present faculty of the Institute is 21, and that its size might grow up to the neighborhood of 25, as contemplated in the Trustee-Faculty Report of 1956. Increasing salaries from \$18,000 to \$22,500 would thus involve an additional annual expenditure of about \$100,000, including some increase in payments to T.I.A.A., and might involve \$120,000, should the Faculty in fact grow as contemplated. The provision of lifetime appointments, without any reduction in salary, would also call for increased expenditures, which can of course be estimated on an actuarial basis. Actual expenses might fluctuate considerably, but on the average this step would involve a \$60,000 increase in the budget. Both these sums involve commitments large compared to those involved in the building of a library.

The Director had some new information to present. The only case of retirement within the next two years is that of Professor Sir Llewellyn Woodward, in June of 1960. The Director thought it doubtful whether Professor Woodward's health would permit his continuing as a member of the Institute for both terms of the years beyond that date. There was thus no compelling immediate problem in impending retirements.

With regard to salaries, there were two new developments. Professor T. D. Lee of Columbia had, by authority of the Board, been invited in November of 1958 to join the Faculty of the Institute. After serious deliberation, and not without difficulty, he had decided to accept; he had then reviewed his financial commitments to relatives, and noted that his financial position at Columbia was more favorable than it would be at the Institute, in that he could be paid \$24,000 a year by remaining in residence at Columbia during the summer. This, with perhaps some added anxiety about the availability of attractive, inexpensive houses, had induced him not to accept. The Director understood, first from Professor Yang and later directly from Professor Lee, that his refusal of our invitation was not regarded by him as irreversible, and that both hoped that at some future date he might accept. The Director stated that although our salaries had been, last December, the clear reason for Professor Lee's rejection of our invitation, an increase in salary was not certain to cause him to accept, since the decision between Columbia and the Institute was a close one, and involved many things other than salary.

The Director further reported that the University of California is establishing a new campus at La Jolla, and that he knew of at least two physicists between 30 and 40 years of age who had been offered \$20,000 to go to La Jolla (and who had declined), and that other invitations had been issued at \$18,000. These two developments seemed to him to give priority to the increase of faculty salaries.

In the prolonged and general discussion which followed, there seemed to be a concurrence in this view. The Committee does not believe that the matter of retirement provisions, either in the form of increased pensions or of lifetime appointments, should be forgotten or dismissed; but there appeared to be a consensus that the salary problem is the more immediate. Some members of the Committee suggested \$20,000 a year as a suitable compromise. The Director, with support from Committee members, rather strongly advocated the larger increase, to \$22,500, in order that Institute salaries again be recognized as fully competitive with those of leading universities, and in order that the inadequacy of Institute salaries not come to be regarded as a reason why certain scholars whom we would like to have at the Institute would find it impossible.

In many cases, an increase in salary will bring with it a corresponding increase in pensions, particularly for those professors who are still quite young. It does not, however, adequately solve the problem of provisions for retirement.

R. O.
2/23/59

Aide memoire for the Trustee Committee on Faculty Salaries and Pensions

At a meeting of the Board of Trustees of the Institute for Advanced Study on October 14, 1958, the Chairman was authorized to appoint a committee of the Board to examine two questions: the adequacy of professorial salaries, and the adequacy of provisions made for retiring professors. The Chairman appointed General Greenbaum, Mr. Henry, Mr. Hochschild, Judge Wyzanski, and Mr. Linder ex officio. This Committee met twice with the Director in Princeton, each time for about five hours. The first meeting was on the 20th of November; the second on the 13th of February. The second meeting was attended by the Chairman of the Board, Mr. Leidesdorf.

The present salary of professors is uniform; it is \$18,000 a year; there is a professional travel allowance of \$1,000 a year, which can accumulate up to a maximum of \$3,000. In many cases there is a benefit made available to professors by the Institute's assistance in funding the construction or purchase of their homes.

The general retirement provisions are also almost uniform. There is a mandatory retirement at 70, and a professor may choose to retire at 68. He continues to have office space, assistance and secretarial help after his retirement. By the Board's recent action, he receives a total pension of not less than \$10,000 a year.

The Institute contributes at least 5 per cent of a professor's salary to a T.I.A.A. - C.R.E.F. retirement fund, and pays more where this amount is not sufficient to guarantee a \$10,000 pension. In the case of professors who have been long on T.I.A.A., the pension accumulated at retirement exceeds \$10,000.

At the first meeting of the Committee, after outlining these arrangements, the Director proposed three steps for the consideration of the Committee:

- A. A general increase in salary for professors
- B. An increase in pensions, or
- C. Lifetime appointments for professors, with perhaps some reduction in salary at the age of 70, at which time they would cease to participate actively in the responsibilities of the faculty.

The Director gave a fairly complete account of the problems involved with our salaries. On the one hand, few members of the School of Historical Studies, and few mathematicians, if any, would be offered higher salaries than we pay. As far as he knew, no historian or mathematician had ever left the Institute, or failed to come to it, because of our salary scale. With physics, the situation is more difficult. Salaries in excess of those we pay are not uncommon in universities: probably Harvard, Columbia and the University of California pay \$20,000, or more. The Director thought that salaries of \$25,000 a year might be offered by some universities in the near future. The Institute, of course, could not and should not attempt to meet competition from industrial,

governmental, or quasi-governmental activities. Since most of the physicists involved are among the youngest members of the Faculty, any differential favoring them would be quite unacceptable. We are therefore faced either with a general rise in salaries, or with a slightly inferior position in some fields.

The first meeting ended without formal consensus, but with a general view that affirmative action was desirable both with regard to alternative A, and with regard either to B or C. Judge Wyzanski remarked that the highest purely academic salaries at Harvard tended to be equal to those of Federal District Judges; at the present time this amounts to \$22,500. He thought that if Harvard's present fund raising campaign were successful, the Corporation would take this step.

At the second meeting of the Committee, the considerations of the first were briefly reviewed. The Director pointed out that the present faculty of the Institute is 21, and that its size might grow up to the neighborhood of 25, as contemplated in the Trustee-Faculty Report of 1956. Increasing salaries from \$18,000 to \$22,500 would thus involve an additional annual expenditure of about \$100,000, including some increase in payments to T.I.A.A., and might involve \$120,000, should the Faculty in fact grow as contemplated. The provision of lifetime appointments, without any reduction in salary, would also call for increased expenditures, which can of course be estimated on an actuarial basis. Actual expenses might fluctuate considerably, but on the average this step would involve a \$60,000 increase in the budget. Both these sums involve commitments large compared to those involved in the building of a library.

The Director had some new information to present. The only case of retirement within the next two years is that of Professor Sir Llewellyn Woodward, in June of 1960. The Director thought it doubtful whether Professor Woodward's health would permit his continuing as a member of the Institute for both terms of the years beyond that date. There was thus no compelling immediate problem in impending retirements.

With regard to salaries, there were two new developments. Professor T. D. Lee of Columbia had, by authority of the Board, been invited in November of 1958 to join the Faculty of the Institute. After serious deliberation, and not without difficulty, he had decided to accept; he had then reviewed his financial commitments to relatives, and noted that his financial position at Columbia was more favorable than it would be at the Institute, in that he could be paid \$24,000 a year by remaining in residence at Columbia during the summer. This, with perhaps some added anxiety about the availability of attractive, inexpensive houses, had induced him not to accept. The Director understood, first from Professor Yang and later directly from Professor Lee, that his refusal of our invitation was not regarded by him as irreversible, and that both hoped that at some future date he might accept. The Director stated that although our salaries had been, last December, the clear reason for Professor Lee's rejection of our invitation, an increase in salary was not certain to cause him to accept, since the decision between Columbia and the Institute was a close one, and involved many things other than salary.

The Director further reported that the University of California is establishing a new campus at La Jolla, and that he knew of at least two physicists between 30 and 40 years of age who had been offered \$20,000 to go to La Jolla (and who had declined), and that other invitations had been issued at \$18,000. These two developments seemed to him to give priority to the increase of faculty salaries.

In the prolonged and general discussion which followed, there seemed to be a concurrence in this view. The Committee does not believe that the matter of retirement provisions, either in the form of increased pensions or of lifetime appointments, should be forgotten or dismissed; but there appeared to be a consensus that the salary problem is the more immediate. Some members of the Committee suggested \$20,000 a year as a suitable compromise. The Director, with support from Committee members, rather strongly advocated the larger increase, to \$22,500, in order that Institute salaries again be recognized as fully competitive with those of leading universities, and in order that the inadequacy of Institute salaries not come to be regarded as a reason why certain scholars whom we would like to have at the Institute would find it impossible.

In many cases, an increase in salary will bring with it a corresponding increase in pensions, particularly for those professors who are still quite young. It does not, however, adequately solve the problem of provisions for retirement.

R. O.
2/23/59

Aide memoire for the Trustee Committee on Faculty Salaries and Pensions

At a meeting of the Board of Trustees of the Institute for Advanced Study on October 14, 1958, the Chairman was authorized to appoint a committee of the Board to examine two questions: the adequacy of professorial salaries, and the adequacy of provisions made for retiring professors. The Chairman appointed General Greenbaum, Mr. Henry, Mr. Hochschild, Judge Wyzanski, and Mr. Linder ex officio. This Committee met twice with the Director in Princeton, each time for about five hours. The first meeting was on the 20th of November; the second on the 13th of February. The second meeting was attended by the Chairman of the Board, Mr. Leidesdorf.

The present salary of professors is uniform; it is \$18,000 a year; there is a professional travel allowance of \$1,000 a year, which can accumulate up to a maximum of \$3,000. In many cases there is a benefit made available to professors by the Institute's assistance in funding the construction or purchase of their homes.

The general retirement provisions are also almost uniform. There is a mandatory retirement at 70, and a professor may choose to retire at 68. He continues to have office space, assistance and secretarial help after his retirement. By the Board's recent action, he receives a total pension of not less than \$10,000 a year.

The Institute contributes at least 5 per cent of a professor's salary to a T.I.A.A. - C.R.E.F. retirement fund, and pays more where this amount is not sufficient to guarantee a \$10,000 pension. In the case of professors who have been long on T.I.A.A., the pension accumulated at retirement exceeds \$10,000.

At the first meeting of the committee, after outlining these arrangements, the Director proposed three steps for the consideration of the Committee:

- A. A general increase in salary for professors
- B. An increase in pensions, or
- C. Lifetime appointments for professors, with perhaps some reduction in salary at the age of 70, at which time they would cease to participate actively in the responsibilities of the faculty.

