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AYDELOTTE, FRANK

Biographical

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# AMERICAN OXONIAN

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# THE AMERICAN OXONIAN

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AMERICAN RHODES SCHOLARS

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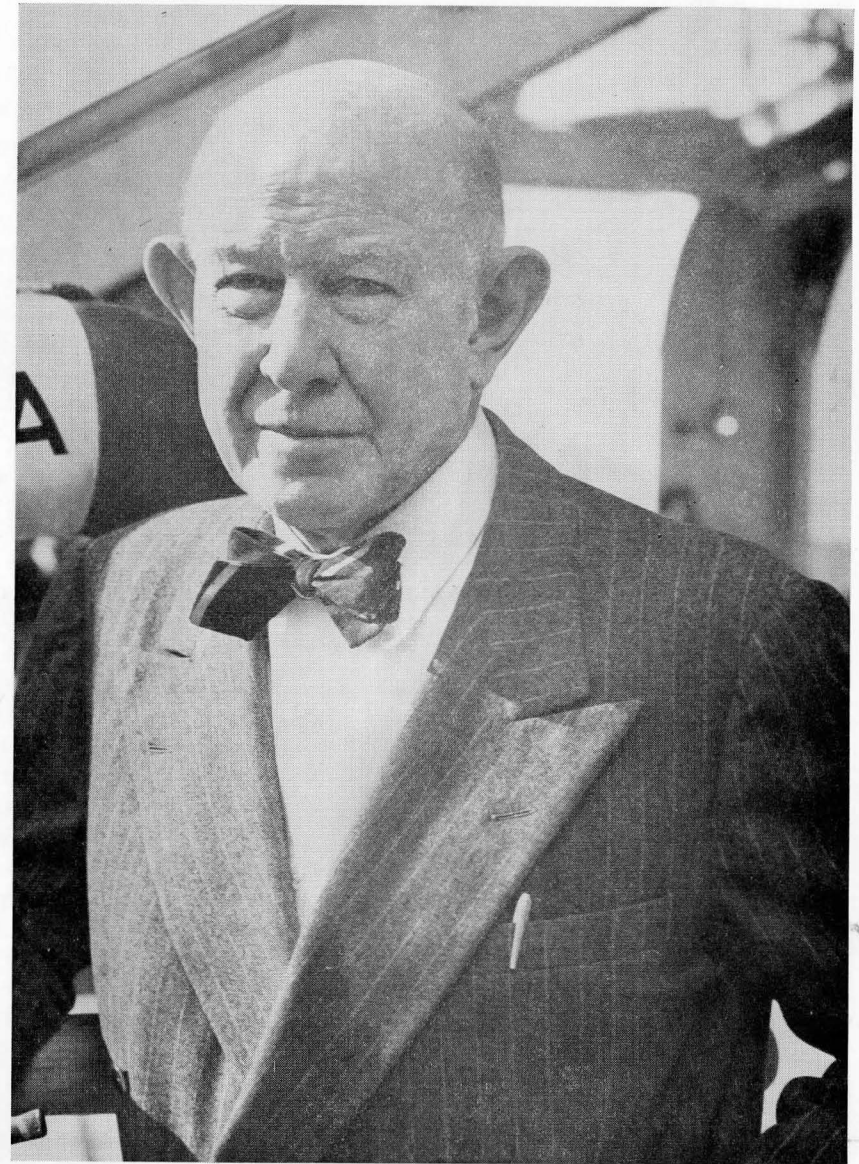
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Books for review should be sent to the Editor.



Frank Aydelotte aboard the Mauretania.

# THE AMERICAN OXONIAN

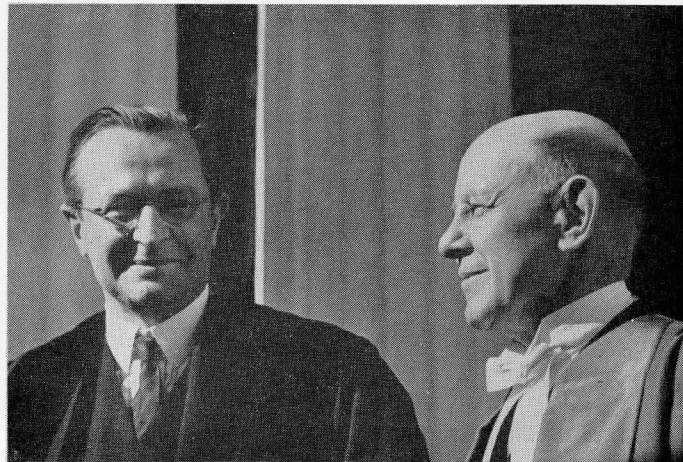
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Dr. Aydelotte at his desk at Swarthmore in the mid-thirties.



Lord Lothian and Frank Aydelotte at Swarthmore, 1939.

¶“*The success of the Rhodes Scholarships*,” Sir Carleton Allen wrote in 1951, “*is primarily due to two men, Francis Wylie and Frank Aydelotte, who built up the whole edifice stone by stone in their different spheres.*” This is so true that it is difficult to conceive of the Scholarships in the United States without Frank Aydelotte. With gratitude and affection, the Association of American Rhodes Scholars dedicates this issue of the OXONIAN to his memory.

*Frank Aydelotte*

(1880-1956)

By BRAND BLANSHARD

(Michigan and Merton, '13)

*Professor of Philosophy, Yale University*

THOSE who knew Frank Aydelotte will agree on one thing about him: he was unlike anyone else; he was unique. It was obvious when you met him that he was unique physically. The broad, bald head was oddly flat on top; the twinkling small blue eyes were near together; the ears were outsize; the bodily carriage was somewhat awkward; and in later years the right arm became so stiff that he had to shake hands with his left hand. As you came to know him better, you saw that inwardly too he was like no one else. The irrepressible chuckling *joie de vivre*, the prodigality in ideas, wild as well as sound, the restlessly active disposition, the beaming benevolence, the freedom from malice that seemed more a matter of temperament than of principle—in these and much else he was clearly no man's copy.

Not that he was an enigma, or carried any mystery about him; in some ways his life was a singularly open book. There were a few keys to it, of which the chief was Oxford. The two most striking achievements of his life—the reorganizing of the Rhodes appointments in this country and the popularizing in America of honors courses—both stemmed directly from his Oxford experience; and his notable work for the Guggenheim Foundation and the Institute for Advanced Studies sprang from it indirectly. He was sealed in

to sow seeds in. But Aydelotte faced the challenge with his unflinching gusto, and soon published a book called *English and Engineering*, which, though mainly a collection of essays from favorite authors, supplies in the introduction his own views on how to teach the writing of English. "English as Training in Thought" was the title of an early article he published in the *Educational Review*, and this gives the emphasis of his book. He asked his students to read and discuss with him essays on the aims of science and engineering, and when he had got their minds well in motion, he used the new impetus to carry them over into a further interest in effective statement and in literature generally.

He was so successful at M.I.T. that when the Board of Managers of Swarthmore College scanned the horizon for a new president, their eye soon fell on him. They asked him to come for a visit, liked him greatly, and offered him the post. He did not accept at once. A far-reaching educational project had been forming in his mind, the project of adapting the Oxford idea to the American educational scene, and what he wanted was a college that would lend itself for use in a large-scale experiment. Would Swarthmore agree? He presented his plan frankly to the Board, and asked their permission to interview the senior members of the faculty. Swarthmore was of course a Quaker college. "At the time," he later wrote, "I knew little about Quakerism, but I quickly realized without being told that the Quakers, from having always been a minority group, had formed the habit of considering ideas on their merits and did not think that a point of view was necessarily sound because it was held by the majority." The Board and faculty listened to him with open minds. When he had stated his case, they wanted him more than ever.

What was the big idea for which he was so eager to do battle? The magazine *Time* caught the gist of it when, some years later, it carried the picture of "Swarthmore's Frank Aydelotte" on its cover with the line: "He would relieve democracy from mediocrity." He was convinced that American education was organized in the interest of mediocrity rather than distinction. Mass education had established an "academic lock-step," by which students marched *en masse* through the twelve grades of school and the four years of the university, moving at a pace determined by the assimilating power of the average man. This meant that with the best of intentions American education was making the good the enemy of the best, for by adjusting its demands to the undistinguished many, it was attaching a ball and chain to the man of exceptional gifts. It compounded this well-meaning felony by adopting President Eliot's elective system, which implied that any subject of university study was about equal in educative value with any other. Aydelotte was clear that this was wrong; like his good friend Abraham Flexner, he thought that in university catalogues there were numberless frill courses which could be abolished with profit to the student. That was one reason why he preferred

a small college for his experiment; there would be less dead wood to lop off from the curriculum. His central idea, then, was to provide for the ablest students special means for self-development, confining their training to a set of core subjects of proved educational value.

Like Montgomery at Alamein he prepared the ground cautiously and thoroughly, and when the time came for launching the advance, did so with cautious confidence. The new program, in outline, was this: students who in their first two years had shown high capacity could apply to spend their last two years in "honors work." If approved, they dropped courses completely. Instead they elected an honors school, patterned roughly on Oxford's modern greats, in which three fields of study were combined—for example, philosophy, modern history, and economics—with one of these fields as their major, and the others as minors. In any given semester they would pursue two subjects only, say ethics and economic theory. This meant that at the end of their four semesters in honors they would have prepared themselves in eight subjects. They then qualified for their degree in the Oxford manner by presenting themselves in these subjects to external examiners who first sent them written papers, and a couple of weeks later came to the Swarthmore campus and examined them orally. The candidates were ranked in one of three grades of honors, or, in rare cases, failed.

From the beginning the new plan worked. There were always more applicants than could be accepted; the students were exhilarated by being put on their *metal* and permitted intimate contact with their instructors. Instruction was given through small seminars of three to six students, which usually met in the afternoon in the living room of the instructor's house. After two hours or so of discussion, the instructor's wife would put in a discreetly primed appearance with a teapot and cakes; whereupon the discussion would freshen up and go on for a further hour or two. These refreshments were not decadent or decorative; they were a vital process of refueling; for there was no deadline to the seminar, and if the discussion proved interesting it was often sustained for four hours or longer. To many university teachers such sessions would be insupportable, but most of the instructors were young "gluttons for punishment," and to the students they brought a glow of novelty and a feeling of intellectual maturity. Though the teaching burden was heavy, the instructors were satisfied that they were doing a far better job of communicating ideas and the love of ideas than they had ever done in regular classes, and that at the end of the two-year period they knew the minds of their students inside out. Aydelotte, as a former coach, was applying to the training of the mind principles that he had found to work in the training of the body. The coach asks his pupil to run or jump or dive for him, and corrects the performance at once by admonition and example; the pupil learns by active trial and error. This was the way, Aydelotte thought, to learn to think and express oneself. It was the way of the Oxford tutorial. But he came to think

that for Americans the seminar method was the better way. A tête-a-tête between a don and a shy pupil may easily be a self-conscious and frigid affair, whereas if there are several junior members, they give each other moral support and grateful breathing-spaces when they engage their senior in argument. At any rate, the small seminar, designed for Socratic midwifery, was the heart and center of the program.

That Aydelotte had found an important defect in American education and a significant remedy for it was soon apparent from the dozens of similar plans that cropped up throughout the country, and many of these he reviewed sympathetically in his book of 1944 on *"Breaking the Academic Lock Step."* His program became a fixed part of the Swarthmore curriculum, in which about half of the junior and senior classes were involved, and it was enlarged and strengthened by his two able Rhodes-scholar successors in the presidency, John Nason and Courtney Smith. In the end he had the happiness of seeing Swarthmore ranked first in the nation in the proportion of its students to win fellowships in American graduate schools.

Anyone who knows colleges, with their trustees and alumni devoted to college tradition and their faculties honeycombed with little departmental jealousies and vested interests, will know that such a revolution is no triumphal march. Alumni soon complained that the college was becoming a refuge for bespectacled mollicoddles, of whom a football coach could make nothing, and some of them carried a conspicuous sign past the president at a commencement reunion—"Time to Retire." He was criticized for violating democracy in education, for discouraging ordinary students, for anglicizing the college, for underrating the claims of alumni children, and of course for harboring leftists. It would be false to say that he laughed these charges off. Some of them hurt him deeply. But he was the most unmalicious of men; and when he confronted his critics personally, with the evident conviction that they had the interest of the college at heart and with an extraordinary gift for friendly and face-saving compromises, his critics commonly left his office in smiles. To an old football coach the criticism that he was hatching a brood of tea-hounds was hard to bear; he called in George Pfann, Cornell's all-American Rhodes scholar, to spruce up the team, and used to come out himself to consult with Pfann about training and strategy. But the attack on the democracy of his system left him unmoved. "It requires courage in a democracy like ours, which considers each man as good as his neighbor, if not a little better, to put into operation what seems to many an aristocratic method of education. But . . . we must understand that in recognizing individual differences we are paying the truest homage to the worth of all individuals."

The seminar method was expensive in staff and money, and Swarthmore was relatively poor. But Aydelotte soon proved to have an unsuspectedly potent gift as a magnet for money. One early and essential success was getting a grant of \$60,000 from the General Education Board for launching his experi-

ment. Shortly afterward he told his own Board that the college needed at least two million dollars more. They replied that in view of limited alumni resources, the raising of such a sum seemed visionary, but to go ahead. He organized an endowment drive, put Alan Valentine in charge, and by commencement time was able to report that not two millions, but nearly four, had been subscribed, and strangely enough the subscribed amount came steadily in even through the years of depression. Most of us hate to ask for money, even for causes we thoroughly believe in, and we are likely to do it with a half-whipped deprecatory air that defeats us ahead of time. Aydelotte had an inimitable way of his own. When he presented his new educational scheme, he did it with such a bubbling, expansive delight and so sincere a conviction that its supporters were the architects of the future that he seemed to be extending a privilege rather than begging a favor. There was no deliberate strategy in this, or attempt to "work" anybody. It was merely that his interlocutors were so lapped round and engulfed in a tide of unaffected optimism, friendliness, and ebullience that they soon found themselves floated away in it, willy-nilly.

He gave to Swarthmore nineteen of his best years, from forty-one to sixty. The contribution he made there to quality in American education was probably his most significant achievement. But among Rhodes men he will be remembered primarily for something else, his immense service to the Rhodes scholarships in this country. He started THE AMERICAN OXONIAN while still teaching at M.I.T., and for the whole of his Swarthmore period he carried the American secretaryship of the Rhodes Trust along with his presidency, gradually taking over much of the administration that had formerly been conducted from England. While he was secretary, two major changes were made in the mode of selecting scholars, both owing, I think, to his advocacy. One was the assigning to old Rhodes scholars of the prime responsibility for selecting new ones. This was more important than it seemed. The men who served on the committees in early days often had a very foggy notion of what Oxford was like, and quaint ideas of what Rhodes wanted. The fact that he had mentioned proficiency in sports led some of them to choose scholars whose biceps, big as they were, could hardly compensate for their low brows. On the committee before which I appeared in 1912 was the president of a denominational college who wanted to know which of the candidates smoked and which did not, and obviously recorded a black mark against them if they did. Nobody who had been through the Oxford mill could emerge with such a scale of values, and the change in committee personnel was a long step forward in securing the right sort of men.

The other major change that Aydelotte effected was more significant still; indeed I should say it was the second most important achievement of his life. He changed the geographical basis on which Rhodes scholars were selected. Rhodes' original proposal was that all states should be equal, as they are in the Senate, and have the same number of scholars. This looked excellent from

a distance. But what it meant in practice was that New York, with fifteen million people, could send no more scholars than New Hampshire, with half a million, and that Pennsylvania, swarming with colleges, was limited to the same number as its next door neighbor Delaware, with two or three. This meant in turn that candidates were being frequently turned down in the bigger states who were better than the best in the smaller, and that neither Oxford nor the candidates were getting their deserts. Unfortunately Rhodes' will left no option in this matter. Aydelotte kept brooding over it. "In my successive visits to England," he wrote, "I had many long conversations with Lord Milner about it. In 1924 I told him that I had brought over two plans, one of which I thought was probably legal under the terms of the will, while the other, I was pretty sure, was not. 'Doubtless,' he replied, 'the illegal plan is the better.' I admitted that it was. 'I think,' he said, 'we must have the illegal one.'"

The illegal plan, as is now well known, called for the division of the country into eight districts of six states each, the selection by each of the six states of its two strongest candidates, and the selection from the twelve candidates so chosen of the four best from the district as a whole, regardless of state. The task of carrying the reformation through in the face of state loyalties in America and the legal difficulties of changing the will in England would have daunted anyone but Aydelotte. He toured the country presenting his plan to the Rhodes scholars everywhere. He put it before the Association of American Universities, the Association of American Colleges, and the National Association of State Universities. He took a vote of the Rhodes scholars and found that they supported the plan 369 to 58, with 17 doubtful and 92 not voting. Lord Lothian came to America and spent nearly five months canvassing the situation, and in the end reported favorably on the plan. The Rhodes Trust, carrying on its board some of the most respected of British statesmen, thereupon drew up a bill for Parliament changing the terms of the will. Parliament promptly passed it.

The result was an immediate and lasting rise in the quality of Rhodes scholars. /What this change in method will mean both to Oxford and to the United States over the generations is incalculable. Aydelotte had splendid cooperation from Oxford and the Trust, but they would no doubt agree in giving him the prime credit; against what seemed impossible odds, he carried his campaign to success by dint of sheer energy, tact and reasonableness. Nearly everyone would now admit that his plan was mere common sense. The objection that it would do injustice to the small states has been amply disproved. After it had been in operation a dozen years, he pointed out that the states receiving the largest number of scholars in proportion to their population were such as Nevada, Utah, and Wyoming; Illinois, Pennsylvania and New York still ranked 41st, 44th and 45th. President Butler once said that it is fairly easy to be clever, but enormously hard to be right; and at times it takes something like genius to see the obvious and do it. Whatever it took in this crucial case Aydelotte had.

But as I look back over my fourteen years with him at Swarthmore, it is not so much what he did as what he was that lingers in memory. For one thing, his irrepressible high spirits. Nothing seemed to get him down, or if it did, he was soon bobbing up again by an inner principle of specific levity. He revelled in responsibility and if you went into his office with a large problem and a long face, in a few minutes you would find him coming up with some adroit proposal and fairly rubbing his hands in glee at having met another enemy and routed him. Gloom never could stay in the same room with him. He seemed to have built-in, rose-tinted lenses. His colleagues were wonderful; the college was the best in the country; the student body was studded with young stars; as he contemplated the people around him, he could hardly forbear breaking out in "whoops of blessing" about them, severally and generally. When you are treated like this, even if you are a sodden lump of dough, some of the yeast gets into you and you perceptibly rise.

Of course at times he made mistakes, as so incorrigible an optimist is bound to do, and the mistakes were usually due to his regarding as swans what more sober eyes took as geese. He often said that in matters of policy as well as personal judgment one had to rely on intuition, and he seemed to be fortified in this reliance by his studies of George Fox and the working of the Quaker "inner light." I have never known an intuition so fertile. Charles Darwin once said he would be ashamed to confess to all the hypotheses he had taken seriously, and Aydelotte was quite capable of suggestions that to his colleagues seemed fantastic. In anyone of dictatorial tendencies this would have been dangerous; in Aydelotte it was a great advantage, for having proposed his ideas to his colleagues, he was prepared with entire good humor to have them slapped down, and among his new creations there was quite likely to be one that was brilliant.

His thinking was always of the positive, not the negative type. If he found things in a mess, he did not dwell on how bad it was or who was to blame for it, but only how to get out of it in the most constructive way. He was fond of dreaming big architectural dreams. When Max Farrand received a great Harkness gift for bringing Commonwealth fellows to the United States, he asked Aydelotte's advice and immediately received a plan already worked out in detail and only waiting for a donor. When Senator Guggenheim wanted to found a system of scholarships, he asked Aydelotte to draw up the plans, which he did, with Henry Allen Moe as his able lieutenant. It was Aydelotte who, with Flexner, induced George Eastman to give \$300,000 for the Eastman chair at Oxford; it was Aydelotte again who was called in as consultant by the British government in laying the plans for the Marshall scholarships. He dreamed of founding another Oxford College through contributions of Rhodes scholars. He even invited the League of Nations to pull up stakes and come to Princeton during the war years, and some sections of it actually came. Though many of his visions failed to materialize, those that did have placed thousands of American scholars in his debt.

of the White Knight. I had in mind also the fundamental simplicity, the Quaker affiliations and the far horizons towards which he obviously so often turned his eyes.

