

MINUTES OF REGULAR MEETING OF  
THE INSTITUTE FOR ADVANCED STUDY

January 19, 1945

A regular meeting of the Trustees of the Institute for Advanced Study was held in Fuld Hall, Princeton, New Jersey on Friday, January 19, 1945 at 2:00 P. M.

Present: Messrs. Aydelotte, Bamberger, Douglas, Fulton, Leidesdorf, Maass, Schaap, Veblen, Weed and Wolman.

Absent and excused: Messrs. Flexner, Hardin, Moe and Rosenwald.

Mr. Maass presided.

The minutes of the meeting held December 5, 1944, having been distributed, their reading was dispensed with and the minutes were approved.

Mr. Aydelotte reported that as the result of an informal vote by mail, the Executive Committee had unanimously approved leave of absence for one year for Professor Warren for the purpose of undertaking a State Department mission to Austria. The Board approved this action of the Committee. A letter was read from John G. Erhardt, Acting Assistant Secretary of State, expressing appreciation of Professor Warren's release for this service.

Dr. Weed, Chairman of the Budget Committee, presented a recommendation that provision for a total stipend fund of \$60,000, (\$20,000 for each School), be made in the budget for 1945-1946. This represents an increase of approximately \$15,000 over the amount allocated for stipends during the present fiscal year. It is of great assistance to the Faculty in making plans for the coming year

to know what stipend funds will be available and in view of the approaching end of the war and the release of scholars from the armed forces and from war research it is expected that these funds can be used to good advantage. It was moved by Mr. Douglas, seconded by Mr. Wolman and unanimously carried that a total stipend fund of \$60,000, \$20,000 to each School, be established for 1945-1946.

On behalf of the Committee on Buildings and Grounds, Mr. Veblen presented a letter from George McAneny, President of The American Scenic and Historic Preservation Society, to Governor Walter E. Edge suggesting that the State of New Jersey purchase the Field of the Battle of Princeton and develop it into a State Park. Part of this land borders on the Institute property and a considerable portion of it is owned by Mr. Robert C. Maxwell who had made plans to use it for real estate development. Mr. Maxwell has expressed his willingness to sell to the Institute the strip of land which separates the present properties of the Institute together with a triangular piece adjacent to this strip on the north, a total area of approximately 90 acres, for a sum of \$25,000. Members of the Board expressed the opinion that although this land was not needed by the Institute for future expansion it would be advantageous for the Institute to have its property connected and to have this additional protection from probable future real estate developments. It was also pointed out that it would be advisable to have a continuous property line on the south in view of the possible future use of the Delaware-Raritan Canal as part of a system of internal waterways, or the construction of a state highway or the development of a state park on the adjoining land.

It was moved by Mr. Douglas, seconded and carried that the Chair appoint a Committee of three with power, consisting of Mr. Leidesdorf, Mr. Veblen and Mr. Aydelotte, to negotiate with Mr. Robert C. Maxwell for the purchase of such land adjoining the present property of the Institute as the Committee deems advisable.

The Committee on Nominations made no report.

Reporting for the committee appointed to reach an agreement with Princeton University concerning conditions of use of the Princeton University Library by the Faculty and Members of the Institute, in consideration of the payment by the Institute of \$500,000 towards the erection and maintenance of a new Library, Mr. Maass read the correspondence between President Dodds and himself constituting the agreement. These letters are attached as an appendix to these minutes. The Board expressed complete satisfaction with the arrangements made. Mr. Maass also read a letter dated January 17, 1945 which Dr. Aydelotte had received from President Dodds thanking the Institute for its generous gift and expressing the belief that through this gift the new Library had been made possible, and asking whether the University might make public announcement of the Institute's contribution to the total fund. It was moved, seconded and unanimously carried that the Director be authorized to inform President Dodds that the Institute is willing to have him announce this gift in any way he may wish.

