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Academic Organization

Draft Report of the Joint Faculty - Trustee Study
Committee.

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Trustees' Meeting of October, 1955 decided on this committee.

INSTITUTE FOR ADVANCED STUDY

Draft Report of the
Joint Faculty - Trustee Study Committee

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At a meeting of the Trustees of the Institute on the 27th of October, 1955, it was voted to create a special committee, under the Chairmanship of the Director, to be composed of three members of the Board of Trustees and two Professors each from the two schools of the Institute. The Chair appointed Messrs. Greenbaum, Hochschild and Lewis as the Trustee members. At a meeting of the Faculty of the Institute on the 8th of November, 1955, the Faculty welcomed the establishment of the Committee and elected Professors Cherniss, Dyson, Morse and Panofsky to serve on it.

The purpose of the Committee was to make a comprehensive and critical survey of what the Institute is now doing in its academic policy and program; to consider whether this program needs amendment or alteration or extension; to ask whether the program is now being adequately carried out; to ask what new undertakings it would be reasonable for the Institute to embark on that are consistent with its overall policy and Charter; and in all of these matters to consider whether the resources now available to the Institute are adequate, and, if not, to assess as well as may be possible the additional resources required, either for doing better what we are now doing, or for new undertakings.

It has been clear to us from the beginning that we could not make a useful contribution to answering these questions without a common and reasonably complete understanding of what is now going on at the Institute and an examination of whatever rationale exists for this activity. It was also clear that we would need to reflect and discuss at some length what the Institute's Charter and tradition mean in the context of today's intellectual and academic life.

Thus we have not expected to report quickly and decisively to the Faculty and the Trustees. This report is an interim report, intended in the first instance as an internal committee document for discussion among us and for eventual discussion with the Faculty and other members of the Board of Trustees. Indeed, it is clear at this writing that there are a number of questions in the minds of members of the Committee which we have not touched on at all, and without a consideration of which we shall not have answered the questions that are put to us. We shall return to some of these at the end of this report.

The Committee has met four times, each time for about six hours. It seems likely that several more such meetings will be required, and that we can hardly expect to submit a final report before the autumn of 1956. One consequence of this time scale is that on many questions, which were before the Institute at the time the Committee was created, it has been forced to seek a solution and to take action without explicit reference to the Committee's work, even though the Committee's recommendations, if available, might well have been relevant. We list four such examples:

1. The inadequacy of our housing, and the means whereby to meet the expense of improving it were before the Trustees when the Committee was created. We have now virtually completed our application for a loan from the Federal Housing Authority for approximately 70% of the anticipated construction costs, and are submitting requests for bids for the construction of the housing. In all probability, any comments the Committee may make on this matter would be too late to be useful.

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2. A second acute problem facing the Institute at the time of its October meeting had to do with the status of our contract research: the program in numerical meteorology and theoretical geophysics on the one hand, and the development and operation of the Electronic Computer on the other. It is now clear that the former will be abandoned. The principal scientists involved will go elsewhere. It is also clear that the Institute will cease its work on the design of larger and faster computers, that it will attempt to operate the present computer for a limited period as an important facility for the researches conducted here in mathematics and physics, and an even more important facility for researches in physics and astrophysics at Princeton University. The future of this operation, which is radically different in scope, purpose and nature from that undertaken by the Institute a decade ago, is a suitable subject for Committee recommendation, as will appear below.

3. A third example is the nomination by the Faculty for a Professorship in the School of Mathematics of Armand Borel, and the nomination for a long-term membership in the same school of Jean-Pierre Serre. These nominations have come to the Trustees in the traditional way, and must be acted on before the Committee's final report, though it might bear directly upon them.

4. Finally, the budget now in preparation contains provision for increases in the stipend funds in the schools for the coming academic year to meet a very serious need that has arisen, especially in the School of Historical Studies. Our report will certainly consider the adequacy of our stipend funds and suggest policies for determining their size, and discuss the methods by which we now allocate them, and the criteria we use. But here again these considerations cannot bear on the immediate problem of running the Institute at the present time.

This Committee has been kept informed on all these matters. It has not construed it as its function to provide emergency advice to Faculty or Trustees; on the contrary, as a Committee, we have been concerned to give counsel on Institute policy for the next five or ten years, and to estimate as faithfully as we can the implications of this policy for the needs and resources of the Institute.

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We began our work with the study of the present work at the Institute. That of the School of Mathematics falls in three fairly clearly distinguished fields: in pure mathematics; in theoretical natural science, almost wholly theoretical physics; and in the contract research program.

Could not
there be?
The work in pure mathematics is unique in a double sense. There is no other place in the world where work of such scope, depth, and vigor is carried out in this field; and there is no other field of advanced study at the Institute in which there is, in magnitude and catholicity, a comparable effort. At present there are six pure mathematicians on the active resident Faculty of the Institute, and the number of members in pure mathematics is about fifty, or half of the total membership of the Institute.

This work is catholic, both as to the fields of study and as to the schools of mathematics represented which interact with and cross-fertilize each other. It is a great international center in which French, English, German and Japanese mathematicians participate, along with Americans, and in which the only important missing school is that of the Soviet countries. The work is independent of experiment and of the stimulus of natural science; it is far more abstract and immensely more powerful than the mathematics of the turn of the century. It is recognized throughout the world, and attracts a large fraction of fellows, of professors on sabbatical leave, and of foreign scholars, who elect to come to the Institute in preference to any other institution. Most of the members are supported by funds from the departments of the Government or from other outside sources.

We are clear that there are both historical and intrinsic reasons why what is true of our work in mathematics is not true in other fields. The historical reason is, of course, the generous, continuing and enlightened support, given to this work from the very beginning of the Institute, and the great eminence of its early Faculty. The intrinsic reasons are no less important, though they are harder to explain.

Modern mathematics combines great difficulty, abstractness and power both with specialization and harmonious elements of unity. It is self-contained, self-sustaining, and almost self-generative. It is therefore extraordinarily fruitful for men with different interests or different styles to consult one another, and to learn by their conversations and by their lectures what they would only later, and with far greater difficulty, learn from the literature. A mathematician may come to the Institute and be quite confident that he can find out about anything really important in current work in the field.

One of the questions which this Committee has considered is whether the Institute could realize in other subjects, for instance in theoretical physics, or in some branch of history, a comparable massive pre-eminence. It would appear that the answer to this question is in the negative. In physics, for instance, the close connection of theory with experiment, the dependence of theoretical progress on experimental discovery, and the corresponding fluctuating character of really deep and important developments, all distinguish it sharply from mathematics. So too does the immense dispersion and wealth of the institutes and laboratories devoted to physics, and the great variety of derivative

*Prestige
the keynote
Phy vs math*

branches of physics. In this field it would manifestly not be feasible, and it is most doubtful that it would be desirable to establish at a single institution the dominant position which we have in mathematics.

*Political?
not vs this
new 1940-
15
Ducis
Ro's done*

math = phy.

It is commonly thought, as it was at one time true, that the relation between current mathematics and current theoretical physics are close and intimate. The developments of mathematics referred to above, its increasingly abstract nature, and its concern with extending and uniting those classical branches of mathematics, such as algebra, geometry and analysis*, that arose together with physics, all help to explain the change. The absence of von Neumann and the death of Weyl have removed from the Institute the last two great mathematicians likely to make direct and important contributions to physics. As Dyson said in his obituary notice of Hermann Weyl, "Now he is dead, the contact is broken, and our hopes of comprehending the physical universe by a direct use of creative mathematical imagination are for the time being ended."

The work in physics at the Institute shares with that in mathematics its international character and its intensity of communication between different workers. It has been highly concentrated in a fundamental and special field: the attempt to understand the properties, behavior and existence of the particles of nature, and specifically the attempts to apply methods of field theory and of group theory to this understanding. Brilliant work has also been done at the Institute on problems less near the frontier, primarily on the so-called problems of order, which are important for an understanding of solids. At the present time theoretical physics as a whole is, despite this, not adequately

* "generally, any of those methods that are based on number + the theory of limits, as opposed - 7 - to geometric intuition"

represented, partly because of Placzek's death and Van Hove's departure. The undertaking is smaller than in mathematics. Physics is represented by three members of the Faculty, and a total membership of about twenty-five.