The Director gave a fairly complete account of the problems involved with our salaries. On the one hand, few members of the School of Historical Studies, and few mathematicians, if any, would be offered higher salaries than we pay. As far as he knew, no historian or mathematician had ever left the Institute, or failed to come to it, because of our salary scale. With physics, the situation is more difficult. Salaries in excess of those we pay are not uncommon in universities: probably Harvard, Columbia and the University of California pay \$20,000, or more. The Director thought that salaries of \$25,000 a year might be offered by some universities in the near future. The Institute, of course, could not and should not attempt to meet competition from industrial, governmental, or quasi-governmental activities. Since most of the physicists involved are among the youngest members of the Faculty, any differential favoring them would be quite unacceptable. We are therefore faced either with a general rise in salaries, or with a slightly inferior position in some fields.

The first meeting ended without formal consensus, but with a general view that affirmative action was desirable both with regard to alternative A, and with regard either to B or C. Judge Wyzanski remarked that the highest purely academic salaries at Harvard tended to be equal to those of Federal District Judges; at the present time this amounts to \$22,500. He thought that if Harvard's present fund raising campaign were successful, the Corporation would take this step.

At the second meeting of the Committee, the considerations of the first were briefly reviewed. The Director pointed out that the present faculty of the Institute is 21, and that its size might grow up to the neighborhood of 25, as contemplated in the Trustee-Faculty Report of 1956. Increasing salaries from \$18,000 to \$22,500 would thus involve an additional annual expenditure of about \$100,000, including some increase in payments to T.I.A.A., and might involve \$120,000, should the Faculty in fact grow as contemplated. The provision of lifetime appointments, without any reduction in salary, would also call for increased expenditures, which can of course be estimated on an actuarial basis. Actual expenses might fluctuate considerably, but on the average this step would involve a \$60,000 increase in the budget. Both these sums involve commitments large compared to those involved in the building of a library.

The Director had some new information to present. The only case of retirement within the next two years is that of Professor Sir Llewellyn

Woodward, in June of 1960. The Director thought it doubtful whether Professor Woodward's health would permit his continuing as a member of the Institute for both terms of the years beyond that date. There was thus no compelling immediate problem in impending retirements.

With regard to salaries, there were two new developments. Professor T.D. Lee of Columbia had, by authority of the Board, been invited in November of 1958 to join the Faculty of the Institute. After serious deliberation, and not without difficulty, he had decided to accept; he had then reviewed his financial commitments to relatives, and noted that his financial position at Columbia was more favorable than it would be at the Institute, in that he could be paid \$24,000 a year by remaining in residence at Columbia during the summer. This, with perhaps some added anxiety about the availability of attractive, inexpensive houses, had induced him not to accept. The Director understood, first from Professor Yang and later directly from Professor Lee, that his refusal of our invitation was not regarded by him as irreversible, and that both hoped that at some future date he might accept. The Director stated that although our salaries had been, last December, the clear reason for Professor Lee's rejection of our invitation, an increase in salary was not certain to cause him to accept, since the decision between Columbia and the Institute was a close one, and involved many things other than salary.

The Director further reported that the University of California is establishing a new campus at La Jolla, and that he knew of at least two physicists between 30 and 40 years of age who had been offered \$20,000 to go to La Jolla (and who had declined), and that other invitations had been issued at \$18,000. These two developments seemed to him to give priority to the increase of faculty salaries.

In the prolonged and general discussion which followed, there seemed to be a concurrence in this view. The Committee does not believe that the matter of retirement provisions, either in the form of increased pensions or of lifetime appointments, should be forgotten or dismissed; but there appeared to be a consensus that the salary problem is the more immediate. Some members of the Committee suggested \$20,000 a year as a suitable compromise. The Director, with support from Committee members, rather strongly advocated the larger increase, to \$22,500, in order that Institute salaries again be recognized as fully competitive with those of leading universities, and in order that the inadequacy of Institute salaries not come to be regarded as a reason why certain scholars whom we would like to have at the Institute would find it impossible.

In many cases, an increase in salary will bring with it a corresponding increase in pensions, particularly for those professors who are still quite young. It does not, however, adequately solve the problem of provisions for retirement.

R, O.

2/23/59

Aide memoire for the Trustees Committee on Faculty Salaries and Pensions

At a meeting of the Board of Trustees of the Institute for Advanced Study on October 14, 1958, the Chairman was authorized to appoint a committee of the Board to examine two questions: the adequacy of professorial salaries, and the adequacy of provisions made for retiring professors. The Chairman appointed General Greenbaum, Mr. Henry, Mr. Hochschild, Judge Wyzanski, and Mr. Linder ex officio. This Committee met twice with the Director in Princeton, each time for about five hours. The first meeting was on the 20th of November; the second on the 13th of February. The second meeting was attended by the Chairman of the Board, Mr. Leidesdorf.

The present salary of professors is uniform; it is \$13,000 a year; there is a professional travel allowance of \$1,000 a year, which can accumulate up to a maximum of \$3,000. In many cases there is a benefit made available to professors by the Institute's assistance in funding the construction or purchase of their homes.

The general retirement provisions are also almost uniform. There is a mandatory retirement at 70, and a professor may choose to retire at 68. He continues to have office space, assistance and secretarial help after his retirement. By the Board's recent action, he receives a total pension of not less than \$10,000 a year.

The Institute contributes at least 5 per cent of a professor's salary to a F.I.A.A. - C.R.E.F. retirement fund, and pays more where this amount is not sufficient to guarantee a \$10,000 pension. In the case of professors who have been long on F.I.A.A., the pension accumulated at retirement exceeds \$10,000.

At the first meeting of the committee, after outlining these arrangements, the Director proposed three steps for the consideration of the Committee:

- A. A general increase in salary for professors
- B. An increase in pensions, or
- C. Lifetime appointments for professors, with perhaps some reduction in salary at the age of 70, at which time they would cease to participate actively in the responsibilities of the faculty.

The Director gave a fairly complete account of the problems involved with our salaries. On the one hand, few members of the School of Historical Studies, and few mathematicians, if any, would be offered higher salaries than we pay. As far as he knew, no historian or mathematician had ever left the Institute, or failed to come to it, because of our salary scale. With physics, the situation is more difficult. Salaries in excess of those we pay are not uncommon in universities: probably Harvard, Columbia and the University of California pay \$20,000, or more. The Director thought that salaries of \$25,000 a year might be offered by some universities in the near future. The Institute, of course, could not and should not attempt to meet competition from industrial, governmental, or quasi-governmental activities. Since most of the physicists involved are among the youngest members of the Faculty, any differential favoring them would be quite unacceptable. We are therefore faced either with a general rise in salaries, or with a slightly inferior position in some fields.

The first meeting ended without formal consensus, but with a general view that affirmative action was desirable both with regard to alternative A, and with regard either to B or C. Judge Wyzanski remarked that the highest purely academic salaries at Harvard tended to be equal to those of Federal District Judges; at the present time this amounts to \$22,500. He thought that if Harvard's present fund raising campaign were successful, the Corporation would take this step.

At the second meeting of the Committee, the considerations of the first were briefly reviewed. The Director pointed out that the present faculty of the Institute is 21, and that its size might grow up to the neighborhood of 25, as contemplated in the Trustee-Faculty Report of 1956. Increasing salaries from \$15,000 to \$22,500 would thus involve an additional annual expenditure of about \$100,000, including some increase in payments to F.I.A.A., and might involve \$120,000, should the Faculty in fact grow as contemplated. The provision of lifetime appointments, without any reduction in salary, would also call for increased expenditures, which can of course be estimated on an actuarial basis. Actual expenses might fluctuate considerably, but on the average this step would involve a \$60,000 increase in the budget. Both these sums involve commitments large compared to those involved in the building of a library.

The Director had some new information to present. The only case of retirement within the next two years is that of Professor Sir Llewellyn

Woodward, in June of 1960. The Director thought it doubtful whether Professor Woodward's health would permit his continuing as a member of the Institute for both terms of the years beyond that date. There was thus no compelling immediate problem in impending retirements.

With regard to salaries, there were two new developments. Professor T.D. Lee of Columbia had, by authority of the Board, been invited in November of 1958 to join the Faculty of the Institute. After serious deliberation, and not without difficulty, he had decided to accept; he had then reviewed his financial commitments to relatives, and noted that his financial position at Columbia was more favorable than it would be at the Institute, in that he could be paid \$24,000 a year by remaining in residence at Columbia during the summer. This, with perhaps some added anxiety about the availability of attractive, inexpensive houses, had induced him not to accept. The Director understood, first from Professor Yang and later directly from Professor Lee, that his refusal of our invitation was not regarded by him as irreversible, and that both hoped that at some future date he might accept. The Director stated that although our salaries had been, last December, the clear reason for Professor Lee's rejection of our invitation, an increase in salary was not certain to cause him to accept, since the decision between Columbia and the Institute was a close one, and involved many things other than salary.

The Director further reported that the University of California is establishing a new campus at La Jolla, and that he knew of at least two physicists between 30 and 40 years of age who had been offered \$30,000 to go to La Jolla (and who had declined), and that other invitations had been issued at \$18,000. These two developments seemed to him to give priority to the increase of faculty salaries.

In the prolonged and general discussion which followed, there seemed to be a concurrence in this view. The Committee does not believe that the matter of retirement provisions, either in the form of increased pensions or of lifetime appointments, should be forgotten or dismissed; but there appeared to be a consensus that the salary problem is the more immediate. Some members of the Committee suggested \$20,000 a year as a suitable compromise. The Director, with support from Committee members, rather strongly advocated the larger increase, to \$22,500, in order that Institute salaries again be recognized as fully competitive with those of leading universities, and in order that the inadequacy of Institute salaries not come to be regarded as a reason why certain scholars whom we would like to have at the Institute would find it impossible.

In many cases, an increase in salary will bring with it a corresponding increase in pensions, particularly for those professors who are still quite young. It does not, however, adequately solve the problem of provisions for retirement.

B. O.
2/23/59

D R A F T

Aide memoire for the
Trustee Committee on Faculty Salaries and Pensions

At a meeting of the Board of Trustees of the Institute for Advanced Study on October 14, 1958, the Chairman was authorized to appoint a committee of the Board to examine two questions: the adequacy of professorial salaries, and the adequacy of provisions made for retiring professors. The Chairman appointed General Greenbaum, Mr. Henry, Mr. Hochschild, Judge Wyzanski, and Mr. Linder ex officio. This Committee met twice with the Director in Princeton, each time for about five hours. The first meeting was on the 20th of November; the second on the 13th of February. The second meeting was attended by the Chairman, of the Board, Mr. Leidesdorf.