Before presenting his formal report, the Director called the attention of the Board to the posthumous painting of Mr. Louis Bamberger done by Mr. Henry L. Wolff and suggested that if Trustees liked the painting, the Committee on Memorial might consider giving Mr. Wolff a commission to do a similar painting of Mrs. Fuld. The

opinion was expressed that any memorial to Mr. Louis Bamberger and Mrs. Fuld should include Mr. Fuld also. It was agreed that these matters be left for decision by the Committee on Memorial which will make recommendations to the Board in due course.

Mr. Aydelotte reported that the Honorable Douglas B. Copland, Economic Consultant to the Prime Minister of Australia, had just spent a week as guest of the Institute preparing a series of lectures which he will deliver at Harvard University. Arrangements have been made for a small conference on "The Impact of the American Economy on the Post-War World" to be held at the Institute on February 10, 1945 in which Mr. Copland and others, including Geoffrey and Lawrence Heyworth of Unilever House, will take part.

In reporting honors and reviews received by various members of the Faculty, including Professors Earle, Meritt, Morse, Panofsky, Riefiler and von Neumann, Mr. Aydelotte called the attention of the Trustees to the recent appointment of Dr. Weed and Dr. Veblen as members of a committee of the National Academy of Sciences to study scientific developments bearing on national security.

Mr. Aydelotte reported that the Institute bus had been hit by the Township snow plow. No one was seriously injured in the accident and the matter has been referred to the insurance companies for settlement.

The Director read the following formal report to the Board.

"In a private letter to me accompanying the formal thanks of the Trustees to Mr. Maass, President Dodds states that it is our contribution which has made the new Princeton Library possible. The entire amount needed has, I understand, now been assured and the

building will be constructed at the earliest feasible time after the war. I have received many informal expressions of gratitude and appreciation from officers and Trustees of Princeton University. It is not to be expected that this action of ours will make any tangible difference in our relations with Princeton beyond the cessation of payments for rent in Fine Hall. Princeton has given us freely year by year everything that we have asked. But we now have the satisfaction of knowing that we shall, as regards library and related facilities, be entitled as a matter of right to what we have heretofore enjoyed as a matter of hospitality.

"In this payment to the Library we are making a contribution not merely to Princeton University but also to Princeton as a center of higher scholarship and research. There is growing up here a community of scholars unique in the United States. Princeton University has developed in recent years various research groups which are doing work of great significance. There are here in addition, the Princeton branch of the Rockefeller Foundation, the Institute for Advanced Study and the great research laboratory recently established by the Radio Corporation of America. It would be hard to find anywhere a greater concentration of men whose work it is to extend the frontiers of knowledge. It is essential to the success of all these groups that there should be in this community a great library and it is fitting that we should make our contribution to this library which we use constantly in the course of our daily work.

"I should like to include in the minutes of this meeting a charming letter from Miss C. Lavinia Bamberger expressing her appreciation of the resolutions concerning her brother and sister.

'Marlborough Apartments 10-C Baltimore 17, Maryland

'Dear Dr. Aydelotte:

'I am going to thank the Trustees of the Institute through you, for the beautiful tribute to my Brother and Sister, contained in the resolutions which I received today.

'I was deeply touched by the sensitive understanding of their characters and personalities as expressed in the valued pages that I have read and reread. The resolutions have made me feel, what I knew before, that my Brother and Sister lived rightly and were appreciated.

'It is a veritable monument to their memories, and makes me know that they will live on in their benefits to mankind.

'Hoping to see you next week, I am

'Sincerely,

'C. LAVINIA BAMBERGER'

"I have held informal conversations with Miss Bamberger, Mr. Schaap and Mr. Edgar S. Bamberger concerning a suitable memorial to Mr. Louis Bamberger and Mrs. Fuld. In due time the Committee which has that responsibility will present a report to the Trustees.

"Bulletin No. 11 of the Institute is now in preparation. It covers the years from 1941 when our last Bulletin was issued, down to the end of 1944. I have taken the occasion of this break to alter the character of the Bulletin from a kind of college catalog to an annual report of the Director. It is awkward for scholars to talk about their own work. On the otherhand our endowments, like those of all educational institutions, are essentially public funds and every institution supported by such funds owes an annual accounting to the public. The individual whose duty it is to give this accounting is the executive officer in charge and for that reason I propose to make this and successive Bulletins, reports of the Director concerning the scholarly work carried on in Fuld Hall and the expenditure of the income of our endowment funds.