Very occasionally members in other branches of theoretical science, in biology, chemistry and astrophysics come to the Institute. No one on the Faculty is expert in these subjects. More sustained is the work in theoretical psychology, which is guided by an advisory committee, and where two or three members tend to come each year, usually to study and analyze and report on experimental work to which they have devoted many prior years. For these subjects there is little direct technical relation, either with theoretical physics or with mathematics, although the presence of experts in the latter disciplines is occasionally helpful to the former.

The Committee has heard both Dr. Charney and Dr. Goldstine report on the contract researches for which they are respectively responsible. Dr. Charney is acting head of the work in meteorology; and he described to us the successes that he and his associates have had in identifying, by numerical calculation of the properties of appropriately simplified models, some of the salient features of large storms, of the general circulation of the atmosphere, of the Gulf Stream, and of hurricanes. The Committee learned, with mixed feelings, of Dr. Charney's impending departure. On the one hand, his work is lively, full of interest, and quite promising; on the other, it requires staff and supporting equipment, going far beyond what the Institute makes available to its

Professors; and there are differences of judgment and taste as to the depth and difficulty of the contributions that Charney has made.

*Stern? no
meteorology? yes.*

Dr. Goldstine reported on the general program of the computer. It devotes one-third of its time to the problems of the meteorologists, a small amount of its time to internally generated mathematical problems, and the rest to problems in physics, astrophysics and mathematics which come from members of the Institute and the University and associates elsewhere. In addition, the Institute has been developing, under its computer contract, components and designs which might be helpful in faster and larger computers. Dr. Goldstine reported that with the departure of the meteorologists, and on the occasion of his discussing the matter with us, he had come to the conclusion that the Institute should alter and, if possible, discontinue its efforts in this field. The engineers at the Institute are few, and are, in comparison to those available to industry, inadequate to the task of developing the next generation of computers. We are, in his opinion, neither appropriate nor qualified for such an undertaking. He, himself, believes that the sacrifice of his mathematical interests, entailed in the direction of this project, is no longer justified. He explained to the Committee that the Institute's legitimate scientific needs in this field could be fully met by quite limited access to a computer located in Princeton or even, though less conveniently, by access to a computer in New York or Philadelphia.

*Stern
discontinue*

The Committee expressed approval of the projected plan of eliminating the engineering program and some of the studies of the

mathematics of computation, and of seeking at the earliest practical time to transfer the operation of the computer to another management. This transfer, of course, should protect the Institute's legitimate interests in having access to a computer, and should honor, as far as possible, the obligation to the University, not to deprive it suddenly of a resource on which some University scientists have come to depend. The Committee suggests that only very special circumstances, not now foreseen, would warrant the reinstatement of the Institute's contract research program. Some reasons for this view will appear below.

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Such subordination!

At present, studies at the Institute, which do not fall within the School of Mathematics, are in the School of Historical Studies. One of the Committee's purposes has been to enquire whether this framework was too narrow. In the School of Historical Studies today, there is a good deal of unity, both in the emphasis on historical method and in the elements of unity in field and scope. There is breadth and variety of technical approach; but there is less variety and dispersion in the areas studied than in the earlier days of the Institute.

The absence of Islamic studies in the study program, which have a considerable amount also - Asian or Middle Eastern

Today the fields of study represented by members of the Faculty, and those primarily pursued by visiting members in the School of Historical Studies, all have to do with one aspect or another of the history of the West, from pre-Hellenic times to the present. In this respect, the situation is rather different than it was ten years ago, where Middle-Eastern studies and Chinese studies were also represented, as were special, non-historical, undertakings in finance and economics.

have?

Not in the sense of a variety of historical or geographical areas (to supply an equal amount of variety & dispersion. Chinese studies were represented) - ? did not speak, Econ. also,

There are now eight members of the Faculty in this school, and the total membership is about thirty. We may list here for explicitness the specific fields in which the eight Professors are specialists: two are Greek archaeologists, one of them primarily an epigrapher; one is a Greek ^{chemist} philologist and historian of philosophy and science; one is an historian of Imperial Rome and Byzantium and a numismatist; one is a mediaeval historian; one an ^{Alford} historian of European art; one of modern ^{Controvic} British history; and one of modern ^{Woodward} diplomatic history. It is clear that there are striking and, at first sight, bizarre lacunae in this roster. We shall return below to a discussion of this point.

The small number of members in this School, compared to those in mathematics and physics, reflects, in part, the relative scarcity of scholars in many of the fields represented; in part it is also to be attributed to the fact that funds in support of scholarship in these fields are very much more limited and harder to find than in the mathematical sciences; and that therefore the size of the stipend budget of the School--the funds available for grants to members--effectively restricts the size of the membership, as is not the case in mathematics.

It is true that in Greek archaeology, the Institute, in a smaller field' and in a smaller sense, occupies something of the central position that it does in pure mathematics; a substantial fraction of Greek archaeologists have been members of the Institute. In the history of European art something comparable, but perhaps still smaller, may be true. But certainly a minute fraction of historians, working in the general span of fields covered by the School, have been members.

In addition to the stipend funds of the two schools, the Institute has a so-called Director's Fund. Its purpose is to provide grants for temporary members in cases where their work is distinguished and interesting, and their membership receives the approval of one or another Faculty; but where their work lies in a field in which no member of either Faculty is reasonably competent. Examples are: theoretical biology and psychology, law, philosophy, and literature. The role of this fund will be clearer after we have reviewed the criteria by which we must select our Faculty, and the consequence of the exclusion from the Faculty of scholars in many fields of inherent intellectual interest.

Di Tj

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In reviewing the Institute's work, we have had two questions in mind: (1) Are our present fields of work wisely chosen? And (2) Why are there so many other fields richly represented in universities and graduate schools in which we are not active at all? There is a third question, which is whether we are going about our work properly in those fields in which we are engaged. This last question the Committee has ~~so~~ ~~far~~ hardly considered; ~~since~~ it involves an evaluation of the methods by which we select our members and our Faculty, the adequacy of our library and other facilities, and the general good sense with which the place is operated.

3
Much changed
to final
Sept. see p.
9.

As for question (1), the Committee is of the opinion that what we do is good, with the single probable exception of the contract research program, which is to be rapidly reduced, and probably shortly abandoned.

It is to question (2) that we have given almost all our attention: What, if anything, ought we to be doing that we are not doing today? This ^{inflexibility?} has involved for us the formulation of a set of criteria in terms of which it would, for instance, be possible to recommend for or against, instituting a program for sinology or biochemistry or political science. Any such criteria will necessarily appear strict and forbidding; and before advocating them, we should insist that they sometimes be honored in the breach. But as general rules, which should not be violated light-heartedly, or without grave reason, we set them forth in items A to F herewith:

A. We are limited to some extent by the Charter, the Certificate of Incorporation of the Institute. The relevant declaration with regard to fields of study is contained in Item 2, which follows:

"The purpose for which this corporation is formed is the establishment, at or in the vicinity of Newark, New Jersey, of an institute for advanced study, and for the promotion of knowledge in all fields, and for the training of advanced students and workers for and beyond the degree of Doctor of Philosophy and other professional degrees of equal standing."

In the letter addressed by the Founders to the first Board of Trustees, this mandate is emphasized in the following words:

"...The primary purpose is the pursuit of advanced learning and exploration in fields of pure science and high scholarship to the utmost degree that the facilities of the institution and the ability of the faculty and students will permit..."

We have considered how to apply these instructions, and we have also considered the question of whether they too severely narrowed the field of our work. In doing so, we have the sanction of the Founders, who concluded their letter with the following paragraph:

"This letter is written in order to convey to the Trustees the conception which we hope the Institute may realize, but we do not wish it or any part of it to hamper or restrict our Trustees in their complete freedom of action in years to come if their experience with changing social needs and conditions shall appear to require a departure from the details to which we have herein drawn attention."