The present salary of professors is uniform; it is \$18,000 a year; ^{there} ~~plus~~ a professional travel allowance of \$1,000 a year, which can accumulate up to a maximum of \$3,000. In many cases there is a ~~substantial~~ benefit ^{made} available to professors by the Institute's assistance in funding the construction or purchasing ^e of their ^{homes} houses. The general retirement provisions are also almost uniform. There is a mandatory retirement at 70, and a professor may choose to retire at 68. He continues to ~~be~~ ^{have} ~~provided with~~ office space, assistance and secretarial help after his retirement, ~~and~~, ^{By} the Board's recent action, he receives a total pension of not less than \$10,000 a year. ~~In some cases, special travel grants are also made.~~ ^{contribute} The Institute ~~pays~~ ^{CR.FF.} at least 5% of a professor's salary ~~into~~ a T.I.A.A. retirement fund, and pays more where this amount

- 2 -

is not sufficient to guarantee a \$10,000 pension. In the case of professors who have been long on T.I.A.A., the pension accumulated at retirement ~~some~~^{if} exceeds \$10,000.

At the first meeting, ^{of the Comm. Dec,} after outlining these arrangements, the Director proposed three steps for the consideration of the Committee:

- A. A general increase in salary for professors
- B. An increase in pensions, or
- C. Lifetime appointments for professors, with perhaps some reduction in salary at the age of 70, at which time they would cease to participate actively in the responsibilities of ^{the} a faculty member.

^{2/} The Director gave a fairly complete account of the problems involved with our salaries. On the one hand, few members of the School of Historical Studies, and few mathematicians, if any, would be offered higher salaries than we pay. As far as he knew, no historian or mathematician had ever left the Institute, or failed to come to it, because of our salary scale. With physics, the situation is more difficult. Salaries in excess of those we pay are not uncommon in universities: probably Harvard, Columbia and the University of California pay \$20,000 or more. The Director thought that salaries of \$25,000 a year might be offered by ^{some} universities in the near future. The Institute, of course, could not and should not attempt to meet competition from industrial, governmental, or quasi-governmental activities. Since most of the physicists involved are among the youngest members of the Faculty, any differential favoring ~~of~~ them would be quite unacceptable, and ~~disruptive~~. We ^{are} ~~were~~ therefore faced, ^{either} with a general ^{raise} raise in salaries,

- 3 -

or with ~~accepting~~ a slightly inferior position in some fields.

The first meeting ended without formal consensus, but with a general view that affirmative action was desirable both with regard to alternative A, and with regard either to B or C. Judge Wyzanski remarked that the highest purely academic salaries at Harvard tended to be equal to those of Federal District Judges; at the present time this amounts to \$22,500. He thought that if Harvard's present fund raising campaign ^{would} was successful, the Corporation would take this step.

At the second meeting of the Committee, the considerations of the first were briefly reviewed. The Director pointed out that the present faculty of the Institute is 21, and that its size might grow up to the neighborhood of 25, as contemplated in the Trustee-Faculty Report of 1956. Increasing salaries from \$18,000 to \$22,500 would thus involve an additional annual expenditure of about \$100,000, including some increase in payments to T.I.A.A., and might involve \$120,000, should the Faculty in fact grow as contemplated. The provision of lifetime appointments, without any reduction in salary, would also call for increased expenditures, which can of course be estimated on an actuarial basis. Actual expenses might fluctuate considerably, but on the average this ^{step} would involve a \$60,000 increase in the budget. Both these sums involve commitments large compared to those involved in the building of a library.

The Director had some new information to present. The only case of retirement within the next two years is that of Professor Sir Llewellyn Woodward, in June of 1960. The Director thought it doubtful whether Professor Woodward's health would permit his continuing as a member of the Institute for both terms of the year^s beyond that date. There was thus no

compellingly
~~completely~~ immediate problem in impending retirements. With regard to salaries, there were two new developments. Professor T. D. Lee of Columbia had, by authority of the Board, been invited in November of 1958 to join the Faculty of the Institute. After serious deliberation, and not without difficulty, he had decided to accept; he had then reviewed his financial commitments to relatives, and noted that his financial position at Columbia was more favorable than it would be at the Institute, in that, ~~with no increased effort~~, he could be paid \$24,000 a year by remaining in residence during the summer. This, with perhaps some added anxiety about the availability of attractive, ~~modestly priced~~ ^{maximally expensive} housing, had induced him not to accept. The Director understood, first from Professor Yang and later directly from Professor Lee, that his refusal of our invitation was not regarded by him as irreversible, and that both hoped that at some future date he might accept. The Director stated that although our salaries had been ^{last December,} the clear reason for Professor Lee's rejection of our invitation, an increase in ~~our~~ salary was not certain to cause him to ^{accept} ~~reconsider~~, since the decision between Columbia and the Institute was a close one, and involved many things other than salary.

H The Director further reported that the University of California is establishing a new campus at La Jolla, and that he knew of at least two physicists ~~in the age~~ ^{year 1958} between 30 and 40 who had been offered \$20,000 to go to La Jolla (and who had declined), and that ~~many~~ other invitations had been issued at \$18,000. These two developments seemed to him to give priority to the increase of faculty salaries.

In the prolonged and general discussion which followed, there seemed to be a concurrence in this view. The Committee does not believe

- 5 -

that the matter of retirement provisions, either in the form of increased pensions or of lifetime appointments, should be forgotten or dismissed; but there appeared to be a consensus that the salary problem is the more immediate. Some members of the Committee suggested \$20,000 a year as a suitable compromise. The Director, with ~~some~~ support from Committee members, rather strongly advocated the larger increase, to \$22,500, in order that Institute salaries again be recognized as fully competitive with those of leading universities, and in order that the inadequacy of Institute salaries not come to be regarded as a reason why certain scholars whom we would like to have at the Institute would find it impossible, ~~to~~ come.

4 / In many cases, an increase in salary will bring with it a corresponding increase in pensions, particularly for those professors who are still quite young. It does not, however, ^{adequately} solve the problem of provisions for retirement.

R. O.

2/23/59

Acad. Sal. Committee
HH

November 21, 1958

INSTITUTE FOR ADVANCED STUDY

Notes anent Salary and Pension Committee meeting 11/20

Dr. Oppenheimer, Judge Wyzanski, Mr. Hochschild, Mr. Henry, and I met at Dr. Oppenheimer's home in the afternoon, and we were joined before dinner by General Greenbaum, for a discussion.

We shall meet again in January and therefore no final conclusions were reached, but the consensus was that there should be some upward adjustments in both the salary of professors and in the pension provisions. The Judge introduced the idea that possibly the most fruitful action that we could take would be to eliminate the retirement age, except for administrative responsibility and possibly voting in faculty meetings, thus continuing professors' salaries for life without adjustment after the age of 68 or 70.

Dr. Oppenheimer made a very full statement, which can be summed up by saying that he did not believe the Institute had had, or would have even if no adjustments were to be made, difficulty in recruiting faculty in the School of Historical Studies or mathematicians. This was not true in the case of physics. There he thought that the better universities were likely to bid up to as much as \$25,000 a year for outstanding men. However, the principal competition in this field will probably come from industry and government or quasi-government activities and there was just no way in which the Institute could hope to meet it. He also pointed out that the Institute had not lost any professors because they were tempted by higher incomes offered to them elsewhere. Nevertheless it was desirable, in his opinion, to make the emoluments of the Institute at least as great as those offered by the greatest universities. This would result in setting a standard which others in time might be expected to follow.

The present uniform salary for professors is \$18,000 plus a professional travel allowance of \$1,000 per annum, which can accumulate for three years to a maximum of \$3,000. In addition there is a substantial housing benefit through the willingness of the Institute to grant very large mortgages and sell properties at two thirds of what they cost, with of course suitable repurchase arrangements.

Retirement provisions are almost completely uniform. There's a mandatory retirement at 70 and a professor may opt to retire at 68. He continues to be provided with office space and secretarial help after his retirement and receives a salary of \$10,000 per annum. Special travel grants are also provided where necessary or appropriate. The Institute pays into the teachers' Retirement Fund one half the amount and the professor pays the other half. Apparently a sufficient amount of "funding" money has been provided by the Institute to guarantee that the \$10,000, less Social Security payments, will be paid.

The thought occurred to me that, if adjustments in payments were to be made, the Board might consider whether it would not be more advisable

to use the additional sums for the purpose of increasing the number of Annual Members. Dr. Oppenheimer stated that the average stipend for members was about \$6,000 including travel expense. This was a round sum, since greater amounts were allowed when necessary to pay travel expense from abroad, and on occasion lesser amounts were allowed where income at that rate together with housing substantially exceeded the amount to which a member had been accustomed in his previous academic association.

He stated that the members comprise about 50 in Mathematics, 40 in Historical Studies, and 20 in Physics. He was rather of the opinion that this number should be maintained at about this level and not be increased. Roughly 50% of the members are supported by us and the balance either come with grants or else grants are made to the Institute by foundations, including the Government, to pay this expense. I raised the point that I had understood that the faculty was likely to be increased appreciably as a result of the acceptance by the Board of the Faculty-Trustee Committee's recommendation of a couple of years ago. Dr. Oppenheimer said that it was his opinion that, even as far in advance as ten years from now, he did not think that the number of professors would be more than 25, as against 21 at present.

At the very conclusion of the meeting Dr. O. indicated that professorial salaries might be increased to the \$22,500 level. (This picked up a figure to which Judge W. had referred early in the discussion when he said that the Harvard Corporation was inclined to believe that university professors at that institution should receive salaries equivalent to that of District Judges, i. e., \$22,500; and that if the present money-raising drive of Harvard was successful, action by the Corporation in that direction might be anticipated.)

I gathered that Dr. O. was not favorably disposed toward the idea that there should be no retirement age in respect of salary. I concluded by saying that it seemed to me that \$20,000 a year of salary and an increase in pension to \$12,000 might be appropriate. I think General G. and Harold Hochschild indicated their agreement with me and Dr. O. certainly did not regard the position I took as an unreasonable one.

H. F. L.

23 February 1959

Memorandum to the Members of the Committee
on Faculty Salaries and Pensions:

Here is a brief account of our meetings. I am sending it to you for revision, amendment, rewriting, or acceptance, as the case may be.

It would probably be helpful to have an agreed paper of some sort to present to the Board; otherwise, we shall have to take the awful step of electing a chairman.

Robert Oppenheimer

Copy to: General Greenbaum
Mr. Henry
Mr. Rothschild
Judge Wyzanski
Mr. Linder

cc Mr. Leidesdorf

INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY

REQUISITION FOR PAYMENT

Date 19 February 1959

Pay to Judge Charles E. Wyzanski, Jr.

Address United States District Court, Boston 9, Massachusetts

Approved by (Signature) Karna Hoban Amount \$ 20.27

To be charged to General Travel

In payment of (Itemize)

Travel expenses in attending Trustees'
committee meeting, February 13, 1959,
in Princeton, N.J. \$20.27

Check No.

Batch No.

Extensions Chkd

Entered By

UNITED STATES DISTRICT COURT
BOSTON 9, MASSACHUSETTS

CHAMBERS OF
CHARLES E. WYZANSKI, JR.
DISTRICT JUDGE

Feb. 16, 1959.

