

Committee on Institute Policy,
1944-1945

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.

¹⁹³⁹
In 1940, 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 ~~xxxx~~ 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. *Dr Aydelotte did: he will present the same material in full form in his reports at future meetings*
~~This he did, and his report is presented herewith for consideration by the Board of Trustees.~~

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 which case the faculty concerned~~. In his report, after discussing the determination so made by the Trustees ~~and approved by the faculty~~, 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, Merritt 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

Don't
slab
faint

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 T.I.A.A., making necessary the payment of \$1,482.16 per annum out of the Institute's budget. It is further recom-

mended 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.

21
omit

The Committee is of the opinion that the rectification of these situations in the manner herein set forth will carry out every promise, express or implied, which either of these gentlemen had reason to believe had been represented to him as his expectancy in connection with his appointment to the Institute's faculty.

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 Neuman as hereinbefore set forth. While at present the Institute is enjoying a return of slightly over 4% 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 retire-

ment, 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

Committee on Institute Policies

1944

H. H. Maass, Chairman
Lewis W. Douglas
S. D. Leidesdorf
Henry Allen Moe
Leo Wolman

July 11, 1944
JSR

July 10, 1944

Dear Mr. Maass:

I shall be pleased to serve as a member of the
Committee on Policies of the Institute for
Advanced Study.

With greetings to you, I am

Sincerely yours,



Henry Allen Mos

H. H. Maass, Esq.
20 Exchange Place
New York City

M:s

July 8, 1944

Dear Mr. Maass:

Mr. Hardin has asked me to notify you that he has appointed the following Committee on Institute Policies suggested in your resolution at the annual meeting in April:

H. H. Maass, Chairman
Lewis H. Douglas
S. D. Leldesdorf
Henry Allen Roe
Leo Wolman

I am sending copies of this letter to each member of the Committee and asking them to notify you of their acceptance.

Yours very truly,

Frank Aydelotte

H. H. Maass, Esq.
20 Exchange Place
New York City

PA:KE

C R O S S R E F E R E N C E

FILE: IAS, Committee on Institute Policies

SEE ALSO: IAS, Hardin, John R.

SUBJECT: Letter from Frank Aydelotte to John R. Hardin re appointment of
committee members, July 8, 1944

C R O S S R E F E R E N C E

FILE: Committee on Institute Policies

SEE ALSO: Hardin, John R.

SUBJECT: Letter from John R. Hardin to Frank Aydelotte re
 appointment of Committee members, July 7, 1944