B. In trying to give more specific meaning to the Founders' instructions, we note, as a first step, what "the changing social needs and conditions appear to require." Today, in the Western world generally, and in this country in particular, there is plenty of money for science. By the standards that prevailed when the Institute was founded, jobs and patronage are plentiful. They are the most plentiful, the most overwhelming precisely in those areas of practical application and relatively easy success. But, even in pure mathematics, even in the most recondite parts of theoretical physics, money in support of research is not what is missing.

Partly
due to
Lst.
Also to
adv. in
technology
+ to WWII

What we can provide, rather permanently for our Faculty and for a limited time for our members, is freedom, freedom from the press of intricate, organized scientific activity, freedom from unremitting requirements of classes, freedom from the administrative paraphernalia that have become so threatening to the tranquility of scholarship with the growth of institutions, programs and student bodies. We can provide

more than freedom; Something that is implicit in the word "patronage". We can provide the appreciation of a man's colleagues for the difficult, the deep, the unusual, and the beautiful in his own work; and we can provide him with an opportunity to see this intimately, and often at the time of creation, in the work of his colleagues, *when jealous, do not speak*

*Way toward
and NTE
Notes*

In the fields of science, it is these functions that are called for by the situation of the day; and it is only in these that the Institute can make a contribution not wholly overwhelmed by the billions spent upon science elsewhere. We can also provide for direct consultation and communion between men of different countries; and we can provide it precisely at the level of abstractness and novelty where practical grounds would hardly afford the basis for bringing men together.

*AF's
theme*

In historical studies, the situation is not similar; but it has elements of similarity. Here the foundations and the governments make vast funds available for studies deemed relevant to practice, studies aimed primarily at the present and the future in economics and political science, in sociology and social psychology, to cite examples. Support for the scholar whose interest lies in a deep understanding of the past is hard to find; and such scholars are in no less need than are the mathematicians of relief from the burdens of contemporary college and university life. They are also in no less need of opportunities to learn at first hand what colleagues in other lands and in related fields have been up to.

*But see
+ politics*

The lavish support of applied science, of natural science generally, and of the practical aspects of the social sciences clearly give a contemporary argument for interpreting with some strictness the phrase "pure science and high scholarship" in the Founders' letter.

*Controversial then
and program implemented -
assumption wrong that these programs
were susceptible of purity?*

C. The situation just outlined seems to us to reënforce all other arguments that the Institute should not attempt experimental researches; and should be cautious in those studies which require a large supporting staff of technical, but not scholarly workers. There is no need for another great nuclear laboratory, and yet its cost would swallow the whole of the Institute's endowment; there is no need for another Bureau of Economic Research even if we could afford one, which we cannot.

In addition to these arguments, which derive from the present landscape of intellectual activity, there are others based on the way the Institute conceives its function. Members outnumber the Faculty by four or five to one. They are men and women who come here for intensive work for a year or two at the most. If we are to have them and thus fulfill perhaps our major function, we must restrict ourselves to fields in which such temporary work is possible. Projects, area studies, experimental programs require a continuity of organization, of staff, and often of equipment which cannot be achieved by people coming for a winter or a year. The introduction of equipment, or the institution of major project researches would add to this community great numbers of workers who are not scholars; it would introduce problems of regulation and organization; it would make the Institute very different than it has been or is. The Committee believes that it would be a mistake to lose our ability to perform the functions that we now do perform.

These views have a clear bearing on the fields that should be cultivated at the Institute. A field in which massive equipment, staff, or organization is required is not a field for us.

In other words, service to scholars & scientists is the aim. Flexner's belief that a fair part of incumbencies common to universities should in part devote its energies to "dangerous and difficult fields" was sacrificed by the man he appointed first, & by their colleagues & Flexner's second successor. His ideas were hopelessly (over)

Context
program
point

But work is
theater can
not dependent on
presence here of
type
organization

Major function
is it?

End?

Important

the poor school with comparative luxury + repose + security;
on the other to precipitate a small number of them into
dangerous + difficult pioneering. He could hardly achieve
the first without rendering the accomplishment of the second
improbable.

These items have a close bearing on the theory that should be
before the trustees that we now do believe.
Committee believes that it would be a mistake to lose any ground to
it would make the trustees very different than it has been of late. The
war projects? It would introduce programs of legislation and organization?
Investment would not be this country. Even interest of workers who are
less. The introduction of education of the trustees of major projects
education must not be regarded as before coming to a matter of a
business led by a committee of organization to establish a structure
also probably work is complete. Projects, also, education, experimental
because our major function, we must realize that education is not
for a lack of the most. It is to have them and give them
of that to one. They are men and women who come here for education work
interests considered the trustees. However, organized the faculty by the
landscape of intellectual activity, there are others based on the way the
In addition to these elements, must derive from the present
value of economic development even if we could afford one, must be carried
the more of the trustees, a movement, there is no need for another
need for another kind of project, particularly, and let its cost would amount
unauthorized staff of resources, but not especially workers. There is no
resources; and should be satisfied in those areas must realize a large
order, elements that the trustees should not attempt experimental
The evidence of an of some faculty that should be

Handwritten notes on the left margin, including "The first", "education", "business", "unauthorized", "resources", "order", "elements", "faculty", "should be".

D. There are other ways in which the intimacy and freedom of the Institute could be jeopardized and its community impaired. One of these would be a too great and too rapid growth, which would call for compartmentalization and organization which would interpose a barrier to free and informal and intimate communication; and which would bring to the Institute those elements of organization which it is part of its purpose to enable its members to escape. We conclude that the Institute should not rapidly increase in size, and that such increases should be watched with care, to see that they have not had seriously harmful effects, and that they should be reversed if they have begun to show such effects.

Some growth is natural to any enterprise; and we shall come below to make specific recommendations about the character of that growth over the next decade. But the arguments which favor it will be meaningless, if in the process of growing we have lost the virtue which is our reason for existence.

It follows from this that there is a limit on the number of fields in which we can be active that derives from our limits of size. Were we to add to our historical studies the history of China, the archaeology of India and the pre-history of Africa, we should no doubt have added interesting fields. Nevertheless we should probably not try to do it.

E. Perhaps our hardest theme has been to get an adequate and appropriate understanding of what we ought to mean by "advanced study". It could be taken to mean any singularly intelligent, creative or great achievement in cultural or intellectual life. But we believe this interpretation too broad for the determination of Institute policy. We believe that the word "study" should be taken to mean what it says; and the creation of that/works of art and literature, normative, hortatory or prophetic writing, and rhetoric, clearly have no place as "studies", though they do have a place as objects of study.

Not adv. st.

We further believe that what makes study advanced is not only the native talent and originality of the investigator, but the fact that he must have learned a great deal in order to conduct it. He may, for instance, have learned the disciplines and arts of modern mathematics, or the specialized concepts, methods and lore of atomic physics; or he may be steeped in what was written and said, acted and recorded in early Imperial Rome. This knowledge, this learning, will have taken a long time to acquire; in the case of an historian, perhaps much of a life-time. It will be a treasure. It is to the fostering and application of such treasure that the Institute is devoted. This is what we mean by advanced study; and this is why we must not conclude that because a subject is of practical interest, or has attracted large numbers of experts to it, it necessarily follows that it is a suitable subject for us.

↑ need of sets particularly

Adv. Study
Administration

Is literature any less a study?

We shall return to the application of these views in specific instances. But they will lead us to the conclusion that although creativity and high intelligence are necessary conditions for a professorial appointment to the Institute, they are by no means sufficient.

F. There are two kinds of field of study at the Institute. In one there will be on the Faculty one, or preferably a group of people, who are themselves outstanding experts, and who will have an interest in bringing to the Institute, for consultation and encouragement, other members who work in the same field. To enter a new field the Institute needs to make such Faculty appointments. Where we do not have a Professor, we can and still do invite members; and this is one of the essential functions of the Director's Fund. Such invitations will tend to have an exploratory, and sometimes a casual quality. We may conclude, from getting to know a member's work and the member himself, that he is someone whom we ought to have here permanently, and that we would like more like him. We may conclude, as is manifestly the case in psychology, that we are playing a very helpful part in providing temporary memberships, but that it is unlikely that any of the men who have come here would in the long run flourish away from laboratories and experience. Or we may conclude that the Institute has, in this instance, invited someone who does not fully conform to what we ought to mean by an advanced student, but who has nevertheless had a year to get some interesting work done which he would otherwise not have had.