My dear Mrs. Hobson -

My out-of-pocket expenses for the Committee meeting
on Feb. 13 amounted to \$20.27.

With best wishes,

Sincerely,

Charles E. Wyzanski, Jr.

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY

COMPARATIVE BUDGETS

	Appropriation	Balance	Budget	% Inc. Approp.	% Inc. Budget	Deficit
1954 - 55	969,143.	83,785.66	1,052,928.66			119,276.08
1955 - 56	1,064,969.	65,778.09	1,130,747.09	10%	7.4%	26,356.18
1956 - 57	1,227,540.	72,012.51	1,299,552.51	15%	14%	94,055.00
1957 - 58	1,337,305.	96,592.22	1,433,901.22	9%	10%	265,648.00
1958 - 59	1,485,875.	109,531.15	1,595,406.15	11%	11%	
1959 - 60	1,490,290.	154,503.14	1,644,793.14	.3%	3%	
				<hr/> 53%	56%	

THE INSTITUTE FOR ADVANCED STUDY
 PRINCETON, NEW JERSEY

	BUDGET 1959 - 60			
	1959-60 APP.	UNEXP. BAL.	1959-60 BUDGET	1958-59 APP.
Director's Office	46,540.	No	46,540.	46,360.
Director's Fund	25,000.	19,500.	44,500.	25,000.
Publications Fund	<u>12,000.</u>	<u>1,000.</u>	<u>13,000.</u>	<u>6,000.</u>
Total	83,540.	20,500.	104,040.	77,360.
School of Math. & Physics	516,900.	101,203.14	618,103.14	556,600.
School of Hist. Studies	<u>375,650.</u>	<u>32,800.</u>	<u>408,450.</u>	<u>377,300.</u>
Total	892,550.	134,003.14	1,026,553.14	933,900.
Library	66,300.	-	66,300.	65,730.
Business Office	48,340.	-	48,340.	47,480.
General Expense	60,250.	-	60,250.	61,040.
Cafeteria	29,800.	-	29,800.	29,510.
Fuld Hall	63,650.	-	63,650.	57,250.
Grounds	47,800.	-	47,800.	53,420.
Transporation	17,300.	-	17,300.	16,360.
Housing Project	96,300.	-	96,300.	49,350.
Tenants Housing-Owned	22,300.	-	22,300.	15,200.
Tenants Housing-Rental	<u>360.</u>	<u>-</u>	<u>360.</u>	<u>520.</u>
Total	386,100.	-	386,100.	330,130.
Pensions	25,600.	-	25,600.	26,300.
Treasurer's Office	19,000.	-	19,000.	19,000.
Contingent	<u>15,000.</u>	<u>-</u>	<u>15,000.</u>	<u>15,000.</u>
Total	1,488,090.	154,503.14	1,642,593.14	1,467,420.-
Capital Expense	20,400.	-	20,400.	41,000.
Contracts(Overhead Income)	<u>-18,200.</u>	<u>-</u>	<u>-18,200.</u>	<u>-22,545.</u>
Total	1,490,290.	154,503.14	1,644,793.14	1,485,875.

THE INSTITUTE FOR ADVANCED STUDY
 PRINCETON, NEW JERSEY

1959-60 BUDGET OVER 1958-59

	<u>UP</u>	<u>DOWN</u>	<u>TOTALS</u>
Director's Office	180.		
Director's Fund	-	-	
Publications Fund	<u>6,000.</u>		
Total	6,180.	-	6,180.+
School of Math. & Physics		39,700.	
School of Historical Studies		<u>1,650.</u>	
Total	-	41,350.	41,350.-
Library	570.		570.+
Business Office	860.		
General Expense		790.	
Cafeteria	290.		
Fuld Hall	6,400.		
Grounds		5,620.	
Transporation	940.		
Housing Project	<u>46,950.</u> ✓		
Tenants Housing-Owned	<u>7,100.</u>		
Tenants Housing-Rental		160.	
Total	62,540.	6,570.	55,970.+
Pensions		700.	700.-
Treasurer's Office			-
Contingent			-
Total	<u>69,290.</u>	<u>48,620.</u>	<u>20,670.+</u>
Capital Expense		20,600.	20,600.-
Contracts (Overhead Income)	4,345.		4,345.+
		Total	<u>4,415.+</u>

1958-1959

BUDGET

THE INSTITUTE FOR ADVANCED STUDY

Post-Closing

July 15, 1958

BUDGET 1958-1959

	<u>1958-1959</u> <u>Appropriation</u>	<u>Unexp. Bal.</u>	<u>1958-1959</u> <u>Budget</u>	<u>1957-1958</u> <u>Appropriation</u>
DIRECTOR'S OFFICE	\$ 46,360.00		\$ 46,360.00	\$ 46,545.00
DIRECTOR'S FUND	25,000.00	\$ 15,229.96	40,229.96	20,000.00
PUBLICATIONS FUND	6,000.00	2,127.54	8,127.54	9,000.00
TOTAL	\$ <u>77,360.00</u>	\$ <u>17,357.50</u>	\$ <u>94,717.50</u>	\$ <u>75,545.00</u>
SCHOOL OF MATHEMATICS and PHYSICS	\$ 556,600.00	\$ 57,154.89	\$ 613,754.89	\$ 489,550.00
SCHOOL OF HISTORICAL STUDIES	<u>377,300.00</u>	<u>35,018.76</u>	<u>412,318.76</u>	<u>346,350.00</u>
TOTAL	\$ <u>933,900.00</u>	\$ <u>92,173.65</u>	\$ <u>1,026,073.65</u>	\$ <u>835,900.00</u>
LIBRARY	\$ 65,730.00		65,730.00	64,740.00
BUSINESS OFFICE	\$ 47,480.00	-	\$ 47,480.00	\$ 42,020.00
GENERAL EXPENSE	61,040.00	-	61,040.00	60,400.00
CAFETERIA	29,510.00	-	29,510.00	31,440.00
FUEL HAIL	57,250.00	-	57,250.00	56,420.00
GROUNDS	53,420.00	-	53,420.00	35,730.00
TRANSPORTATION	16,360.00	-	16,360.00	18,330.00
HOUSING PROJECT	49,350.00	-	49,350.00	39,100.00
TENANT'S HOUSING-OWNED	15,200.00	-	15,200.00	7,400.00
TENANT'S Housing-RENTED	520.00	-	520.00	3,400.00
	\$ <u>330,130.00</u>	<u>-</u>	\$ <u>330,130.00</u>	\$ <u>294,240.00</u>
PENSIONS	\$ 26,300.00	-	\$ 26,300.00	\$ 26,100.00
TREASURER'S OFFICE	\$ 19,000.00	-	\$ 19,000.00	\$ 19,000.00
CONTINGENT	\$ 15,000.00	-	\$ 15,000.00	\$ 15,000.00
	\$ <u>1,467,420.00</u>	\$ <u>109,531.15</u>	\$ <u>1,576,951.15</u>	\$ <u>1,330,525.00</u>
CAPITAL EXPENSE	\$ 41,000.00		\$ 41,000.00	\$ 34,400.00
CONTRACTS OVERHEAD (INCOME)	-\$ 22,545.00	-	-\$ 22,545.00	-\$ 27,620.00
TOTAL	\$ <u>1,485,875.00</u>	\$ <u>109,531.15</u>	\$ <u>1,595,406.15</u>	\$ <u>1,337,305.00</u>

BUDGET 1958-1959

	<u>1958-1959</u> <u>Appropriation</u>	<u>Unexp. Bal.</u>	<u>1958-1959</u> <u>Budget</u>	<u>1957-1958</u> <u>Appropriation</u>
<u>DIRECTOR'S OFFICE</u>				
1001-Salaries-Director	\$25,000.00	-	\$25,000.00	\$25,000.00
1004-Salaries-Staff	8,100.00	-	8,100.00	8,250.00
1005-T.I.A.A.	3,300.00	-	3,300.00	3,325.00
1007-Social Security	560.00	-	560.00	570.00
1009-Entertainment	7,500.00	-	7,500.00	7,500.00
1016-Office Supplies	1,200.00	-	1,200.00	1,200.00
1020-Equipment	500.00	-	500.00	500.00
1048-Sundries	<u>200.00</u>	-	<u>200.00</u>	<u>200.00</u>
TOTAL	\$46,360.00		\$46,360.00	\$46,545.00
DIRECTOR'S FUND	\$25,000.00	\$15,229.96	\$40,229.96	\$20,000.00
PUBLICATIONS FUND	<u>\$ 6,000.00</u>	<u>2,127.54</u>	<u>\$ 8,127.54</u>	<u>\$ 9,000.00</u>
TOTAL	\$77,360.00	\$17,357.50	\$94,717.50	\$75,545.00

BUDGET 1958-1959

	<u>1958-59</u> <u>Appropriation</u>	<u>Unexp. Bal.</u>	<u>1958-1959</u> <u>Budget</u>	<u>1957-1958</u> <u>Appropriation</u>
<u>SCHOOL OF MATHEMATICS AND PHYSICS</u>				
1201-Permanent Members	\$238,000.00	-	\$238,000.00	\$220,000.00
1202-Members	75,000.00	\$13,450.87	88,450.87	70,000.00
1203-Assistants	63,000.00	-	63,000.00	56,300.00
1204-Staff	29,200.00	-	29,200.00	24,300.00
1205-TIAA	16,800.00	-	16,800.00	15,850.00
1206-Special Grants	21,000.00	-	21,000.00	14,500.00
1207-Social Security	4,000.00	-	4,000.00	4,000.00
1208-Visitors Fund	2,000.00	-	2,000.00	2,000.00
1210-Faculty Travel Fund	13,000.00	17,057.75	30,057.75	12,000.00
1215-Contributions and Memberships	6,400.00	-	6,400.00	6,400.00
1216-Office Supplies	3,500.00	-	3,500.00	3,500.00
1220-Equipment	<u>1,200.00</u>	<u>-</u>	<u>1,200.00</u>	<u>1,200.00</u>
TOTAL	\$473,100.00	\$30,508.62	\$503,608.62	\$430,050.00
<u>SCHOOL OF PHYSICS</u>				
1252-Members	\$ 55,000.00	\$12,596.27	\$ 67,596.27	\$ 50,000.00
1256-Special Grants	19,000.00	12,000.00	31,000.00	
1258-Visitors Fund	2,500.00	-	2,500.00	2,500.00
1264-Sivian Grants	<u>7,000.00</u>	<u>2,050.00</u>	<u>9,050.00</u>	<u>7,000.00</u>
TOTAL	\$ 83,500.00	\$26,646.27	\$110,146.27	\$ 59,500.00
TOTAL	\$556,600.00	\$57,154.89	\$613,754.89	\$489,550.00