The sum of what, in so many different ways, Frank Aydelotte did for the Rhodes Scholarships is, in the strictest sense, incalculable. We must never forget that up to 1918, when he took office, there had been only one year in which all the available vacancies were filled, and on an average only about 100 candidates had presented themselves for the 48 Scholarships offered—until 1916 two years out of three—under the old dispensation. The familiar spectacle today of five to six hundred candidates for 32 Scholarships each year is some indication of what he achieved. As most, indeed I hope all, American Rhodes Scholars are aware, the primal source of this great transformation scene was the District Plan, which revolutionised the selection process in the U.S.A. Frank recalls, tersely enough, in his contribution to *The First Fifty Years*, that he prepared the way for the revolution by canvassing (and according to my dictionary this word has two meanings, both of them appropriate, "ascertain sentiments of" and "solicit votes from") Rhodes Scholar, and non-Rhodes Scholar, opinion "from the Atlantic to the Pacific." He sometimes let fall reminiscences of those lengthy pre-Airway expeditions, and I like to picture the tireless peripatetic advocate, descending with a portfolio of statistics, and conceivably a bag of golf clubs, at Chicago or Seattle and hastening off, his brain brimming with persuasive arguments, to cajole yet another session of sceptical College Presidents or faintly alarmed Rhodes Scholars. Then there was the revolution which he brought about in the composition of the Selection Committees, the founding of the Association and THE AMERICAN OXONIAN, the books and articles which he wrote, and the lectures which he delivered, on the Rhodes Scholarships and the Rhodes idea, his vast (and, in so far as it depended on his unaided efforts, illegible) correspondence, and all his diverse activities as host, employment bureau and adviser of Rhodes Scholars, and Kingmaker among College Presidents. Inevitably his Rhodes activities were manifold, for the Scholarships were perpetually in his thoughts and inevitably they were keyed into all his other contacts and interests. When my wife and I saw him last at Princeton, just about a year before he died, he had begun to revolve a Cyclopean but still inchoate project for a vast, and still vague, new foundation which should accumulate Rhodesiana of many kinds, and in particular the biographies, the writings and even the correspondence of American Rhodes Scholars. Indeed since he lived so long and actively, and so largely with and for the Rhodes foundation, even a full scale biography could not tell the full tale of what he did for us.

But I am writing in Oxford, and even if I were not it would be impossible to think of Frank and his work without thinking of him and it against the Oxford background. Quite apart from all he had himself done to improve the selection process he was constantly concerned for a high

standard of scholarship among American Rhodes Scholars at Oxford. Sometimes I even wondered whether he was not over concerned. Whatever a man's other merits might be, Frank would insist, he must *not* lower the intellectual standards of the Scholarships. At our end, so to speak, of the production line we are naturally very conscious of all those overseas on whom in the last resort the quality of its products depends, and the record of the American Rhodes Scholars at Oxford is the principal and final testimony to Frank's life work. But here at Oxford, too, one is very conscious of how wholly it was a labour of love. As Brand Blanshard wrote, in his admirable tribute in the *London Times*, "more than half a century ago he lost his heart to that old enchantress, and never got it back." And Frank's devotion to Oxford, and his Oxford College, was very obviously emotional as well as intellectual. I shall not forget the pride with which, at the Brasenose dinner in his house, during the Princeton Rhodes Scholar reunion of 1947, he launched round the table a massive silver loving-cup, anxiously insisting that, although the brew which it contained was even headier than that of the Brasenose recipe, all who imbibed it must repeat the College's Latin formula without faltering or deviationism. His honorary Fellowship of Brasenose and his honorary doctorate from the University gave him even more pleasure, I think, than his honorary K.B.E. How richly, though, the latter too was earned; for may not Frank, all things considered, have done a good deal more for Anglo-American understanding than most of the politicians who have been acclaimed as bridgers of the Atlantic, but have punctuated their amiable intentions with so many an indiscretion and marched so confidently into so many a *cul-de-sac*?

Nothing better has yet been written on "What the American gets from Oxford" than the chapter under that title in Frank's admirable book, *The American Rhodes Scholarships* (published in England as *The Vision of Cecil Rhodes*), and it is characteristic of his optimism that he did not think of calling his chapter "What the American *can* get from Oxford." As to what he himself had got from Oxford he had no doubts; he often said that Oxford had "been the most profound influence on his whole life." He did not, of course, expect, and probably did not hope, that many other Scholars would be able to say the same. But he did hope, and expect, that their experience of Oxford would make them better Americans. In so far as that has been true of three generations of Americans at Oxford it can certainly be said that it is largely due to Frank Aydelotte himself. Though he richly earned other and more resounding obituary tributes I doubt whether they would have contented him more.

By LADY WYLIE

Goodbye, Frank Aydelotte! A friendship of over 50 years does not end. Memory remains. Mine sees you as a young man in 1905 full of eagerness, vigour and interest, all of these of such a quality, that, although older in years



and experience than the English undergraduate, you were able to enter into his games and general life enough to become his friend. I came to know you better when, in later life you stayed with us in Oxford, and I listened in to conversations between you and my husband in scholarship matters. What big ideas you had! And how well you worked to make the Rhodes brotherhood in America a live body with high ideals! What you have done for education is well known. You gave of yourself unstintingly.

Personally, I thank you for your dynamic force and clear constructive thought, always used for the betterment of your fellow men. No doubt you had something of the despot in your make-up. I suppose one might say that, without that element, there would be little progress, and little achievement, even though that element may have its awkwardness!

Even more I thank you for having brought Marie into my life—that wonderful wife of yours whose spiritual insight you shared. Her rare charm, selflessness and warm sympathy were an inspiration to me and to all who knew her.

Goodbye. Carry on!

KATHLEEN WYLIE  
Wootton Ridge, Boar's Hill  
Oxford

February 6, 1957

### *The Reconstruction of the Bodleian Library*

By J. N. L. MYRES

*Bodleian Librarian*

THE past year has marked the end of an epoch in the history of the Bodleian Library. It has brought to a close the long period of building, reconstruction, rearrangement and reorganization which began with the adoption of the Bodleian Extension Scheme of the early 1930s and has continued almost without interruption, except in the later years of World War II, for nearly a quarter of a century. With the earlier stages in that extensive program which included the building of the new wing of the Radcliffe Science Library (opened 1936), and of the great New Library at the corner of Broad Street and Parks Road (structurally finished in 1939 but not formally opened until 1946), most recent Oxonians (and many of pre-war vintages) will be familiar. It is the purpose of this article to say something of the later stages, and especially the reconstruction of the Old Library whose completion in 1955 has brought the whole program a long way towards substantial fulfilment.

To understand what has been done it is necessary to remember the main purpose of the Bodleian Extension Scheme as it was planned and undertaken

1921

June

AYDELOTTE, F.

Biographical

Copy of limerick by one of Swarthmore trustees when  
Aydelotte attended commencement prior to assumption of presidency.

Filed in Vertical File under "A" for Aydelotte.

A, Presidency Offers

# CRETH & SULLIVAN INSURANCE

210 SOUTH FOURTH STREET

CABLE ADDRESS  
CRETHSUL

BOTH PHONES

PHILADELPHIA June 14th, 1921.

Prof. Frank Aydelotte,  
Mass. Institute of Technology,  
Cambridge 39, Mass.

My dear Professor:

As per your request, ~~enclosed~~ please  
find a copy of the effort of one, Dr. Wm. L.  
Baner.

I would aydelotte  
If I but had the dough!  
Believe me I'm afraydelotte  
Of us, who have not maydelotte,  
Are going rather slow!  
I hope the boys have paydelotte  
(Not waiting till they're deaydelotte.)

I certainly appreciate very much your  
attendance at Swarthmore Saturday, together with  
Mrs. Aydelotte. You both have already gained  
numerous friends, and I predict a very promising  
future for you and Swarthmore.

Should I be able to be of any assistance  
to you, I trust that you will not hesitate to call  
upon me.

Most sincerely yours,

*Francis W. O'Brien*

FWD'O  
CAG

June 17, 1921.

Dear Mr. D'Olier:-

Thank you very much for your letter enclosing Dr. Baner's limerick on my name. We both of us enjoyed Alumni Day at Swarthmore very much and owe you our thanks for this pleasant way of becoming acquainted with the supporters of the College.

With kindest regards, I am

Yours sincerely,

Francis W. D'Olier, Esq.,  
Care Creth & Sullivan,  
210 South Fourth St.,  
Philadelphia, Pa.

FD. D'Olier, Esq.

1946

vert. file "A"

10/30  
11/2

COMMITTEE (ON SELECTION OF DIRECTOR)

Academic Personnel

AYDELOTTE, F.

Biographical

MAASS, H. H.

STRAUSS, LEWIS H.

MOE, HENRY ALLAN

Maass' letter to Aydelotte commenting on Moe's inactivity and asking Aydelotte to withdraw from committee. Note Aydelotte's refusal (11/2/56.) Faculty committee appointed by Aydelotte with Maass' approval.

Filed in Vertical File under Aydelotte.

F. A., Confidential Files, 3/7/57

C O P Y

MAASS & DAVIDSON  
Attorneys

20 EXCHANGE PLACE

NEW YORK 5, October 30, 1946.

Dr. Frank Aydelotte,  
The Institute for Advanced Study,  
Fuld Hall,  
Princeton, New Jersey.

Dear Dr. Aydelotte:-

Since the last meeting of the Trustees I have been giving careful thought to the reasons why the committee headed by Dr. Moe has never functioned, and as I gave the matter consideration it appeared more and more to me that your membership on the committee and your presence at its meetings were an embarrassing deterrent to full discussion and deliberation by the other members of the group. I hope you recognize that I say this in no critical spirit but merely because of the belief that your participation in the committee's meetings may embarrass others on the committee from fully expressing their views. If you can see eye to eye with me in this connection, I would appreciate your withdrawal from the committee, since it is proposed that a meeting will be held shortly before Mr. Strauss leaves to take up his new duties with the Atomic Energy Commission.

With kind personal regards, I am

Sincerely yours,

HERBERT H. MAASS

HHM:JR

PERSONAL

November 2, 1946

Herbert H. Maass, Esq.  
20 Exchange Place  
New York 5, New York

Dear Mr. Maass:

My wife read your letter of October 30th to me over the telephone on Thursday just as I was going to lunch with Mr. Strauss. Since he is Chairman of the Committee, I repeated to him the substance of your letter and asked his advice. Neither he nor I were clear that my membership on the Committee was the cause of the delay. The Faculty Committee on the choice of my successor which I appointed last year with your approval has been very active and notified the Trustees' Committee some months ago that it was ready with recommendations and only desired an opportunity to present them.

So far as my own service on the Committee is concerned I can only say that I have had unusual opportunities during the last thirty years to come to know well the ablest young men in education and scholarship throughout the country. When you appointed me to membership on the Committee I welcomed the opportunity of placing this knowledge at the service of the Institute. Certainly no one is more interested than I am in a wise choice of my successor.

With kindest regards, I am

Yours sincerely,

Frank Aydelotte

PERSONAL

November 2, 1946

Admiral Lewis L. Strauss  
52 William Street  
New York City, New York

Dear Strauss:

I am just back from a Quaker Meeting in Philadelphia and find your request for Maass's letter. I enclose it herewith together with a copy of my reply. I am afraid I do not agree with his point that my membership on the Committee has delayed things. The delay was due to Hoe's having too many jobs and having literally no time or strength for this one. The committee with which I have had most to do, the Faculty Committee which I appointed at the Trustees' suggestion last year to study the problem of my successor, has, as I told you, been very active and stands ready to report their suggestions to you whenever you can find an opportunity to see them. Our conversation on Thursday gave me great satisfaction. I wrote to Lillenthal and Waymack on Friday morning as I promised and they should have my letters in Washington today. I hope that if possible you will stop here to consult our Faculty Committee. Otherwise I will send them to see you in New York or Washington as you prefer.

With kindest regards, I am

Yours sincerely,

Frank Aydelotte

Copy sent to Room 220, State Department  
Washington, D. C.

Eno.



1938

Gydelotte's Confidential file

1/15

( Letter to FA from AF Not precisely copied, but practically so )

During Christmas vacation I have had three conferences with two important and extremely useful mbs of the Bd of Trustees by which I confess I have been profoundly disturbed. After a good deal of reflection I have decided to take you and Weed into my confidence ...in the strictest confidence and ask your candid opinion on whether I am right, of wrong, partially or wholly. I want nothing but the truth.

Neither of the two gentlemen has any qualms as long as I am director. Their fears concern future after I am gone and perhaps after Mr. B and themselves are gone. They are greatly alarmed by the speed of anti-Semitism is spreading in US. Fear future subtle invasion of A-S in Bd and Fac. Have no slightest desire that the Institute for Ad. Study be pro-Jewish. Desire perfect objectivity. They fear that my successor or his successor may not present to the Trustees an absolutely objective picture of what the faculty may think on questions of policy, and they propose therefore that the faculty should elect its own "representatives" to the Bd of Trustees.

I objected to practically everything that these men said. Either anti-Sem. or pro-Sem equally unthinkable at the high level of IAS and that as far as the 3 schools are concerned the recommendations of each group would in all human probability be accepted and presented to the Bd of Tr. by any director...No Director would, for instance, overrule the mathematical group. The members are chosen without regard to the question. In the humanities the first member was suggested by Morey and was a Jew; the second was a Christian. At present the School has 4 Jews and 1 Christian.

"I pointed out that if it was even whispered abroad that this fear existed the doom of the Inst would be sealed. Finally I objected strongly to "representation by election." on the part of the fac. In the first

place the fac. will probably, in the main, consist of a majority of Christians, so that if any anti-Sem. existed the "faculty representatives" would in all probability be anti-Sem., and secondly, what is more important, are the following considerations:

- a. Most of the fac. mbs are very distinguished scholars, and scientists, and have no interest in being trustees and would make no contributions
- b. In the present faculty only four would be helpful as trustees and of these four two are on the Bd. *Ruffin, Vahl, Meritt &*
- c. A representative chosen by faculty is an attorney... If the director can't pick out the men who are likely to be useful in the business affairs of the Inst. in the Bd "it would be far better not to have any faculty members in the Bd at all."

There is a real question in this country whether there should be any faculty trustees at all. I have favored it because it wipes out the line between the director and trustees on the one hand and faculty on the other, "but for the purpose for which these 2 gentlemen have in mind, mbs of the faculty would be worse than useless."

- d. Moreover, if the faculty were to elect trustees there would always be danger of lobbying and faculty splits. Inferiors could influence the choice.

We are compelled to assume that ~~our~~ successors in Bd and faculty will be true and loyal to broad purposes which the Fdrs stated: that the IAS never make any distinction on the basis of race or religion. My long experience with boards of trustees has shown me no example where loyalty to the purposes of the fdr was not observed. Therefore I have told these 2 gentlemen that I am utterly opposed to raising even in the most limited circles racial or religious questions of any kind. Consequently ~~they~~ would be to disrupt the organization.

Please destroy this letter...

Another point on which I feel strongly: one of the men (Maass?) said that when Fuld Hall is completed he was strongly of the opinion that all of our men should be moved out of Fine Hall. I replied that in my judgment the question should be settled for himself by each man. There are 2 who must be near Palmer Lab. Every man should be free to make his own decision; there will be quarters for each in Fuld Hall. If we move out of Fine Hall completely we should do the same at McCormick "and that would mean the absolute destruction of the SHS." \* IAS has been in Pctn for 5 years. No one has interfered with us.

Another fundamental question is involved. Function of trustees is business and investment, and to see that we live within our income. Educational policies--what depts we shall open, etc., are in hands of the director. Whenever the Bd decides upon a dept. it then becomes a question of educational policy.

"...it is in the highest degree unfortunate that anyone's practical experience in business here in N.Y. should have led him to raise with me these questions...but now that they have been raised, it is most fair to me and to my successor that such fears and suspicions be faced now while I am here to combat them." (This is a tacit identification of H H M - SDL as the Trustees whom he compared with. It could have been Carvel - Sablin who lived in NY but went Jewish; Straus (NY) opposed fac. Trustees. Other Tr. all outside NY)

\* That seems to show that Flexner was aware of Vedalen's contention that he wished to move Sm out because Univ. was anti-Semitic. (Of course only one pf in SHS depended on McCormick, but he was important in F's Plans and P.U.)  
Taken from Dr. Aydelotte's confidential file at 88 Battle Rd. which

Mrs. Jew Lewis showed me this

almost

Undated handwritten illegible draft FA's response to AF's 1/15/38.

I do not myself see any danger of anti-Semitic feeling in the Bd of faculty of IAS now or in future. In this respect I feel that the points you make in your letter are absolutely sound. The only danger I see of anti-Semitism affecting the Inst would be the growth of such feeling among Pctn alumni and possibly alumni trustees. I have no doubt that a certain amount of anti-Semitic prejudice exists in those quarters and I do not consider it important so far as we are concerned and believe our only policu is to ignore it.

(Here follows a paragraph which FA crossed out, and for which he substituted the one next following. This one is the eliminated one.)

The only point in your letter which seems to me open to question is your statement that most of our professors being scholar~~d~~ would have no interest in being trustees. I am not convinced of that and you may remember that I expressed to you some ~~misgivings~~ years ago doubts as to whether our method of selecting members of the faculty for the Bd would in the long run prove satisfactory.

The one point in your letter about which I feel uneasy is the proposal of these members of the Bd that the faculty should select their own representatives. I think it might be worth while for you to inquire whether the members of the Bd. had anything besides anti-Semitism in mind in making this suggestion.

I am not convinced of the soundness of your statement that most of our profs being distinguished scholars would have no interest in being trustees. I have always had in the back of my mind that our method of selecting members of the fac. for the Bd. might in the long run not prove satisfactory.

My fear was that mbs of the fac. who were not chosen might have come to feel that they were being discriminated against. If that feeling should arise I think it should be seriously considered by the Bd of Tr. and suitable methods taken to allay it. I am sure that this would be easy to manage. The danger which you seems to me to be much more important than the question of possible anti-Sem.

On the main question raised in your letter I do not feel that you or any members of the Bd have any reason to be disturbed. I realize that the spread of A\*S throught the country is one of the most serious phenomena of the decade. But it seems ~~that~~ to me much less marked in educational instns than in the country at large and I should think that the IAS would be the last place to be affected by it.

We reach Pasadena on Tuesday. Our address--Athenaeum Club. Should like to hear of any further discussions you have on the unfortunate problem--I have destroyed your letter and have kept no copy of this letter.

I have written in entire frankness and I hope that you will be successful in convincing the mbs of the Bd whom you mentioned that their fears of danger from anti-Semitism in the IAS are groundless.