T-describ. 1/15
Your Committee believes that an occasional appointment, which turns out not to correspond to advanced study, though not desirable, is a reasonable price to pay for the flexibility which it provides; and that a too rigid and absolute application of categorical standards to temporary appointments would be likely to do us harm. But in the making of Faculty appointments, we are, for many reasons, constrained to apply

rather categorical standards. The commitment is financially grave; even more, it is academically grave, in establishing that there is a field of study that we wish to cultivate.

Summ now

We have, in the making of Faculty appointments, two requirements that must intersect. On the one hand, we must find a scholar in a field of which we are confident that it does involve advanced study. We must also find a man of intelligence, learning, and achievement. No blueprint for developing the Institute will have meaning unless the men exist to give life and reality to the design.

It is sometimes asked whether there are any fields of which it can be said that we would not appoint a man to our Faculty if he were sufficiently intelligent and creative. Probably, apart from the requirements of relevance, and of our inability to provide equipment and staff, there are few fields in which such pronouncements can be made absolutely. But even an intelligent man cannot become an advanced student in a subject which does not have the relevant material, or become educated with great learning, or with difficultly acquired techniques, if the learning does not exist and the techniques have not been invented. The founders of great disciplines were not always practitioners of advanced study. Sometimes they were. But such men will not appear with great frequency in the next decade. Thus it is possible for us to say of some fields that it is most unlikely that we shall enter them by a Faculty appointment, on the ground that the material for advanced study does not exist in them and probably will not exist in the decade for which we are writing.

Prophecy -

?

a wise limit

* * * * *

I. When we now look at what the Institute is and is not doing, in the light of the arguments and the criteria set forth above, we come to a number of findings, some affirmative and some restrictive. These we should now review.

We have concluded that in its essential character, the Institute should be preserved. It should not attempt the vast expansion which any more complete coverage of all fields of research and study would imply; it should keep away from the laboratory and the experiment; it should not change its size radically; it should not admit as members, and certainly not to its Faculty, men whose work is interesting, but elementary; it should continue to be an international center, open to scholars from all parts of the world, with a primary, but not exclusive emphasis on their welfare, their achievements and their intellectual and professional growth; it should never appoint to its Faculty, merely because an appointment is needed in a particular field; it has no need to be complete, and cannot be; it should not appoint a man ^{to a Professorship,} no matter how brilliant, unless his work rests on or creates a corpus of learning; it should in all these matters follow the traditions which have in general characterized it in the past; and it should not grow too fast or too much.

limited = prohibition of scattering in S.H.S., or concentrating in one branch of work.

*Creates
diversified
draft*

II. We have examined in a good deal of detail what elements of desirable growth are likely for the decade ahead; and, as a part of this, have asked ourselves with some seriousness whether we were right in anticipating that we would not enter many important fields prominent in higher education in this country or throughout the world. We can now summarize our conclusions on these matters:

Math
8

A. The mathematicians of the School of Mathematics believe that if their present recommendation for the appointment of Borel is approved and accepted, they will be close to having a Faculty broad enough and strong enough to carry on. They estimate that one further appointment, or a total strength of about eight would be right in the present and foreseeable state of mathematics, and with the present strength and interests of the Faculty. This Committee is only poorly qualified to judge the substantive elements of this judgment. We would expect that the Faculty in mathematics would need to be, would wish to be, and should be maintained at about this level. It is not anticipated that the temporary memberships in mathematics will rise or should rise above their present level.

*Cancel to 9 -
The old bargain!
mm!*

Physics

B. As indicated above, the physicists at the Institute have concentrated to a very great extent on the deep and difficult problems of particle physics. In the last decade there has been much progress, and much brilliant and beautiful work on the theoretical side of this problem. But your Committee has been told that the problems that lie ahead appear very deep indeed, that it is not clear by what means they will be solved, that it is not clear to what extent experimental clues may be required for their solution; and that a continuing effort, concentrated entirely on these questions, does not appear adequate as an Institute program. For one thing it gives too narrow a range of problems for the younger members, by setting a style which discourages them from studies in other parts of physical theory where progress may not be so difficult. For another, it deprives the Institute of the interest and

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vitality that branches of science now flourishing could bring. And for another, it does not do justice to the possibility that the methods now applied in other parts of physical theory may be relevant and even necessary if progress is to be made toward finding the basic principles, now unsuspected, which describe the order of the atomic world. Thus the physicists desire to add to their Faculty, in such fields as astrophysics, fluid dynamics and chemical physics. They have informed us that they are now considering possible candidates.

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It is also clear, particularly in view of the fact that three Professors of physics are very much of the same age, that the Institute should be prepared to make new appointments also in the basic field of particle physics, should during the coming decade a new man or a new method or a new discovery make that appropriate.

Your Committee believes that in other fields of theoretical science, Faculty appointments are probably not now justified by the state of the science. It is doubtful whether in biology, in chemistry or in psychology, purely theoretical work, divorced from the laboratory, is of sufficient robustness and difficulty. On the other hand, in these subjects temporary memberships should certainly be encouraged. Probably the system of an advisory committee, already adopted in psychology, might with profit be applied to the biological sciences.

C. Within the School of Historical Studies, it is the view of your Committee that historical work should be concentrated, as it now is, on the history of the European tradition and on areas or subjects closely contiguous with this. It is clear that there are many periods and many

aspects of this tradition whose history is not represented on the present Faculty; and whenever eminent scholars are available, we should certainly wish to represent the history of Europe from the 15th through the 18th Centuries, the history of science, of music, of philosophy and religion, of law and literature; we would be interested in legal, economic and diplomatic history.

Your Committee believes that not all of these virtual eminent scholars will in fact be found, or will be available to us. But we think that perhaps ten years from now the Faculty of the School of Historical Studies will be increased by about five over its present strength of eight. This cannot be an exact assessment; but your Committee affirmatively does recommend that we attempt to find and appoint scholars to bridge and to enrich the study of the Western tradition.

It is clear that this development should and must also be accompanied by an increase in the number of members in the school. No exact equality in Faculties or memberships seems to us necessary or obtainable as between the two schools. They are now more out of balance than seems to us healthy.

D. This Committee has considered quite earnestly some subjects, the history of which would naturally fall within the scope of the School of Historical Studies, but which can be approached by non-historical, substantive methods. We are not concerned as to whether scholars so engaged are or are not counted in the School of Historical Studies. We are concerned as to whether we are likely to find them, and whether we ought to seek them. We are clear that if a philosopher, as opposed to a

man primarily an historian of philosophy, who was a great scholar and a great philosopher, were to become known to us, we should take a great interest in having him here on our Faculty. This interest would be increased if his philosophy had a synoptic bearing on human affairs as manifested in man's history, on the one hand, and on the sciences and logic and mathematics on the other. We regard it as very much less likely that we should appoint a Professor of theology, jurisprudence or political economy, as opposed to an historian dealing with the development of these subjects.

There are a group of disciplines of which we are persuaded, that as of today they are unlikely to qualify, in the sense defined above, as subjects of advanced study; these include, but are not limited to, most of the social sciences. This view we hold of economics, political science, social psychology, literary and artistic criticism, anthropology and sociology. We do, however, recommend that the Director's Fund be used to bring the best scholars in such fields to the Institute for temporary memberships, for exploratory purposes, and for their inherent interest; and we further suggest that the Director's Fund be used for conferences which might serve to widen our views and correct our prejudices. We recommend that the scope of work supported by the Director's Fund be somewhat increased. We believe that advisory committees, such as the one now existing in psychology, may find a useful place in other subjects.

Why limit the Phil. to synoptic or 5 subjects? ONE PHIL?

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Histor. Phil.
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The estimates of the nature and extent of the growth of the Institute that we have discussed have a double character: of forecast

and recommendation. On the one hand they represent our appraisal of what the Faculty of the Institute, as it now is, would be likely to do within the next decade, if the Trustees of the Institute ^{should give} gave their approval in principle, and ^{found} found that the resources available to the Institute were adequate for the program. On the other hand, this estimate represents the best judgment of this Committee as to what the Institute should do in the decade or so ahead. In reaching this judgment, we have sought to balance the requirements for the highest standards of scholarship and the need for continued and increased intimacy and simplicity within the Institute's community of scholars, with the need for a greater coherence, breadth, and adequacy in the fields in which we are working.