"Since the first chapter of this year's Bulletin is devoted largely to the Founders and their ideas concerning the Institute, I should like to read it to the Trustees at this time. The succeeding chapters dealing in detail with the work of the various Schools will also, I hope, be read by the Trustees at their leisure but I need not include them in my report today. (Since chapter one of Bulletin No. 11 will shortly be printed it is omitted from these minutes.)"

After a full discussion and the suggestion of certain changes (of which the Director expressed his appreciation) the report was accepted and ordered filed.

Mr. Maass presented the following interim report for the Committee on Institute Policy.

"TO THE BOARD OF TRUSTEES OF THE INSTITUTE FOR ADVANCED STUDY:

"The Committee on Institute Policy, heretofore appointed by the Chairman of the Board to review past activities of the Institute and so far as possible survey plans for its future activities, presents its report herewith:

"The Committee met on several occasions and discussed at length amongst themselves the history of the Institute from its inception to the present, in an effort to ascertain what had been its accomplishments up to now and what direction its future activities should take to make it most productive, in consonance with the intention of the Founders as expressed in their letter to the Trustees dated June 6, 1930.

"In 1939, Dr. Flexner retired as Director and was succeeded by Dr. Aydelotte. During the interval between Dr. Aydelotte's accession and the present, the war and the budgetary status of the Institute have in large measure precluded the adoption of any plans for the expansion of its activities. The increase in endowment through the generous provision made by Mr. Bamberger and Mrs. Fuld in their respective wills should, in the normal course, provide the Institute with a substantial increase in income.

"With this background in mind, the Committee felt that it would be well to have Dr. Aydelotte present a formal written report, giving his analysis of the Institute's past activities and his views as to its future. This Dr. Aydelotte did; he will present the same

material in fuller form in his reports at future meetings of the Board of Trustees.

"The Committee read and discussed the report at length and concluded that it would be well to have Dr. Aydelotte attend in person a meeting of the Committee to expand and supplement his views as set forth in his report and to discuss them with the Committee as a whole. This was done, and, among other things, the Committee reviewed with Dr. Aydelotte that part of his report concerning the history of pensions and retirements as they affected the Faculty. It will be noted in this connection that Dr. Aydelotte called attention of the Committee to the fact that heretofore by appropriate resolution the Board of Trustees had determined that members of the Faculty should be retired at age 65. In his report, after discussing the determination so made by the Trustees, the Director states: 'As I have thought the matter over since Mr. Bamberger's death, I have come to feel very strongly that if members of the Faculty retired at 65, the Directors should do the same. . . .'

"Before taking action on this recommendation, the Committee deemed it advisable to confer with members of the Faculty to secure their respective points of view in regard to the possible retirement of Dr. Aydelotte at 65. Four members of the Committee spent a day at the Institute at Princeton conferring separately and collectively with various members of the Faculty in order that the Committee might be enlightened as to their attitude toward the possible retirement of the present Director. Thereafter, an invitation was extended to a Faculty committee comprised of Professors Earle, Einstein, Meritt and Veblen, which met with this Committee and further discussed the situation in respect to the Director's retirement.

"Although this Committee was at first inclined to concur in the recommendation made by Dr. Aydelotte, and is still of the opinion that as to all future Directors a rigid retirement rule at age 65 should be adopted and enforced, it deems it inexpedient in view of present conditions that such rule be made applicable in the case of Dr. Aydelotte. It, therefore, makes the following recommendations:

"1. That a regulation be adopted by the Trustees fixing age 65 as the time of retirement of all future Directors.

"2. That the Trustees adopt an appropriate resolution providing for the retirement of Dr. Aydelotte on his 67th birthday. This action will continue him in the office of Director until October, 1947.

"The decision of the Committee to defer the retirement of Dr. Aydelotte beyond age 65 and until age 67 is based upon its discussions with the Faculty group and the belief derived therefrom that the interests of the Institute will best be served if this course be pursued.