BUDGET 1958-1959

	<u>1958-1959</u> <u>Appropriation</u>	<u>Unexp. Bal.</u>	<u>1958-1959</u> <u>Budget</u>	<u>1957-1958</u> <u>Appropriation</u>
<u>SCHOOL OF HISTORICAL STUDIES</u>				
1301-Permanent Members	\$161,000.00	-	\$161,000.00	\$131,000.00
1302-Members	90,000.00	\$22,300.00	112,300.00	85,000.00
1303-Assistants	43,200.00	-	43,200.00	42,200.00
1304-Staff	21,600.00	-	21,600.00	20,600.00
1305-T.I.A.A.	20,100.00	-	20,100.00	20,500.00
1306-Special Grants	20,000.00	6,000.00	26,000.00	27,000.00
1307-Social Security	4,700.00	-	4,700.00	4,050.00
1308-Visitor's Fund	2,000.00	-	2,000.00	2,000.00
1310-Faculty Travel Fund	9,000.00	6,718.76	15,718.76	8,000.00
1312-Photostats, Etc.	1,000.00	-	1,000.00	800.00
1315-Contributions and Memberships	500.00	-	500.00	1,000.00
1316-Office Supplies	3,000.00	-	3,000.00	3,000.00
1320-Equipment	<u>1,200.00</u>	<u>-</u>	<u>1,200.00</u>	<u>1,200.00</u>
TOTAL	\$377,300.00	\$35,018.76	\$412,318.76	\$346,350.00

BUDGET 1958-1959

	<u>1958-1959</u> <u>Appropriation</u>	<u>1958-1959</u> <u>Budget</u>	<u>1957-1958</u> <u>Appropriation</u>
<u>LIBRARY</u>			
1504-Salaries	\$27,900.00	\$27,900.00	\$26,910.00
1505-T.I.A.A.	1,740.00	1,740.00	1,680.00
1507-Social Security	990.00	990.00	1,050.00
1511-Books	27,000.00	27,000.00	27,000.00
1516-Office Supplies	1,500.00	1,500.00	1,500.00
1520-Equipment	1,600.00	1,600.00	1,600.00
1545-Rosenwald Room	<u>5,000.00</u>	<u>5,000.00</u>	<u>5,000.00</u>
TOTAL	\$65,730.00	\$65,730.00	\$64,740.00

BUDGET 1958-1959

	<u>1958-1959</u> <u>Appropriation</u>	<u>1958-1959</u> <u>Budget</u>	<u>1957-1958</u> <u>Appropriation</u>
<u>BUSINESS OFFICE</u>			
604-Salaries	\$41,100.00	\$41,100.00	\$36,400.00
605-T.I.A.A.	2,760.00	2,760.00	2,700.00
607-Social Security	1,220.00	1,220.00	1,170.00
616-Office Supplies	1,500.00	1,500.00	1,250.00
620-Equipment	<u>900.00</u>	<u>900.00</u>	<u>500.00</u>
TOTAL	\$47,480.00	\$47,480.00	\$42,020.00

BUDGET 1958-1959

	<u>1958-1959</u> <u>Appropriation</u>	<u>1958-1959</u> <u>Budget</u>	<u>1957-1958</u> <u>Appropriation</u>
<u>GENERAL EXPENSE</u>			
704-Salaries	\$18,000.00	\$18,000.00	\$20,000.00
705-TIAA	1,800.00	1,800.00	1,470.00
707-Social Security	840.00	840.00	630.00
709-Entertainment	3,000.00	3,000.00	3,000.00
710-Conferences, Travel, Meetings	3,000.00	3,000.00	3,000.00
715-Contributions	3,000.00	3,000.00	3,000.00
716-Office Supplies	2,400.00	2,400.00	2,000.00
717-Communications	9,000.00	9,000.00	9,000.00
718-A-Insurance-Comp.) B-Insurance-Fire)	12,000.00	12,000.00	11,000.00
719-Legal Fees	2,000.00	2,000.00	2,000.00
720-Equipment	500.00	500.00	500.00
722-ECP-Bldg-Maintenance	4,000.00	4,000.00	4,000.00
740-Income Tax on Grants	500.00	500.00	500.00
748-Sundries	<u>1,000.00</u>	<u>1,000.00</u>	<u>300.00</u>
TOTAL	\$61,040.00	\$61,040.00	\$60,400.00

BUDGET 1958-1959

	<u>1958-1959</u> <u>Appropriation</u>	<u>1958-1959</u> <u>Budget</u>	<u>1957-1958</u> <u>Appropriation</u>
<u>CAFETERIA</u>			
154-Salaries	\$21,000.00	\$21,000.00	\$21,300.00
155-T.I.A.A.	1,560.00	1,560.00	3,050.00
157-Social Security	890.00	890.00	890.00
170-Equipment	1,000.00	1,000.00	1,500.00
171-Maintenance	360.00	360.00	300.00
184-Food	22,000.00	22,000.00	22,000.00
185-Laundry	1,200.00	1,200.00	1,200.00
198-Sundry	1,500.00	1,500.00	1,200.00
199-Receipts	<u>-20,000.00</u>	<u>-20,000.00</u>	<u>-20,000.00</u>
TOTAL	\$29,510.00	\$29,510.00	\$31,440.00

BUDGET 1958-1959

	<u>1958-1959</u> <u>Appropriation</u>	<u>1958-1959</u> <u>Budget</u>	<u>1957-1958</u> <u>Appropriation</u>
<u>FULD HALL</u>			
204-Salaries	\$30,000.00	\$30,000.00	\$29,700.00
205-T.I.A.A.	2,280.00	2,280.00	3,000.00
207-Social Security	1,270.00	1,270.00	1,270.00
220-Equipment	1,000.00	1,000.00	1,250.00
221-Equipment Maintenance	3,000.00	3,000.00	3,000.00
222-Maintenance	4,200.00	4,200.00	3,500.00
225-Water	800.00	800.00	800.00
226-Gas and Electricity	5,400.00	5,400.00	5,200.00
228-Heat and Fuel	5,000.00	5,000.00	4,200.00
231-Painting	2,500.00	2,500.00	2,500.00
232-Cleaning Supplies	<u>1,800.00</u>	<u>1,800.00</u>	<u>2,000.00</u>
TOTAL	\$57,250.00	\$57,250.00	\$56,420.00

BUDGET 1958-1959

	<u>1958-1959</u> <u>Appropriation</u>	<u>1958-1959</u> <u>Budget</u>	<u>1957-1958</u> <u>Appropriation</u>
<u>GROUNDS</u>			
254-Salaries	\$25,800.00	\$25,800.00	\$15,600.00
255-T.I.A.A.	420.00	420.00	350.00
257-Social Security	1,050.00	1,050.00	630.00
269-Services	1,000.00	1,000.00	1,000.00
270-Equipment	9,000.00	9,000.00	4,000.00
271-Equipment Maintenance	3,600.00	3,600.00	3,000.00
272-Shop Maintenance	500.00	500.00	500.00
273-Roads	1,000.00	1,000.00	500.00
275-Shop Water	100.00	100.00	100.00
276-Shop-Gas & Electricity	500.00	500.00	400.00
277-Shop-Fuel	1,200.00	1,200.00	900.00
283-Shrubs, Seeds, Etc.	3,000.00	3,000.00	2,500.00
286-Taxes	6,600.00	6,600.00	6,600.00
299-Rental	<u>-350.00</u>	<u>-350.00</u>	<u>-350.00</u>
TOTAL	\$53,420.00	\$53,420.00	\$35,730.00

BUDGET 1958-1959

	<u>1958-1959</u> <u>Appropriation</u>	<u>1958-1959</u> <u>Budget</u>	<u>1957-1958</u> <u>Appropriation</u>
<u>TRANSPORTATION</u>			
304-Salaries	\$12,600.00	\$12,600.00	\$14,200.00
305-T.I.A.A.	540.00	540.00	1,080.00
307-Social Security	520.00	520.00	550.00
321-Maintenance	1,200.00	1,200.00	1,000.00
329-Gas and Oil	1,200.00	1,200.00	1,200.00
337-Licenses	<u>300.00</u>	<u>300.00</u>	<u>300.00</u>
TOTAL	\$16,360.00	\$16,360.00	\$18,330.00

BUDGET 1958-1959

	<u>1958-1959</u> <u>Appropriation</u>	<u>1958-1959</u> <u>Budget</u>	<u>1957-1958</u> <u>Appropriation</u>
<u>MEMBERS' HOUSING PROJECT</u>			
354-Salaries	\$35,400.00	\$35,400.00	\$32,700.00
355-T.I.A.A.	2,100.00	2,100.00	1,580.00
357-Social Security	1,550.00	1,550.00	1,420.00
367-Communications	600.00	600.00	200.00
370-Furniture & Equipment	6,000.00	6,000.00	4,000.00
372-Building Maintenance	8,000.00	8,000.00	2,500.00
375-Water	2,400.00	2,400.00	2,400.00
376-Gas & Electricity	9,000.00	9,000.00	10,000.00
378-Heat & Fuel	11,000.00	11,000.00	10,000.00
381-Painting & Decorating	2,500.00	2,500.00	1,500.00
382-Cleaning & Housekeeping Supplies	3,000.00	3,000.00	3,000.00
386-Real Estate Taxes	30,000.00	30,000.00	30,000.00
392-Furniture Repairs	800.00	800.00	800.00
393-Debt Service	32,000.00	32,000.00	16,000.00
398-Sundries	1,000.00	1,000.00	1,000.00
399-Rental	<u>-96,000.00</u>	<u>-96,000.00</u>	<u>-78,000.00</u>
TOTAL	\$49,350.00	\$49,350.00	\$39,100.00

BUDGET 1958-1959

	<u>1958-1959</u> <u>Appropriation</u>	<u>1958-1959</u> <u>Budget</u>	<u>1957-1958</u> <u>Appropriation</u>
<u>TENANTS' HOUSING - OWNED</u>			
404-Salaries	\$6,600.00	\$6,600.00	\$3,100.00
405-Social Security	300.00	300.00	
422-Building Maintenance	4,000.00	4,000.00	4,000.00
425-Water	400.00	400.00	300.00
426-Gas & Electricity	1,000.00	1,000.00	1,000.00
428-Fuel	2,500.00	2,500.00	2,500.00
431-Painting & Decorating	4,000.00	4,000.00	1,500.00
436-Taxes	3,400.00	3,400.00	2,000.00
449-Rental	<u>-7,000.00</u>	<u>-7,000.00</u>	<u>-7,000.00</u>
TOTAL	\$15,200.00	\$15,200.00	\$7,400.00
<u>TENANTS' HOUSING - RENTAL</u>			
492-Rental Expense	\$3,350.00	\$3,350.00	\$8,000.00
499-Rental Income	<u>-2,830.00</u>	<u>-2,830.00</u>	<u>-4,600.00</u>
TOTAL	\$ 520.00	\$ 520.00	\$3,400.00