If our forecasts are fulfilled, the Institute will have grown a little within the next decade or so. Its present Faculty will have been increased perhaps by eight or nine chairs: one in pure mathematics, two or three in theoretical physical science, and four or five in fields not now adequately represented in the history of western civilization. These estimates are, of course, quite uncertain; we cannot know whether we shall find the men, or whether they will wish to come here; and we cannot know what unforeseen developments may impinge on our intentions.

It is even more uncertain to outline the probable change in the number of temporary members. Membership in pure mathematics will have passed sixty in the academic year 1956-1957, and any increase in this number should probably be very small. In theoretical physical science an increase from the present twenty to some twenty-five or thirty seems desirable as we broaden and diversify our fields of interest. We should have more members in Historical Studies; their number should rise within the next decade or so from the present twenty to some thirty or thirty-five.

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20 to 30
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This projected growth is far slower than that which has characterized the last five years. Between 1950 and 1955 the number of professors nearly doubled, going from ten to nineteen. The number of temporary memberships rose from eighty to one hundred and four--an increase of 30%. In the same period, the value of the Institute's holdings increased from about twenty to about thirty-two million--an increase of 60%.

It should be emphasized that what is projected in this report is a slower growth than that of the time immediately past. We do not think that we can see clearly beyond ten or so years; but we would strongly suggest that continued increase in numbers beyond that time should not be taken for granted.

If we accept the estimates given in this report, we can make a rough guess as to the budget ten years from now. We had best give this--to keep matters simple--on the assumption that we will not have a marked inflation or deflation in the intervening years. Our figures reflect increased requirements, and not variations in the purchasing power of money. In quite explicit costs for Faculty and Faculty assistants, we now budget about \$25,000 a year for each Professor. Other Institute expenses which will increase, though not proportionately, with the general membership, are those for grants, for facilities, for services, for secretarial help, for staff, and for the Library. Since we anticipate some 25% increase in the total number of scholars, and some 40% increase in the size of the Faculty, we may expect an increase of 30 or 35% in our total budget over the next decade or so.

We have not considered in detail the scheduling or administration of the secondary expenses which make up a reasonable part of this increase; we have turned our attention to one important element, namely, the Library. The Library has, ^{expanded and should expand further.} ~~will, and must expand.~~ The number of volumes has roughly doubled in the last decade. The Institute adopted, some years ago, a policy of allowing this expansion within Fuld Hall, displacing offices, and providing offices for members by building relatively small and relatively inexpensive buildings on the campus. It is important that this policy be reexamined, since much will be lost if we continue it for a while and then reverse it by providing a separate Library building. There are technical questions having to do with the layout and planning of the Library, with esthetic considerations, and with structural limitations, which bear on these alternatives. When we have the necessary information, we shall append an annex embodying it, and such conclusions as follow from it, to this report, since our policy probably should be confirmed or reversed without delay.

This Committee has not sought to determine whether, or by what means, resources can be made available to sustain a program of the general character which we think wise. We believe that this problem lies especially in the province of the Trustees, and within their competence; and we do not ourselves feel qualified to judge whether further appreciation of the Institute's holdings will or will not need to be supplemented by further funds, or whether, in fact, the sort of program which we envisage and advise can prudently be undertaken. We do believe that if the Trustees should conclude that this program is not feasible on budgetary grounds, the Faculty should be advised of this, and should thus be enabled to take such budgetary limitations

into account in their academic planning. Without this, the order of appointments will assume an importance which may conflict seriously with the overall balance and wellbeing of the institution.

We should like to emphasize that this report does not constitute a determination of policy. It is not the function of this Committee to do so. Unless what we have written more or less corresponds to the consensus of the present Faculty, it will be without meaning for our future. It will be of little meaning unless it appears practicable to the Trustees in terms of the resources likely to be available to the Institute, and unless it further appears to them a full and proper embodiment of their trust. The function of the report is to assist in answering these questions. Should it turn out that it has been helpful in these respects, then we recommend that from time to time a similarly constituted committee reconsider the Institute's course.

vert. 11P = file

1936-39

PARTICIPATION IN ADMINISTRATION	Academic Personnel
POLICY	Administration
FLEXNER, A.	Biographical
VEBIEN, O.	
RIEFLER, W.	
MORSE, H.	
GOLDMAN, H.	
EINSTEIN, A.	
EARLE, E. M.	

Excerpts from File V-1, IAS Faculty Minutes 1933-1950

Filed in Vertical File under "P" for Participation in Administration

See ~~Participation in Administration~~ Vertical File under "P"

1970-1975
Vert file "P"
Area Personnel
PARTICIPATION (Vert. File)
IN ADMINISTRATION

Excerpts from file V-1, (Veblen's correspondence). Title of the File is I.A.S. Faculty Minutes, 1933-1950.

Veblen says that at Aydelotte's request he attempted an early history of faculty-director relations when Aydelotte took office. ^(Interview with Veblen, 11/18/55) This he circulated to various members of the faculty and there are on its margins corrections or approvals stated by Weyl, by Earle and by von Neumann. "The following notes are based on recollections by various members of the Faculty, on entries in engagement books, and on reference and other material in the various files of the professors." (Oct. 1, 1933, under which it is stated that the first meeting of the faculty was held on Oct. 1, 1933 in Room 203 in Fine Hall, Professor Veblen's office. Present; Dr. Flexner, Professor Alexander, von Neumann and Veblen. Einstein and Weyl had not yet arrived in the United States. Professor Einstein arrived on Oct. 17, 1933 and Professor Weyl on Oct. 24, 1933. Professor Weyl spent several weeks at Swarthmore where he gave lectures before he took up residence at Princeton, Dec. 3, 1933, although his appointment dated from Dec. 1, 1933. "

"Dr. Flexner declared the Institute to be open for its first session and made a few remarks about its purposes. The rest of us congratulated each other on the lack of ^{important} formality attending this/occasion."

December 11, 1933

The next meeting of which there is a definite date recorded was Monday, Dec. 11, 1933, in Dr. Flexner's office at 20 Nassau Street. At this time Professors, Einstein, Alexander, von Neumann, Veblen and Weyl were all present.

"Meetings such as this which came from now on at irregular intervals should probably be regarded as meetings of the School of Mathematics rather than of the faculty as a whole although the School of Mathematics was all that existed at this time. In general Dr. Flexner was not present at the meetings of the mathematics faculty. He was present, however, at a meeting held on Oct. 8, 1935 and suggested that the desires and opinions

of the group should be reported to ^{him} ~~them~~ more systematically. In consequence, minutes of these meetings have been kept since that date and are still being kept." (p.2)
February 10, 1936: On this date at 9:30 a.m. in the professors' room at Fine Hall on the call of Dr. Flexner a meeting attended by Dr. Flexner, Professors Alexander, Earle, Einstein, Mitrany, Morse, Panofsky, Riefiler, Veblen and Weyl (on the margin is a penciled note by E. M. Earle that he was not sure that he was at this meeting).

Flexner advised them again as to why the Institute was founded, its principles, etc., about the role of the Director, and about considerations in his opinion which should guide the choice of a new Director when it becomes necessary for the present one to retire. He asked the faculty to give consideration to the choosing of an assistant Director who should be ~~selected~~ an understudy to the Director and be available, in case he proves himself a worthy successor to the Director. He asked the faculty not only to consider the general problem but to propose names of suitable candidates.

"Dr. Flexner was then in his seventieth year. He had been authorized at the meeting of the Trustees, Jan. 27, to submit a nomination for the post of Associate Director. There was discussion, a few names suggested (not mentioned) and it was agreed that the faculty should meet again and consider it."

March 14, 1936. A meeting was held on the call of Professor Veblen in the Professors' Room in Fine Hall. Present: Professors Alexander, Earle, Einstein, Mitrany, Morse, Panofsky, Riefiler, Veblen and Weyl. Veblen read to the faculty the following letter from Dr. Flexner, the original of which is in the file. ^(V-2) Arizona Biltmore, Phoenix.