Yours very sincerely FA

For that reason ~~that~~ I should myself feel a little more comfortable if the members of the faculty as a whole had a little more voice in the selection of trustees. (Something unintelligible, probably specifying faculty tr.) I dont like voting or a school representative and should prefer some sort of plan mbs of faculty sat

by turns with the com. on nominations or formed joint meetings with tr. and fac for discussion of questions of policy like, for instance, the one of the S<sup>th</sup> continuing at Fine Hall. FA'S Cnfidential File in Mrs. A's bedroom, shown to me by Mrs. *Gluckin*

Crossed out

Substituted

Subst

This letter and back  
AF's letter  
Handwritten to S  
m

# THE INSTITUTE FOR ADVANCED STUDY

(FOUNDED BY LOUIS BAMBERGER AND MRS. FELIX FULD, 1930)

ALANSON B. HOUGHTON  
*Chairman*

HERBERT H. MAASS  
*Vice-Chairman*

WALTER W. STEWART  
*Vice-Chairman*

SAMUEL D. LEIDESDORF  
*Treasurer*

IRA A. SCHUR  
*Assistant Treasurer*

ESTHER S. BAILEY  
*Secretary*

ABRAHAM FLEXNER  
*Director of the Institute*

OFFICE

20 NASSAU STREET

PRINCETON, NEW JERSEY

CABLE ADDRESS: VANSTITUTE PRINCETON NEW JERSEY

TRUSTEES

FRANK AYDELOTTE  
EDGAR S. BAMBERGER  
ALEXIS CARREL  
ABRAHAM FLEXNER  
JULIUS FRIEDENWALD  
JOHN R. HARDIN  
ALANSON B. HOUGHTON  
SAMUEL D. LEIDESDORF  
HERBERT H. MAASS  
WINFIELD W. RIEFLER  
FLORENCE R. SABIN  
WALTER W. STEWART  
PERCY S. STRAUS  
OSWALD VELEN  
LEWIS H. WEED

LIFE TRUSTEES  
LOUIS BAMBERGER  
MRS. FELIX FULD

January 27, 1938

Dear Aydelotte:

Thank you very much for your letter of the twenty-third, which I think is a very creditable performance, considering that you were your own secretary, using your own portable, and writing on a train, moving a mile a minute or more. It is very reassuring to me, particularly as I have had a letter to substantially the same effect from Weed, and you two would certainly know, if anybody knows.

Your feeling about anti-Semitism completely coincides with mine. In the thin air of the Institute there is no such thing, and, though of course there may be a few Princeton alumni and may be an occasional Princeton trustee who feels it, they are so few and far between that they need no more be considered than anti-Catholics or anti-anything else. The fact is that the Princeton trustees have been so cordial to me personally and to the Institute that I feel as much at home with them as I do with our own trustees.

Weed questions our present Board because he is of the opinion that it may be unwise to have any faculty members on the Board. I think he is misled by the fact that at Baltimore the trustees and the faculty belong to the Maryland Club or the University Club, that from the founding of the University the closest personal relations have existed between the two groups, and that no suspicion has ever arisen on the part of the faculty that the trustees were doing things in the dark. On the other hand, as you well know, there are institutions in the East and

doubtless elsewhere in which the relations between faculty and trustees are far from ideal. The trustees regard the faculty more or less as hired men, and the faculty are suspicious that the trustees may be putting things over on them. In order to avoid any such state of feeling I suggested that we should treat our faculty members just as we treat members of the Rockefeller Institute or Swarthmore College or Johns Hopkins University. The scheme has worked perfectly, for certainly neither Veblen nor Riefler has evern spoken or acted like a representative of the faculty. They have both maintained precisely the same objectivity that has been characteristic of yourself and Weed and others.

Faculty election or rotation would, I am afraid, introduce complications. Election would mean faculty meetings and might lead to wire-pulling and favoritism so that the faculty member chosen to be trustee might be from the standpoint of the Institute the least rather than the most desirable person.

There are objections to rotation: (1) it would take a long time until we got around. In a faculty of fifteen if each member served three years, it would be fifteen or twenty years before a man got a second chance. During his first term he would in all likelihood keep still, for he would know too little of the Board to be useful and just about the time he became more or less familiar with our way of doing things he would pass out and another stranger come in. (2) Election would sooner or later introduce faculty politics - a thing which I dread. (3) There are only a relatively few members who have any interest in being trustees or who could be of the slightest service. Certainly not above four of our present fifteen professors could possibly make the slightest contribution or be of the slightest use. What, for instance, would be the sense of asking Einstein to waste his time by becoming a trustee, and what good would either the Board or the faculty get out of it? The same is also true of most of the others. On the other hand, there are a few

level-headed, practical professors like Veblen, Riefler, Earle, and Meritt, who have the double gift of scholarship and practicality. They also enjoy the respect of their fellow-professors. Veblen's first term - five years - will expire in 1939. Had we had rotation and a shorter term, he would have been out just at the moment when his flair for building makes him most useful. Riefler is of permanent use, especially on the Finance Committee. It chanced after the meeting the other day that Mr. Bamberger speaking of the Board singled out Riefler as one of the professors upon whom the Finance Committee placed very great reliance. Wouldn't it be a pity to adopt any kind of machinery that deprived us of his presence on the Board?

We had a very interesting meeting, and your absence was very much deplored, though everybody was glad that you and Marie were getting a good vacation in Florida and Southern California. The only points upon which there was any considerable discussion were regarding the School of Economics and Politics. Stewart led off an admirable discussion of the present state of economic teaching and theory in this country and Europe and an exposition of the service the Institute might render if it developed economics as it developed mathematics. Riefler followed. Veblen and others took part. You will find in the minutes when they reach you a brief indication of what was said. Of course, the kind of development that Stewart urges will require additional endowment, and I have had a brief talk with Mr. Bamberger on that subject. I am going to New York next Tuesday to see Stewart in order to go further into the thing with him. I shall then try to see whether the various foundations are disposed to contribute towards the capital sum, for without a fresh capital sum we shall simply have to wait. I shall keep you informed in case of any happy developments.

I forwarded your letter regarding Mr. Godfrey to Mr. Maass because

I have the feeling that we had better centralize the negotiations with the architects in his hands, for the architects are a jumpy bunch, and he has thus far managed them with great skill.

Mr. Shepley is coming to Princeton a week from tomorrow to go over the ground and get some notion of what we need.

I believe that Mr. Mass has conciliated the Architectural Institute and its Committee on Competition, having satisfied both that we are not engaged in a competition and that the procedure which we are following is ethical.

We have had beautiful weather on the whole, though there was a big drop in the temperature last night. This morning the thermometer registered eleven degrees hereabouts.

Anne is well and is enjoying Princeton. We have good news from Jean and Paul, frequent conversations with Eleanor, who is active and happy.

Here in the office everything goes smoothly. Mrs. Bailey had a fortnight in Bermuda and came back very greatly refreshed by her outing.

We all join in affectionate greetings and best wishes to you and Mrs. Aydelotte. Have a good time. Don't work too much, and don't worry at all.

Ever sincerely,

Dr. Frank Aydelotte  
The Athenaeum  
551 South Hill Avenue  
Pasadena, California

AF:ESB

A. J.



Very / A.  
From Aydelotte's confidential file at 88 Battle Rd. Notes of contents taken on March 1957

AF to FA 1/15/38 Very confidential

Has had conferece with two useful members of Bd and is disturbed. Decided to take Aydelotte and Weed into his confidence, tell substance of interview, and ask their counsel.

The two gentlemen feared that after AF left IAS and Fdrs died, anti-Semitism would invade Faculty and Bd. They did not want IAS to be pro-Jewish; neither do they want it to be anti-Jewish. To counteract the first they proposed that the Fac. should elect its representatives to the Bd.

AF objected for these reasons:

- 1 Schools name their own members to fac. No director apt to oppose them. But the Fac. will be mainly Christian, and if they wanted to reflect this fact in Fac. Trustees they would elect, then their reps might be anti-Semitic.
  - 2 Most Fac. members are not interested in the business of the Bd
  - 3 In the Fac. Flexner found only 4 men who would be interested in the business of the Bd, 2 of whom are already on it.
  - 4 A "representative" chosen by the Fac. would be an attorney for the Fac. If the Director cant pick out good Trustee material from the Fac, it would be far better not to have fac. Trustees. But he has always favored direct contact between Fac and Trustees.
- 5 dangers of lobbying and fac. splits. And Tr. splits. the inferiors could decide the choice of fac. tr. in elections.

Therefore "we are compelled" to rely on the good faith of our successors. Flexner assured the two men that RIMR, the J.H Univ. and Swarthmore didnt have the problem.

*This was V's work*  
Another problem came out of the conference. One of the men said that when "uld Hall was completed SM should move out of Fine Hall. Flexner said this was to be left to each man; two of the men had already said that they needed contact with Palmer Lab. If the humanists had to give up McCormick Hall, that was their end, for they couldnt work in art-history without Marquand Lib.

Another question: function of the Trustees. It is to have complete control of business affairs, investments and to see that we live within the budget.

It is most unfortunate that the business experience of my two conferees in NY should cause them to bring up such questions. But since they have been raised I should like your advice. Please tear this up. and keep no copy of your answer. (The original is in Aydelotte's confid. file at home, as are the handwritten notes of his reply.)

FA Notes. Reply dated 1/23/38 (See AF'S acknowledgment 1/28)

He thinks there is a measure of anti-Semitism in the Univ., Believes our only sound policy is to ignore it.

Advises AF examine the statements made to ascertain whether gentlemen could have had a fear other than anti-Sem. FA thinks all fac. mbs would welcome election to Bd. Perhaps gentlemen were meaning that they werent consulted enough by AF. But fears that fac. mbs not chosen to be Tr. might think they are being discriminated against. See AF'S reply 1/27/38 FA'S Inst files.

From A's confidential file at home.

A ver

AF to FA 1/15/38 Very secret

Has had conference with two useful + important mbrs of Bd, + is disappointed - Decided to take A + Weed into

his confidence, full substance of mbr view + ask counsel -

Two gentlemen found that after AF left GNS (and LB died), would anti-union inside For a Bd Tr.

They do not desire GNS to be pro-union. ~~Neither do they~~ want it to be anti-union. They proposed that For should elect some representatives to Bd Tr.

AF objected

1. Sch's now then our members - No dir opt to approve it. But For is <sup>will be</sup> mainly Christian, + if they wanted to reflect this by electing Chr reps, they reps might be anti-union.

2 Further more

- a Most For mbrs not interested in business of trustees
- b 2 For, only 4 men who could be helpful to union - Bd
- c. A "rep" chosen by For is an act, by For. If the Dir can't pick out good Tr reps for For, it would be for better not to have For reps on Tr at all. But he has always proved direct connection betw Tr + For.
- d. Dangers of lobbying - For splits of For all the time. The inferiors could decide the choice.

Therefore "be one compelled" to rely on good faith of our successors. He reassured the gentlemen that C. M. R., J. Hays Swarth didn't have a problem.

One other problem. one of the men said that when T. Ald Hall would be completed one man should promptly be moved out of For Hall. AF said this was something to be left to each man. Two of the men

has already said that they needed contact with Pollock Lab.

If the units had to give up the <sup>McCormick Hall</sup> that would be their <sup>and</sup>.

One other question is raised - the function of the Trustees.

To have complete control of the affairs - investments - see we live within the budget.

It is <sup>most unfortunate</sup> ~~most unfortunate~~ that my man's business exp. is why should expect him to raise these questions with me - but since the question has been raised I need your advice - I am this up and keep an copy of your answer - (But the orig. is in Rapid A File)

Answer FA to AF handwritten draft -

Handwritten notes by response - To AF before economic statements made to ascertain whether gentlemen could have had a free alternative anti-~~election~~ election. FA thinks <sup>most</sup> free, who would be interested in being free men. (Bo ends?)

Thinks there is danger of a-S is Pitt alumni + to. Believes the only policy is to ignore it

From that who free not chosen would find they were big disco. agents.

AF ~~FAA~~ <sup>FAA</sup> talks in connection with AF. 12/1/40

The Inck must grow. AF leaning fragments. Skele ton of just a nucleus.

Fears <sup>may</sup> ~~will~~ lose prestige - (he retires at 65. and 50's - Do best work in 40's)

Anders mentioned his ideas in Quintessence studies Amer Hist. as outlined to Mr B. AF thinks all provisions - "will help to draw my mind for Mr B."

Salaries of Mgs + <sup>of</sup> Secretaries must be level.

3/15/57  
Felix - giving fund name GNS under is "empirical file"  
in Mrs A's bedroom. To stop F. write from Dr. Hill. Asked - "if I could go down to  
see he said yes -  
From AF - 112  
see with Felix 3/7/57  
see B note 2)

~~Guidance~~

7/26/31 FPA in Cas (Germany)

Convincing Li against urging wage - It goes thru the  
GNS "will never make a name w/o convincing the  
superior - possibilities of fun. They France Bendama  
+ G's. Green call in court found against interlocking.  
Nash - has learned that you see a clear connection this  
name practice."

Switzerland - French civil fight in Nov. 1931

SITE - F. resp. for N. S. for Com on - A to F 7/2/31 -

SITa 11/1/31 A to F on visit to Paris - "They have had  
very much to deal with these places. So change should be  
had here. Best. M. H. G. reported by Singapore. There  
a large number of cases was discovered and had the public that  
they might immediately come to meeting this especially if  
they do not want to  
F to A 6/12 "I told you that in the meeting of a site  
with Mr. B. I have not really yet done it. because I have not  
yet set my mind fully on ~~the~~ <sup>object</sup> ~~purpose~~ <sup>of</sup> the problem, but I  
share your views, though I think it best not to quote me  
... I don't want to divert my attention to other things - what?  
on saying it clearly in "ideas".

4/30/30 AF with F arranged in Aug 1931. Needed to be changed  
before July, F got photo prints

From Confidential file Mrs As below 86 Bader

11/11/46 For Com. Alex Earle - Pan letter to all  
members of the Strauss Ch of Tr Com on Directorship,  
has sent a letter requesting for, indicate in order of  
preference below the 5 candidates: <sup>For</sup> who have suggested  
to him for the consideration of the Trustees: Blegen,  
Broude, Mrs. RQ + LL Strauss. Instructions?

Deben  
on 1/11/46

About R.O.s expecting to occupy Alex Manor 7/15/47 -  
FA explains summary had \$10 + advises man who takes  
a bond that he has found a good house furnished 9/15 - 9/30  
@ 200 mo

<sup>FA</sup> TR to man - 5/19/47 - wants to talk to man about  
altering name 9 AS to N.G. 9 AS, "which would be  
district  
= step forward"

Picture of 1st Board with <sup>M</sup> Drew B Peters 52 Hillford and Newark  
Reproduction - Lehman visit

2/12/48 AF to FA - about his wife's commitment to a visit -  
had completely gone - "terrible struggle" but best thing  
I readily know - being there - went to 520 5th Ave. or Snow  
Strom deposited address of oil. No detouring + more for  
Guggenheim scholarship - "a rec. from me carries no particular  
weight".

10/16/47 Herman Weyl to FA - in FA's retirement - He says 9 AS  
+ he has benefited from the "skill and high human qualities  
of your administration".  
"The 2nd man in a previous position when you took over. It is

Copy  
Taken

flourishing now and past based on a sound basis. You have established  
Sound practices and sound principles of operation, and thus have  
sown the seeds from which a good and enduring tradition  
can spring. You have been our friend and have given us friendly  
advice and help in innumerable ways, for beyond your duties.  
You have met us with open heart and open mind. You have endured  
our inquiries with good humor and shown profound human  
understanding for the diverse and somewhat eccentric  
characteristics that compose a institution like ours. You have  
respected our freedom, you have protected us against all  
invasions, but have endeavored to keep the roads open  
for fruitful contacts. You have done what you could to  
further our research work and to provide the necessary facilities.  
Above all you have dealt with everyone <sup>teaching</sup> with a spirit of  
cordiality and generous frankness and candor. It has been  
my good to work at your side, Frank...

Frank's resp. 10/19/43 <sup>Some for business that</sup> 2 qualities nec. for success in creative  
work, intellectual freedom - financial stability. "Freedom is more  
the rules, it is an atmosphere". See copy of Wyle's letter

11/8/43 Moore to  
TA

FX has talked to nurse on possible Bd action re  
retiring nurse etc. Nurse so shocked he couldn't talk. Writes  
that decisions will be critical in GHS's history, indicating its  
attitude toward encouragement of scholarly work - Requests  
FX to let him/her have full explanation of their action  
"Commitments which have been outstanding for some time and  
upon which the light has now been turned will in a moral sense  
be deemed of not explicitly affirmed."

Copies of letter AF 522 55 av 10/23/44 to H H means w  
FA's handwriting -

Den in process. later

I have your letter (taken to be dictat)

Quinn's

AF to FA 9/22/43 - Refers to letters 5/7 5/11 5/22 -

Hopes FA will fight for the principle that every prof's health  
& work etc should be examined by the District & he should  
decide whether or not a man in question should retire or go on.

Just O'Neil

AF to FA 10/23/42

I am not surprised to have known criticisms to my work  
or job. but surprised that Wood should support me.

As for Wood I had repeatedly during my nine years to set  
down on his the most summary fashion, and unless you  
do so - the matter of GOL you will find that he will be a bigger  
hurdle as the rules are... It is no part of the business of  
the District to dictate the administrative policy of a college, a Univ. or  
a research inst.

11/17/42 Memo to AF by G. E. Vincent (attached to copy of a Prop.  
to establish a new Univ.

"This is an admirable analysis. I should like to talk with  
you about the plan. I am not wholly convinced that the agreed  
depth of the Univ. of Chi might not be gradually discontinued.  
It is ~~the~~ the only institution young enough to permit such a  
major operation.

A number of possibilities occur to me which it would be interesting  
to me to talk to you about." G. E. V. M. C.

A F 15 H H M 10/23/44 FAs very handwritten

Dear Mr. [unclear]

I have you both of Oct 20. Technically, what I did I had no business to do, but somebody had to act. For two years no one of the trustees ever raised a question regarding Dr A's capacity or incompetency. The man who set the ball rolling was Dr Wolman. There was no use talking things over with Dr Aydelotte for he had been aware of the problem for 2 years, and I had spoken with her previously, and he had done nothing. I could not bring it before the trustees on my own responsibility. You might have done it or any one of the other trustees.

My interview with Pangely took an hour and a half from then and I had been talking about our families and our reactions. I asked him about his department. He told me that he had one worker, Dr Frankel. I asked "What about Dr Tolney?" He burst out in a rage "Dr Tolney is a paranoic". I said "Paranoics do not write masterpieces in Michael Angelo." He rejoined "I have not spoken to him for over two years, and shall not speak to him again as long as I live".



As a matter of fact, Pargoly had a similar experience  
with Miss Belle Greene. He told me once <sup>that</sup> she had  
hurt his feelings. I said to him "The Book needs the large  
library, and I am going to make an appointment for you  
to see Miss Greene. If you don't keep the appointment I shall  
bring the matter before the Board of Trustees with the  
rec. that you be dropped". He kept the appointment  
and the Dist's relations with the large lib. have been most  
cordial and intimate from that day to this.

As much as neither the Director nor any member of  
the Bd of Trustees had taken any action with respect to  
Pargoly - de Tolney, I do not regret that the matter  
came up and that I put the matter to the powder box. I  
explained the whole situation to my brother Susan and the  
day afterwards you and the Committee to know that he  
said that in view of the <sup>in</sup>activity of the Director & the Board  
he was glad that I had done something which was the business  
of the Dir & the Trustees to so long ago. He told me  
that a somewhat similar case had arisen at the Rockefeller  
Trust and he cleared the matter up in 24 hours. I have  
nothing to apologize for or to regret. The air is clear  
and the problem definite, concrete & urgent. You are  
at liberty to show this letter to the entire Committee.

I need hardly say that if it can be of any use to you  
on the committee, I shall be happy to be called upon though  
I prefer to say - do nothing until after the Com. has made its  
report. I do not intend to attend the Bd mtg at which the  
report is presented. I may add that for the past two yrs

of Dr A's adm. I attended the Bd mtgs regularly and always commended his reports though I never approved their form. When I realized that Dr A. was doing nothing, and that he could accomplish nothing, I ceased to attend the meetings of the Bd. Some months before his death Mr B. asked why I did not attend the Bd meetings and I explained candidly my reasons. He asked me however to attend, and I did so as long as Mr Barkley lived. As far as I recall, I have attended no meetings since, except the meeting held in his memory.

Sincerely yours A P

A E : E S B

A F to FA 2/7/36

Assoc

Dir.

From memos FA will see from which the Assoc discontinue want them - "It was impossible to present it <sup>without</sup> some the element of note which I think is really negligible. I am going to get the faculty together next week and simply ask them for suggestions. I am not expecting anything of moment from them so that I shall make the recommendation practically on my own responsibility."