BUDGET 1958-1959

	<u>1958-1959</u> <u>Budget</u>	<u>1957-1958</u> <u>Budget</u>
<u>CONTRACTS</u>		
Math Research Contracts		\$85,420.00
Math Conference Contract		74,090.00
Navy (ONR) - 2 -(Math)	\$18,875.00	
National Science Found. (3)-(Math)	48,150.00	
Air Force (OSR) - (MATH)-	40,500.00	
Army (OOR) - (Math)	<u>24,375.00</u>	
TOTAL	\$131,190.00	\$159,510.00

OVERHEAD INCOME

Math Research Contracts		\$ 15,620.00
Math Convergence Contracts		\$ 12,000.00
Total of 3, 4, 5, and 6 above	<u>\$22,545.00</u>	
TOTAL	\$22,545.00	\$ 27,620.00

BUDGET 1958-1959

	<u>1958-1959</u> <u>Budget</u>	<u>1957-1958</u> <u>Budget</u>
<u>CAPITAL EXPENDITURES</u>		
Fuld Hall	\$3,000.00 ¹	\$5,400.00
Station Wagon		3,000.00
Stony Brook Conservation	-	1,000.00
Shop Expansion	12,000.00 ²	-
Olden Manor	6,000.00 ³	-
Landscaping (Housing)	7,000.00	110,000.00
Landscaping (Academic Area)	5,000.00	-
Roads	<u>8,000.00⁴</u>	<u>15,000.00</u>
TOTAL	\$41,000.00	\$34,400.00

1 - Plaster and Roof Work

2 - Two more stalls needed to house grounds equipment

3 - Interior painting throughout

4 - Springdale and Olden - Dedicate to Township

A. Faculty

Institute for Advanced Study

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Name	Contract Number	(Beginning 8/1/57) Assumed Present Monthly Premium	Annual Single Life Annuity @ 70 Assuming Present Premium Continues*	Estimated OASI Benefit	Col. 4 plus Col. 5	\$10,000 less Col. 6 special arrangement	Age as of 7/1/57	Additional Monthly Premium* Beginning 8/1/57 to purchase Col. 7
✓Alfoldi	A97382	\$150.00	\$ ---	\$1,302	\$ ---	over	61/10	\$ ---
✓Beurling	A94406	150.00	5,073.01	1,302	6,375.01	\$3,624.99	52/4	129.60
✓Borel	no contract	150.00	12,377.64	1,302	13,679.64	over	---	---
✓Chemiss	A59994	150.00	7,019.73	1,302	8,321.73	1,678.27	53/3	64.46
✓Dyson	A78597	150.00	15,101.33	1,302	16,403.33	over	---	---
✓Godel	A45501	150.00	6,382.75	1,302	7,684.75	2,315.25	51/2	75.94
✓Kantorowicz	A77662	150.00	2,748.62	1,302	4,050.62	1,949.38(1)	62/1	188.03
✓Kernan	A103133	150.00	4,241.28	1,302	5,543.28	4,456.72	53/4	172.27
✓Merritt	A4469							
	A81855	123.00	---	1,302	---	over	---	---
✓Montgomery	A19499	150.00	9,520.44	1,302	10,822.44	over	47/9	---
✓Morse	A3471	150.00	10,011.48	1,302	11,313.48	over	---	---
✓Oppenheimer	A52898	208.33	8,572.31	1,302	9,874.31	3,427.69(2)	53/2	130.80
✓Pais	no contract	150.00	9,631.80	1,302	10,933.80	over	39	---
✓Panofsky	A14128	153.11	7,250.64	---	7,250.64	2,749.36(3)	65/3	471.45
✓Selberg	A71156	150.00	10,930.75	1,302	12,232.75	over	---	---
✓Strongren	no contract	150.00	5,175.84	1,302	6,477.84	?	---	---
✓Thompson	A14120	150.00	9,432.36	1,302	10,734.36	over	50/9	---
✓Whitney	A16034	150.00	10,223.76	1,302	11,525.76	over	---	---
✓Yang	A82011	150.00	14,080.68	1,302	15,382.68	over	---	---
							Total	\$1,232.55

1,044.52

* Assumptions:

- 1/2 of the premium for each participant will be applied in TIAA and 1/2 in CREF. Current deferred annuity rates with interest at 3% (rate currently being credited) used for TIAA, unless contractual rates more favorable, and 4% return (assumption currently used in CREF) used for CREF.

Notes:

- \$6,000 less Col. 6
- \$12,000 less Col. 4 (no reduction by OASI benefits)
- \$10,000 less Col. 4 (no reduction by OASI benefits)

Summary - Faculty

Costs of Retirement Plan to IAS

<u>Name</u>	(1) <u>Regular Monthly Premium (5% of salary)</u>	(2) <u>Supplemental Monthly Premium Required to Assure Minimum Guarantee</u>	(3) <u>Total</u>
✓Alfoldi	\$ 75.00	\$ ---	\$ 75.00
✓Beurling	75.00	129.60	204.60
✓Borel	75.00	---	75.00
✓Cherniss	75.00	64.46	139.46
✓Dyson	75.00	---	75.00
✓Godel	75.00	75.94	150.94
✓Kantorowicz	75.00	188.03	263.03 75.
✓Kemman	75.00	172.27	247.27
✓Merritt	72.50	---	62.50
✓Montgomery	75.00	---	75.00
✓Morse	75.00	---	75.00
Oppenheimer	104.17	130.80	234.97
✓Pais	75.00	---	75.00
✓Panofsky	76.56	471.45	548.01
✓Selberg	75.00	---	75.00
✓Strongren	75.00	?	75.00
✓Thompson	75.00	---	75.00
✓Whitney	75.00	---	75.00
✓Yang	75.00	---	75.00
	<u>\$1,380.73</u>	<u>\$1,232.55</u> 1,044.52	<u>\$2,613.28</u> 2,425.25
 Annual Premium Cost (12 x monthly)	 \$16,568.76	 \$14,790.60 12,534.24	 \$31,359.36 29,103.00

HAROLD F. LINDER

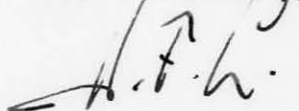
40 Wall Street
New York 5, N. Y.

February 2, 1959

Dear Mrs. Hobson,

I have noted on my calendar - and expect
to be in Princeton on February 13th for the meeting
of the Committee.

Yours sincerely,

A handwritten signature in dark ink, appearing to read 'H.F.L.', with a stylized flourish extending from the end.

Mrs. Wilder Hobson
Secretary to the Director
The Institute for Advanced Study
Princeton, New Jersey

HFL:JHW

Encl.

THE INSTITUTE FOR ADVANCED STUDY

BOARD OF TRUSTEES

Honorary Trustee

Oswald Veblen
The Institute for Advanced Study
Princeton, New Jersey

Trustees

Dr. John F. Fulton
Yale University School of Medicine
333 Cedar Street
New Haven 11, Connecticut

Perrin C. Galpin
Belgian American Foundation, Inc.
420 Lexington Avenue
New York 17, New York

Lloyd K. Garrison
575 Madison Avenue
New York 22, New York

Gen. Edward S. Greenbaum
285 Madison Avenue
New York 17, New York

Barklie McKee Henry
P.O. Box 684, Fackler Road
Princeton, New Jersey

Harold K. Hochschild
61 Broadway
New York 6, New York

Hon. Herbert H. Lehman
41 East 57th Street
New York 22, New York

Samuel D. Leidesdorf
125 Park Avenue
New York 17, New York

Wilmarth S. Lewis
Farmington, Connecticut

Harold F. Linder
40 Wall Street
New York 5, New York

Sidney A. Mitchell
36 East 72nd Street
New York 21, New York

Lessing J. Rosenwald
Jenkintown and Meeting House Roads
Jenkintown, Pennsylvania

Carrol M. Shanks
The Prudential Insurance Co.
of America
Newark 1, New Jersey

Mr. Lewis L. Strauss
The White House
Washington, D.C.

Hon. Charles E. Wyzanski, Jr.
United States Court
Boston 9, Mass.

30 January 1959

Dear Mr. Linder:

Friday, February 13th is clear for all members of the Trustee Committee to Consider Faculty Salaries, and it is planned to start the meeting that day at 5 p.m. in Dr. Oppenheimer's office, dine at Olden Manor, and continue the meeting after dinner.

Sincerely yours,

Mrs. Wilder Hobson
Secretary to the Director

Mr. Harold F. Linder
40 Wall Street
New York 5, New York

*same to: Greenbaum
Henry
Hochschild*

THE INSTITUTE FOR ADVANCED STUDY

OFFICE OF THE DIRECTOR

PRINCETON, NEW JERSEY

Mtg. of comm. on Fac. salaries:

Judge Wyzanski is out of country (England)
until Feb. 8th, is busy Feb. 12th.

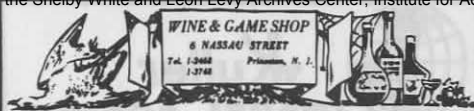
I did not try for dates we are holding for
poss. Paris trip.

Friday, Feb. 13th

Monday, March 2nd.

Wyzanski	yes?(his secy writing to him, but dates are free)	yes?
Linder	yes	yes
Greenbaum	yes	yes
Leidesdorf	yes	yes
Hochschild	yes	yes
Henry	yes	yes

5 p.m.



WINE & GAME SHOP

FINEST PROCURABLE

- WINES
 - BEERS
 - CORDIALS
 - LIQUORS
- GIFTS ★ GLASSWARE ★ ACCESSORIES

6 NASSAU STREET FREE DELIVERY

Walnut 4-2468

LOWEST PRICES



HISTORICAL HOME OF JONATHAN DEARE

FAMOUS FOR FINE FOODS

PEACOCK INN

SLEEPING ACCOMMODATIONS
DINING ROOMS OPEN
7 DAYS A WEEK
CATERING OUR SPECIALITY

WA 4-1707

TWENTY BAYARD LANE PRINCETON, NEW JERSEY

OFFICIAL TIME TABLE



PRINCETON & PRINCETON JCT. TO NEW YORK

Pennsylvania Railroad

Effective January 1, 1959
Eastern Standard Time

Coleman Buick Co. Inc.