March 6, 1936:

"Dear Professor Veblen:

"I have had a glorious week in this perfect paradise...I wish the whole Institute, wives and all could be transported here during the dull cold winter months. One does nothing but sit in the sun from early morning until sunset.

"Naturally one does think and my mind is often reverted to the question which I

discussed with the entire group a few weeks ago. One or two persons have spoken to me on the subject since then. As I am under some sort of necessity of reporting to the Board a month hence, I should appreciate it if you would assemble the faculty ~~and~~ in my absence and discuss quite frankly the problem as I have stated it to you. You may all be sure that I desire your honest opinions and that I shall submit a resumé of them to the Board for a final decision. As I consider the matter, the following are important considerations:

"1). It will be a mistake to select a successor now, before the necessity of ^{so} doing [^] really arises.

"2). On the other hand, the Institute is a novel affair, the outlines of which are growing more definite year by year.

"3). The choice of an assistant to ^{or an associate} ~~be chosen~~ ^{serve} annually would not necessarily be ^{final} ~~followed~~, since the by-laws provide the manner in which the Director is to be selected... in the case of a vacancy.

"4). ^{While} ~~Though~~ the person chosen as assistant would have an advantage, he would also be on trial.

"5). The general administration and the unique character of the Institute are something that can really be learned and I have the feeling that I could teach a great deal to a competent person in the next few years. If he should fail to learn, the Institute would be protected against a mistake. If he should learn, the Institute would avoid a break in policy.

"6). While these considerations are important in the case of the Institute, they are also important in the cases of other educational institutions and foundations. Consider how much might have been gained if Gilman or Eliot ^{or} ~~and~~ Vincent at the Foundation had assistants competent to step into their respective places, instead of persons who had to learn ^{who} everything and in each of these instances made very serious errors. By way of contrast, Rose at the International Health Board did have an understudy, ^{Col.} Russell, who succeeded him and carried on in the same spirit in which Rose had developed it.

"These constitute briefly my reasons for inclining to the opinion that ^{as} the Institute is in its growing stage, and it might prove very helpful if some possible successor were on the ground to learn both from the faculty and from me the technique which we have employed in developing the Institute itself and its relations with Princeton. I should like to have them laid before the faculty, and after discussion, I should like each person who is interested to prepare for me a brief statement of his own views, so that I could present to the Board both sides of the question. I believe, that in this way the professors will have a larger share in determining the general policy than they are likely to have if the whole question is dismissed until I myself retire.

"There is an additional reason which occurs to me as I finish: In choosing a person, if the Board decided to take such action, we should, I think, seek not a ^{distinguished} specialist, but rather a person of my own type; namely, one who has varied interests and sympathies, a large acquaintance with men in institutions in this country and in Europe, a profound respect for scholars and their own individual ways of solving their own problems. This sort of choice seems to me important at this stage, while the Institute is gradually expanding. A decade hence, some other type may be more useful; but while I shall present my views to the Board in whom the ultimate decision lies and in my opinion should lie, I shall not, of course, insist upon it.

"I shall be here until the end of next week and hope to arrive in Princeton on the 15th, bringing with me a big chunk of Arizona weather. Remember ^{me} warmly to Mrs. Veblen and believe me always sincerely, ^{Arv} A. Flexner.

"P.S. May I suggest that at the outset of your meeting you read this letter to the entire group, so that each may have my present views. These views may be modified by considerations which you or your associates present."

The faculty met and discussed all aspects of the problem whereupon Professors Riefler and Veblen were instructed to embody the conclusions in a letter to Dr. Flexner. This was done and here is the letter.

"March 14, 1936

"Dear Dr. Flexner:

"At our Faculty Meeting this morning we discussed in considerable detail the problem which you put before us in your letter of March 6, namely the desirability of adopting some procedure for the orderly selection of an understudy, and possible eventual successor, to yourself. We found ourselves, in substance, unanimously agreed on the following points:

- "1. We are pleased at your consideration in consulting us and welcome the opportunity to formulate our views. We all feel that the problem raised is of primary importance; the Institute is young and owes its existence to the generosity of Mr. Bamberger and Mrs. Fuld and to their supreme confidence in your wisdom, experience and insight. It is especially necessary that we provide for a continuation of the wise policies which you have developed.
- "2. We feel that the custom you have inaugurated of consulting the Faculty as well as the Trustees with regard to a basic question of this kind is sound academic procedure and establishes a precedent, the wisdom of which we hope to justify.
- "3. We are not convinced that the specific suggestion laid before us, namely that an understudy to the Director be appointed on a year by year basis, would prove feasible in practice. In the absence of any specific nomination, we doubt whether a person of the caliber required would accept such a position on a temporary basis. We also doubt whether the duties which could be found for him to perform, in case he did accept, would be compatible with the qualities of the man who should be chosen. You have made it one of your main purposes to reduce administration as such to a minimum and to establish scholarship here on the basis of minimum interference with the faculty. Under these circumstances the Director is a sort of an artist. He must be sensitive to conditions in the University, to conditions in the Institute, and intimately aware of the deeper currents in the world of scholarship.
- "4. We would suggest that the proposed order of procedure in meeting this problem be reversed--that the Institute attempt first to find that individual who would seem most eminently qualified to carry on this work, if and when the time comes that you are forced to lay the burden down. Having found such a person, if he can be found, we would then suggest that an endeavor be made to work out the specific procedure necessary to bring that individual into effective contact with the problems with which he would be called upon to deal. You have outlined in your letter the considerations which you would try to convey to him. We are convinced that, if we know the individual, a method can be found for imparting these considerations to him, and that that method should be designed to meet the specific requirements of his situation.
- "5. In order to carry out this approach to the problem, we have a definite suggestion to advance which would involve a slight change in the by-laws and procedure of the Institute. The by-laws at present provide that when a vacancy in the directorship occurs, a committee of the Board of Trustees be appointed to nominate a candidate

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for the vacant position. Would it not be possible to amend the by-laws to provide that such a committee be in existence at all times? It would then be in a position to make a study of the field of possible candidates, and, when necessary, to prepare a definite recommendation. If that were done, this committee could meet the problem raised by your letter by canvassing the field. It could agree tentatively on the person or persons whom it would be most likely to consider as a successor, in case the need arose, and then proceed to interest one or more of these candidates in the Institute and to bring them into effective contact with its problems. It might be that such a candidate would be in a position to come here and occupy the position of understudy which you have outlined. If he were not, rather than select the second choice for understudy, we would prefer to canvass other means of educating the first choice in the ideals, problems and policies which you have developed. We attach importance to the greater flexibility of procedure which this plan would permit.

"6. We would suggest that membership of such a committee consist of yourself, the Founders two members from the Board of Trustees, and two members from the Faculty. We feel that the Institute would be inaugurating a very sound precedent in American academic procedure if it should provide definitely that those members representing the faculty on this committee be nominated by the Faculty themselves.

"You will realize, of course, that these are tentative suggestions which we are advancing as our contribution to the discussion of the problem. They are put forward for your consideration only at this stage and are not intended for transmission to the Trustees. We would all appreciate a further complete discussion of the problem with you present to give us the advantage of your wisdom. It was with this in view that the undersigned were requested to formulate the results of the discussion this morning.

"Very sincerely yours,

Winfield R. Riefler

Oswald Veblen*

March 31, 1936. A meeting was called on March 31 by Dr. Flexner. Present were Professor, Alexander, Earle, Einstein, Mitrany, Morse, Panofsky, Riefler, Veblen, von Neumann and Weyl. Dr. Flexner read a memorandum which he had prepared as a reply to the letter from Professors Riefler and Veblen which embodied the results of the Faculty deliberations on March 14, 1936. "There are in the files of the Institute two memoranda but it is not clear which one was read to the Faculty. Both of them are, therefore, quoted herewith."