9/28/42 AF to FA - knows he got a lot of people's statements  
Women accept sol. from govt - (destroy their own  
savings) under the resp. for policies.

5/11/43 AF to FA -

FA right; <sup>minimum</sup> retirement amount 4000 for those who retire  
at 65 -  
A long time in which AF insists that regardless of what  
happens to the director, programs at the GAs should not have  
to retire on arbitrary basis when they reach 65 -  
Not necessary to adopt some rule for V + 2. Right way -

5/27/43 AF to FA

disagreeing with Com. Report on retirement - pensions. Suggests  
to pass a general resolution - "every prof who retires at 65 or later  
should receive a min pension of \$4000. Committee's report  
over simplifies  
an extremely complex problem. So far as Dir is concerned, fruit relative  
basis of deciding whether a man should or should not retire at 65.

Got some - suggested FA read I Remember & chapters  
in GAs - Is the dream coming true which AF + Feds had?

"It was a man & his wife who forgot that, when they  
approached me at the Roche. First they had a check  
which he sold his business for \$30,000,000 which he wished  
to devote to some high educ. purpose? It was on that basis  
that I acted and I felt justified in so embarking to act  
because the Feds also request from me twice from the GAs  
additional funds and in 1937 bought a large site and  
proposed the building of Field Hall. How circumstances so  
fundamentally altered that the first is so soon forced to abandon  
some of the characteristics that make it <sup>most</sup> notable and most distinctive? "



1938

vert. file "P"

1/15  
1/17

POLICIES

Administration

AYDELOTTE, F.

Biographical

FLEXNER, A.

WEED

See handwritten copies of Flexner to Aydelotte and Aydelotte to Flexner.

Filed under Policies in Vertical File. ("P")

FA Confidential Files, March 7, 1957

Read up AF to FA 1/15/38 on 46 fac. + AS. Below lines  
FA's response at length - not in one place.

Unkntd hnd drags of FA's reply to AF's 1/15/38 -

X

Y

"I do not myself see any danger of a.s. pushing in  
the Bd or Exch. of 9ms. Now or in future - & in respect

I feel that the points you make in your letter are absolutely  
sound. The only danger I see of a.s. affecting the 9ms and  
be the growth of such pushing, and Polt alumni and possibly  
alumni trustees. I have no doubt - that a certain part of  
a.s. prejudice exists in these quarters and I do not  
consider it important so far as we are concerned and  
believe our only policy is to ignore it.

Crossed out  
I rephrased  
but in part

The only point in your letter which seems to me open to  
question is your statement that list of our pps being  
distinguished scholars would have no interest in being  
trustees. I am not convinced of that and you may remember  
that I expressed to you some years ago doubts as  
to whether our method of selecting members of the  
faculty for the Bd of Tr was in the long run pro  
-Sub-faction. Any fear was

For it  
Substituted  
Very imp.  
Did he know  
that V. was  
preparing  
perhaps the  
challenge

The one point in your letter about which I feel uneasy  
is the proposal of these members of the Bd that the  
faculty shd select their own representatives. I think  
it might be worth while for you to inquire whether the  
mbs of the Bd had anything beside a.s. in mind  
in making this suggestion -

I am not convinced that if the soundness of your statement

that most of our profs being <sup>distinguished</sup> scholars wd have no interest in being trustees. I have always had in the back of my mind that one method of selecting mbrs of the Bd for the B of Tr might not in the long run prove satisfactory

My fear was that mbrs of the Bd who were not chosen might come to feel that they were being discriminated. If that feeling should arise I think it shd be seriously considered by the Bd of Tr and suitable methods taken to allay it. I am sure that this wd be easy to manage. The danger which you

seems to me much more important than the question of possible a-s prejudice.

On the main question raised in your letter I do not know how far you or any members of the Bd have any reason to be disturbed. I realize that the spread of a-s thru the country is one of the most serious phenomena of the decade. But it seems to me much less marked in educational institutions than in the army or large and I shd think that the IAS wd be the last place to be affected by it.

We reach Pasadena on Tues. Our address - Athens ... Shd like to hear of any further discussion you have on the institutional problem -- I have destroyed your letter and have kept no copy of this letter ... I have written with entire frankness and I hope that you will be successful in convincing the mbrs of the Bd. When you mentioned that there was danger from a-s in the IAS are you right - Y. U. S.

Both Institute

Amstrong  
#  
in back of  
AFI

Another  
a body of AF.  
letter

For that reason I should myself feel a little more comfortable  
if the mbrs of the Fac as a whole had a little more voice  
in the selection of trustees. I don't like voting for the  
school representative<sup>(?)</sup> and I'd prefer some sort of plan  
in as mbrs of Fac. ~~set~~ by turns with the  
~~the~~ nominating committee or a formed joint meetings  
of Fac + Trustees for the discussion of questions of  
policy like for instance the one of the marks.  
Continued? in Fair Hall.

AT Jan 15 38 to FA

During these weeks I have had three conferences  
with two important & extremely useful mbrs of the Bd Tr.  
by which I confess I have been profoundly disturbed.  
After a good deal of reflection I have decided to <sup>you</sup> take  
~~and~~ ~~your~~ ~~into~~ my confidence ... with the strictest con-  
fidence and ask your candid opinion on whether I am  
right. Rely on you two to be candid with me -  
tell me whether I am wrong or right. Partly, or wholly,  
with me, but the truth.

Not at all  
but practically  
to -

Neither of the 2 gentlemen has any qualms as  
long as I am director. Fears concern future after I am gone  
& perhaps you are Bumpkin & they think I am one  
They are greatly alarmed by the spread of A-S in Europe and  
is spreading in U.S. Fear future swathe invasion of A-S  
in Bd + Fac. How is slightest desire that I be pro-  
Jewish. Denie perfect objectivity. They fear that my  
successor in the suc. of my suc. be not so present



to the Tr. An absolutely objective picture of what the fac  
may think or guess as of proba, & they propose  
therefore that the fac should elect its own representatives  
to the Bd Tr.

I objected to practically everything that the either of  
those men said. Either a-s or Pro-finitum equally  
attributable at high level of IQ and that as far as  
the 3 eds are concerned the recommendations of each  
group and all human probability be accepted  
and presented to the Bd of Tr by my director... no  
director of welfare and organize the health group -

The eds are chosen w/o regard to the question. In  
fac. of humanists first name was suggested by  
himself + was J. after "Second in Chr. + at present  
4 of Chr. "I pointed out that if it was Chr. whispered  
that this man existed the doom of the Trist wd be sealed.

Finally I objected strongly to "representation by election"  
on the part of the faculty. In the first place the fac will  
probably, in the main, consist of a majority of Chr  
So that if any a-s. existed the "fac. reps" wd in all  
probability be a-s, and secondly, what is more important  
are the following considerations -

1. Most fac eds being very distinguished scholars, set its  
have no interest in being Tr & wd make no contrib.
2. I present fac. eds wd be helpful as trustees  
of these & wd have 2 in the Bd.
3. A rep. chosen by fac is an attorney - 96  
the Dir. cant pick out the men who are likely to be

was part of the business affairs of the Trust in the B/D Tr.  
"it wd be far better not to have my fac. mbrs in B/D at all.

Question - the coming question is whether there should be fac. mbrs  
in B/D Tr at all. I have proposed it because it wipes out  
the line betw Dns & Tr on the one hand & the fac. on  
the other, "But for the purpose for which these 2 gentlemen  
have in mind wh. of the faculty would be worse than  
useless"

4. B/D too to elect to always danger of looking  
- fac. split. The a-priori could influence the choice.

We are compelled to assume that an successor  
in B/D of Tr & fac. mbr. will be true & loyal to broad purposes  
which have stated - IAS will make my distinction  
on basis of race or religion. My long experience with  
boards of trustees has shown me no example where  
loyalty to purposes for not observed. Therefore I  
have told these 2 gentlemen that I am utterly opposed  
to voting even in the most limited circle would  
be religious questions of any kind. Consequences wd be  
to disrupt org.

Pl. looking the closer...

Another point on which I had my thing by. One of  
the men said when Field Hall completed he was  
strongly of opinion that all of our men should be  
housed out of Fine Hall. A P: question to be settled  
by each man. There are 2 who must be near  
Palmer Hall. Every man fine but there will be questions  
for each in Field Hall. I'm more in favor of Fine Hall

completely in the do some in McCormick "and that  
had been the absolute destruction of the side of H's  
I had been in Pds for 5 yrs - no one has interfered  
with us or us with anyone else

Another fundamental question involved - Function of the  
Bs + important - see which with one in case - Educ.  
policy - what depts should be opened etc in hand of Dir.  
"If you say - if the Dir should propose the creation of  
a Dept of Domestic Service, the Bs is well within its  
rights if it should vote such a proposition down, but  
when once the establishment of a dept has been decided upon  
its development becomes a question of educ. policy"

"... it is at the highest degree important that anyone's  
practical experience in business here - N.Y. should have had his  
to raise with me the questions..." but now they have been  
raised most part to me - to my mind that such  
fears & suspicions be found now while I am here to combat it

---

9/28/41 A.F. to F.A.

F.A. to A.F.

Interested in F.A.'s letter and what he tells of "opening of Inst.  
and the arrangements made to meet on Monday: in order 'to keep in touch  
with each other & preserve the continuity of our work'."

AF to FA 5/11/43

On retirement - must last at least 40's + early 50's -  
no reason why E + V should be replaced when they retire under  
financial situation - becomes better - V. - also how well have  
replaced by Pitt - yet Pitt has maintained its distinction -  
along with -

5/27/43 AF to FA - already -

1/5/43 AF to FA -

FA's letter 12/24/40 knocked L + surprised +  
replied to him. I have never believed in part-time arrangements  
with Washington --- "Your action now saddles me to do  
some things for you which it has been impossible for me to  
do hitherto".

2/12/43 AF to FA hand written.

Some to be compelled to call FA's attention to something unpleasant  
2 Sept 1940 Larkin House Journal a pt of IAS publishes  
an article which was not done L + of usual journal.  
A member of a T-Unit helping IAS brought matter to AF's  
attention - AF checked - He had not been able to cite  
cases of abridgement of full-time rule (1) a person  
who wrote - popular mag. article (2) a book review was  
made -

7/24/41 AF to FA -

Receipt of GOL.

1st heard yet when Gerould came to AF - Lib was  
about to be sold to press. L of Cong. said valuable + should be  
kept together - AF to David Sherman - founder with situation

Stevens arrives to purchase L&S - 1/2 barrel purchase

First barrel buy money -

Richard K&LS club's AFH bought - paid. NOT DRIFT SOLDS  
through Patrice led Capers - thru money - clear position.

Patrice - AFH tried to get a compr. offer but failed.

AFH not here good to 15000 - didn't know 18000 vol (last -  
has been much more than) Steve's books for Charles

8/11/41 AFH to FA -

Received his letter of 8/14/41 to FA sees he had not heard  
from me - found it too relevant.

8/15/41 AFH to FA -

Thanks to for letter of 8/14. FA reply AFH refers to

FA's letters, success, and relationship with pleasure

FA's statement of buying is AF's "discipline".

Since day AFH was printed in 2 bundles which I made  
and from which FA was satisfied. FA may not think that  
bundles, but will for them to know what others think  
for knowledge of GRS. Among the various AFH documents  
about the buying of GOLD. If we can buy the 13 r  
the AFH's to suit (letters on business, likely) we can  
avoid sd. or other risks to get.

You see in the last Spring I saw the B have but  
for me reason or either did not report either with me to you.  
I hope when I see him in future I can show them the way you  
had made but own - progress.

Understand handwritten notes FA on AF.

Financial return to members - proposals, great unfairness bad spirit

Cyts for personal reasons W. Fleener - Webster - location of Peter Jaan - Nepler - Nepler - Stewart - Stewart - Warren AF Trust + FA Departmental Member - West Dorothy.

Presenting economy, exhaustion in practice - Permanent commitments on temporary fund. Depicts instead of 10% with income.

Vanity - no patience for criticism or advice. To Earl: "I will destroy you - wreck your career".

Party on Bd - not representative - Polish idea - free between 2 stools - Resignation

Lack of security due to financial unwisdom. 1st talk St. Louis

After 1942?  
After summer  
1944?

Untrustfulness - denied deficit - question of vanity with R. Fisher -

Extravagance - Grand Stewart 20,000 - gift to Warren

Assurance to Bd - Oct 1938 no foundation -

Lost Mrs B's confidence. Difficulty in restoring it.

Ribald and neck-de - unwisdom as to war work

Flattery to the Bd in reports -

Poor selection on Bd. 50% mistaken in faculty -

No provision for pensions, upkeep Field Hall, listening obj. in salaries  
Mildred provisions -

Untrustfulness - even to many but cyts really permanent

No preparation for career -

Peppercorn with Frankforter -

Lets Gtts to FA -

Dealys with Cash + Value

107 8/36 AF to FA

The fac has been long some sessions without me since the opened and I suspect they will have something to announce to me between 30 mtg + now - but no idea what - lets have back

5/7/43 AF to FA -

Studied min. of Exec Com - 130 - esp P. 2 of min. of Exec Com, dealy with proposed retiring allowances up to 1957. Exec Com prop. absolutely sound that pfs + 9AS contrib. to retiring benefits of 4000 - + shd be followed dealy with secretaries etc.

Rockefeller first salaries 16,000 + retirement 2 years less; these two are supplement shws paid by TIAA for min 4000

TIAA will naturally opt younger men in future. But TIAA could not have been started with younger men - It had to be started with certain men who had ach'd great distinction and it is for this start which gave the fact its "timed" position throughout the world".

6/12/44 AF to FA

Asking FA to copy details "assoc pth" - in definite terms "6000 plus TIAA - 45 yrs ago great distinction - need help for housing - help to live on + hope for future -

12/09/47 AF to RD -

de Tolon has been told to go June 48. AF will be doing  
to continue being burden for this. Possibly Johnson -  
Luntz RD to see in.

12/15/47 AF to FA

also please FA will help de Tolon complete papers.

Notes Dept 12/3/36

1. GAS should need for 10 yrs to close to pfs sites for  
Ames for depts but no less than 50 yrs  
at annual rate to assume 4% to 5% on costs to 9th  
2. 9th has full cost of base to pfs with 4% to  
monthly amount 25 yrs

Settlements - Total netty, not to be paid toward  
income of pfs from his salary. Netty will take with  
his salary for netty -

3. Lessor agree that anyone to whom he might netty  
shall be acceptable to 9th (Grand lease)



REPORT OF THE DIRECTOR, APRIL 18, 1944

This is our first meeting since Mr. Bamberger's death. In the five years since I became director, out of fifteen meetings he missed only two. I hope that his spirit will always be with us: his modesty and sincerity, his generosity, his eagerness to be useful to humanity, and his instinct for ~~high standards~~ *excellence*,

Keep

REPORT OF THE DIRECTOR

April 18, 1944

At this our first meeting since Mr. Bamberger's death, I thought it might be interesting to the Board of Trustees to have the record of the faithfulness with which he attended our meetings. Since I became Director in October, 1939, the Board has held fifteen meetings, at thirteen of which Mr. Bamberger was present. It is a remarkable record for a man of his age and offers eloquent testimony to the interest in the Institute which led him to remember us so handsomely in his will.

Even before I became Director I had come to know Mr. Bamberger and Mrs. Fuld extremely well. My wife and I visited them occasionally in South Orange, at their house on the New Jersey coast, and in Lake Placid. After I became Director, I received an intimation from Mr. Leidesdorf that Mr. Bamberger would be glad to see me frequently to talk over Institute problems. Accordingly, we made an arrangement by which I lunched with him at the store in Newark nearly every week during the academic year. In November, 1940, I prepared a long memorandum for Mr. Bamberger and Mrs. Fuld on the possible future development of the Institute, based upon conversations with members of the Faculty and with scholars outside our group whom I had consulted all over the country. Mr. Bamberger was interested but not ready to discuss details, and he gave me to understand that he was not yet ready to have me present these plans to the Board of Trustees. The time to do so has not yet come, but before long when we know what our financial position is, I shall want to lay my ideas before you and ask your advice.

Meanwhile, I should like to put on record today certain ideas which Mr. Bamberger cherished and which I feel we should all keep in mind

Generosity  
modesty  
sincerity  
Sustained for  
Quality  
Recu. at end  
or meeting  
led by Mr. Horden  
70- ideas  
and Faculty

Quality

no thought  
Plan during  
his life-time  
Realization of  
his death

in shaping the future of this new and in many respects unique institution. Mr. Bamberger felt strongly that our first concern should be not for size but for quality. He believed that we had perhaps expanded too rapidly <sup>in</sup> ~~for~~ the first decade. Mr. Bamberger was generous, but he believed in economy, upon which all enduring generosity depends. We owe it to him, as the trustees of his generosity, to see to it, that as far as human foresight can determine, every dollar that we spend shall yield a return in terms of the scholarly purposes for which the Institute exists.

Independent  
Fuld

Mr. Bamberger wished the Institute for Advanced Study to stand on its own feet as an independent institution. He insisted that we should pay rent to Princeton University so long as our mathematicians worked in Fuld Hall. He was troubled by the fact that the Institute is constantly thought of as a part of Princeton University. He discussed with me often the question as to whether some change in name might not be advisable in order to make the fact clear that the Institute was not a part of Princeton University but a separate and independent corporation. At his suggestion I went so far at one time as to bring this concern to the attention of the Executive Committee. The decision then taken was that we should for the moment make no change. Mr. Bamberger did not insist, but I am not sure that he was content. He looked with some favor on the idea of calling this the New Jersey Institute for Advanced Study. I raised the question whether he would not like to call it the Bamberger Institute or the Bamberger-Fuld Institute. To these suggestions the reply was an emphatic "No!"

name

Ex. Com.

Mr. Bamberger thought that the Executive Committee should be more important and more active, and it was at his suggestion that a regular schedule for its meetings was adopted. In this I think he was

wise. I think he was also wise in his feeling that our appropriation for stipends should be increased and that we should bring larger numbers of young scholars to the Institute. When the time comes to plan the expenditure of new funds left to us under his will, my first recommendation after existing committments have been met will be that we should increase the number and generosity of these temporary appointments.

It would, I think, be premature today for me to lay before the Board in detail the plans which have been forming in my own mind during the five years of my directorship. It is, however, inevitable that we should all be thinking of the future, and I should like to make three comments, based upon our past experience, as a background for proposals which I shall want to discuss with the Trustees in the future.

I  
stipends

The first of these is my strong conviction which I have already stated of the importance of temporary appointments of young scholars. The most useful function of the Institute as I see it will always be the development of young men and women. In our early years, we allotted \$30,000 per year to stipends in the School of Mathematics, and no money we have ever spent has yielded richer returns. A similar amount for each of our three schools--say \$100,000 per year in all--for this purpose would not be extravagant. These appointments should be administered by the Faculty in the future as they have been in the past. They should in most cases be for short terms, though occasionally scholars of unusual originality and productiveness should be supported over a period of years. Our purpose should be not to build up here a permanent group of scholars but rather to send these young men out to revitalize and enrich research in colleges and universities all over the country. This brings me to my second point, which is that we should think of the Institute not as a kind of rival of other universities but rather as an organization de-

II  
service

signed to serve them. We have rightly laid great emphasis upon collaboration with Princeton University. I hope as time goes on that we shall be able to collaborate similarly with colleges and universities all over the country. We can do this best by placing our resources at the disposal of their ablest young scholars and by thinking first not of our prestige as a separate institution but rather of the interests of scholarship everywhere in the fields which we touch.