Authorized Buick Dealer — Mercer County

TWO LOCATIONS

1060 SPRUCE ST. Rt. 130
TRENTON, N.J. HIGHTSTOWN, N.J.
Phone OW 5-5425 Phone JU 7-8400

The Rug Mart

The Furniture Mart

ROUTE 206

Featuring All Nationally Advertised Lines of Floor Coverings and Furniture

If it's a Furniture or Floor Covering problem
Phone Princeton WALnut 1-9100—1-9101—1-9102



THE GEORGE HABEEB SHOP

Toys — Gifts — Greeting Cards
Playgrounds — Swimming Pools
Party Supplies

Princeton Shopping Center
Princeton, New Jersey
WA 4-5353

Daily 9:45 to 5:30 PM
Thurs. & Fri. Open till 9 PM

186-208 ALEXANDER ST. PRINCETON, N. J.

GROVER LUMBER COMPANY

PHONE WALNUT 4-0041

IRISH

Meets All Late Trains
at Princeton Jct.

TAXI & EXPRESS

WALNUT 4-0976

PRINCETON & PRINCETON JCT. To NEW YORK

Subj. to change without notice. Not responsible for errors.

Leave Princeton ↓	Arrive Princeton Jct.	Leave Princeton Jct.	Arrive		
			Newark	Hudson Terminal ↓	Penna. Station
AM	AM	AM	AM	AM	AM
.....	y 5.50	y 6.35	y 7.01	y 6.50
.....	k 6.10	k 7.09	k 7.38	k 7.25
.....	y 6.58	y 8.06	y 8.33	y 8.22
.....	k 7.10	k 8.15	k 8.38	k 8.30
y 7.24	y 7.29	y 7.32	y 8.15	y 8.41	y 8.30
z 7.41	z 7.47	z 7.50	z 8.34	z 8.57	z 8.49
k 7.41	k 7.47	k 7.50	k 8.36	k 9.02	k 8.52
y 8.00	y 8.05	y 8.06	y 8.57	y 9.21	y 9.12
k 8.18	k 8.23	k 8.27	k 9.20	k 9.50	k 9.35
e 8.44	e 8.50	e 8.54	e 9.37	e10.02	e 9.55
g 9.22	g 9.27	g 9.43	g10.30	g11.02	g10.45
e 9.42	e 9.47	e 9.50	e10.30	e11.02	e10.45
.....	y10.05	y11.41	y12.14	y12.00
g 9.59	g10.04	g10.07	g10.59	g11.26	g11.15
k 9.59	k10.04	k10.08	k11.34	k12.02	k11.55
g11.10	g11.15	g11.18	g11.54	g12.26	g12.10
e11.51	e11.56	e11.58	e12.40	e 1.14	e12.55
h 1.05	h 1.10	h 1.15	h 1.54	h 2.26	h 2.30
h 1.40	h 1.45	h 1.49	h 2.30	h 3.02	h 2.45
g 2.12	g 2.17	g 2.21	g 2.55	g 3.26	g 3.10
k 2.54	k 2.59	k 3.06	k 4.00	k 4.26	k 4.15
k 4.05	k 4.11	k 4.17	k 5.06	k 5.38	k 5.20
y 4.05	y 4.11	y 4.17	y 5.05	y 5.33	y 5.20
y 4.41	y 4.47	y 4.50	y 5.35	y 5.67	y 5.50
† 5.37	† 5.43	† 5.47	† 6.22	† 6.51	† 6.37
.....	g 6.00	g 6.55	g 7.26	g 7.10
k 5.52	k 5.57	k 6.01	k 6.07	k 7.38	k 7.30
.....	y 6.01	y 7.31	y 7.57	y 8.00
z 6.49	z 6.54	z 7.00	z 7.40	z 8.09	z 7.55
e 7.17	e 7.22	e 7.26	e 8.20	e 8.50	e 8.35
r 7.40	r 7.45	r 7.48	r 8.27	r 8.50	r 8.42
g 8.26	g 8.31	g 8.36	g 9.20	g 9.50	g 9.35
g 8.40	g 8.45	g 8.49	g 9.27	g 9.50	g 9.45
k 9.12	k 9.17	k 9.22	k10.15	k10.38	k10.30
† 9.30	† 9.35	† 9.38	†10.17	†10.50	†11.00
r 9.56	r10.01	r10.05	r10.55	r11.26	r11.10
v10.15	v10.20	v10.35	v11.19	v11.50	v11.35
PM	PM	PM	PM	PM	PM

* Daily.
 † Daily except Sundays.
 § Sundays only.
 ♦ All passengers from or to Princeton must change at Princeton Junction.
 ‡ Change at Newark unless otherwise noted.
 † On Saturdays and Jan. 1 and Feb. 23 leaves six minutes later.

Eastern Standard Time

Fine Food & Lodging

This attractive country Inn, adjoining the campus of Princeton University, is a delightful setting to enjoy fine food and lodging. 100 attractive guest rooms. Dining room. Inviting cocktail lounge. Private function rooms.

WRITE OR CALL WALNUT 4-5200

PRINCETON



INN

PRINCETON, N. J.

The First National Bank of Princeton

Meets Every Banking Need

Checking Accounts
 2 1/2% on Savings Accounts
 Business and Personal Loans
 Home Financing
 Full Trust Facilities
 Safe Deposit — Foreign

Member Federal Deposit Insurance Corp.
 and Federal Reserve System

YOU ARE WELCOME AT THE FIRST NATIONAL

MAIN OFFICE WEST WINDSOR OFFICE
 90 NASSAU ST. 40 WASHINGTON ROAD



Reference Notes

△ On Saturdays and Jan. 1 and Feb. 23 leaves six minutes earlier.
 □ On Saturdays, Sundays and Jan. 1 and Feb. 23 leaves six minutes earlier.
 e Daily except Sundays and Jan. 1 and Feb. 23.
 g Sundays and Jan. 1 and Feb. 23.
 h Daily except Sundays and Jan. 1.



Kuller TRAVEL AGENCY

- WORLD-WIDE TRAVEL ARRANGEMENTS
- ALL-EXPENSE TOURS
- HOTELS, RESORTS

82 NASSAU STREET
 Phone: WALnut 4-2550

PRINCETON JCT. & PRINCETON

From NEW YORK

Subj. to change without notice. Not responsible for errors.

Penna. Station	Hudson Terminal ↓	Newark	Princeton Jct.	Princeton Jct.	Princeton ↓
AM	Mdt.	AM	AM	AM	AM
*12.10	*12.00	*12.25	* 1.14
y12.15	y12.00	y12.32	y 1.30
x12.55	x12.20	x 1.10	x 2.04
h 4.50	h 4.50	h 5.13	h 6.33
z 7.00	z 6.50	z 7.15	z 7.50	z 7.52	z 7.58
h 7.05	h 6.45	h 7.20	h 8.08	h 8.09	h 8.14
y 7.50	y 7.40	y 8.05	y 8.59	y 9.00	y 9.05
k 7.50	k 7.36	k 8.08	k 9.20	k 9.20	k 9.25
g 8.30	g 8.12	g 8.44	g 9.30	g 9.30	g 9.35
y 8.45	y 8.32	y 8.59	y10.17	y10.20	y10.25
g 9.35	g 9.24	g 9.50	g10.34	g10.40	g10.45
† 9.45	† 9.30	†10.00	†10.40	†10.40	†10.45
*11.15	*11.00	*11.30	*12.10	*12.10	*12.15
k11.50	k11.36	k12.09	k 1.17	k 1.19	k 1.24
g 1.00	g12.48	g 1.15	g 1.50	g 1.52	g 1.57
e 1.15	e 1.00	e 1.30	e 2.11	e 2.11	e 2.16
k 1.55	k 1.36	k 2.10	k 3.02	k 3.09	k 3.14
y 1.55	y 1.48	y 2.13	y 3.20	y 3.20	y 3.25
* 3.00	* 2.48	* 3.15	* 3.55	* 3.55	* 4.00
g 3.35	g 3.24	g 3.50	g 4.40	g 4.40	g 4.45
y 4.00	y 3.36	y 4.06	y 4.50	y 4.50	y 4.55
k 4.20	k 3.42	k 4.15	k 5.32	k 5.32	k 5.37
y 5.05	y 4.50	y 5.21	y 6.11	y 6.11	y 6.16
k 6.05	k 4.48	k 5.22	k 6.20	k 6.23	k 6.28
g 6.30	g 4.12	g 5.12	g 6.25	g 6.23	g 6.28
y 6.35	y 5.24	y 6.50	y 6.34	y 6.34	y 6.39
* 6.00	* 5.48	* 6.17	* 6.57	* 6.57	* 7.03
§ 6.30	§ 6.12	§ 6.45	§ 7.25	§ 7.25	§ 7.34
† 7.00	† 6.48	† 7.16	† 7.54	† 7.54	† 7.59
r 7.55	r 7.48	r 8.12	r 8.52	r 8.52	r 8.57
k 8.20	k 8.12	k 8.39	k 9.39	k 9.39	k 9.44
† 8.40	† 8.30	† 8.54	† 9.47	† 9.47	† 9.53
§ 9.10	§ 9.00	§ 9.30	§10.16	§10.24	§10.29
† 9.30	† 9.12	† 9.45	†10.24	†10.24	†10.29
*10.40	*10.30	*10.55	*11.34	*11.34	*11.40
r11.15	r11.00	r11.30	r12.10	r12.10	r12.15
PM	PM	PM	AM	PM	PM

k Saturdays only.
 r Sundays and Jan. 1.
 v Daily except Saturdays and Sundays.
 x Saturdays, Sundays and Jan. 1 and Feb. 23.
 y Daily except Saturdays, Sundays and Jan. 1 and Feb. 23.
 z Daily except Saturdays, Sundays and Jan. 1.

1-159

Eastern Standard Time

Form 158



DR. J. ROBERT OPPENHEIMER
INSTITUTE OF ADVANCED STUDY
PRINCETON, NEW JERSEY
U.S.A.

← Second fold here →

Sender's name and address:

.....

.....

AN AIR LETTER SHOULD NOT CONTAIN ANY
ENCLOSURE; IF IT DOES IT WILL BE SURCHARGED
OR SENT BY ORDINARY MAIL.

22
43
75

← To open cut here →

MAYFAIR HOTEL

BERKELEY 58

LONDON W1.

TUES. JAN 27 '59.

Dear Robert,

My secretary has relayed Mrs. Hobson's message.

I can certainly arrive by 6 PM - probably earlier - on Friday Feb 13
for a meeting of the Committee on Faculty Salaries. There is a Ford Foundation
Executive Committee meeting earlier in the day, but it ought to be over by
4 PM and even may end by lunch time. I shall break away in
time to take a train that leaves Penn. Station by 4.15 P. M. Will
you ask Mrs. Hobson to send the schedule of all afternoon trains
beginning say at 1 P. M.
Mon 2 and 4 would be very difficult for me. - Indeed
Mon 2 would be impossible.