"In this connection, however, it is important to point out that a search for a proper successor to Dr. Aydelotte should be commenced at once, in order that the services of the best qualified person may be secured and in order further that before the retirement of Dr. Aydelotte his successor may have the opportunity of conference with him and also familiarize himself with the activities of the Institute to the end that continuity of purpose and action be maintained. Therefore, the Committee further respectfully suggests that the Chairman be authorized immediately to appoint a 'Selection Committee' consisting of five Trustees to choose a successor to Dr. Aydelotte as Director,

said successor to take office immediately upon Dr. Aydelotte's retirement, and that such Committee, when appointed, be authorized to consult fully with the Faculty and others, and as soon as may be practicable, to submit its recommendations in the premises to the full Board for final action.

"In reviewing the history of salaries and pensions, the Committee also invited Dr. Flexner to attend one of the sessions so that it might have the benefit of his recollections as to the promises, express or implied, which had been given by him to those whom he had appointed to the Faculty. In the light of all that was developed from Dr. Flexner and Dr. Aydelotte, your Committee is of the opinion that two situations require rectification and clarification, to wit, the cases of Professors Lowe and Herzfeld, and in these two instances it makes the following specific recommendations:

"In the case of Professor Lowe, his pension has been fixed at \$4,000 per annum. This should be revised to provide that his wife, should she survive him, be entitled to a pension of \$2,000 per annum. On an annuity of this character, Professor Lowe, we are advised, will be entitled to \$2,517.84 per annum from the TIAA, making necessary the payment of \$1,482.16 per annum out of the Institute's budget. It is further recommended that the Institute waive amortization payments under the mortgage on Professor Lowe's home from the date of his retirement, or if he prefers, that the Institute take title to his house and reimburse him in full for his expenditures in its construction.

"That with respect to the \$4,500 per annum research fund awarded to Professor Lowe for a period of three years, the same conditions should be attached as applied to the grant which he enjoyed from the

Carnegie Institution. That at the expiration of the aforesaid three year term, if at that time Professor Lowe is making satisfactory progress with his researches at the Institute and if the then financial condition of the Institute permits, the Board will consider the possibility of a further extension of such research fund for an additional period not exceeding two years.

"In connection with Professor Herzfeld, that the \$2,500 supplement voted to be paid to him over and above his pension was intended to make it possible for him to live and pursue his researches in Princeton. That at the expiration of the aforesaid three year term, if at that time Professor Herzfeld is making satisfactory progress with his researches and wishes to continue his work at Princeton and if the then financial condition of the Institute permits, the Board will consider the possibility of a further extension of such research fund for an additional period not exceeding two years. That Professor Herzfeld also be advised that the Trustees are prepared to furnish further assistance in the publication of his 'Zoroaster' book or the book on 'Persepolis' up to a maximum of \$4,000, if and when either one or both of his works are satisfactorily prepared for publication.

"From its discussions with Dr. Flexner, the Committee is of the opinion that, under commitments made by Dr. Flexner to them, three others, to wit, Professors Morse, Alexander and von Neumann, will presently or ultimately be entitled to have their salaries raised to the maximum of \$15,000 per annum. No doubt, the present Director will make some recommendation in respect of these members of the Faculty at what he considers the appropriate time.

"In this connection, the Committee feels that it will not have done its duty unless it calls attention of the Trustees to the fact that in spite of the increased endowment of the Institute through inheritances from the Estate of Mr. Bamberger and the Estate of Mrs. Fuld, the income to be derived therefrom is not greatly in excess of the Institute's present budget, if it be borne in mind that there will have to be included in the Institute's budgets in the years to come the sums expended in the social sciences which were heretofore derived from grants of Mr. Bamberger and the Rockefeller Foundation and also to meet the additional commitments to Professors Lowe, Herzfeld, Morse, Alexander and von Neumann as hereinbefore set forth. While at present the Institute is enjoying a return of slightly over four per cent upon its investments, it must be anticipated that interest rates will decline and the return on investments decline proportionately. Such a situation would again reflect a reduction of income and the Committee, therefore, believes that it is incumbent upon the Director and Trustees to have these facts constantly in mind and not to increase salaries or other commitments which will extend the obligations of the Institute to a point which may at any time in the future unbalance its budget, as has been the case in past years.