We cannot touch all fields, and that brings me to my third point, which is the importance of collaboration in scholarly work. I think our experience has shown that it is better to have several permanent members of the Faculty interested in the various phases of a single subject than to scatter our resources over too many different fields of knowledge. This means that our contribution to scholarship will be correspondingly modest, but it will be solid so far as it goes. It means, furthermore, that our influence will be in the direction of breadth. While specialization is a condition of thoroughness, it seems to me that one of the lessons of scholarship at the present day is that specialization can be overcome and that the most significant progress is made by men who are interested in the interaction of one phase of a subject upon another. Einstein is the great modern example. His work, touching the fields of mathematics, physics, and astronomy, <sup>and philosophy</sup> derives its importance partly from its breadth. I could give other examples from the work of members of our own Faculty. A combination of breadth and thoroughness is rare and difficult. It is men who promise to achieve that difficult combination that we should seek in the future as permanent members of our staff. It is they who will exert the strongest and healthiest influence on scholarship.

III  
Groups  
or lone  
scholar  
no rule

Einstein  
+ Pauli

I reserve to later meetings of the Board the translation of these principles into definite recommendations. I raise these questions now because I hope the Board will be thinking about them. I hope that in the future development of the Institute the Board and Faculty will act as a unit and that any move we make will be preceded by the fullest and freest discussion between the two groups.

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100-125 M Temp increase  
First concern is to meet present obligations  
Advances toward discussion  
Board - Faculty - scholars outside

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Let us discuss  
 this Committee  
 will you refer  
 you appoint it

The possible usefulness of such an institution as this was great when Dr. Flexner first conceived it many years ago. At the end of this war it will be immeasurably greater. In Europe and in the Far East universities have been ruthlessly destroyed, faculties and student bodies have been scattered, laboratories and libraries bombed and burned to the ground. In the slow work of reconstruction there will be for many years all too little surplus for the cultivation of scholarship. This country will also be poor and burdened with debt, but not so poor as others. The United States will exert an immense influence in the postwar world. It is of supreme importance to us and to the world that our influence should be exerted toward the cultivation of the highest things for which our civilization stands-- things of the mind and of the spirit. It is a great opportunity and a great responsibility that we should at this time have before us the prospect of opening our doors to some of the young men and women who will be leaders in learning and scholarship in the next generation. The extent of our usefulness will be limited only by the wisdom of our decisions. The Institute has played and is playing a creditable part in the war: I hope for it <sup>an</sup> even greater and more useful rôle in the peace which is to come.



1940

vert. file "A"

11/18

POLICIES

Administration

GENERAL (EXPANSION ON  
EXPERIMENTAL BASIS)

Academic Organization

FOUNDERS

Corporation

AYDELOTTE, F.

Biographical

Aydelotte to Founders on plans for development of IAS.

Math - application

Economics

Latin American Studies

Oriental Studies (translations of the Chinese masters)

History of science.

Filed in Vertical File under "A".

A, 10/11/56, Future dev. of Inst.

November 18, 1940

MEMORANDUM FOR MR. BAMBERGER AND MRS. FULD:

I have during the last few weeks held a large number of confidential conversations with leaders in scholarship and education in this country concerning the Institute for Advanced Study. I have sought to learn the opinion which scholars hold about the importance of the work we are doing at present and the opportunities which lie before us to increase the range of our usefulness in the future.

It would give you great satisfaction to realize what ~~great~~ importance those best qualified to judge attach to our present work and how much they expect from us in the future. Dr. Flexner has laid the foundations of the Institute wisely and well. The opportunity which he saw for it was a real one, and the importance of that opportunity has been greatly increased by the war. The disasters which higher scholarship has suffered in Europe ~~greatly~~ increase our responsibility and make the opportunity which lies before the Institute of importance not merely in this country but to the whole world.

This fact is realized by scholars everywhere. They admire what we are doing now and they point out to me, at the same time, that we have made only a beginning, that there are other opportunities which we ought to embrace, and they express the hope that the Institute will in the future have larger funds which will make it possible to take advantage of some, if not all, of these opportunities for service.

10/11/56 H and Future development of Inst.

I believe that the work which we are doing at the present moment in mathematics, economics, and humanistic studies is outstanding in quality. I have already explained to the Board in my reports something of the character of ~~this work~~ <sup>these studies</sup> and I expect to enlarge upon that subject in future reports, so that I need not comment here on the work which we are now doing. Instead I shall devote this memorandum to opportunities which are at present not being realized because of lack of funds.

To a certain extent the work of the Institute has already outrun its endowment. About \$125,000 of our present budget of \$450,000 is provided by temporary gifts from you, from the Rockefeller Foundation, and from other sources. Permanent provision must be made for this expenditure if the Institute is to continue without curtailing its present activities. (*or curtail*)

More than that, however, is needed. There will be from time to time salary adjustments which should be made, and the amount which we expend for stipends should be considerably increased. Money spent in bringing promising young scholars to work at the Institute is the most directly and immediately useful expenditure which we make.

It is true that some economies can be effected. When present members of the faculty reach the retirement age it will not always be wise or possible to appoint successors in the same field or to continue their work. On the other hand, some work which is now being done should certainly be continued and even expanded, so that the budget of the Institute, so long as the Institute is successful, will tend to grow larger year by year rather than smaller, even if the present range of subjects

*In document*  
is not enlarged. It is my estimate that the Institute needs an addition of about \$5,000,000 to its present endowment funds to insure the adequate continuation of its present activities.

II

Our first responsibility seems to me to be to provide generously for the present work of the Institute, but it is the overwhelming opinion of scholars whom I have consulted that, in the emergency in which the world finds itself, it is most desirable that the Institute should have the funds to expand the work which it is doing, so as to embrace a few subjects which at present we do not touch. I myself believe that the contribution which the Institute makes to American education would increase greatly in importance if its range could be widened. I do not mean by this that the Institute should ever be a large institution. The fact that its appeal is only to scholars of the highest quality would always limit its size. I believe, however, that the practical value of the work which we are doing could be greatly increased by the addition of a few subjects which we do not at present touch.

*30-40*  
If means were available to do this my method would not be immediately to enlarge the permanent staff, as Dr. Flexner has done in the past; I should prefer instead to bring together groups of older and younger scholars, as temporary members of the Institute, for limited periods of time, to explore a given subject of research, with the understanding that the individuals concerned should go back to their own institutions at the end of the period of work for which they were invited to Princeton. These groups might then be succeeded by others, so that over a period of years we should have the opportunity of making the best

possible test of the value of research in various subjects and of the qualities of various individuals. On the basis of these tests certain subjects and certain individuals might be added to our permanent program if and when our financial condition made this possible.

There are a great many fields in which advanced research is urgently needed in this country. All of these connect more or less with the work now being done at the Institute or are logical extensions of that work. I outline below a few of these possibilities and should like in conversation with you to expand further upon their significance. Which ones should be chosen, if and when means were available, would depend partly upon practical needs in the country and partly upon the men who could be secured for the tasks in hand. Among the many projects which have been suggested to me I should like to outline six.

1. APPLICATIONS OF MATHEMATICS. The subject which was earliest established at the Institute and which has been most developed is mathematics. The success of our work in this field is everywhere recognized, and I have been strongly urged, both by the members of our mathematics group and by individuals outside, that the eminence of our work in pure mathematics puts us in the best possible position to explore more fully than has been done elsewhere the practical applications of mathematics to various fields, including physics, chemistry, biology, astronomy, economics, and engineering. Mathematics is, of course, the most important single tool of the physical sciences. It is coming to have applications of increased <sup>ing</sup> importance to the biological sciences and to economics. It has been suggested that the presence at the Institute, even temporarily, for a year or two, of a few men whose main interest is

the practical application of mathematics to these various fields of the physical, biological, and social sciences, would have results of great value both to the science<sup>3</sup> concerned and to our own mathematicians. Indeed, the appointment of Professor Einstein, the greatest living mathematical physicist, was a first step in this direction. It has been supplemented by the temporary appointment of other distinguished theoretical physicists, such as Bohr, Dirac, Lemaitre, Rabb, Slater, and Pauli (who is here now), as well as many promising younger scholars. The presence here of these men has had a substantial and stimulating effect on the work of the Institute. Work of similar importance remains to be done in the application of mathematics to the other fields which I have indicated.

2. SCHOOL OF ECONOMICS. The great contribution of our economists at the present moment lies in the direction of assembling facts upon which the science of economics must be based. This has never been done before with the thoroughness with which we are attempting to do it. The work is not all being done at Princeton; a great deal of it has been undertaken by the National Bureau of Economic Research, in the direction of which our economists take a very important part. Any well-rounded science of economics will depend, of course, not merely upon the collection of data but also upon the history of economic developments and upon the theoretical interpretation of the data collected for the present and for past periods. It is furthermore impossible to study economic problems without taking into consideration their close connection with the problems of government. Professors Earle and Mitrany are from

637  
this point of view very important members of the School of Economics, but it is strongly felt by our economists and by scholars outside the Institute that work in economic history, conducted from the same point of view as our study of the economic data of the present, is urgently needed. Far reaching plans are now being discussed by scholars for research in this field. The members of our School of Economics are taking an important part in the formation of these plans and I think it practically certain that the opportunity will come to us to cooperate with other organizations in making a contribution to economic history comparable to that which we are making in the collection of data concerning the underlying facts of economic activities of the present day. Here again I do not believe that we need so much a permanent enlargement of our staff as the means to bring together a group of scholars who would attack the subject here for a limited number of years and would then return to their own institutions to pursue it indefinitely in the future. By this means of temporary rather than permanent appointments the stimulus of the atmosphere of the Institute would be carried back to other colleges and universities all over the country.

3. HUMANISTIC STUDIES. The work of the members of our humanistic group in adding to our knowledge of the ancient world is recognized as of first-rate importance. Professors Panofsky and Lowe, in fine arts and paleography, are making contributions of fundamental importance to our knowledge of the Middle Ages and the modern world. In the country at large mediaeval and modern studies in the field of humanities are much more <sup>widely pursued</sup> ~~important~~ than those concerned with the classical period. I find that humanists all over the country are eager that

Classical  
Media

our School of Humanistic Studies should concern itself more than it has with the mediaeval and modern periods, including literature, history, and philosophy. It would add greatly to the influence and prestige of the Institute if we saw our way to making a contribution to this field. The number of scholars occupied with it is, of course, very large, and whatever was done here would facilitate the work of a great many students in this and other countries and would have a width of appeal comparable to that in mathematics and economics. Again I think that if we ~~would~~ enter this field, temporary appointments would be better in the beginning than permanent ones. Some of the best scholars in the world could be brought here for temporary terms, and if the announcement were made well in advance, suitable groups of students would come to work with them. It might well be that in the end we should want to add some of these scholars permanently to our staff, but at the moment I should hold out no such expectation and I should prefer to have the Trustees act upon the basis of the experience gained in a period of experimentation.

4. LATIN AMERICAN STUDIES. The attention of scholars in the United States has for many years been drawn more and more to the subject of Latin American studies, including history, geography, *archaeology*, anthropology, and economics. There are professorships in this field at Harvard, Chicago, Illinois, California, Duke, Tulane, Texas, and other universities. I think it is no reflection upon the men who are working in this field to say that the field has hitherto not been adequately developed, and what is true of our American universities is, for different reasons, true also of universities in the Latin American

*next week*



countries themselves. The Spanish countries to the south of us have lacked the means and the trained men needed to deal adequately with their own historical and social problems.

At the same time the subject is one of rapidly increasing importance, new departments are constantly being founded, and it seems extremely probable that there will be in the near future a strong demand for men trained in this field.

The Guggenheim Foundation established its Latin American exchange fellowships in 1930. The State Department is now inaugurating an ambitious scheme of exchange of professors between the United States and various Latin American countries. The recently organized Hispanic Foundation at the Library of Congress has at its head an ex-Guggenheim Fellow. He is one of a large number of scholars who has urged upon me the practical value of the cultivation of Latin American studies at the Institute. The field is a very tempting one. Just because comparatively little has been done, the opportunities for important contributions to knowledge are very great, and because the field is developing rapidly in colleges and universities all over the country the value of contributions made here would be very much appreciated. This would be an instance where the Institute would be able to fulfil the function, which seems particularly suited to it, of taking the lead in American scholarship, and the lead which we took would, it seems safe to say, be speedily followed not only in the United States but in the Latin American countries as well.

The field is so new that it would, I think, be unwise to make permanent appointments in the beginning. It would be better to

bring men here for limited periods, explore the possibilities, and determine future policies and future action on the basis of the experience so gained.

5. ORIENTAL STUDIES. Chinese history, art, literature, and civilization have been studied by small groups of scholars in the western world for a very long time. The difficulty of these subjects is so great that the number of individuals involved has always been extremely small. It seems quite probable that the relations between China and the western world will be very much more intimate and important in the future than they have been in the past, and the fact that the Institute owns the Gest Oriental Library, which is one of the three or four most important collections of Chinese literature in the United States, has suggested to many people that we ought to do something to further Chinese studies in this country. I have held many conferences on the subject with scholars who are competent in this field. From these conversations one plan has emerged which seems to me exceedingly interesting. I suggest it at the moment, not because I am definitely committed to it, but because it is an example of the kind of thing that might be done.

It is maintained that linguistic difficulties prevent and always will prevent any large number of western students from reading widely in Chinese literature. Chinese classics are written not in the current language which is spoken in China but in literary language, which even the Chinese find it difficult to learn. It has been suggested that if a small group of the best Chinese scholars, both eastern and

western, were to prepare in conference a list of the most important Chinese classics and would translate these one by one into English, something on the model of the Loeb Classical Library, it would be possible eventually, when this collection was completed, for a western student to gain such a knowledge of Chinese literature, Chinese history, and Chinese thought as is possible only for a very few individuals in the world today. Even educated Chinese, it is thought, most of whom learn English, would in many cases read these translations of their own classics rather than try to learn the classical Chinese language. As I say, I am not fully committed to this program, but it is easy to see its attractiveness. It would be nothing less than unlocking the doors of Chinese civilization to the western world.

6. HISTORY OF SCIENCE. For about a generation a few scholars in Europe and America have been studying the history of science and contributing the results of their studies to the literature of the subject. Not much more than a beginning has yet been made, but the results so far have been extremely illuminating and have changed many of our conventional ideas about the history of the most important intellectual activity of the modern world. The President of Harvard is enthusiastic about the cultural value of this subject and believes it certain to be much more widely studied in our universities in the future than it has been in the past. It is again a new subject, in which pioneering and leadership are needed. It would have the advantage in an institution like this of constituting a link between our humanistic and our scientific schools. It would have the same value as it spread

to other institutions, and modern scholarship needs this unifying influence. It seems fitting that an institution like the Institute should be one where the limiting effect of narrow specialization should be supplemented by the work of men who take broad views and study our civilization as a whole. Because the values of such a subject and such a point of view are intangible they are no less real. Some professors of our own faculty, as well as scholars outside, have urged upon me enthusiastically the development of this subject, and it is one which should certainly be considered in our experimental program of the future.

### III

The possible program which I have sketched for the Institute may surprise you by its breadth and scope. To carry it out in its entirety would require a very large sum of money, even though we made no great expansion of permanent personnel or material facilities. I believe that the Trustees of the Institute could spend economically and profitably an income several times as large as that which we receive from our present endowment. On the other hand, we are under no obligation to realize the whole of this program. Instead, we can try one or two subjects at a time and can base our development upon experience and upon the amount of money which we have available.

The success of the work which the Institute is now doing is a cause for great satisfaction. It brings to us almost daily tributes of respect and admiration. Men in other universities where scholarship has suffered a setback tell me that they find comfort and encouragement

in the success of the Institute. That success raises also the expectation of scholars in fields which we do not at present touch, the hope that we shall go forward as means are available to extend our range. It seems to me quite clear that with adequate support we can build an institution here which will in many fields occupy a position of leadership in this country and in the world outside. The Institute has taken the place of great European centers (for example, Göttingen) as a rallying point for the forces of scholarship and offers the opportunities which European centers formerly offered to American professors on sabbatical leave for the refreshment and stimulus of scholars doing the workaday tasks of college and university teaching.

I have had visions of these possibilities since the Institute was first established and I became a Trustee, in 1930. I think we have in ten years made a solid beginning, and I hope that in the next ten years we shall be able to build part at least of a super-structure worthy of the foundation which has so well been laid.

FRANK AYDELOTTE

LB

November 18, 1940

MEMORANDUM FOR MR. BAMBERGER AND MRS. FULD:

I have during the last few weeks held a large number of confidential conversations with leaders in scholarship and education in this country concerning the Institute for Advanced Study. I have sought to learn the opinion which scholars hold about the importance of the work we are doing at present and the opportunities which lie before us to increase the range of our usefulness in the future.

It would give you great satisfaction to realize what great importance those best qualified to judge attach to our present work and how much they expect from us in the future. Dr. Flexner has laid the foundations of the Institute wisely and well. The opportunity which he saw for it was a real one, and the importance of that opportunity has been greatly increased by the war. The disasters which higher scholarship has suffered in Europe ~~increase~~ increase our responsibility and make the opportunity which lies before the Institute of importance not merely in this country but to the whole world.

This fact is realized by scholars everywhere. They admire what we are doing now and they point out to me, at the same time, that we have made only a beginning, that there are other opportunities which we ought to embrace, and they express the hope that the Institute will in the future have larger funds which will make it possible to take advantage of some, if not all, of these opportunities for service.

I believe that the work which we are doing at the present moment in mathematics, economics, and humanistic studies is outstanding in quality. I have already explained to the Board in my reports something of the character of ~~this work~~ <sup>These studies</sup> and I expect to enlarge upon that subject in future reports, so that I need not comment here on the work which we are now doing. Instead I shall devote this memorandum to opportunities which are at present not being realized because of lack of funds.

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It is true that some economies can be effected. When present members of the faculty reach the retirement age it will not always be wise or possible to appoint successors in the same field or to continue their work. On the other hand, some work which is now being done should certainly be continued and even expanded, so that the budget of the Institute so long as the Institute is successful will tend to grow larger year by year rather than smaller, even if the present range of subjects

is not enlarged. It is my estimate that the Institute needs an addition of about \$5,000,000 to its present endowment funds to insure the adequate continuation of its present activities.

## II

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If means were available to do this my method would not be immediately to enlarge the permanent staff, as Dr. Flexner has done in the past; I should prefer instead to bring together groups of older and younger scholars, as temporary members of the Institute, for limited periods of time to explore a given subject of research, with the understanding that the individuals concerned should go back to their own institutions at the end of the period of work for which they were invited to Princeton. These groups might then be succeeded by others, so that over a period of years we should have the opportunity of making the best



possible test of the value of research in various subjects and of the qualities of various individuals. On the basis of these tests certain subjects and certain individuals might be added to our permanent program if and when our financial condition made this possible.

There are a great many fields in which advanced research is urgently needed in this country. All of these connect more or less with the work now being done at the Institute or are logical extensions of that work. I outline below a few of these possibilities and should like in conversation with you to expand further upon their significance. Which ones should be chosen if and when means were available would depend partly upon practical needs in the country and partly upon the men who could be secured for the tasks in hand. Among the many projects which have been suggested to me I should like to outline six.

1. APPLICATIONS OF MATHEMATICS. The subject which was earliest established at the Institute and which has been most developed is mathematics. The success of our work in this field is everywhere recognized, and I have been strongly urged, both by the members of our mathematics group and by individuals outside, that the eminence of our work in pure mathematics puts us in the best possible position to explore more fully than has been done elsewhere the practical applications of mathematics to various fields, including physics, chemistry, biology, astronomy, economics, and engineering. Mathematics is, of course, the most important single tool of the physical sciences. It is coming to have applications of increased<sup>ing</sup> importance to the biological sciences and to economics. It has been suggested that the presence at the Institute, even temporarily, for a year or two, of a few men whose main interest is

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this point of view very important members of the School of Economics, but it is strongly felt by our economists and by scholars outside the Institute that work in economic history, conducted from the same point of view as our study of the economic data of the present, is urgently needed. Far reaching plans are now being discussed by scholars for research in this field. The members of our School of Economics are taking an important part in the formation of these plans and I think it practically certain that the opportunity will come to us to cooperate with other organizations in making a contribution to economic history comparable to that which we are making in the collection of data concerning the underlying facts of economic activities of the present day. Here again I do not believe that we need so much a permanent enlargement of our staff as the means to bring together a group of scholars who would attack the subject here for a limited number of years and would then return to their own institutions to pursue it indefinitely in the future. By this means of temporary rather than permanent appointments the stimulus of the atmosphere of the Institute would be carried back to other colleges and universities all over the country.

