

1944
1945
1946
1946

Vert. file

11/29
10/26
3/5
2/27

✓DIRECTOR	Administration
PARTICIPATION IN ADMINISTRATION	Academic Personnel
TRUSTEES (BOARD	The Corporation
STEWART, WALTER	Biographical

Candidates suggested for Director of the IAS.

Filed in Vertical File under D, Director.

S File, IAS General

5-4

THE INSTITUTE FOR ADVANCED STUDY

Founded by Mr. Louis Bamberger and Mrs. Felix Fuld

PRINCETON, NEW JERSEY

February 27, 1946

Dear Professor Stewart:

It may be that there will be informal discussion at the Faculty luncheon on March 4 concerning candidates thus far proposed for the Directorship of the Institute. For your convenience, your Committee is submitting a list of all persons whose names have thus far been referred to us by members of the Faculty.

- Dr. J. Robert Oppenheimer, physicist, of the University of California
- Dr. Detlev W. Bronk, a physiologist and physicist of Philadelphia
- Dr. Harlow Shapley, astronomer, and Director of the Harvard University Observatory
- Mr. (formerly Major General) Frederick Osborn
- Professor Edward S. Mason, economist, of Harvard University
- T. C. Hagen, Professor of History and Dean of the Graduate Schools at the University of Minnesota
- Professor E. Harris Harbison, of the Department of History of Princeton University
- Dr. Henry E. Sigerist, Professor of the history of medicine at The Johns Hopkins University
- Mr. (formerly Rear Admiral) Lewis L. Strauss, a member of the Institute Board of Trustees and formerly principal administrative assistant to Mr. James Forrestal, Secretary of the Navy

There have also been submitted to us for consideration the names of two members of the Faculty, whom we are not including in the foregoing list.

It is hoped that members of the Faculty who have not already done so will indicate some preference as regards the foregoing persons, or will submit names of their own for further consideration.

James W. Alexander
Edward M. Earle
Erwin Panofsky

5 IAS General

THE INSTITUTE FOR ADVANCED STUDY

Founded by Mr. Louis Bamberger and Mrs. Felix Fuld

PRINCETON, NEW JERSEY

March 5, 1946

Dear Professor Riefler:

As a result of the luncheon discussion on Monday, March 4, the list of candidates for the Directorship has been reduced to the following five names. (It is understood, of course, that additional names may be submitted at any time.) Also, the appended list does not include the name of any member of the Faculty.

In accordance with your instructions, your committee is requesting Mr. Moe, Chairman of the Trustees Committee on the Directorship, to name a time at which he will be prepared to discuss with us the names of candidates now under consideration.

James W. Alexander
Edward M. Earle
Erwin Panofsky

T. C. Blegen, Professor of History and Dean of the Graduate Schools at the University of Minnesota

Dr. Detlev W. Bronk, a physiologist and physicist of Philadelphia

Professor Edward S. Mason, economist, of Harvard University

Dr. J. Robert Oppenheimer, physicist, of the University of California

Mr. (formerly Rear Admiral) Lewis L. Strauss, a member of the Institute Board of Trustees and formerly principal administrative assistant to Mr. James Forrestal, Secretary of the Navy

S 145 General

HENRY ALLEN MOE
551 FIFTH AVENUE • NEW YORK 17

October 26, 1945

To the Faculty of the Institute for Advanced Study:

The Trustees of the Institute for Advanced Study have named a committee of Trustees (Dr. Aydelotte, Mr. Douglas, Dr. Fulton, Mr. Leidesdorf, Mr. Maass, Mr. Schaap and myself) in reference to the appointment of a director of the Institute to succeed Dr. Aydelotte upon his retirement. The function of the committee is, of course, simply advisory to the Board of Trustees; for no Board can in any way delegate ultimate responsibility for the appointment of its principal executive officer.

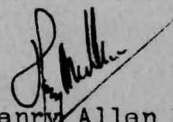
At the first meeting of the committee I was instructed to ask members of the Institute's Faculty to suggest persons who should be considered for the directorship. We desire that all members of the Faculty shall be heard upon the subject. It is left to the Faculty to decide in what way these suggestions shall be arrived at; the committee is equally ready to consider one letter from the Faculty as a whole or individual letters from each member of the Faculty, or communications based on any procedure between these two extremes.

The deliberations and negotiations preceding the appointment of a director of the Institute are matters of great delicacy. Members of the Faculty will realize the importance to the welfare of the Institute of confining discussion of this subject to the Faculty and the Board of Trustees, and of keeping it strictly confidential so far as the outside world is concerned.

It is requested that all communications in response to this letter be sent to me, so that everything on this subject may be in one place for the committee's consideration. During the period of its deliberations the committee will be glad to confer with individual members of the Faculty or with a committee representing the Faculty as a whole.

There seems to be no point in having any discussion of qualifications in the abstract. The Faculty's idea of qualifications will be apparent in your suggestions, as will be this committee's in its recommendations and Trustees' in their choice.

Yours sincerely,



Henry Allen Moe
Chairman

Dr. Robert B. Warren
Institute for Advanced Study
Princeton, New Jersey

S 1AS General

THE INSTITUTE FOR ADVANCED STUDY
SCHOOL OF HUMANISTIC STUDIES
PRINCETON, NEW JERSEY

November 29, 1944

Professor Walter W. Stewart
The Institute for Advanced Study
Princeton, New Jersey

Dear Stewart:

Dr. Aydelotte has just told me that the members of a committee of the Board of Trustees, consisting of Messrs. Maass, Leidesdorf, Moe, Douglas, and Wolman, is coming to Princeton on Friday morning of this week especially to see members of the Faculty. These Trustees will probably be at the Institute from about 9:30 A.M. to 2:00 P.M. If you wish to speak with them during their stay here, I shall be glad to arrange an appointment, and I shall be available all day Thursday so that appointments can be made.