With best wishes,

Yours friend,

Charles Wyganowski

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY

SCHOOL OF MATHEMATICS

For your file on the
salary question

A W

EDUCATION

Standard & Goal

With characteristic bluntness, the University of Pittsburgh's hard-driving Chancellor Edward H. Litchfield two years ago assessed his school's teaching, found it "not as good as it should be. In fact, some of it is poor." Since then, Pitt's faculty has been strengthened, and its salaries have been raised. Last week Chancellor Litchfield announced a gift that should do much to realize the university's aim of excellence: \$12 million, the great bulk of it to be spent for teaching and graduate study, presented by the A.W.

Penguins & Scholars

When Carleton College began to instruct the young of Northfield, Minn. in 1867, its faculty consisted wholly of a stout-souled Dartmouth graduate named Horace Goodhue Jr., who taught 14 classes a day. Nine years later and still not overstaffed, the college lost a good man when Treasurer Joseph Heywood tried to prevent an unauthorized withdrawal from the bank he served as cashier—and was gunned down by Jesse James's boys. If the Congregational college's endowment vanished with the Missouri badman, it

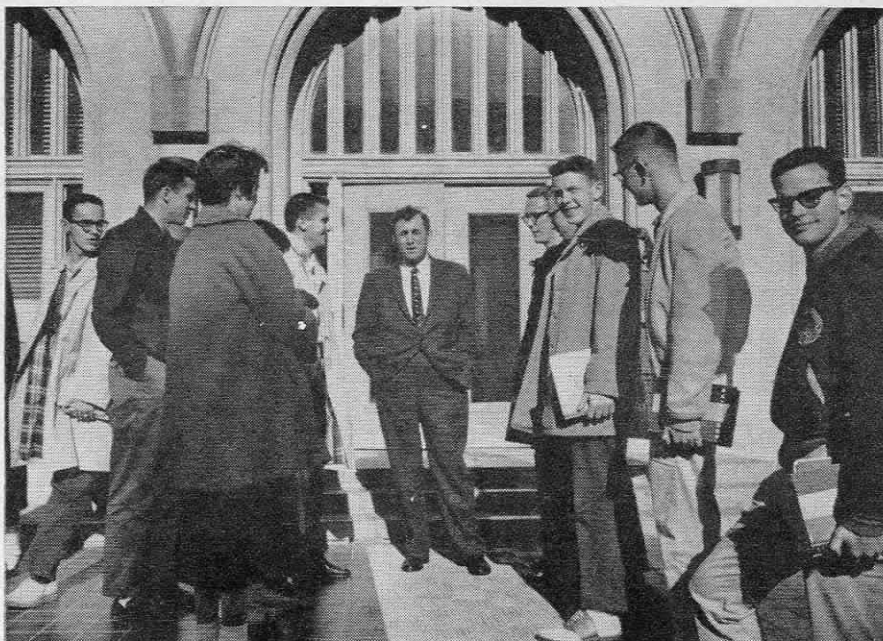
the business of finding the money. His method: to bedevil the rich with reports of the U.S.'s conspicuous complacency—much as Economist Thorstein Veblen (Carleton '80) once hounded them with charges of "conspicuous consumption." A scholar who would be concerned about U.S. educational standards if Russia were inhabited solely by musk oxen, Gould does not hesitate to point with alarm at the Red satellites long after the furor has ceased to be fashionable. Typically, he orates: "We are like penguins wrapped in blubber. We have wrapped ourselves in such a layer of luxury we are virtually impervious to what goes on in the world around us. We may be unable to wake up in time to meet the crisis that Sputnik graphically posed for us."

Iron-grey, burly and vigorous at 62, Larry Gould speaks of penguins—Mrs. Gould and he share their home with a stuffed one—Sputniks and education with more authority than most. A topflight geologist and geographer, he was second-in-command of Admiral Byrd's 1928-30 Antarctic expedition, now heads the U.S. Antarctic program for the International Geophysical Year. Other qualifications for informed alarm: Gould is a trustee of the Ford Foundation and the Carnegie Foundation for the Advancement of Teaching, national president of Phi Beta Kappa and a member of the National Science Board.

Inside Criticism. Standards at Carleton are high; each student must take at least two years of English, science and foreign language. There are no soft majors; in mathematics, chemistry and biology, outstanding students do original research. Yet President Gould is a scientist who quotes from Archibald MacLeish's *J.B.* without making it appear a stunt, and the humanities at Carleton—particularly English, music and history—are if anything better than the sciences.

Carleton is not without its own severe critics. Not long ago the faculty completed an assessment of the college, decided that the cherished 10.5-to-1 student-faculty ratio and 1,000-odd enrollment were wasteful. Result: by 1965, the ratio will be increased to 12.5-to-1 (students will do more independent studying), and the enrollment raised to 1,300.

Carleton students, like their peers across the U.S., are not visibly anguished by issues; said one senior: "If anything bothers the students it's that nothing really does bother them." Yet, says History Professor Catherine Boyd, "I've never had students who worked so hard. We have students who come to us as freshmen and are already working toward a Fulbright." Carleton has few distractions; Northfield is sleepily sedate, and the college bans cars, so socializing is mostly of the walk-and-talk kind. Even the occasional big stomp-and-holler has a cloistered flavor; last year Duke Ellington's band was hired, installed in the only building on campus big enough to hold both musicians and students. After a less-than-frantic first set, the Duke apologized: "The boys never played a chapel before. They're a little tense."



Arthur Siegel

CARLETON'S GOULD & STUDENTS
Respectably poor, with great expectations.

Mellon Educational and Charitable Trust. Breakdown of the huge grant:

☐ \$5,500,000 for six endowed professorships in the humanities, two in the natural sciences and two in the social sciences.

☐ \$6,150,000 for 50 pre-doctoral and six to nine post-doctoral fellowships in the humanities, natural and social sciences.

☐ \$350,000 for the University of Pittsburgh's new College of the Academic Disciplines, which will help coordinate the efforts of Pitt's various schools and departments. Said Financier Paul Mellon,* Yaleman ('29) and chairman of the trust: "This grant is made with the understanding that the salaries paid to the Andrew Mellon professors will be such as to attract eminent men capable of distinguished scholarship . . . and will be commensurate with or superior to the best salaries paid in like fields in any other American university [best guess: \$20,000 or more]. It is hoped that this nucleus of distinguished scholars and students may set a standard and a goal."

* Whose Old Dominion Foundation last spring gave Yale \$15 million (TIME, June 16).

did not weigh heavily in his saddlebags; at any rate, Carleton—named first for the town of Northfield, later renamed for Boston Benefactor William Carleton—survived.

Since those penny-poor early days, Carleton has acquired a handful of handsome buildings and a topnotch faculty, today has an enrollment of 1,050 and is generally acknowledged to be one of the country's best private coeducational colleges. But its slim endowment of \$8,500,000 places it among the respectable poor of good U.S. educational institutions. Carleton's top professors are paid meagerly, its physics and biology facilities are old and cramped, its students need dormitories, and its only stage is a makeshift affair in a 110-seat basement theater. To mend the bare spots in its academic Mackinaw, Carleton has set itself an enormous task for so small a college: to raise \$10 million in the next four years.

Informed Alarm. Last week, running the college with casual, kindly autocracy, waving to undergraduates as he stomped about the campus, Carleton's President Laurence McKinley Gould went about

ONE TWENTY FIVE PARK AVENUE
NEW YORK

OFFICE OF
ARTHUR D. LEIDESDORF

November 14, 1958

Dear Harold:

As an ex officio member of the Special Committee to Consider Faculty Salaries and Retirement of the Institute for Advanced Study, you will be pleased to know that the following Trustees have agreed to serve on that Committee:-

Edward S. Greenbaum
Barklie McKee Henry
Harold K. Hochschild
Charles E. Wyzanski Jr.

With kindest personal regards,

I am

Sincerely,

Mr. Harold F. Linder
40 Wall Street
New York 5, N. Y.

c.c. Dr. J. Robert Oppenheimer ✓

13 November 1958

Memorandum to the Members of the
Committee on Faculty Salaries and
Retirement:

We will meet in my office at the
Institute at four o'clock on Thursday,
November 20th, and will dine together.

Robert Oppenheimer

Copy to: Gen. Greenbaum
Mr. Henry
Mr. Hochschild
Mr. Linder

(Wire to Judge Wyzanski)

CLASS OF SERVICE

This is a fast message unless its deferred character is indicated by the proper symbol.

WESTERN UNION

TELEGRAM

W. P. MARSHALL, PRESIDENT

SYMBOLS

DL=Day Letter

NL=Night Letter

LT=International
Letter Telegram

1201

The filing time shown in the date line on domestic telegrams is STANDARD TIME at point of origin. Time of receipt is STANDARD TIME at point of destination

Judge Charles Wyzanski
United States Court
Boston, Mass.

sent 11/13/58

Confirming meeting four o'clock Thursday November 20th. Delighted you can stay over. Let us know if we can help with your travel.

Robert Oppenheimer

To. Comm. to consider Faculty
Salaries & Retirement
(new folder)

ONE TWENTY FIVE PARK AVENUE
NEW YORK

OFFICE OF
SAMUEL D. LEIDESDORF

November 10, 1958

Dear Judge Wyzanski:

Dr. Oppenheimer has told me of his conversation with you regarding the Special Committee to Consider Faculty Salaries and Retirement of the Institute for Advanced Study.

I am delighted to learn of your willingness to serve and am pleased to confirm your appointment on this committee.

I am With kindest personal regards,

Sincerely,

Hon. Charles E. Wyzanski, Jr.
United States District Court
Boston 9, Massachusetts

c.c. Dr. Oppenheimer ✓

ONE TWENTY FIVE PARK AVENUE
NEW YORK

OFFICE OF
SAMUEL D. LEIDESDORF

October 22, 1958

Dear Robert:

In response to your letter of October 16th, it is perfectly satisfactory to me to wait for Judge Wyzanski's return to invite him to serve on the committee that will consider salaries and retirement.

Kindest personal regards.

Sincerely,



Dr. J. Robert Oppenheimer, Director
The Institute for Advanced Study
Princeton, New Jersey

*called Wyzanski 11/3
he accepts*

Mr. L will communicate with him

Date of mtg - in Princeton ?

16 October 1958

Dear Mr. Leidesdorf:

Senator Lehman thinks that he could make a visit to Princeton April 10th and 11th, and probably April 17th and 18th as well. He is going to Israel some time in the spring. Judge Wyzanski will be abroad until October 28th; his secretary says that these weekends are now clear for him. We are therefore sending enquiries to other members of the Board. You will have a copy for your information.

It seems to me worth while to wait for Judge Wyzanski's return so that I may ask him whether he would be willing to serve on the committee that is to consider salaries and retirement. If you disagree, please let me know, and I will call Mr. Lewis to see whether he would be willing and able to serve.

All my best,

Robert Oppenheimer

Mr. S. D. Leidesdorf
125 Park Avenue
New York 17, New York