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4. LATIN AMERICAN STUDIES. The attention of scholars in the United States has for many years been drawn more and more to the subject of Latin American studies, including history, geography, *archaeology*, anthropology, and economics. There are professorships in this field at Harvard, Chicago, Illinois, California, Duke, Tulane, Texas, and other universities. I think it is no reflection upon the men who are working in this field to say that the field has hitherto not been adequately developed, and what is true of our American universities is, for different reasons, true also of universities in the Latin American

countries themselves. The Spanish countries to the south of us have lacked the means and the trained men needed to deal adequately with their own historical and social problems.

At the same time the subject is one of rapidly increasing importance, new departments are constantly being founded, and it seems extremely probable that there will be in the near future a strong demand for men trained in this field.

The Guggenheim Foundation established its Latin American exchange fellowships in 1930. The State Department is now inaugurating an ambitious scheme of exchange of professors between the United States and various Latin American countries. The recently organized Hispanic Foundation at the Library of Congress has at its head an ex-Guggenheim Fellow. He is one of a large number of scholars who has urged upon me the practical value of the cultivation of Latin American studies at the Institute. The field is a very tempting one. Just because comparatively little has been done, the opportunities for important contributions to knowledge are very great, and because the field is developing rapidly in colleges and universities all over the country the value of contributions made here would be very much appreciated. This would be an instance where the Institute would be able to fulfil the function which seems particularly suited to it of taking the lead in American scholarship, and the lead which we took would, it seems safe to say, be speedily followed not only in the United States but in the Latin American countries as well.

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bring men here for limited periods, explore the possibilities, and determine future policies and future action on the basis of the experience so gained.

5. ORIENTAL STUDIES. Chinese history, art, literature, and civilization have been studied by small groups of scholars in the western world for a very long time. The difficulty of these subjects is so great that the number of individuals involved has always been extremely small. It seems quite probable that the relations between China and the western world will be very much more intimate and important in the future than they have been in the past, and the fact that the Institute owns the Gest Oriental Library, which is one of the three or four most important collections of Chinese literature in the United States, has suggested to many people that we ought to do something to further Chinese studies in this country. I have held many conferences on the subject with scholars who are competent in this field. From these conversations one plan has emerged which seems to me exceedingly interesting. I suggest it at the moment not because I am definitely committed to it but because it is an example of the kind of thing that might be done.

It is maintained that linguistic difficulties prevent and always will prevent any large number of western students from reading widely in Chinese literature. Chinese classics are written not in the current language which is spoken in China but in literary language, which even the Chinese find it difficult to learn. It has been suggested that if a small group of the best Chinese scholars, both eastern and

western, were to prepare in conference a list of the most important Chinese classics and would translate these one by one into English, something on the model of the Loeb Classical Library, it would be possible eventually, when this collection was completed, for a western student to gain such a knowledge of Chinese literature, Chinese history, and Chinese thought as is possible only for a very few individuals in the world today. Even educated Chinese, it is thought, most of whom learn English, would in many cases read these translations of their own classics rather than try to learn the classical Chinese language. As I say, I am not fully committed to this program, but it is easy to see its attractiveness. It would be nothing less than unlocking the doors of Chinese civilization to the western world.

6. HISTORY OF SCIENCE. For about a generation a few scholars in Europe and America have been studying the history of science and contributing the results of their studies to the literature of the subject. Not much more than a beginning has yet been made, but the results so far have been extremely illuminating and have changed many of our conventional ideas about the history of the most important intellectual activity of the modern world. The President of Harvard is enthusiastic about the cultural value of this subject and believes it certain to be much more widely studied in our universities in the future than it has been in the past. It is again a new subject, in which pioneering and leadership are needed. It would have the advantage in an institution like this of constituting a link between our humanistic and our scientific schools. It would have the same value as it spread

to other institutions, and modern scholarship needs this unifying influence. It seems fitting that an institution like the Institute should be one where the limiting effect of narrow specialization should be supplemented by the work of men who take broad views and study our civilization as a whole. Because the values of such a subject and such a point of view are intangible they are no less real. Some professors of our own faculty, as well as scholars outside, have urged upon me enthusiastically the development of this subject, and it is one which should certainly be considered in our experimental program of the future.

### III

The possible program which I have sketched for the Institute may surprise you by its breadth and scope. To carry it out in its entirety would require a very large sum of money, even though we made no great expansion of permanent personnel or material facilities. I believe that the Trustees of the Institute could spend economically and profitably an income several times as large as that which we receive from our present endowment. On the other hand, we are under no obligation to realize the whole of this program. Instead, we can try one or two subjects at a time and can base our development upon experience and upon the amount of money which we have available.

The success of the work which the Institute is now doing is a cause for great satisfaction. It brings to us almost daily tributes of respect and admiration. Men in other universities where scholarship has suffered a setback tell me that they find comfort and encouragement



in the success of the Institute. That success raises also the expectation of scholars in fields which we do not at present touch, the hope that we shall go forward as means are available to extend our range. It seems to me quite clear that with adequate support we can build an institution here which will in many fields occupy a position of leadership in this country and in the world outside. The Institute has taken the place of great European centers (for example, Göttingen) as a rallying point for the forces of scholarship and offers the opportunities which European centers formerly offered to American professors on sabbatical leave for the refreshment and stimulus of scholars doing the workaday tasks of college and university teaching.

I have had visions of these possibilities since the Institute was first established and I became a Trustee, in 1930. I think we have in ten years made a solid beginning, and I hope that in the next ten years we shall be able to build part at least of a super-structure worthy of the foundation which has so well been laid.

FRANK AYDELOTTE

1942

vert. file "A"

11/30

POLICIES

Administration

FOUNDERS

Corporation

GENERAL

Academic Organization

AYDELOTTE, F.

Biographical

Aydelotte to founders--plans for development of IAS.

Filed in Vertical File under "A".

See memo drops - 11/16, 12/7, 12/8/42

~~also~~

Not sent - around 1946

A, 10/18/56 - (Home Retirement of F. A. This is file title in FA's records -  
without)

November 30, 1942

Dear Mr. Bamberger:

It gives me great pleasure to conform to your request that I put on paper my own ideas concerning some of the problems of the future of the Institute which we have been discussing during the last few weeks. When the time comes that you and Mrs. Fuld and I have thrashed the subject out to our own satisfaction I hope to embody my thoughts in one of my reports to the Board of Trustees in order to get the ideas of the members on our program and to have each Trustee take a personal interest in the development of the Institute.

The field of advanced research, which Dr. Flexner suggested for the Institute, offers the greatest opportunity for useful service in the entire range of education and scholarship in the United States. We have good undergraduate colleges and post-graduate schools; we have excellent schools for training in law, medicine, engineering, and the other professions; we have no institution except the Institute which devotes itself to the needs of young men and women who have taken their doctor's degrees and who propose to devote their lives to scholarship.

Aside from a few narrowly restricted research organizations there is no institution in the United States except the Institute for Advanced Study which is organized primarily to provide for these individuals a place in which to work and which undertakes to offer them the needed stimulus and guidance in their researches. Men and women of this stage of advancement are eligible for fellowships from the Guggenheim, Carnegie, Rockefeller, Rosenwald, and other foundations. The task we have set for ourselves is to create for them the best possible atmosphere in which to do their work.

This task is an important one because upon this group of able young men and women the whole future of scholarship and education in the United States depends. Whatever contribution we can make to their intellectual development will in turn be passed on through the universities and professional schools and thus in the end work its way down to the elementary schools of every town and village. In facilitating research we nourish the roots of our American civilization.

A 181456 Home Retirement of FA

The international situation makes the opportunity open to us much more important and lays upon us a much more serious responsibility, as Dr. Flexner has pointed out, than was the case twelve years ago when the Institute was founded. The war has made sad havoc of education and scholarship in every country in the world. After the war most of the nations concerned will be so exhausted and so poor that it will be a long time before they will be able to resume these scholarly activities which are the finest flower of the civilization we are fighting to defend. It seems clear that the leadership in these activities will have to be taken by the United States, and the contribution which the Institute can make thus becomes not merely of national but of world-wide importance.

The role which the Institute has chosen for itself is so important and our aspirations are so high as to demand that the men we appoint and the work that we do must be of the highest possible quality in every subject which we touch. If we are to occupy a position of leadership in the scholarly world, if young men are to turn to us for consultation and advice, if they are to look to this as a place in which to spend their periods of leave of absence, it will be only because they find here men who are leaders in the different fields of scholarship. The men whom we wish to appoint will be men for whose services all the universities of the country will be competing, and it follows that the conditions of work at the Institute must be such as to attract men of this type.

The Institute can never be large as compared with the great graduate schools of this and other countries. It would, however, be unfortunate to have its range too narrowly restricted. We need not touch all subjects, but we should make an impressive contribution to those which we do touch, and this will in general require that we have several men in each of the subjects which we undertake to cultivate. In this respect the organization of the School of Mathematics may well serve as a model.

One of the great advantages of the Institute is its flexibility. When a given professor retires we can, if it seems advisable, drop the subject which he represented and can turn to new subjects as they become important and as scholars of promise develop in different fields.

We can change from time to time the program of the Institute as new subjects become important and as scholars of promise develop in different fields. In this respect it seems to me that we have a double duty: first,

fields  
no to p... ?

that of cultivating subjects which are basic and widely studied, like mathematics, and, in the second place, to lead in the development of new branches of knowledge as the need for them arises. I have in our conversations spoken to you of a number of fields in which I think the Institute could make a significant contribution. I have, as you know, taken advice from many scholars on this subject. The matter is one, however, which I should prefer to take up with you orally, since the choice of any particular field for expansion must always depend upon the question as to whether absolutely first-rate men are available. It is not necessary for the Institute to enter any particular field, nor to keep on in any particular field indefinitely after we have entered it. But it is necessary that every individual to whom we offer an appointment should be one of the world's leading scholars in his subject.

It is already becoming clear that the end of the war will be a period when it would be extremely advisable for the Institute to undertake new developments and extensions of our work. It is obvious that we should have to have increased funds in order to finance those developments or even to continue at the present scale of work we are already doing.

A program such as that which I have sketched out could never be realized unless the Institute had a solid financial foundation. The Institute has in the last ten years, in my opinion, made an extremely good beginning, but we are already embarrassed by lack of funds to carry on adequately the work which has been so well begun. We have made a good beginning, but it is only a beginning. If eventually we have a larger endowment we can realize the possibilities of this unique educational enterprise; if not, we shall be compelled to curtail our activities and to disappoint the expectations of scholars all over the world who greeted the establishment of the Institute with the enthusiasm which has often been reported to you and which was expressed by Raymond Fosdick in his letter last spring.

I should like your permission to discuss the most important of the problems outlined in this letter with the members of the Executive Committee. I am, as I told you, planning to have much more frequent meetings of that committee and have already arranged to have the first one called two weeks from today, on Monday, December 14th. I feel that the committee should meet at frequent intervals and should have much fuller information about the whole situation

of the Institute than has been the case in the past.

I earnestly hope that you and Mrs. Fuld will make it possible for us to go forward to make the Institute one of the most notable and valuable educational enterprises in the world - a monument to Dr. Flexner's vision and to your generosity and public spirit.

Yours sincerely,

Louis Bamberger, Esq.  
Newark, New Jersey

FA/MCE

Not sent - see 12/8

December 7, 1942

Dear Mr. Bamberger:

In accordance with my promise to give you from time to time suggestions as to other subjects which might be taken up by the Institute, I should like to say something today about English Literature, which I have been considering with some scholars in that subject for a number of years.

English Literature, like Mathematics, is taught in every college and university in the United States and is perhaps even more important than mathematics as an element in American higher education. For certain historical reasons, research in English Literature has not been as productive in this country as it should be, due partly to the slavish way in which professors of English formerly imitated professors of Classics, partly to the influence of scientific method in a field like this where scientific methods do not apply, partly to the influence of a very impressive school of Scottish rhetoricians who flourished around about 1875 and who were so exclusively occupied with the technique of literary forms as to blind themselves to what might be called the historical and philosophical aspects of literary studies.

There is a vigorous group of young scholars who are trying to put research in English Literature on a sounder basis. They have recently issued a journal known as the Journal of the History of Ideas, and, given proper support, I feel that the movement which this group represents might have enormously beneficial influence in English studies in this country and in Great Britain.

I have long felt that when funds were available the Institute should do something to give impulse to this movement. My plan would be not to establish permanent professorships of English Literature, but rather to bring here a group of three or four men for periods of from one to two years each. I should choose men who would be interested in working together and I

should make the announcement long enough in advance so that younger scholars might make their plans to come to the Institute to work with them.

I have proceeded so far in discussion of this project as to have a list of men in mind, though I have not, of course, made any commitments of any kind. I have thought a good deal about the budget. Money would be needed only for salaries, stipends, and a certain number of reference books and a certain amount of secretarial assistance. I should want younger men for this job and should be inclined to offer them the salary that they are getting in their own university ~~and~~ and perhaps \$1000 extra to pay the cost of moving to Princeton and living in a strange place. This would mean that \$10,000 would probably be a maximum, and some salaries might be as low as \$7,000 or \$8,000. I estimate that four professors, six younger members with stipends of an average of \$1500 each, secretarial assistance, and incidental expenses could all be covered by a sum of \$50,000 a year for a period of two or three years, and I should make no commitment beyond that time.

There are other subjects which I wish to talk to you about in succeeding weeks, and I do not forget that our first responsibility is to provide adequately for the work we have already undertaken to date.

In respect to the present needs of the Institute, I am, as I told you last week, particularly concerned about stipends. The faculty has been enlarged partly at the expense of stipends for members, and I feel that we ought to provide additional funds for this purpose as soon as it is possible to do so.

I shall bring this letter with me tomorrow and be glad to answer any questions that occur to you in connection with it. If you should care to read anything on the subject, Chapters 5 and 9 of a book of mine published in 1917, called The Oxford Stamp, will give you some of the background of the point of view which I have tried to embody briefly in this letter.

Yours sincerely,

Louis Bamberger, Esq.  
Newark, New Jersey



LB

December 8, 1942

Dear Mr. Bamberger:

In accordance with your request that I suggest to you directions in which the work of the Institute should be developed, I should like to speak to you about three subjects: Oriental Studies, Latin-American Studies, and English Literature.

If we keep the Gest Library we should eventually arrange conditions so that it can be used. Chinese history and literature are comparatively new subjects in the United States. They are studied in only a few universities, but with the probable emergence of China as a world power after the war, Chinese studies in our universities are certain to be expanded, and if the Institute for Advanced Study entered that field it would assume a position of leadership which is in accordance with its character.

The committee on the Gest Library has gone into this subject fully and its report, when completed, will indicate how the subject should be approached and what would be the probable cost. I may anticipate the report so far as to say that the field seems to the committee to be one of great cultural and international importance and that it is the belief of the committee that extremely useful and satisfactory work could be done by a School of Oriental Studies on a budget which would roughly be equivalent to the budgets of our other schools - say from \$75,000 to \$100,000 per year.

Another field of great international importance which is also new and which has not been fully developed in the United States is Latin-American studies. Our relations to the countries south of us have in recent years become much more important and they are certain to increase in the future. The history of Latin-America has many more connections with our own history than has been realized in the past, and the inter-connections between the two civilizations need much more study than they have ever received.

The Institute accepted last year a small collection of Mexican manuscripts from Mr. John W. Garrett. My letter of acceptance was printed in the Board minutes. I made no promises to Mr. Garrett that the Institute would enter this field, but should we do so I think we might expect similar gifts, and I am confident that we could make an outstanding contribution in this - another pioneer field. I have given some thought to a budget for this subject and believe we could safely enter it if we were able to devote to it a sum of \$50,000 to \$60,000 per year.

In contrast to these two subjects, which are new, I should like to say something about English literature, which I have been considering with a group of scholars in that subject for a number of years. English literature, like mathematics, is taught in every college and university in the United States and is perhaps even more important than mathematics as an element in higher education. For certain historical reasons, research in English literature has not been as productive in this country as it should be. If you care to discuss these reasons I should be glad to explain them to you, or I suggest that you read Chapters 5 and 9 of a book of mine published in 1917, called The Oxford Stamp, which will give you a fuller background in the subject.

Just now a vigorous group of young scholars are trying to put research in English literature on a sounder basis. They have recently established a magazine known as the Journal of the History of Ideas, and with proper support I feel that the movement which this group represents might have an exceedingly useful influence in English studies in this country and in Great Britain.

If we were to enter this field, my plan would not be to establish permanent professorships of English literature, but rather to bring here a group of three or four men for periods of from one to two years each. I should choose men who would be interested in working together and should make the announcement long in advance so that young scholars might make their plans to come to the Institute to work with them. Money would be needed only for salaries, stipends, and a certain number of reference books and a certain amount of secretarial assistance. Since younger men would be appointed and since salaries would be based on what each one was getting in his own university at the present time, \$10,000 would

probably be the maximum for any individual and some salaries might be as low as \$7,000 or \$8,000. I estimate that four professors, six younger members with stipends of an average of \$1500 each, secretarial assistance, and incidental expenses could all be covered by a sum of \$50,000 a year for a period of two or three years, and I should make no commitment beyond that time.

These are only three of the many subjects which might be added to the Institute or which might take the place of subjects which we drop as members of our faculty retire. Changes of this kind in the program of the Institute seem to me advisable as the years go on. I do not forget that our first responsibility is to provide adequately for the work which we have already undertaken. In respect to the present needs of the Institute, I am, as I told you last week, particularly concerned about stipends. Our faculty has been enlarged partly at the expense of stipends for members and I feel that we should provide additional funds for this purpose as soon as it is possible to do so.

I shall bring this letter with me today and shall be glad to answer any questions that may occur to you in connection with it. Its principal purpose is to suggest some of the many ways in which the work of the Institute might be expanded in order to enable us to make a still greater contribution to American scholarship.

Yours sincerely,

Louis Bamberger, Esq.  
Newark, New Jersey

FA/MCE

*Final version*  
No - See 11/30

November 16, 1942

Dear Mr. Bamberger:

It gives me great pleasure to conform to your request that I put on paper my own ideas concerning some of the problems of the future of the Institute which we have been discussing during the last few weeks. When the time comes that you and Mrs. Fuld and I have thrashed the subject out to our own satisfaction I hope to embody my thoughts in one of my reports to the Board of Trustees in order to get the ideas of the members on our program and to have each Trustee take a personal interest in the development of the Institute.

The field of advanced research, which Dr. Flexner suggested for the Institute, offers the greatest opportunity for useful service in the entire range of education and scholarship in the United States. We have good undergraduate colleges and post-graduate schools; we have excellent schools for training in law, medicine, engineering, and the other professions; we have no institution except the Institute which devotes itself to the needs of young men and women who have taken their doctor's degrees and who propose to devote their lives to scholarship.

Aside from a few narrowly restricted research organizations there is no institution in the United States except the Institute for Advanced Study which is organized primarily to provide for these individuals a place in which to work and which undertakes to offer them the needed stimulus and guidance in their researches. Men and women of this stage of advancement are eligible for fellowships from the Guggenheim, Carnegie, Rockefeller, Rosenwald, and other foundations. The task we have set for ourselves is to create for them the best possible atmosphere in which to do their work.

This task is an important one because upon this group of able young men and women the whole future of scholarship and education in the United States depends. Whatever contribution we can make to their intellectual development will in turn be passed on through the universities and professional schools and thus in the end work its way down to the elementary schools of every town and village. In facilitating research we nourish the roots of our American civilization.