It occurs to me that, even if you do not have anything that you wish to say to the Trustees, they may possibly have questions that they would like to ask you. So I feel sure that they would appreciate your consideration if you can manage to be within easy reach during the time of their stay with us.

Sincerely yours,

B. D. Meritt
Secretary of the Faculty

BDM:DD

S 175 General

vert file "D"

DIRECTOR

Administration

Notes on the Director's Fund.

Filed in Vertical File under "D" for Director.

FA, (Elsa Jenkins) 3/19/57)

Notes on the Director's Fund

The Trustees of the Institute for Advanced Study established the Director's Fund by a grant of \$120,000 at a special meeting of the Board on December 16, 1947. The relevant portion of the minutes reads:

"There are many fields, in the Director's opinion, in which a beginning could be made. He pointed to two main classifications of effort: (1) the application of scientific methods to fields in which there is really pioneering, and (b) the encouraging of work by men to whom experience in the creative arts has brought deep insight. The Director outlined no specific program for such efforts. His suggestion was that there would be opportunity for exploring new fields outside and beyond the specific areas of the Schools, which in some cases have narrow interests. For this purpose the Director asked that there be members who are not members of the Schools. To accomplish his plan, he asked the Trustees to establish a General Fund of \$120,000 on a five-year basis. This should be used for stipends, memberships and work not at present part of the activities pursued at the Institute. He suggested an Advisory Committee for the use of the fund. The Director expressed the hope that in this way the Institute may carry out its functions in a more experimental way; and thus a coordinate community of scholars may be created.

"This plan was strongly commended and Dr. Fulton suggested that the motion of acceptance of the Director's plan be a vote of confidence in the new Director. On Dr. Weed's suggestion, the fund was designated the Director's Fund.

"The motion was unanimously carried that \$120,000 be appropriated to the Director's Fund from surplus over the next five years; that \$20,000 be made available for the year 1948; that the Fund be used as the Director sees fit.

"In thanking the Trustees, the Director expressed the hope that if any areas of work suggested themselves for this Fund, that the Trustees would discuss them with him."

A brief report on the use and value of the Director's Fund has been published in the Director's Report of March 10, 1954; and reads:

"There are many fields in which we could well be active, but which happen, for reasons of history or accident, not to be represented on our Faculty. It has been the continuing policy of the Institute, where possible without interference with its other programs, to support such undertakings. Where the Institute's funds are not involved, the Faculty has been glad to vote membership to obviously competent and distinguished men from fields of true scholarship.

"From 1948 on, however, we have had, in the form of the Director's Fund, a means of providing grants from Institute funds, grants which would not be directly competitive with the stipend funds of the schools. In this way some twenty men have been brought to the Institute in the intervening years: in biology, in philosophy, in the history of ideas and literary history and criticism, in law and in contemporary history.

"Members whose work is supported by the Director's Fund, or by foundations (we have found the foundations, particularly the Ford, Carnegie, Guggenheim and Rockefeller Foundations, most helpful indeed in supporting these undertakings), are elected to membership by the Faculty of the school in which they work. Such members have written, among many others, at least a few books of relatively wide interest and circulation. Examples are Herbert Feis' 'The China Tangle'; George Kennan's 'American Diplomacy'; Francis Fergusson's 'The Idea of a Theatre'. These appointments have served not only to extend, but to add coherence to, the work of the schools, in particular the School of Historical Studies.

"In some cases, we have found it desirable to appoint an advisory committee to consult with us about the qualification of members. This we have done in psychology*. In other fields our own Faculty and those whom we can readily consult provide counsel. The Director's Fund has also made possible a few preliminary conferences--in law, in contemporary history and in psychology, for instance--which were helpful in determining our proper course.

* E. G. Boring, Harvard University; J. S. Bruner, Harvard University; H. S. Langfeld, Princeton University; P. E. Meehl, University of Minnesota; G. A. Miller, Massachusetts Institute of Technology; E. C. Tolman, Berkeley; and R. S. Tolman, Pasadena."

It will be observed that the initial expectations have been largely fulfilled, but that the Fund has provided support for seven years rather than the initially contemplated five; that in all cases members who have been supported by the Fund have been elected to membership by the relevant Faculty; and that we have resorted to a formal advisory committee only in the field of psychology. At the present time there remains an unexpended balance of some \$8,500 in the Director's Fund. Past expenditures have been for seminars and for grants to members primarily in the fields of literature, philosophy, psychology, law, contemporary history, the history of science and biology. A large part of the support for many of these members has come from outside sources. Thus Kennan and Feis have been supported by the Ford and Rockefeller Foundations, Palfrey by the Carnegie Corporation, Guerlac by Cornell University, White, Miller, Bruner and Wald by Harvard University.

Operations based on the Director's Fund cannot continue beyond 1955 on the basis of the appropriation made in 1947. It is my belief that this Fund has made it possible for the Institute to support worthy, interesting, relevant undertakings which have added greatly to the vitality of our program and community, and that means should be established for continuing these operations on a modest scale.