"Another phase of the Director's report which interested the Committee was his suggestion that in the case of scholars who have reached the retirement age in this and other institutions, there may be some who are likely still to make important scholarly contributions in fields of interest to the Institute. The Committee, therefore, recommends that the Board of Trustees study ways and means to permit such scholars to carry on their work at the Institute.

"The Committee recommends that Dr. Aydelotte, upon retirement, be invited to continue his own work at the Institute under such arrangements as the Board may set up pursuant to the last previous recommendation. Further, in this connection, the Committee recommends that the retirement pension of Dr. Aydelotte be placed at the same amount presently being received by Dr. Flexner.

"Respectfully submitted,

LEWIS W. DOUGLAS  
SAMUEL D. LEIDESDORF  
HENRY ALLEN MOE  
LEO WOLMAN  
HERBERT H. MAASS, Chairman"

In connection with this report, Mr. Veblen requested that the following communication from the Faculty to the Board be read to the Trustees and be incorporated in the minutes. Before reading the resolution from the Faculty, Mr. Maass pointed out that it had been before the Committee on Institute Policy while the report was being prepared and was considered by them.

"RESOLUTION ADOPTED BY THE FACULTY OF  
THE INSTITUTE FOR ADVANCED STUDY

November 20, 1944

"On November 6, 1944, after a luncheon attended by all but two members of the Faculty, Dr. Aydelotte reported his intention of asking the Trustees to consider his retirement after his sixty-fifth birthday.

"This brought up a matter which the Faculty realized affected them deeply. There were many expressions of personal regard for Dr. Aydelotte which must have been most gratifying to him. After Dr. Aydelotte's departure from the luncheon there was further discussion and a general expression of regret that he was considering his

resignation. The essential point brought out was the strong feeling that the present Director knows how to work with scholars, and that as a result there exists a spirit of harmony and effective cooperation in the Institute which has been reflected in substantial achievements in the past five years. The general opinion was that the Faculty did not wish him to retire at the age of sixty-five.

"Many of the Faculty felt, however, that these informal expressions of opinion were not enough, but that a resolution embodying them, and emphasizing the vital relationship which this spirit of cooperation between the Director and Faculty has to the future welfare of the Institute, ought to be acted upon by the Faculty and made part of its permanent record. For this purpose a special meeting was called by the Secretary of the Faculty, by request, for the morning of November 20, 1944. It has now adopted this memorandum and ordered it included in the minutes of the Faculty.

"The Faculty also felt that the Trustees ought to know, and had a right to know, the opinion of the Faculty as expressed in its formal resolution. They therefore instructed the Secretary to send a copy of this memorandum, not through the normal channels of the Office of the Director, for the matter concerns him too intimately, but directly to the Secretary of the Board of Trustees for their information.

B. D. Meritt  
Secretary of the Faculty"

The report of the Committee on Institute Policy was discussed in detail by the members of the Board of Trustees. There was general agreement that the next five or ten years will be an extremely critical period for higher education and scholarship in the United States. It was argued by some Trustees that if a change was to be made, it was advisable to appoint a new Director at the earliest possible moment. Other Trustees argued that the uncertainty of the future emphasized the importance of continuity and stability in the administration of the Institute and suggested that the term of the

present Director should be extended for five years on this account.

When asked to express his views concerning the report of the Committee Mr. Aydelotte said: "I appreciate very warmly the suggestion made by the Committee to prolong the period of my Directorship out of deference to the wishes of the Faculty, in spite of their belief in adherence to a fixed rule of 65. There is, however, a question in my mind whether so short an extension of my Directorship would be worthwhile and whether it would be best for the Institute. I must ask for time in which to reach a decision and with your permission will defer my reply until the next meeting of the Board."

After further discussion, it was moved, seconded and unanimously carried that the portion of the report of the Committee on Institute Policy which deals with the age of the retirement of the present Director be laid on the table and that a special meeting of the Board be called one month hence to act upon it, and that the remainder of the report of the Committee be approved.