In the margin von Neumann has added a second note. "I think that the second one was read." The first one thanks the members of the staff for expressing themselves with such complete candor. But the letter was written so shortly after the receipt of my letter of March 6 "that I do not feel sure that it represents the final views of the faculty." He said that two things are clear to him: (1) that the person who succeeds me must be as acceptable to the faculty as in your own language I have been; (2) members of the faculty should have a longer period in which to think over the problem which has been in my mind for several years. He goes on to say that the amendment to the by-laws suggested to the Faculty would be a mistake "because it would destroy the informality with which faculty, director, and trustees have hitherto acted and should continue to act certainly as long as the institution is small. The trustees and faculty should therefore approach these problems rather as committees of the whole than through representatives who might easily get into the position of being attorneys, one group for the trustees, and the other for the faculty."

As to the faculty suggestion about choosing an associate director and the possibility of finding one who would be thoroughly acceptable to both the trustees and the faculty "my feeling is that on this point the faculty should proceed with greater deliberation." He suggests that they have until next autumn to talk it over in an informal way and to frame their conclusions, if they arrive at a unanimous conclusion. "We do not wish to act in haste, and we do not wish above all to destroy the type of relationship that has existed between the director, the faculty of the Institute, and the faculty of Princeton University. I think therefore that for the present the matter can be dropped but not dropped out of your minds. You can think about it as you would think of any other serious problem, confer with one another in the informal way to which you are accustomed, and come together in the autumn to compare notes and formulate any view that is practically unanimous."

The second memorandum, the one which von Neumann thinks was read, is quite a different kind of document. ^{Flexner} ~~It~~ expresses pleasure at the general attitude of the ⁱⁿ memorandum but "cannot/feel that my own part is greatly exaggerated". He rehearses his happy experience in Carnegie and Rockefeller Foundations and the fruit which was contact with the universities "in America and Europe". This made him aware of certain useless and deplorable features and he has since tried to avoid those things which he thought might be needless and obstructive. He thinks that anyone else with common sense having had his experience would conclude the same thing. "The second paragraph of the memorandum describing our method of consulting with one another and obliterating distinctions between faculty, trustees, and director gives me most satisfaction, as you will see from my subsequent comments." I said in my last report to the Board that no director could direct an institution of this kind. I might have added to it that no body of professors ought to wish to be bothered with the infinite variety of petty details that would simply destroy the ideal conditions under which we work." He observes that they ^{appear to} have hit it off pretty well. The Board made up as it is of ~~outside~~ laymen, outside scientists and scholars, and some of our own professors, keeps a general supervision over the affairs of the Institute and sees that its finances are secure. He, Flexner, meets with individual Trustees from time to time for discussion. The arrangements the faculty proposes would be very good if we were dealing with a fully developed institution like Princeton or Harvard, but we are not. We are dealing with a growing institution at its beginning. He again lectures them about how careful he has been to eliminate the natural prejudices that have grown up in American colleges.

"You are right in saying that I wished administration reduced to a minimum. You are wrong if you suppose that administration has not been time-consuming...the administration of the Institute as a whole, which is far more intricate and delicate than you are apt to consider. For instance, we are living in close contact with Princeton University. No one here has any idea of the time and thought and diplomacy which I have given to perfecting that relationship;..."

The Institute has attracted so much attention that he has not been able to keep up with ^{in competence} it and he would not have been able to even if he had had ^{another} a full-time secretary. "I manage it the best way I can with due regard to my strength and other demands so that, while we have really kept administration at a minimum inside the schools, there is no way of controlling it as far as my own particular functions are concerned.

"On reflection, I think you are right in objecting to an appointment on a one-year basis on the ground that it would be difficult to get a person of the proper caliber. On the other hand, it would be wrong to make an unconditional promise of succession to anyone. We shall therefore have to find somebody who is willing to take it on an indefinite tenure and on a chance. I shall make it my business to initiate him in the spirit of this enterprise." He then says he ^{would} will go away for a period of several months and let the ^{franchise} employees sink or swim. As to the term of the understudy it may be "a year, two years or three, perhaps more, dependent upon my health and strength."

Then he cites Dr. Theobald Smith in the Department of Animal and Plant Pathology at the Rockefeller Institute at Princeton who selected a successor, Dr. Ten Broeck, in exactly this manner with great success.

He asks for suggestions for someone who might fill the job. He says that he himself has not hesitated in a quiet way to express doubt or even opposition ^(to Trustees). Then he calls attention to one factor of importance.

"The tradition is in this country that Trustees are laymen. I have never believed that that is ^{so and} so. At the GEB and the Rockefeller Foundation we mixed laymen and scholars and scientists. We sought wise men who could take broad and long views, and we found them. We have done the same with the trustees of the Institute. There are some invaluable laymen. There are some outside scholars, scientists, and administrators. We have also made the experiment of putting on a member of the faculty, and I hope that this experiment will be extended. In this way we have preserved unity, intelligence, good will, and above all informality, and no machinery on earth can take its place.

The Institute is safe, safe in its ideals, and safe in its management as long as this sort of cooperation continues--a cooperation which leaves the lay trustees to admire without being too proud of the Institute, a cooperation which leads professors to see that there are many things on which they should not waste any time. The moment a committee is appointed on which the faculty is represented you establish a conflict of interest between the faculty and the trustees, because representatives are attorneys, That is why they are appointed and, if the faculty representatives are attorneys, so will the trustee representatives be attorneys, and you will create here at the Institute precisely the feeling that does exist in most institutions as between trustees and faculty which I have been trying to avoid...No anti-faculty or anti-trustees complex exists. For heaven's sake, let us not manufacture it."

He cites another reason and that is that the faculty will always be outvoted if they risk contests of the kind ~~of the kind~~ he has been describing. "You will have two trustees, two founders and myself on the one side, and two faculty members on the other... There is another fallacy in representation. You all know that there are divisions in every faculty: divisions between the young and the old, divisions between conservatives and progressives. If you appoint representatives, they will always represent the majority, and the minority will go unrepresented, though it may be that the minority is the wise section. If you keep the thing on the basis of influence rather than representation, an influential and correct minority may have far more influence than a reactionary majority."

Then he cautions them against "miscellaneous talk" about the University and advises them to never contrast the conditions as they exist in the University with those of the Institute. "Princeton has been extraordinarily generous and highminded in all its relations and dealings with the Institute. It is in our interest, as in theirs, that the University should be made as strong as possible." Then he says that he would not compete for personnel with the University, that he would step aside if it were a person

that he thought the University might want. "I did this, for example, in the case of Professor Meritt. Knowing that Professor Capps would soon retire, I told President Dodds about Professor Meritt and said that the University might have a mortgage on Meritt if they wanted him to succeed Capps or any other person and I would not raise a finger. He would be just as useful to us if he were in the University as he would be in the Institute. President Dodds appreciated this attitude very deeply. Two weeks later he told me that the department had decided on a person whose interests lay in the general field of Greek rather than in the more highly specialized field represented by Meritt. Thereupon I asked Professor Meritt whether he would come to the Institute and we thus created a situation in which the Princeton Greek Department and the Institute are both thoroughly happy. That attitude ought, I believe, to characterize every step we take."

His final consideration is that the Institute was initiated only because he agreed with Mr. Bamberger to be the first director. I said that I was too old but Bamberger insisted that, as the Institute was my idea, ~~and that~~ I should start it and then he ^{train an understudy} added that I should ~~do~~ as he would do in his own business, ~~train an understudy~~. "It is perfectly obvious that, if I propose to the Board or to him the formation of a committee of this kind which shall be permanently functioning, I may create an obstacle in his mind and in the Board's mind. What I hope is that you can rid yourselves of the idea that there is any antagonism, actual or probable, between the trustees and the professors." He suggests that they handle all matters on an informal basis and not upon the basis of rules and regulations otherwise the Institute "will lose much of its charm and originality."

"My conclusions therefore are to take your advice in dropping the one-year feature, to discourage action through a joint committee, to maintain the spirit of helpfulness and cooperation not only within the Institute and its members but between the Institute and Princeton University so that we may be just as proud of our association with the

Insert. From P. 7 of the Memo 3/31/36 (V-2)

Fleener said that only once in a good
kind of a century of effort in the field of higher
education had he said "my main obstacle [to]
his work" was the faculty. It was the faculty who with
their interest for self-preservation blocked the
way."