1. Literature

Francis Fergusson, 1948-49
Kenneth Burke, 1949
E. R. Curtius, 1949
A. Chakravarty, 1951
E. Auerbach, 1949-50
Perry Miller, 1953-54

2. Philosophy

Jean de Menasce, 1951 and 1953
Morton White, 1953-54

3. Psychology

Planning Conference on Methods of
Psychology, 1949-50
Jerome S. Bruner, 1951-52
E. C. Tolman, 1952
David Levy, 1951-52 and 1952-53
J. Piaget, 1954
Hans Wallach, 1954-55

4. Law

Max Radin, 1949 and 1950
Conference on Legal Problems
(John Lord O'Brian), 1949-50
Conference on Legal Problems
(Edward S. Greenbaum), 1949-50
John Palfrey, 1950-51 and 1951-52
Mark DeWolfe Howe; expected for 1955-56

5. Contemporary History

George Kennan, 1950-51, 1951-52, 1953-54, 1954-55
Herbert Feis, 1951-52 and 1952-53
Seminars on Problems of U. S. Foreign Policy-1949-52
(Dean Acheson), 1953-54

6. History of Science

Chauncey D. Leake, 1950 and 1952
Henry Guerlac, 1954-55

7. Biology

A. Szent-Gyorgyi, 1950
George Wald, 1954

DIRECTOR
 FLEXNER, A.
 HOUGHTON, A.
 STEWART, W.
 WEED, L.
 MOE, H. A.

Administration
 Biographical

8/17
 8/25
 8/28
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 9/11 (1936)
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 10/17

Correspondence on the Stewart-Flexner side of
 the retirement of Flexner and the succession of Aydelotte.

Filed in Vertical file under D, Director.

S File, IAS General, 1939-42

ABRAHAM FLEXNER
MAGNETAWAN, VIA BURKS FALLS
ONTARIO, CANADA

August 17, 1939

Dear Mr. Stewart:

I received your letter yesterday afternoon and have just telegraphed you as follows:

"Grateful for your letter and delighted that you will visit us leaving New York next Monday night at eight fifteen standard time and Toronto eleven Tuesday morning arriving Scotia four PM where we will meet you Warmest greetings to you and family."

I am very, very deeply moved by your expression of confidence and affection, both of which are fully reciprocated. I am not now thinking of my own future, but of the future of the Institute, which is not likely to be duplicated if it deteriorates, and it would help if I could talk with you about it. Mr. Bamberger is getting to be an old man, and if the Institute is to be saved from one or two persons who are more concerned for themselves than for it, a stand may have to be taken. On the other hand, for Mr. Bamberger's sake and for the sake of the Institute, I would not for the world create gossip, and I am inclined to think that it can be avoided. There is really no occasion for it.

Your train leaves the Grand Central at 8:15 Standard Time and reaches Toronto at 8:00 the next morning. After a wait of three hours there you will take the Canadian National at 11:00 A.M., Standard Time, and reach Scotia at 4:00 that afternoon, where we will meet you with a car. We shall be happy to have you stay with us as long as you can.

I am delighted that you have had a real vacation, and I am more sorry than I can say that I should interrupt it even for a few days.

With all good wishes to you and your family,

Ever sincerely,

Abraham Flexner

S 1AS 622 1939-42

5-2
ABRAHAM FLEXNER
MAGNETAWAN, VIA BURKS FALLS
ONTARIO, CANADA

August 25, 1939

Dear Mr. Stewart:

It is only a few hours since you left us, and I am sitting down to dictate a few urgent notes.

You will never know what your visit meant to me - the affection that it expressed and the confidence in what we have together been trying to do. I beg you to believe that to my last day I shall remember with love and gratitude the trouble you took to clear my mind and relieve the apprehensions which filled it. On the other hand, I think I can honestly assure you that I feel no bitterness or malice towards any of the misguided people, who, doubtless with as good intention as ours as far as they know, have so gravely imperilled an important adventure.

There may well be ahead of us a struggle, but it will be short and sharp if Aydelotte is, as I believe he is, equal to the emergency. Make it clear to him that he is dealing with an emergency that does not in the least involve me any longer, but that does involve him, his successors, the Institute, and American learning.

Any may God bless you, your wife, and your children. Anne and the Jacobsons and Miss Eichelser join me in every good wish for you all.

Ever affectionately your friend,

Abraham Flexner

Mr. Walter W. Stewart
Gladstone, New Jersey

AF/MCE

S 125 Cont 1939-42

ABRAHAM FLEXNER
MAGNETAWAN, VIA BURKS FALLS
ONTARIO, CANADA

August 28, 1939

Dear Mr. Stewart:

I received a telegram from Aydelotte today reading as follows:

"Most satisfactory conversation with Stewart in Swarthmore today. Heartily approve proposed programme including special meeting early in September. Two weeks notice required. Learned by telephone Mr. Houghton away on cruise until September third. We have wired asking him suggest convenient day between thirteenth and eighteenth subject to our approval. If we do not receive answer before Thursday are you willing take responsibility of authorizing Institute office to call meeting for thirteenth in Houghton's name or would you prefer that two Vice-Chairmen issue call in their joint names before fixing date. We can make sure from Mr. Bamberger and from Mr. Houghton's family that they can both attend. Earliest convenient date best for me because desirable notify Swarthmore Board not later than nineteenth"

The air of haste and mystery which characterizes this telegram will make a very bad impression. I know that you are solicitous in the extreme to save me personally from any strain, but there is a certain amount of strain which I cannot avoid without creating the impression that a rump Board, called on short notice, has chosen my successor. That would make trouble for him, both in the Board and among the professors.

I am not sure that I recollect correctly our conversation in so far as the date of the special meeting is concerned, though Miss Eichelser's recollection confirms mine, for I told it to her, namely, that a special meeting might be called late in September.

My present judgment is that we should do nothing out of the regular order. It will not hurt me to go to Princeton for a week or ten days, and I should have to go there in any case from time to time, and shall want to do so, for that is the only way I can keep in touch with you and Warren and Riefler and others whose names will readily occur to you.

This is the explanation of my letter to Aydelotte, a copy of which I enclose, and which I hope you will understand and, if I misunderstood you, forgive, for not an hour passes but that I think with gratitude of the trouble which you took to come to see me and of your patience in working out a solution that will be dignified, sound, and for the best interests of the Institute and its Director.