The international situation makes the opportunity open to us much more important and lays upon us a much more serious responsibility, as Dr. Flexner has pointed out, than was the case twelve years ago when the Institute was founded. The war has made sad havoc of education and scholarship in every country in the world. After the war most of the nations concerned will be so exhausted and so poor that it will be a long time before they will be able to resume these scholarly activities which are the finest flower of the civilization we are fighting to defend. It seems clear that the leadership in these activities will have to be taken by the United States, and the contribution which the Institute can make thus becomes not merely of national but of world-wide importance.

The role which the Institute has chosen for itself is so important and our aspirations are so high as to demand that the men we appoint and the work that we do must be of the highest possible quality in every subject which we touch. If we are to occupy a position of leadership in the scholarly world, if young men are to turn to us for consultation and advice, if they are to look to this as a place in which to spend their periods of leave of absence, it will be only because they find here men who are leaders in the different fields of scholarship. The men whom we wish to appoint will be men for whose services all the universities of the country will be competing, and it follows that our salary scale and the conditions of work at the Institute must be such as to attract men of this type.

The Institute can never be large as compared with the great graduate schools of this and other countries. It would, however, be unfortunate to have its range too narrowly restricted. We need not touch all subjects, but we should make an impressive contribution to those which we do touch, and this will in general require that we have several men in each of the subjects which we undertake to cultivate. In this respect the organization of the School of Mathematics may well serve as a model.

We can change from time to time the program of the Institute as new subjects become important and as scholars of promise develop in different fields. In this respect it seems to me that we have a double duty: first, that of cultivating subjects which are basic and widely studied, like mathematics, and, in the second place, to lead in the development of new branches of knowledge as the need for them arises. I have in our conversations spoken to you of a number of fields in which I think the

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Institute could make a significant contribution. I have, as you know, taken advice from many scholars on this subject. The matter is one, however, which I should prefer to take up with you orally, since the choice of any particular field for expansion must always depend upon the question as to whether absolutely first-rate men are available. It is not necessary for the Institute to enter any particular field, nor to keep on in any particular field indefinitely after we have entered it. But it is necessary that every individual to whom we offer an appointment should be one of the world's leading scholars in his subject.

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A program such as that which I have sketched out could never be realized unless the Institute had a solid financial foundation. The Institute has in the last ten years, in my opinion, made an extremely good beginning, but we are already embarrassed by lack of funds to carry on adequately the work which has been so well begun. If we are to continue to succeed in the future our financial needs will be certain to increase. We have made a good beginning, but it is only a beginning. If eventually we have a larger endowment we can realize the possibilities of this unique educational enterprise; if not, we shall be compelled to curtail our activities and to disappoint the expectations of scholars all over the world who greeted the establishment of the Institute with the enthusiasm which has often been reported to you and which was expressed by Raymond Fosdick in his letter last spring.

See 4/30

I earnestly hope that you and Mrs. Fuld will make it possible for us to go forward to make the Institute one of the most notable and valuable educational enterprises in the world - a monument to Dr. Flexner's vision and to your generosity and public spirit.

Yours sincerely,

Louis Bamberger, Esq.  
Box 798  
Newark, New Jersey

FA/MCE

November 16, 1942

Dear Mr. Bamberger:

It gives me great pleasure to conform to your request that I put on paper my own ideas concerning some of the problems of the future of the Institute which we have been discussing during the last few weeks, and when the time comes that you and I and Mrs. Fuld have thrashed the subject out to our own satisfaction I hope to embody these ideas in one of my reports to the Board of Trustees in order to get the ideas of the members on our program and to have each Trustee take a personal interest in the development of the Institute.

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The international situation makes the opportunity open to us much more important and much more thrilling than it was twelve years ago when the Institute was founded. The war has made sad havoc of education and

scholarship in every country in the world. After the war most of the nations concerned will be so exhausted and so poor that it will be a long time before they will be able to resume these scholarly activities which are the finest flower of the civilization we are fighting to defend. It seems clear that the leadership in these activities will have to be taken by the United States, and the contribution which the Institute can make thus becomes not merely of national but of world-wide importance.

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We can change from time to time the program of the Institute as new subjects become important and as scholars of promise develop in different fields. In this respect it seems to me that we have a double duty: first, that of making a contribution to subjects which are basic and widely studied, like mathematics, and, in the second place, to lead in the development of new branches of knowledge as the need for them arises. I have in our conversations spoken to you of a number of fields in which I think the Institute could make a great contribution. Among the subjects not yet fully developed in American universities which will be developed in the future and in which the Institute might take the lead are Chinese Literature, Latin-American studies, and the History of Science. Among the



subjects already widely studied but which are so important as to promise rich returns from further research are the Applications of Mathematics as distinct from Pure Mathematics, to which our school is largely devoted; the History of Economics; and in the Humanistic School the whole field of Mediaeval and Modern History, Literature, and Philosophy.

I have thought a great deal about all these subjects and have consulted a great many of our leading scholars in each. It would be premature, however, for me to outline at this time definite plans in regard to any of them, since the choice of any particular field for expansion must always depend upon the question as to whether absolutely first-rate men are available. It is not necessary for the Institute to enter any particular field nor to keep on in any particular field indefinitely after we have entered it. It is necessary that every individual to whom we offer an appointment should be one of the world's leading scholars in his subject.

A program so ambitious as that which I have sketched out could never be realized unless the Institute had a solid financial foundation. The Institute has in the last ten years, in my opinion, made an extremely good beginning, and our very success has enlarged our expenditures until we are already embarrassed by lack of funds to carry on adequately the work which has been so well begun. If we are to continue to succeed in the future our financial need will be certain to increase.

The Institute is at present a young institution; a good foundation has been laid and I hope that during the next ten years we can build on that foundation and create for ourselves a secure position of leadership in certain scholarly fields. If we do that, if we prove that the ideas upon which the Institute is based are sound, our future will be secure. The demonstration, however, must first be made by Mrs. Fuld and yourself and by the members of the faculty, who are pioneers in what is for this country a unique educational enterprise. This demonstration cannot be made unless the Institute can look forward in the future to substantial additions to its endowment. We have made a good beginning, but it is only a beginning. We have found a group of professors and trustees who are glad to devote their efforts to the realization of it. If eventually we have a larger endowment we can realize these possibilities; if not,

we shall be compelled to curtail our activities and to disappoint the expectations of scholars all over the world who greeted the establishment of the Institute with the enthusiasm which has often been reported to you and which was expressed by Raymond Fosdick in his letter last spring. I earnestly hope that you and Mrs. Fuld will make it possible for us to go forward to make the Institute one of the most notable and valuable educational enterprises in the world - a monument to Dr. Flexner's vision and your generosity and public spirit.

Yours sincerely,

Louis Bamberger, Esq.  
Box 798  
Newark, New Jersey

FA/MCE

November 16, 1942

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*as Dr. Flexner has found out,*

scholarship in every country in the world. After the war most of the nations concerned will be so exhausted and so poor that it will be a long time before they will be able to resume these scholarly activities which are the finest flower of the civilization we are fighting to defend. It seems clear that the leadership in these activities will have to be taken by the United States, and the contribution which the Institute can make thus becomes not merely of national but of world-wide importance.

The role which the Institute has chosen for itself is so important and our aspirations are so high as to demand that the men we appoint and the work that we do must be of the highest possible quality in every subject which we touch. If we are to occupy a position of leadership in the scholarly world, if young men are to turn to us for consultation and advice, if they are to look to this as a place in which to spend their periods of leave of absence, it will be only because they find here men who are leaders in the different fields of scholarship. The men whom we wish to appoint will be men for whose services all the universities of the country will be competing, and it follows that our salary scale and the conditions of work at the Institute must be such as to attract men of this type.

The Institute can never be large as compared with the great graduate schools of this and other countries. It would, however, be unfortunate to have its range too narrowly restricted. We need not touch all subjects, but we should make an impressive contribution to those which we do touch, and this will in general require that we have several men in each of the subjects which we undertake to cultivate. In this respect the organization of the School of Mathematics may well serve as a model.

*cultivation /*  
*significant* - We can change from time to time the program of the Institute as new subjects become important and as scholars of promise develop in different fields. In this respect it seems to me that we have a double duty: first, that of ~~making a contribution to~~ subjects which are basic and widely studied, like mathematics, and, in the second place, to lead in the development of new branches of knowledge as the need for them arises. I have in our conversations spoken to you of a number of fields in which I think the Institute could make a ~~great~~ contribution. I have, *as you know* ~~thought a great deal about the question of the fields in which the Institute could do most effective work and have taken advice from a great many scholars on this subject.~~ The matter is one, however, which I should prefer to take

But it /  
up with you orally, since the choice of any particular field for expansion must always depend upon the question as to whether absolutely first-rate men are available. It is not necessary for the Institute to enter any particular field, nor to keep on in any particular field indefinitely after we have entered it. ~~It is necessary that every individual to whom we offer an appointment should be one of the world's leading scholars in his subject.~~ It is necessary that every individual to whom we offer an appointment should be one of the world's leading scholars in his subject.

s /  
A program such as that which I have sketched out could never be realized unless the Institute had a solid financial foundation. The Institute has in the last ten years, in my opinion, made an extremely good beginning, ~~and our very success has enlarged our expenditures until we are already embarrassed by lack of funds to carry on adequately the work which has been so well begun. If we are to continue to succeed in the future our financial need will be certain to increase. We have made a good beginning, but it is only a beginning. If eventually we have a larger endowment we can realize the possibilities of this unique educational enterprise; if not, we shall be compelled to curtail our activities and to disappoint the expectations of scholars all over the world who greeted the establishment of the Institute with the enthusiasm which has often been reported to you and which was expressed by Raymond Fosdick in his letter last spring.~~ *Fuld*

I earnestly hope that you and Mrs. Fuld will make it possible for us to go forward to make the Institute one of the most notable and valuable educational enterprises in the world - a monument to Dr. Flexner's vision and to your generosity and public spirit.

Yours sincerely,

Louis Bamberger, Esq.  
Box 798  
Newark, New Jersey

FA/MCE

1954

vert file "A"

1/12

AYDELOTTE, F.

Biographical

Sullivan Daily News and New York Times on knighthood  
conferred on Aydelotte 10/20/53.

Filed in Vertical File under "A" for Aydelotte.

Source Above.

# Sullivan Daily

INTERNATIONAL PICTURE SERVICE

SULLIVAN, INDIANA

TUESDAY, JAN. 12, 1954

## Sullivan Native Is British Knight

By Robert Brown  
Times Editor

One of Sullivan's most famous sons, Dr. Frank Aydelotte, is now a Knight of the British Empire. Indiana University's "Alumni" magazine reports this month.

The honor was bestowed Oct. 20th of last year when Queen Elizabeth personally invested the former Sullivan man with the insignia of knighthood.

For 35 years the man behind the selection of students for Rhodes Scholarships to Oxford University, Dr. Aydelotte graduated from Sullivan high school with the noted class of 1896—many of whom were destined to leave their mark on the community and nation.

### Class of '96

Members of that class included Dr. Aydelotte, Pearl Burton, Will E. DeVol, Will H. Hays, Destine Bland, Faye Murray, Robert P. White and Alice Poynter, all living, and Bert Medaris, Roy E. Wolfe, Guy M. Briggs, Rush P. Crawford, Murray Mason, Grace D. (Nicoson) Briggs, Lee F. Bays, J. Harve Crowder, John R. Denney, Emma Crowder and Ray Higbee, all now deceased.

Dr. Aydelotte later graduated from Indiana University in 1900 where he was an honor student and outstanding athlete. He received his LL.D. from I.U. in 1937.

He was formerly president of Swarthmore College and The Institute for Advanced Learning at Princeton. Since his retirement, he has maintained offices at the Institute and has continued his work with Rhodes Scholarships.

### Times Editorial

At the time he was invested with the insignia of knighthood, a New York Times editorial read:

"No one who knows Dr. Aydelotte's magnificent service to the whole institution of Rhodes Scholarships could quarrel with this bestowal of a richly deserved honor.

"It is possible that the Queen—and her loyal subjects—may have thought primarily of Dr. Aydelotte's helpfulness to Britain and the Britons in making them better



DR. FRANK AYDELLOTTE . . . FROM SULLIVAN TO KNIGHT OF BRITAIN

understood by Americans. That was a part of his whole life. He made it easier for American students to fit into the pattern of British education, and literally thousands of those students will look to him in undying gratitude. But Dr. Aydelotte has served his

own country no less than Britain. In so doing he has served the cause of education, of international understanding, of human progress. We have long honored him in our hearts. It is a pleasure to see him honored with a symbolic knighthood."

Late News  
Bulletins

By International News Service

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*Some notes for FA on Palestine Com.*

March 4, 1946

Following candidates who have been favorably considered by the Faculty as candidates for the Directorship. Discussion following individual letter from Mr. Moe to members of Faculty. Also members of the Faculty are being considered.

T. C. Blegen of the University of Minnesota  
Detlev Bronk  
J. Robert Oppenheimer  
Mason of Harvard  
Lewis L. Strauss



# THE ORIGINAL ROMEIKE PRESS CLIPPINGS

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This Clipping From

NEW YORK, N. Y.  
HERALD TRIBUNE

OCT 5 - 1947

## Dr. Aydelotte Finds Spending A Difficult Job

### Retiring Head of Advanced Study Institute Learned on Other People's Money

By John C. Smith

PRINCETON, N. J., Oct. 4.—Dr. Frank Aydelotte, who has devoted most of his adult life to spending money for philanthropists, looked back on one segment of his career today with satisfaction. He believed the job had been well worth doing, and, though he modestly refrained from saying so, done well.

Dr. Aydelotte's specialty is financing advanced scholarship and research in all branches of human knowledge. On Oct. 16, his sixty-seventh birthday, he will retire from his responsibilities as director of the Institute for Advanced Study. J. Robert Oppenheimer, atomic physicist, will succeed him. Dr. Aydelotte needs more time, he says, to devote to the Rhodes scholarships and the John Simon Guggenheim Foundation, of each of which he is a trustee and executive.

"The reports of my retirement have been greatly exaggerated," he said, grinning.

### Spending, He Says, Is Hard

The institute was the most recent philanthropic enterprise to engage Dr. Aydelotte's abilities, and he has served it only eight years. He has been American secretary of the Rhodes Trust since 1918 and seen the number of scholars grow from forty-eight to 1,100; he helped the late Simon Guggenheim draw up the original Guggenheim Foundation and has seen it grow in value from \$5,000,000 to \$20,000,000.

"My problem has always been spending the money," he said. "You know, it is really much easier to get money than to spend it. If you get into the right niche it is awfully easy to make a lot of money. Perhaps it won't be in the future, but it has been in the past. All my life I have been doing the hard work of spending the money."

The Rhodes and Guggenheim funds and the institute—which also has a \$20,000,000 endowment, mostly provided by the late Louis Bamberger and his sister, the late Mrs. Felix Fuld—all have the same general objectives. They exist to advance human knowledge and to promote education and scholarship.

Dr. Aydelotte admitted that there was a distinction between the objectives, but he said his money-spending activities served all three. The high levels of pure science attained by scholars at the institute produce facts and ideas too advanced for even Dr. Aydelotte to use, and far removed from the business of educating ordinary people. The scholars are finding out what atomic energy does and what it means in relation to the construction of the universe, Dr. Aydelotte said, but they are not learning what the world can do about it.

### Passing Scholarship Along

Yet this pushing forward of the frontiers of knowledge should in the end benefit the school boy and the bobby-soxer, according to Dr. Aydelotte. He believes it will improve the education offered them in the nation's public and private schools. He said the purpose of education is scholarship—training the human brain to discover and interpret new facts and ideas. The Rhodes Trust and the Guggenheim Foundation encourage students to become scholars, he said. The institute helps college professors and school teachers to become scholars. The advancement of knowledge attained at the institute trickles down to the college boys and school children when the scholars go back to their teaching.

Dr. Aydelotte said most of the scholars at the institute are college professors and instructors with a year's leave of absence. Before and during the war a number of eminent refugees came from Europe.

Among them was Dr. Albert Einstein, a founding father or grandfather of modern atomic science, and one of the first members of the institute faculty. There are seventy-five members of the university now in residence. The annual average is nearer fifty, and few stop more than a year. There are no tuition fees, and the institute pays needy scholars a small stipend.

Dr. Aydelotte said that if there is a gap between the frontiers of advanced knowledge and the general level of education, it is because individuals differ in their capacity for scholarship. Such as it is the institute tends to narrow the gap by affording competent scholars a chance to catch up and forge ahead, he said.

The ideal teacher should not teach every year by rote what he learned from others, but should add to his knowledge all the time, Dr. Aydelotte said. The teacher should be a creative scholar and so stimulate others to scholarship.

"You can only raise the general level of education by lifting it from the top," he asserted.

Dr. Aydelotte said these views were based on what he learned as a Rhodes scholar in Oxford in 1905, the second year the Trust was in operation.

MRS. WINFIELD W. RIEFLER  
BATTLE ROAD COURT  
PRINCETON, NEW JERSEY

October 10, 1939.

President Frank Aydelotte,  
Swarthmore College,  
Swarthmore, Pa.

Dear President Aydelotte:

I do badly want your advice on the matter of arranging a large meeting in Princeton at which the Union Now idea would be presented and discussed. It seems to me, and Win agrees with me in this, that the time is ripe now for an attempt to turn peoples' attention from the debate on the best methods of achieving isolation to the problem of the sort of world in which this country would be willing to take its part. Isn't Princeton an important enough place intellectually to stage a really impressive meeting to be addressed by a number of representative supporters of the Union Now idea? I would like to see you and discuss the possibility, but I know how busy you are, and perhaps you will give me your general reaction to the suggestion and say when I may see you for further consultation.

I think that rather than have a single speaker at such a meeting, who might appear to be crusading for a lost cause, we should have several speakers who would carry weight both by their names and by the variety of their interests. If we could have Clarence Streit, yourself, Russel Davenport of Fortune, Thomas Mann, Lord Lothian (and who else?) it would be an immensely impressive and widely publicised affair. The committee arranging it, I should think, should be actually but not officially representative of the University, the student body, the Institute for Advanced Study, the Rockefeller Institute, the Seminary, the peace societies, and citizens' groups such as the League of Women Voters. This would be better than having the official sponsorship of any local body or that of the Union Now organization. McCarter Theater holds a thousand people. The meeting could be broadcast. Perhaps the best way of meeting expenses would be through voluntary contributions rather than the sale of seats.

I have talked with Win about this of course and with a few others, notably the Tebbroecks of the Rockefeller Institute. Before I go any further, I would like your reaction to the whole thing. I do not like to talk to Clarence until I have your opinion. Win had lunch with him in Washington lately and reports him in fine shape but still a bit over ministerial.

I hope that this does not seem quite offside to you at this time. The Senatorial debate on neutrality makes me feel that we must grope for something constructive to combat this wave of isolationism. Isn't

MRS. WINFIELD W. RIEFLER  
BATTLE ROAD COURT  
PRINCETON, NEW JERSEY

now the time when there is already talk of peace terms ?

Will you just give me a word on all this or let me know when I may talk with you for a few minutes. I realize that you may not want to commit yourself to an active part in the affair, but I would appreciate your advice tremendously.

Sincerely yours,

*Dorothy B. Riefler.*

*P.S. As an exceedingly discreet wife, may I still say that I am very happy about something unmentionable at this time?*

FA.

PRINCETON UNIVERSITY  
PRINCETON NEW JERSEY

*Section of Music*  
Department of Art and Archaeology,  
Architecture and Music

October 21, 1939

Dr. Frank Aydelotte  
President  
Swarthmore College  
Swarthmore, Pennsylvania

My dear President Aydelotte:

Mrs. Welch and I are making every effort to comply with the request in a recent letter from Mr. Herbert H. Maass that we vacate Olden Manor, Princeton, before the first of the year. We had anticipated that you and Mrs. Aydelotte would wish to occupy Olden Manor, but as our lease runs until the 31st of next August, we were unprepared to move at such short notice.