The Director recommended that the salaries of Professors James W. Alexander, Marston Morse and John von Neumann be increased to \$15,000 as of July 1, 1945 for the reasons stated in the report of the Committee on Institute Policy. It was moved, seconded and carried that this recommendation be approved.

There being no further business, the meeting adjourned on motion at 4:00 P. M.

(Signed) Edgar S. Bamberger

Secretary

APPENDIX

C O P Y

December 27, 1944

President Harold W. Dodds  
Princeton University  
Princeton, New Jersey

Dear President Dodds:

At the meeting of the Board of Trustees of the Institute for Advanced Study held in Princeton on December 5, 1944, Dr. Aydelotte informed the Trustees of his conversations with you concerning the funds which you are now raising for the construction and maintenance of a new library for Princeton University. Dr. Aydelotte raised the question of the participation of the Institute in this enterprise.

In the discussion which ensued, the value of the Princeton University Library to the work of the Institute was strongly emphasized and the Trustees were unanimous in their appreciation of the generosity with which Princeton University has placed its central Library, various departmental libraries and other facilities at the disposal of the Faculty and Members of the Institute. The Trustees of the Institute welcome the opportunity of paying some part of the cost of a new library in order that they may have, as you have so kindly expressed it, a permanent right to the facilities which they have heretofore enjoyed as a matter of hospitality.

After full discussion it was moved and carried that the Institute for Advanced Study appropriate the sum of \$500,000 to be paid to Princeton University toward the cost of erection and maintenance of the new Princeton University Library. It is to be understood that this appropriation is not a gift but a payment by which the Institute for Advanced Study bears a share of the cost of such facilities of Princeton University as may be used by the Faculty and Members of the Institute. Payment is to be made on the basis of this agreement between the Institute and Princeton University that, in consideration of this sum, the Faculty and Members of the Institute are to have permanently the same rights as the members of the Princeton Faculty in the use of the Library as well as of other related facilities and services of the same general character.

This payment is made with the understanding that the Institute for Advanced Study, while it may increase somewhat in size, will nevertheless remain a relatively small institution. This is its clearly stated policy, and indeed it is hard to see how the Institute could preserve its

President Harold W. Dodds

- 2 -

December 27, 1944

character unless that policy were adhered to. If at some future time that policy should be reversed and the Institute should expand so greatly in numbers as to create a need for library facilities out of all proportion to the present payment, it is understood that the Trustees of Princeton University and of the Institute for Advanced Study may then redefine the terms of this agreement in the light of the new situation to their mutual satisfaction.

The Trustees welcome your suggestion that a room should be set aside in the new Library building for the use of the Faculty and Members of the Institute. They suggest that such further questions as may arise concerning relations between the two institutions in this connection should be dealt with by the President of Princeton University and the Director of the Institute, within the general terms of this agreement.

With kindest regards, I am

Yours sincerely,

Herbert H. Maass  
President

HHM:jsr

APPENDIX

C O P Y

PRINCETON UNIVERSITY

PRINCETON NEW JERSEY

PRESIDENT'S ROOM

January 15, 1945

Dear Mr. Maass:

At the meeting of the Board of Trustees of Princeton University on January 11 your letter of December 27, 1944, in which you, as President of The Institute for Advanced Study, informed us of the desire of the Institute to make an appropriation of \$500,000 towards the construction and operation of a new University Library, was read in full. The Board thereupon voted unanimously to accept the offer of the Institute under the conditions and in accordance with the terms expressed in your letter of above date.

Our Board feels great satisfaction in your willingness to make such a substantial contribution to the University Library. It finds in it a promise of continued cooperation between our two institutions such as has characterized our mutual relations in the past.

Will you be kind enough to convey to the Trustees of the Institute our sincere thanks and gratification for what you have done towards making a new Library possible?

With warm personal regards, I am

Very sincerely yours,

HAROLD W. DODDS

Mr. Herbert H. Maass,  
President, The Institute for Advanced Study,  
Princeton, New Jersey