With all good wishes, in which Anne joins,

Ever sincerely your friend,

Abraham Flexner

Mr. Walter W. Stewart
Gladstone, New Jersey
AF/MCE

S 1A3 Genl 439-42

They wanted opportunities for scholarship, with high salaries, but they also wanted managerial and executive powers. They saw they could not get them through me directly; hence Veblen and a few others intrigued to get them indirectly. I should not be doing my duty by you or the Institute if I failed to give you fair warning of these facts. Veblen wants power. Maass wants importance. You will have to make them both realize from the jump that you are master - not, of course, a despotic master, but a master who insists, as I unfortunately did not, that he is to participate in every meeting, whether of the faculty or of the several groups.

Abraham Lincoln's cabinet thought they could ignore him and tried. He made them realize they could not succeed, and in short order he emerged as the real head. Your success or your failure will depend, in my judgment, in the first instance, upon maintaining this position, as Simon did at the Institute, from the very beginning. The position of my successor is, in one sense, stronger than mine. I hope he will never for a moment lose sight of this consideration.

I telegraphed your house that I would call you up tomorrow morning at 10:30 Eastern Standard Time, and this I shall do, so that it is possible that this letter may contain things at variance with our telephonic communication. Of course, any agreement or understanding which we reach over the telephone takes precedence over anything contained in this letter.

With all good wishes and love to you and Marie,

Ever sincerely,

(Signed) Abraham Flexner

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

AF/MCE

57

August 28, 1939

Dear Aydalotte:

I received your telegram of August 27 at noon today and subsequently tried to reach you on the telephone.

I am delighted that your conversation with Mr. Stewart was so satisfactory to you both. On the other hand, I think we have to move cautiously, not for my sake but for yours. I do not believe that it would be sound policy to rush a special call meeting. In the first place, there is no telling who would come to the meeting; in the second place, Maass would preside, for I am sure that Mr. Houghton would not and should not immediately after a cruise make a special trip to New York. If Maass presides he names the committee, and the ball passes from our hands to that of a group with which we have no sympathy.

Mr. Houghton has treated me with such dignity and consideration that I would not, under any circumstances, take the responsibility of either acting in his absence or asking the Vice-Chairmen to do so.

Mr. Bamberger arrives in New York - so I have learned - on the 11th. One of the things that he impressed upon me at Placid was that "things should be done in an orderly fashion."

I understand the reasons for your wishing a meeting not later than the 18th, but I believe that it is possible to avoid the haste that would be required in order to meet your convenience. You could, at the meeting of your Board on the 19th, state to them that you have under consideration an invitation which you may or may not accept and which may or may not materialize, and you might ask the members of your Board to authorize the Executive Committee to act in case the invitation is extended and is acceptable to you.

You must not undertake this great responsibility under a clouded title. You must not mystify everyone. My recollection of my interview with Mr. Stewart, which Miss Richelser remembers my recounting to her, was that the special meeting might be called late in September - not early. I know he has the highest motives for wishing me to be out of an uncomfortable position as soon as possible, for he is solicitous about the strain which it imposes upon me. I do not believe it is possible for me to avoid the strain, and I am perfectly able to bear it. My personal judgment is that we had best do nothing until the regular meeting, when we can be assured of full attendance and when, if the directorship is offered to you, it comes in a manner to which no member of the Board and no professor can take exception.

Don't, for your own sake and that of the Institute, under-estimate the fact that you are dealing with intriguers. I freely confess that I was a baby in their hands. I took them at their word; I supposed when they said they wanted opportunities for scholarship and wanted to be free of routine they meant it. They did not mean a word of it - that is, a few or several of them.

August 30, 1939

Dear Mr. Houghton:

I have just received a telegram from President Aydelotte telling me that, with your accustomed kindness, you can arrange to preside at a special meeting on September 14 or any date thereafter. The same mail brings me a letter from our architect, which requires my presence in Princeton during the entire week of September 11th, for he needs instruction on matters which I alone can decide - an additional reason for not rushing matters.

I am grateful to you beyond words for your willingness to sacrifice your convenience, but I believe that a special meeting, called for the 14th or some day thereafter, would cause confusion and mystification. It is my judgment that we should pursue a course orderly in every respect and that only in so doing can we avoid criticism or complaint.

I am sending both President Aydelotte and Mr. Stewart a copy of this note. I need not reiterate what I said in my letter dictated earlier today, that these two men have, like yourself, been everything that any human being could expect or desire.

With all good wishes and highest regard,

Ever sincerely,

(Signed) Abraham Flexner

Alanson B. Houghton, Esq.
The Meadows
South Dartmouth, Massachusetts

AP/MCE

ABRAHAM FLEXNER
MAGNETAWAN, VIA BURKS FALLS
ONTARIO, CANADA

August 30, 1939

Dear Mr. Stewart:

Aydelotte wired me as follows this morning:

"Houghton telephoned yesterday ready to follow any instructions from you I explained to him you now thought special meeting unnecessary He insisted I inform you that if you should desire it he could call meeting and be present to preside himself for September fourteenth or any date thereafter."

By the same mail comes a letter from Larson, who wishes me to be in Princeton during the entire week when the special meeting would be called, for neither he nor anyone else knows the details which have to be arranged in order that everything may start off smoothly on October 1st. This seems to me to furnish one more reason why we should let matters pursue their normal course until our regular meeting.

Under the circumstances, I hope you may think that I have acted wisely, for I want your good opinion as I want almost nothing else I know.