We have canvassed the housing situation in Princeton thoroughly twice within the last four years and, as I have just written to Mr. Maass, I cannot entertain a lively hope that we shall be able to find an adequate house in so short a time. Indeed, we must, against our inclination, consider building. I explain all this to you so that you may know why we are compelled to delay somewhat in leaving Olden Manor at your disposal.

I should like to congratulate both you and the Institute on your association. With warmest regards,

Very sincerely yours,

*R. D. Welch.*

R. D. Welch

W

24 October 1939

Dear Professor Welch:

I appreciate very warmly your very kind letter of October 21st, and I hasten to say that my wife and I would be unwilling to ask you to vacate Olden Manor unless you find you can do so with entire convenience. In talking with Mr. Maass it occurred to us that if you could find a suitable house, it might suit you as well to move now as next August, but certainly we should want you to consider your own comfort first. We are very grateful to you for considering the matter, and feel very uncomfortable at being put into the position of seeming to push you out.

Mrs. Abraham Flexner told me over the telephone a few days ago that she knew of three houses which were vacant and which she thought might meet your needs. It might be worth while to telephone to her to find out about them. I have also received word from Mrs. Walter F. Jones that their house, Four Winds, is for sale or rent. I know nothing about it and have no idea whether it is a place which would suit you. I understand Mrs. Jones would prefer to be approached directly rather than through agents.

I hope that you and Mrs. Welch will take your time, and will not feel uncomfortable in any way about doing so. My wife and I would, however, be very grateful if meanwhile you would be willing to let us look through Olden Manor sometime when we are in Princeton. I have only seen the house once, and my wife has never seen it. My wife would like to get some idea of the arrangement of the rooms.

My son Bill, who is very much interested in music, tells me that he had the pleasure of meeting you some years ago. I am not sure where it was, but I think it may have been at Mr. Surette's Summer School. My wife and I look forward with great pleasure to making your acquaintance.

With warmest thanks for your congratulations and with kindest regards, I am

Yours sincerely,

Professor R. D. Welch  
Olden Manor  
Princeton, New Jersey

BY DIRECT WIRE FROM

1223-S

CLASS OF SERVICE

This is a full-rate Telegram or Cablegram unless its deferred character is indicated by a suitable symbol above or preceding the address.

# WESTERN UNION

SYMBOLS

DL = Day Letter
NM = Night Message
NL = Night Letter
LC = Deferred Cable
NLT = Cable Night Letter
Ship Radiogram

R. B. WHITE  
PRESIDENT

NEWCOMB CARLTON  
CHAIRMAN OF THE BOARD

J. C. WILLEVER  
FIRST VICE-PRESIDENT

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

PW1 8=PRINCETON NJ 27 911A

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:MARIE C ICHELSEY.

THE COMPANY WILL APPRECIATE SUGGESTIONS FROM ITS PATRONS CONCERNING ITS SERVICE

BY DIRECT WIRE FROM

*Aydelotte*

1223-S

CLASS OF SERVICE

This is a full-rate Telegram or Cablegram unless its deferred character is indicated by a suitable symbol above or preceding the address.

# WESTERN UNION

R. B. WHITE  
PRESIDENT

NEWCOMB CARLTON  
CHAIRMAN OF THE BOARD

J. C. WILLEVER  
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The filing time shown in the date line on telegrams and day letters is STANDARD TIME at point of origin. Time of receipt is STANDARD TIME at point of destination.

PW3 25 DL=SWARTHMORE PENN DEC 22 1939 515P

DR FRANK AYDELOTTE=

HIGHLAND PARK FLORIDA CLUB

LAKEWALES FLO=

SEARCHED UNSUCCESSFULLY HOUSE AND OFFICE FOR MINUTES YOU  
TRANSFERRED OFFICE FILE TO ORDINARY FOLDER FOR CONVENIENCE  
TRAVELING PLEASE WIRE IF YOU WISH ME LOOK FURTHER=

EMMA M ABBETT.

THE COMPANY WILL APPRECIATE SUGGESTIONS FROM ITS PATRONS CONCERNING ITS SERVICE

97 Battle Road  
Princeton N.J.

Dec. 1st 39.

Am. Mus.

My dear Mrs. Sydelotte,

Thank you very much for sending  
us the tickets for the Shubhaman concert.  
It was so very thoughtful of you  
to think of us. We certainly will enjoy  
the evening very much. We look for-  
ward very much indeed to your  
coming to Princeton when we shall  
have the opportunity of thanking  
you personally.

Very sincerely yours

Van Parys



THE INSTITUTE FOR ADVANCED STUDY  
PRINCETON, NEW JERSEY

January 22, 1940

Dear Dr. Aydelotte:

Professor Shear telephoned this morning to say that he must know by tomorrow, Tuesday, the subject of the talk you will give at the Nassau Club on January 31, as the announcements have to go to the press tomorrow. Could you perhaps have Miss Abbett telephone me this information?

Sincerely yours,

*Marie C. Eichelberger*  
*Elizabethan seamen in Mexico*  
*and Ports of the Spanish Main*

Aydelotte

THE INSTITUTE FOR ADVANCED STUDY

(FOUNDED BY LOUIS BAMBERGER AND MRS. FELIX FULD, 1930)

PRINCETON, NEW JERSEY

April 29, 1940

Dear Dr. Aydelotte:

I could not find in your desk a folder of correspondence about Professor Lowe's arrangement with the Carnegie Institution of Washington. I did find a letter he wrote you recently, which I am sending, together with a copy of the memorandum of your conversation with him.

I asked Professor Lowe if he had left some correspondence with you. He said he had shown it to you but had not left it. I then went to our files for the letters on that subject and found that they had been removed. Mrs. Bailey told me that she had put them in an envelope together with material relating to the appointment of various professors. I recall picking up from the table in your office and handing to you, as you were putting papers in your brief case on Saturday, a large manila envelope on which was written the word "Professors." I believe you will find in that envelope the Lowe correspondence in which you are interested.

I found in your desk a bibliography of Dr. de Tolnay, but not a curriculum vitae. I have, however, pieced together the enclosed record from information in our files. If you wish fuller information, I will ask Dr. de Tolnay for a copy of his curriculum vitae, but I hesitated to do that today without your authorization, and this seemed a fairly full account.

Yours sincerely,

Margaret C. Eichelson

✓ Met etc  
✓ Fac meeting  
✓ Thurs - to read

Houghton - meet for luncheon 11<sup>00</sup> - tea  
Mass - Thurs

Andelitz

8 May 1940

Dear Peter:

My wife and I are more grateful than we can express for the delightful dinner which the citizens of the Borough gave us on Monday evening. The fact that the people in Swarthmore felt moved to do so friendly and neighborly an act went straight to our hearts, and we shall always treasure the beautiful gift which accompanied it. We hardly realized until now that we have both lived longer in Swarthmore than in any other place. Certainly we have put more of ourselves into Swarthmore College than into any other work we have ever done, and we shall always consider Swarthmore our home town. We shall be grateful if you, as Chairman of the Committee on Arrangements, will convey this expression of our appreciation to the other members of the Committee.

With kindest regards, we are

Yours sincerely,

Peter Told, Esq.  
328 Park Avenue  
Swarthmore, Pa.

Hydell 022 -

May 5, 1949.

Dear Robert;

I attended the Lord and Taylor luncheon yesterday, and enclose herewith the certificate of the award to the Institute, with check for \$1,000 attached, and the seating list of those present at the luncheon.

I took occasion to say a word about Dr. Flexner, since Lord and Taylor seem to be aware of your existence and mine, but did not seem to know that Dr. Flexner had ever had anything to do with the Institute.

Yours sincerely,

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

95

April 20, 1949.

MEMORANDUM

To: Herbert H. Maass  
and  
Samuel D. Leidesdorf

From: Frank Aydelotte

One of the four Lord and Taylor awards for creative work in the arts and sciences is to go to the Institute for Advanced Study this year. The award will be made to the Institute as a whole at a luncheon meeting at the Waldorf-Astoria on Wednesday, May 4, beginning with a reception at 11.30. Dr. Oppenheimer cannot be present, and asked me to represent the Institute on this occasion. Oppenheimer and I took up with the representative of Lord and Taylor the question of whether they would like to have other representatives of the Institute present. Since the award goes to the Institute as a whole, it seemed a little difficult to select members of the faculty, and we accordingly gave the Lord and Taylor woman your names. This note is to prepare you to receive an invitation from her, in case they feel that they will have places for additional representatives. If the invitation comes through, I hope very much you will find it possible to accept.

The award carries with it a check for \$1,000.

95

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY

4/26/49

Dr. Aydelotte:

Dr. Oppenheimer thought you would wish to suggest names for this table for the Lord & Taylor Award luncheon. He would also like Miss Shaver's letter for acknowledgment.

*Oliver Lang*

F.A.

FRIENDS SOCIAL UNION

64 Princeton Road,  
Brookline,  
Upper Darby, Pennsylvania.

December 23, 1940.

Dr. Frank Aydelotte,  
Olden Manor,  
Princeton, New Jersey.

Dear Doctor Aydelotte:

I recently received from you a check for \$2.00 for your 1940 dues to the Friends Social Union. However these dues had been paid a month or two before.

If it meets with your approval, and unless I hear from you to the contrary, I will apply this second payment to your 1941 dues, which would normally be billed in April, 1941.

Thanking you for your support,

Very truly yours,

*B. Franklin Blair*

B. Franklin Blair,  
Treasurer.

Dr. Einstein said to W .O.A. about F.A. c  
on Dec. 24, 1941

It is rare to find some one who is  
devoted & independent & without vanity -  
rare to find a man of capacity without  
vanity.



FA  
A Verb

December 17, 1940

Mr. Samuel D. Leidesdorf  
125 Park Avenue  
New York City

Dear Mr. Leidesdorf:

In response to your request I give you herewith a tabulation of the payments which I made personally for repairs and renovation of Olden Manor. These represent sums outside the budget of \$15,000 allotted by the Trustees. I feel very strongly the importance of not exceeding that budget, and at the same time these items were necessary to make a proper Director's House. I am entirely willing to pay these items myself, but I should be grateful if you would allow me to make them in the form of a donation to the Institute Building Fund for which I could obtain credit on my income tax return.

Repairs to house				
✓	October 18, 1940	Matthews Construction Company	\$1,084.42	
	October 18, 1940	Mrs. Welch - repairs made by her	416.13	
	December 3, 1940	Redding, plumbers	<u>77.86</u>	
		Total		\$1,578.41
John C. Wister - plans and supervision of grounds				
✓	September 30, 1940		250.00	
	December 11, 1940		<u>318.10</u>	
		Total		568.10
✓	October 18, 1940	Sincerbeaux - surveying	241.50	
✓	November 4, 1940	Andorra Nurseries	175.25	
	November 7, 1940	Morrell - clearing and plowing lawn	993.68	
✓	December 3, 1940	Morrell - planting	<u>1,188.82</u>	
		Grand Total		<u>2,599.25</u> <u>\$4,745.76</u>

There will be a few more items of the same character which should be attended to including the introduction of electricity, water, and heat into the garage, and the improvement of the hot water system in the house, which is at present inadequate.

If it is satisfactory to you, I shall be glad to send the Institute a check of \$2,500 sometime this month and contribute a similar amount sometime in 1941. It seems to me that, since these things are all going to be left here, I am perfectly justified in taking an income tax deduction for them.

Yours sincerely,

FA:ESB

Frank Aydelotte, Director

# MATTHEWS CONSTRUCTION COMPANY

INCORPORATED 1912

## BUILDERS

PRINCETON, NEW JERSEY

SUBJECT

October 22, 1940

Doctor Frank Aydelotte  
Institute for Advanced Study  
Princeton, New Jersey

Dear Doctor Aydelotte:

We acknowledge with thanks receipt of your check in the amount of \$1,084.42 in payment of the two bills for work on Olden Manor, receipted bills were returned to you yesterday.

We appreciate very much your expression of satisfaction with the work we did and assure you that any items mentioned to our Mr. Greey as yet to be completed or any work of the sub contractors which has proven at all unsatisfactory will receive prompt attention.

Very truly yours,

WBA:W

MATTHEWS CONSTRUCTION COMPANY

*William B. Applegate*

FA.

JAMES P. WARBURG  
40 Wall Street  
New York

December 27, 1940

President Frank Aydelotte,  
Institute for Advanced Study,  
Princeton, N. J.

Dear Dr. Aydelotte:

A group of us, including Dean Acheson,  
Lewis Douglas, and about forty to fifty others in various  
parts of the country, are going to send the enclosed  
Open Letter to Congress, to be released probably January  
fourth. We should very much like to have you join us if  
you would care to do so. Inasmuch as our deadline is  
next Tuesday, I should be deeply grateful if you would  
send me your reply by wire. I hope very much that you  
will join us.

With the Season's Greetings, I am

Very sincerely,

James P. Warburg

JPW/H

Proof of December 24, 1940.

## An Open Letter to Congress

WE, the undersigned, address you as private citizens, anxious for the safety of our institutions and our country in a world overfull of hostile aggression. We speak for no one but ourselves, but we speak not only to put before you our thoughts, but in the hope that we may perhaps stimulate others to do likewise, in order that you, whose duty it will be to make decisions, may be able truly to represent the will of the people.

We believe that the Axis Powers—Germany, Italy and Japan—have clearly demonstrated that it is their purpose not merely to defeat their present enemies, but to conquer and dominate the world and to impose upon the peoples of the world a form of physical, mental, and spiritual slavery designed solely to increase and perpetuate the power of their Axis masters.

We believe that the outcome of the present war will determine whether human dignity and freedom are to perish throughout the world for generations to come, or whether the challenge of lawless lust for power shall be met and the would-be rulers of the world defeated and destroyed.

We believe that a victory of the Axis tyrannies in Europe and Asia would place our country in an extremely precarious position, both militarily and economically—a position in which its independence could be maintained only at great cost and sacrifice—if indeed it could be maintained at all.

We believe that it is foolish and dangerous to assume in the face of so much recent evidence that the Axis Powers, if victorious over the nations now resisting them, would have no designs upon this hemisphere. Once they were victorious, the decision would be theirs, not ours.

We believe that it is worse than an illusion to think that we, as a free people, could ever “come to terms” with the victorious Axis tyrants.

We believe that only willful blindness to fact permits the assertion . . . that this country would be in no danger if it had to face a hostile sea power in the Atlantic as well as another hostile sea power in the Pacific.

We believe that those who say that it is too late, that the Axis Powers can no longer be defeated even with our help, do not want in their hearts to have them defeated.

We believe that the Axis Powers can be defeated. We have seen what British airmen can do against German airmen five times their number. We have seen what a few British divisions can do against

twice their own force of fascist legions. We have seen what the Greek army can do, and the Chinese army against a foe with every advantage of equipment save the indomitable courage of free men.

We believe that the Axis Powers *will* be defeated, if we, the people of the United States, do our part—if we give prompt and effective aid to those countries which are now holding the Axis tyrants at bay. This does not mean selling them war materials so long as they can pay for them and so long as it is convenient and profitable for us to produce them. It means turning our whole productive resources and ingenuity wholeheartedly over to one single-minded purpose. It means subordinating our ordinary needs to this one greater need of building ships and planes and tanks and guns. It means giving these things to those who are fighting the battle. It means the mobilization of America for war—a war in which we may be fortunate enough not to sacrifice our blood only if we do sacrifice freely of our wealth, and work with unflagging energy.

We believe that a vast majority of the American people know these things and are ready to make the sacrifice. We believe they are eager for prompt and determined leadership.

We cannot express an opinion as to the specific measures to be taken. We do not know the facts upon which to base an opinion. We do not know, for example, whether it is necessary to use our Navy to help keep open the lines of supply between America and the British Isles. We do know that those lines of supply must be kept open if the Axis Powers are to be defeated. We do know they must be defeated. We do know that neither fear nor excessive caution should stand in the way of our giving whatever aid is needed to bring about their defeat.

Whether we do this or not, war may be declared against us. But neither the threats of the Axis Powers nor our own dread of becoming involved as a belligerent must be permitted to hinder our prompt and effective action.

We say to you, our representatives in Congress:

This is where we stand. We are mindful of the risks involved. We believe that these risks must be taken in order to avoid the far greater danger of an Axis victory. We ask you to act fearlessly and swiftly, so that our country may continue to be free and our children may receive from us a heritage of freedom even greater than that which was handed down to us by our fathers.

1957

*vert file "A"*

1/23

AYDELOTTE, F.

Biographical

PARTICIPATION IN ADMINISTRATION

Academic Personnel

PANOFSKY (another exc. for last  
paragraph)

Biographical

CHERNISS

Faculty resolution Aydelotte's death.

*Filed Vert. "A", Aydelotte*

FRANK AYDELOTTE

and The Institute for Advanced Study

Frank Aydelotte was associated with the Institute for Advanced Study from the time of its foundation in 1930 until the day of his death on December 17, 1956. He was a member of its original Board of Trustees. In 1939 he became its Director, succeeding the first Director, Abraham Flexner, in this office, which he held until 1947. After his retirement in that year he served the Institute, first as a regular member of the Board of Trustees until 1951 and from that year until the last day of his life as an honorary but by no means inactive trustee.

When he became Director in 1939 he had to face two simultaneous crises, the external and general stresses and dangers of the impending world-war<sup>sp!</sup> which threatened to disrupt the normal activities of the Institute and an internal struggle for constitutional government such as almost inevitably develops when an institution passes from adolescence to maturity. Through both of these he guided the Institute wisely and safely, but it is his success in weathering the latter of these crises that will remain unique in the history of the Institute.

At that time the members of the faculty, then sixteen in number and forming three separate "Schools" - the School of Mathematics, the School of Economics and Politics, and the School of Humanistic Studies -, while they enjoyed the absence of bothersome academic obligations, had come to feel themselves deprived of certain academic rights and responsibilities. There were no faculty meetings, no standard rules concerning salaries, retirement, or pensions, and especially no orderly procedure governing appointments, whether temporary or permanent. There was, consequently, little or no coherent integration of the Institute as a whole; and the financial position of the institution was known to have become precarious.

All this was changed under Frank Aydelotte. He recognized that, while in the beginning a magnificent purpose had been served by the almost unrestricted power of the first Director, whose imagination and initiative had called the Institute into being, it was now time to redefine and regularize the relation to one another of Director, Faculty, and Trustees. He actively encouraged and, as it were, presided over the formulation and the acceptance of this new relation. While scrupulously respecting the freedom from control and interference which was and is the very raison d'être of the Institute, he established the regular participation of the Faculty in all deliberations and decisions concerning academic problems and particularly in those concerning appointments. Furthermore, he helped to stabilize the Institute's finances and sought to remove inequities. What in an older and more thoroughly integrated institution would have been a mere reorganization was a virtual rebirth or refounding in the case of the Institute for Advanced Study, which under Frank Aydelotte's administration thus acquired what may be called a corporate personality.

Although during the first half of this administration many of the normal activities of the Institute were necessarily curtailed or diverted by the war and though it was not until 1944 that the generous bequest of the founder, Louis Bamberger, relieved the financial strain upon the

Institute, significant growth was nevertheless accomplished in several directions. Four permanent appointments, two of them professorial, were made; and a third professorial appointment was initiated. An electronic computer was initiated. A substantial contribution was made to the new library of Princeton University so as to insure its perpetual availability to members of the Institute. The problem of providing living-quarters for temporary members was solved by the acquisition of eleven government-owned housing units, and this departure established the precedent for the more ambitious development now in progress.

It is not by such statistics, however, impressive and important though they are, that the debt owed by the Institute to Frank Aydelotte is to be assessed. All these things the Faculty remembers with gratitude and will always remember; but its gratitude is indelibly colored by a deeper and more personal feeling of admiration and affectionate regard for his kindness and patience, his moral courage and sense of fair play, his freedom from presumption and prejudice, his warmth and comradeship and unstinting eagerness to give his aid wherever aid could be of human use. All the many things that he did for the Institute as Director and as Trustee he did as a friend of its Faculty and its members. For this spirit of friendship that he infused into the Institute we are most deeply in his debt, and it is the loss of such a friend that we most keenly regret.

23 January 1957