With all good wishes and deep appreciation,

Ever yours,

A. J.

Mr. Walter W. Stewart
Gladstone, New Jersey

AF/MCE

S 105 Genl 1939-42

Copy for Mr. Stewart

August 30, 1939

Dear Aydelotte:

I have received your telegram conveying Mr. Houghton's message. At the same time Larson informs me that he wishes me to be in Princeton the whole of the week of September 11th.

We will get ourselves into inextricable confusion, as well as mystify all of Princeton, if we take advantage of Mr. Houghton's kind offer. As I have said to him in a letter I have just written, a copy of which I enclose, I believe that the orderly course of events is the only one by which we can avoid criticism, complaint, and mystification.

I realize keenly that I am choosing a course that is more difficult for you, and you know without any assurance on my part that I would infinitely prefer to do otherwise, for nothing lies nearer to my heart than that I should do everything in my power to conform to your wishes and your convenience, as well as to insure your success and prosperity of the Institute.

I believe that we will do best for the permanent interests of all concerned if we omit the special meeting and pursue the even tenor of our way until October 9.

With all good wishes to you and Marie,

Ever affectionately,

(Signed) Abraham Flexner

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

AF/MCE

P. S. I am sending a copy of this note to Mr. Stewart.
A.F.

S 1055 General 1939-42

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WALTER STUART AND MR WINFIELD RIEFLER

ROGER SMITH HOTEL WASHN DC

CONFIDENTIAL I SAW DOCTOR LEVY TODAY FOR FURTHER INSTRUCTIONS
 THINKS MY HUSBANDS PLAN FOR GOING TO PRINCETON IMMEDIATELY AFTER
 HIS FORTNIGHT OF COMPLETE REST AND SEEING EACH MAN INDIVIDUALLY
 REGARDING SUCCESSION MOST UNWISE AND DANGEROUS AS TENDING TO
 DISTURB AND DISTRESS HIM COULD YOU BOTH PERSUADE HIM TO AVOID THIS
 BEST REGARDS

ANNE FLEXNER.

S HAS Gnd 1939-40

57

Washington, D. C.

September 22, 1939

Dr. Abraham Flexner,
150 East 72nd Street,
New York, New York.

Dear Dr. Flexner:

Win has reported to me his telephone conversation with you last week-end. As I understand, your program contemplates taking no action prior to the regular meeting of October 9. At that meeting, as provided in the By-laws, the trustees will act upon your resignation and appoint a committee to consider the selection of a successor. Win tells me that you agree with him that this committee should be instructed to consult the members of the faculty individually and to report back to a special meeting of the trustees. I am glad that you have come to this decision and believe that in the circumstances it is the wisest course to follow. As you know, Win, as a member of the faculty and as a trustee has, over a period of years, assured other members of the faculty that he would favor such a procedure. It is also a procedure which your successor might desire

Win joins me in sending you affectionate regards.

As ever,

Walter W. Stewart.

S 1A5 Genl 1939-42

S-2

October 4, 1939

Dear Dr. Weed:

You will recall that you are a member of the Committee on Nominations of the Institute for Advanced Study, this year. Would it be possible to hold a brief meeting of the Committee prior to the meeting of the Board of Trustees on Monday, October 9th? If convenient to you, I suggest that we meet in the usual room at the Uptown Club at 12 o'clock.

It seems to me that it would be advisable to recommend to the Board someone to fill the vacancy left by the expiration of Miss Sabin's term as Trustee. After consulting with a number of people here, my inclination is to recommend Henry Allen Moe, who has been Secretary of the Guggenheim Memorial Foundation since 1924. He has long been interested in education, has taught at Oxford and Columbia Universities, and through the fellowship activities of the Guggenheim Foundation, has a wide acquaintance with students who have undertaken advanced study abroad. I believe he would make a good member of our Board.

Om 657

The question has arisen as to whether the resignation of Dr. Flexner as Director creates a vacancy on the Board. On this matter I have asked for an interpretation of the By-laws from Mr. Hardin. In the event that Dr. Flexner's resignation as Director carries with it automatically his resignation as a member of the Board, then I think it would be desirable for the Committee on Nominations to recommend his reelection as Trustee.

I have in mind several other names of people who I think would make good trustees and doubtless you also will have suggestions. If we could have a short meeting before our luncheon, I

Dr. Lewis H. Wood

-2-

October 4, 1939

think we could dispose of the matter and make our recommendations to the Board.

Sincerely yours,

Walter H. Stewart

Dr. Lewis H. Wood
School of Medicine
Johns Hopkins University
Baltimore, Maryland

Dr. Julius H. Friedenwald
1013 North Charles Street
Baltimore, Maryland

5 IAS Genl 1939-42

THE JOHNS HOPKINS UNIVERSITY
SCHOOL OF MEDICINE
710 NORTH WASHINGTON STREET
BALTIMORE, MD.

LEWIS H. WEED, M. D., DIRECTOR

October 5, 1939.

Mr. Walter D. Stewart,
School of Economics and Politics,
Institute for Advanced Study,
Princeton, New Jersey.

My dear Mr. Stewart:-

Your letter of yesterday has just come to me and I hasten to tell you that I shall of course be glad to meet with you at twelve o'clock in the Uptown Club on Monday, October 9th.

I must tell you however that I do not believe it advisable to fill any vacancies in the Board of Trustees at this time. Under the By-laws the Board has power to elect a trustee to fill a vacancy but the person elected under these conditions can serve merely until the time of the annual meeting in the spring. This provision in the By-laws seems to me to indicate the inadvisability of any temporary election and I believe the matter may well go over until the annual meeting, at which time an election for the unexpired term of the vacancy could be made.

In the event that the Board wishes to fill the vacancy I should not favor the nomination of Henry Allen Moe. I think that there are many other persons who are interested in the program of the Institute and whose value to the Board would be far in excess of that of Mr. Moe. I shall be glad to explain my reasons for opposition to Mr. Moe's nomination when I see you on Monday.

The problem of trustee-relationship presented by Mr. Flexner's resignation as Director is of course primarily a legal one. As I read the By-

Mr. Stewart,

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10-5-39

laws, I should assume that Mr. Hardin's ruling would be that a vacancy would exist in the Board, to be filled by the election of the new Director, who according to the By-laws "shall be a member and trustee of the Corporation". In addition to this more or less legal aspect of the affair, I doubt very much the wisdom of the election of a retiring executive as a member of the Board. My feeling in this regard is that the presence of an Emeritus Director might at any time become a source of great embarrassment to the new executive. Under other circumstances I should be more than delighted to have Abraham Flexner continue upon the Board but I do not believe that we should place any possible inhibition upon the functioning of the new Director.

I am glad that you are bringing together the Committee on Nominations at this time and I look forward to good discussion of the problem with you on Monday.

Very sincerely,

Leah T. Wood

S-1AS 1939-42
Gen-1936-44

ALANSON B. HOUGHTON
3003 MASSACHUSETTS AVENUE
WASHINGTON, D. C.

October 14, 1939.

Professor Walter W. Steward,
Office of the Special Advisers to the Secretary of the Treasury,
Washington, D.C.

Dear Professor Steward:

Thank you for your letter. I am glad you think the meeting went off satisfactorily. And I have been really touched by letters from Flexner and Aydelotte. If at your convenience next week you will 'phone my secretary, Miss Braddock, I shall be delighted to see you and Riefler - pretty much any afternoon at 5 o'clock.

Confidentially, I have a letter this morning from Percy Straus resigning his position as Trustee. I have an uncomfortable feeling that perhaps, in order to cut out any debate as to the point he raised - whether a younger man should not be made Director - I was unnecessarily brusque in the reply to his suggestion. I still think I was right and that such a debate would have been unfortunate at the moment. I wish you would let me know quite frankly whether I should try to smooth matters over with him provided this is the motive of his resignation.

Yours sincerely

Alanson B. Houghton

S IAS General 1939-42

5-2

ABRAHAM FLEXNER
PRINCETON, NEW JERSEY

October 17, 1939

Dear Mr. Stewart:

Thank you for your reassuring and encouraging letter, which was forwarded to me here from New York.

I stood the meeting very well, and I cannot really say that I even felt any strain afterwards. You were quite right in your advice to me as respects a possible statement by Professor Veblen, but Mr. Houghton handled the thing so well that no one else had a chance, although I think no one realized that such was the case.

I am heartened by your assurance that "we shall not lose touch with one another." I have never, I think, in so brief a time come to love men as I love you and Warren and Win, and I should feel impoverished if from time to time, and as often as you can, I did not see you. The feeling which I have for you three is shared by others who have been brought in contact with you, and now that the public announcement has been made, even those who thought they had grievances realize that they were simply self-deceived, and at that I am content to let it go.

I saw President Dodds on Friday and told him of the conclusion which the Board had reached. He beamed and said, "I have been inquiring about Aydelotte since you first spoke to me. I am absolutely convinced that you have made the best possible choice in the entire country, and though I regret your leaving, I am sure that Aydelotte and I will hit things off as successfully and cooperatively as you and I have been doing in these past years." That lifts from my mind the last remaining doubt.

Mr. Walter W. Stewart

October 17, 1939

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Gauss and others, whom within the last few days I have taken into my confidence, have spoken in the same strain. The future is therefore as secure as human forethought can make it.

With affectionate greetings to you and Win and Warren, believe me

Always your friend,

A. J.

Mr. Walter W. Stewart
Roger Smith Hotel
Washington, D. C.

AF/MCE

S 1AS Genl 1939-42

1948

vert. file "D"

11/24

DIRECTOR

Corporation
Administration

POLICIES

First draft of minutes of Director's report on School of Economics and Politics to Trustees with comments School of Economics and Politics but filed in file below. Not in final form attached to Minutes. He favors ordering of knowledge presently available rather than research to acquire more knowledge.

Draft is filed with this memo in Vertical File under "D" for Director.

See also (just) under ...
...

D, Humanistic Studies

Draft 11/29/48

Report on

a

School of Economics and Politics

(Director's report on School - attached to 11/16 minutes.)

The Director reported only on tentative plans now under discussion in this School. The situation he deemed far less clear ~~here~~ than in the other Schools. The School had formerly been divided between Professor Earle's modern history ~~seminar~~ studies and the groups in economics under Professors Stewart, Riefler and Warren. Professor Riefler's acceptance of a position with the Federal Reserve Board, and Professor Stewart's retirement in the near future, ~~naturally~~ brings to decision what is going to happen to the School.

The seminar work under Professor Earle is to be continued: ~~about~~ *some* ~~ten~~ *about half from inside* eight men, including ~~Europeans~~, will be invited each year for a more or less organized ~~attack on~~ *discussion of* ~~in~~ a subject which appears timely. The Director told something of last year's seminar on Russia; usually some people come from Washington to listen to the discussions; some participants write books ~~and~~ or articles while they are ~~here~~ members. Professor Earle's ~~selected~~ subject for next year is the history of the 18th century in Western Europe; for the following year France ~~in the 18th century~~. *since the revolution* It was Professor Earle's opinion that ~~for this program~~ a budget of \$40,000. ~~rather than the current \$10,000.~~ *would be* ~~was~~ *thought* necessary. ~~It was~~ *the* Director's ~~opinion~~ *felt* that this/ ~~was~~ *scale* was probably more than the Institute could support; that

support. Professor Earle might ask for ^{other} outside help for the project, perhaps from the Rockefeller Foundation.

About the ~~over~~ general plans for the economic group in the School

~~the Director found difficulty in~~ ^{it} the Director was hesitant to talk in view

of the fact that they were in process of formulation. He thought it of

importance that Professor Jacob Viner, ~~an~~ ^{in the past} an economist and historian of

wide interests, now at Princeton University, ~~was~~ ^{and a member of the faculty} had been invited by the

School to attend departmental meetings ~~and to advise on the trend to be~~

~~taken in the future activities of the School.~~ The Director described the

School as the only instrument which the Institute has for discussing or

dealing with the social sciences; ~~He~~ ^{it} pointed out that both Professors Stewart

and Warren have well-founded doubts about the value of economics as ~~a study~~ ^{it exists today.}

^{always} ~~in itself.~~ The School has ~~been~~ notable for its centrifugal tendencies. It

is now faced with a deep choice, one also facing the Institute, of whether

to pursue further studies in any one of the social sciences, ~~or to plan~~ ^{to build a}

more practical ~~project.~~ ^{program, or to ~~its~~ interests to lose.} There has been talk of general methodological studies

and juridical studies. But the Director felt that no one man or group of

men seemed ~~sufficiently~~ ^{appropriate} inspiring, ~~to act as~~ ^{their} a focus. The Director's own

feeling he thought ~~best expressed~~ probably best expressed by the words of

^{Our} Mr. Justice Holmes: "What we need is more education in ~~the~~ the obvious

and less elucidation of the obscure." In this sense, the Director was of the view that there might be a place at the Institutex for the ordering

of knowledge as it exists, on an ad hoc basis. He pointed to present-day psychology as an example of a study based on part method and part theory

discipline

a wide variety of methods &

practise

and facing a methodological crisis. In the social sciences this happens

very frequently. Many ~~of the~~ problems in these ~~sciences~~ are largely

only

methodological & quasi-

philosophical; but there are also very often problems of practical conse-

quence which obviously are timely and tough. The available information

on such problems would be useful if it could be ordered and made public.

The Government has done something of this when it sees a critical problem

arising; but in many cases these governmental committees fail to take

advantage of what is really known about the subject.

In considering such studies, the Institute would be undertaking

work that has ~~nothing~~ to do with the real accretion of knowledge in the

old

new

social sciences, but rather with the use of ~~the~~ knowledge now available.

Although not asking for authorization to pursue such a course, the Director

welcomed comment on it. On question from Mr. Lewis as to whether an illustra-

tion of the contemplated work could be given by explaining the proposed 18th

century studies under Professor Earle, the Director answered he did not think

the ~~two~~ ^{quite} programs comparable. Professor Earle's seminar ~~was~~ is an attempt at historical research; to see whether sources have been hitherto misunderstood and whether additional light can be thrown on a particular course of history.

This may be reflected in the books or articles of some of the members; it may

be judged by scholarly standards; the outcome ~~depends on~~ ^{is measured in increased understanding by} those who come for

the interchange of ideas. But the program under discussion ^{the social sciences} ~~for economics~~

was quite different; it ~~would~~ ^{might} mean inviting a group of people qualified to

discuss the underlying assumptions in the statistical theory of economics;

out of such a program should come a type of formal report. An example would

be a group who have been struggling with the contradiction of psychological

techniques. Such panels could most fruitfully study present crises; ~~they~~

they might be supplementary to groups with primarily historical interest; ~~they~~

would ~~have~~ ^{might} to do with ~~the~~ practice rather than with fundamental knowledge.

In such a manner is practice codified; but it is not necessarily intellectually

enrichment.

It was the feeling of the Director that in the social sciences this ~~is~~ ^{could well be}

the general way in which the Institute ^{could} ~~should~~ proceed; ~~although~~ ^{but no} the decision

had ~~not~~ been taken. On a question from Dr. Aydelotte as to whether Palestine

or India would be appropriate problems for such studies, the Director

replied that questions adjudicating hostile views, particularly those already

before the American political scene, would possibly put the Institute in

a crucially bad position. The choice of a particular problem would be a

^{Resurrect}
good part of the attack, ~~in general, the study would be on a somewhat narrow~~

~~base, for instance, to investigate what are the actualities of the industriali-~~

~~zation of India might be considered.~~

At Mr. Strauss' suggestion that such a program might affect the

scholarly atmosphere of the Institute, the Director ^{agreed that} ~~said he felt~~ it meant

a break from purely scholarly work. It would probably mean not more than

five or six members in residence in any one semester; ~~research and other~~

~~technical work could be done outside the Institute.~~ As such, the scale

of the project should not upset the Institute atmosphere; ^{yet} the spirit might

be disastrous. On question as to whether the plan would fall within the

School of Economics and Politics, the Director stated that ^{that remained open.} ~~had not been decided.~~

1947

vert file

"D"

10/8

DIRECTOR

Administration

AYDELOTTE, F.

Biographical

OPPENHEIMER, R.

SIEGEL

List of problems Oppenheimer inherits.

Filed in Vertical File under "D" for Director.

A, 10/30/56, IAS

October 8, 1947

Dear Robert:

There are a lot of things on my mind which I should like to unload on to yours as follows:

(1) This question of taxation of the Mineville houses. I have sent you a memorandum on this subject. You can see how it affects the question of allowing a man like Dirac to occupy one of them. Dirac is a border-line case and I don't think we could get away with it if we allowed one of our permanent members of the Faculty to live there.

(2) I take it that you know about a grant from the Carnegie Institution of \$10,000 for Lowe's CLA. The grant was made for a period of three years and I think it would be prudent to collect one-third of it each year.

(3) John Fulton feels that it would be better not to make a report on the Gest Library at the meeting of the Board tomorrow but to wait until December or even until April. I think that is wise. I don't know how enthusiastic you are about Chinese Studies but I certainly feel that they would be no success here unless you are enthusiastic. If, however, you want to do so, I am sure that you can collect large funds for this purpose over and above our present endowment.

(4) I hope that Kitty will be interested in the landscaping of the Institute properties. I have a proposal for an outdoor memorial to Mr. Bamberger and Mrs. Fuld to be called "Founder's Walk" which would be a continuation of the northern axis of the Institute right down to Stony Brook and the Canal. If and when you get round to it, I hope you will consider this seriously.

See 21
(5) You will find in the files records of special grants to Herzfeld and Goldman for publications and to Lowe for CLA. I may have in my files over here some material on this subject which I shall be glad to turn over to you.

(6) Sooner or later the Faculty will raise the question with you of a publication fund. The mathematicians and the economists have no need of any such fund since various organizations will finance all their publications. The humanists on the other hand need money to publish their books. Whether we should establish a publication fund for the benefit of the humanists alone, I have never been able to decide and I am very happy to leave that decision to you.

October 8, 1947

(7) You know about the arrangement for Meritt's Assistant. This will become more urgent if Dorothy Dauncey decides to go back to Canada.

(8) After October 16th and after I have had an opportunity for a little holiday in Waterford, Connecticut, I intend to make you a comprehensive statement of our pension plans. I am ashamed not to have done this before but you can be sure that every individual on the Faculty understands exactly his own status and consequently the whole matter is less urgent.

(9) One of these days you will have to face the problem of moving the Treasurer's Office to Princeton. I am all in favor of doing so. I think it would be an economy and I am sure it would be an administrative convenience. I had exactly the same problem at Swarthmore only in that case the Treasurer died at a convenient moment and I was able to move the office out to Swarthmore without any trouble. I certainly hope it will be a long time before Mr. Leidesdorf dies but I think he would live longer if the Treasurer's Office were moved to Princeton.

(10) There are two items of unfinished business which I think I ought to refer to you. One of them is the preparation and publication of a comprehensive list of members of the Institute since its founding and the other is a bibliography of the scholarly publications of the Faculty and Members.

(11) I think it would be a good thing if Mrs. Leary had a heart to heart talk with Jane Richardson. Jane is, of course, expected to leave any time after the 10th of October. I think it would be worthwhile for the Institute to send Mrs. Leary up to see Jane in Swarthmore, Waterford or New Haven or wherever she may be.

46-7
(12) Veblen came in to see me this morning to raise a point about Siegel's salary. Siegel went off to Göttingen some time last summer. I recommended that he should have leave on full salary for the first six months of the last academic year. When he decided to remain in Göttingen, I suggested to the Trustees that he should be put on half salary until such time as he should return to the Institute. He has now returned and my proposal is that he should be put on full salary as from October 1st. Veblen thinks he should be on full salary from July 1st. That does not make sense to me but if you think it wise, I am very glad to leave the decision to you. Veblen's point is that nothing is too good for Siegel. My position is that however good Siegel may be we ought to treat him as we would treat any other member of the Faculty.

I have refrained from putting these points up to you hitherto

- 3 -

October 8, 1947

for fear you might resign the Directorship.

Yours sincerely,

Frank Aydelotte

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

COPY

MEMORANDUM OF DUTIES OF DIRECTOR OF INSTITUTE FOR ADVANCED STUDY:

Choice of members of the Faculty
Choice of members of the Institute
Budgets
Buildings and Grounds
Supervision of housing
Arrangements for members of the Faculty who may want
to go abroad and for bringing people from abroad to Princeton
Publicity
Relations with Princeton University, Rockefeller Institute
and the RCA
General supervision of the computer project
Entertainment of visitors
Editing of Bulletin
Presiding at Faculty meetings and departmental meetings
Supervision of library
Employment of staff and supervision of salaries
Assignment of rooms
Applications to foundations for funds for research and
publication

Preparation of minutes?

DUTIES OF ASSISTANT SECRETARY:

Board of Trustees

Prepare schedule of meetings of Board and Executive Committee
Send out notices of meetings of Board and Executive Committee
Keep track of material for agenda
Draft, mimeograph, mail and index Minutes

Send out notices of meetings of special committees of
Board of Trustees as requested, for example, Nominating
Committee, Committee on Buildings and Grounds

Assist in printing revision of By-Laws

Check contents of Safe Deposit Box and report to Treasurer's
Office by June 30th of each year

Use of Institute seal

Power to sign checks on Institute's Petty Cash Account

Notes

DUTIES OF SECRETARY TO THE DIRECTOR:

Preparation, mimeographing and distribution of Staff and Members
List for each term
Letters of appointment for members and assistants
Report arrivals and departures of members and assistants to
Immigration and Naturalization Service
Clearance letters for Department of Internal Revenue for Institute
members leaving the country
Assistance to members regarding immigration and naturalization
procedures
Responsible for seeing that all members, assistants, visiting
professors and Trustees sign register. Keep typewritten copy
of register up-to-date.
Preparation of curriculum vitae form for members
Veterans - Gil Stott

Collect material for Institute Bulletin
Maintain permanent mailing list for Institute Bulletin
Responsible for checking proofs of Bulletin and for mailing each
issue

Schedule dates for Institute holidays, Faculty meetings and
Faculty luncheons

Notify secretary of Secretary of Faculty about sending out
notices for Faculty meetings and Faculty luncheons

Notify Miss Miller and Mrs. Dilks of these dates

Collect material for Faculty meetings

Type Faculty minutes in minute book

Keep track of material for meetings of Schools, eg. applications
for membership

Filing, transfer filing, map file

Keep Director's calendar up-to-date

Keep list of material in Institute safe

Secretarial duties for Director