University as we hope that the University may be proud of its association with us."

~~Then he asks for suggestions as to the understudy.~~ *Insert*

October 2, 1936. A meeting was called of the Faculty by Veblen by the request of Dr. Flexner; present were: Professors Alexander, Einstein, Herzfeld, Meritt, Mitran, Morse, Panofsky, Riefler, Veblen, von Neumann and Weyl. After a full discussion, Professors Riefler and Veblen were again instructed to report the views of the Faculty to Dr. Flexner. This they do in a letter dated October 9, 1936. (page 20 of the History.) They express their appreciation of the foresight evidenced by the Director in bringing up the consideration. They believe it is too early, since his retirement is not ^{im}minent, to approach it too formally at this time. "Specifically, we doubt the wisdom of appointing an assistant to act as an understudy." Then they suggest that the whole problem might be more satisfactorily handled if the Director "will confide your meditations as to possible candidates for a successor to members of the Board and also, if you wish, to members of the Faculty." The letter goes on to say that we have debated at great length the suggestion that an understudy be appointed. It has one great advantage and that is that an understudy would be aware intimately of the Princeton situation both in the Institute and in the University. "This qualification on the part of a successor we regard as almost essential." They also point out that the appointment of an understudy would foreclose the possibility of loss of moral, if the directorship should be vacant for a long time. But despite these two very important considerations "we have come to the conclusion that the appointment of an understudy would be unwise. You have reduced administration as such to a minimum and have established scholarship here on the basis of a minimum amount of interference with the Faculty. The contribution of the Director to the Institute under these conditions is not measured by his performance of executive duties, but rather by the insight and guidance which he brings to the development of the Institute as a whole. To function effectively he must be sensitive to conditions within the Institute and within the

University as well as aware of the deeper currents in the world of scholarship. Responsibility for action resting upon insight of this character must be taken largely by the Director himself. It is difficult for us to see how an individual of the requisite calibre and imagination could be happy in the role of understudy, or to visualize what he would find to do."

They then have one practical suggestion~~g~~ to offer toward deferring the problem as long a time as possible. They urge the Director to get away during the severe weather of February next year as he did the year prior.

Flexner to Veblen, Nov. 2, 1936. He expressed gratification at the concern expressed in the letter for his health and welfare. "I am inclined to believe that the attitude which the faculty group recommends is sound and that we should make no commitment until in the course of nature it becomes unavoidable." He goes on to say that he has concluded that it is better for him not to communicate such ideas as he may have from time to time on the problem but that he will instead "embody them in confidential memoranda which I shall seal and deposit in Mrs. Bailey's care. In that way I shall feel free to change my mind, and there will be absolutely no danger of leakage which inadvertently might take place under the method suggested by the group. This is of course not meant, as you well understand, as a reflection upon their discretion but rather as a means of enabling me to retract or modify my opinions in the light of experience and further thought."

He asks that Veblen show the letter to Riefler and use Veblen's own discretion in showing the letter to other members of the faculty group.

The history then states "there seems to be no record of any further consideration of the idea of having an Associate Director."

A note under the date of Nov. 10, 1936 in the history alludes to a present purchased for Dr. Flexner on the occasion of his seventieth birthday Nov. 13, 1936.

(The present was the German Vitruvius (~~Gualtrius~~^e ~~Rivius~~^R), translated and edited, Nurenburg, 1548). It was selected by Professor Panofsky who found it in a secondhand book shop

in New York. It was enclosed in the case of an old clock which Professors Panofsky and Veblen found in a secondhand shop on Whitherspoon Street. The reason for this bit of persiflage was that Mr. Bamberger had given to Dr. Flexner on the same occasion a gold watch and ~~by the further fact~~ that the faculty ^{had} at that time precisely 12 members whose initials were pasted on the face of the clock instead of the numerals. ^(76.2) [#] The method of presentation is described as follows: The Faculty met at 69 Alexander Street and proceeded to the Princeton Inn, headed by Professor Einstein who made the speech of presentation. Flexner was very much touched by this token of friendship and wrote letters to individual members of the Faculty evidencing it. It happened that Miss Goldman was dining with the Flexners at the Inn that evening and this was her first introduction to some of her colleagues on the Faculty. (History, p. 24 and supplementary remarks which amplified the nature of the gift in the same file.)

February 6, 1939.

A meeting of the Faculty was called for February 6, 1939 by Dr. Flexner. Present were: Dr. Flexner, Professors Alexander, Earle, Einstein, Goldman, Herzfeld, Lowe, Meritt, Mitrany, Morse, Panofsky, Riefler, Stewart, Veblen, von Neumann, Warren and Weyl. ^{1/16 Jaws} Fuld Hall was under construction and the question of the allocation of rooms in the building was discussed; "this raised the question whether certain Professors would move to the new building or whether they would retain the quarters which they had heretofore been using on the University campus and elsewhere. The discussion of these matters led to some rather frank remarks about the relations between the Institute and the University. ^{no decision by 1938 or 1939 by Flexner's eyes} Some of these remarks were considered by Dr. Flexner to be ill-advised and he declared more than once thereafter that there would be no further meetings of the Faculty. The general question of the role of the Faculty in the administration of the Institute had been very much on his mind for several years and this particular experience seems to have crystallized his opinions." (History, p. 25.) ^{Potentially & deliberately misrepresented}

Flexner to Miss Goldman, Feb. 23, 1939.

The Institute has now developed in its
three schools to a point where its character
can be clearly seen and appreciated, and
the most important problem from now
on in our eyes, is the stability of what
has been achieved by the generosity of
the donors and your own creative insight.

"At the meeting of the Trustees held Jan. 23, 1939 "there was so little business to transact that I made use of the occasion to refresh the memories of the Trustees in regard to the fundamental organization and purpose which preceeded the founding of the Institute for Advanced Study. Professor Veblen suggested that my report would be of interest to members of the Faculty, though I believe there was nothing in the report with which every member of the Faculty was not made acquainted before he accepted a post in the Institute. I am, however, happy to accept Professor Veblen's suggestion which was endorsed by ~~the members of the Board present at the meeting~~ the members of the Board present at the meeting and I am sending you herewith a report and also the comments which the members of the Board made thereon.

Very Sincerely yours,
(s) A.F.
Flexner" (File V2)

Accompanying this letter was a copy of the Board's minutes down to the end of the second full paragraph on page 13. See those minutes. (File V-2.) (This correspondence is not included in the History except by reference.)

Einstein, Goldman and Morse to Flexner, Mar. 15, 1939:

Alluding to the report to the Board of Trustees the correspondence states that the report was discussed in certain aspects by the Professors of the Institute and we were requested to give you an account of the conclusions reached.

have [existing] "This stability will depend upon the wisdom and deliberation with which future Directors are chosen. It is the unanimous opinion that this choice should be preceded by a preliminary consultation with the faculty.

"It is equally essential in the opinion of a majority of the faculty that no professor be appointed without a similar consultation with his future colleagues.

"We understand that both the responsibility and the final choice in each case rest with the Director and the Board of Trustees. Their action should however, in our opinions, be preceded by a consultation with the faculty which should be made effective by allowing adequate time for the consideration and inquiries which are necessary in

each case.

"The professors earnestly desire that the above conclusions be conveyed to the Board of Trustees. We should like very much to talk these matters over with you, and to add any information which you may desire concerning the opinions expressed." (The History, pages 26, 27, File V-1.)

Thereafter Professors Einstein and Morse, following an interview with Dr. Flexner sent the following note to their colleagues; March 30, 1939

"We are enclosing a copy of the letter of March 15 which we sent to Dr. Flexner in accordance with your request that we convey to him the opinions expressed at our dinner on March 13. Morse and Einstein have seen Dr. Flexner individually at his request, and talked matters over. We obtained no assurance from Dr. Flexner that he would convey the contents of our letter to the Board of Trustees." (The History, pp. 27, 28)

The History states then:

"Somewhat later Dr. Flexner gave Professor Morse to understand that this letter conveyed an erroneous impression of their conversation. Dr. Flexner stated to Professor Morse that the substance of what he said was as follows: 'The professors are the natural and logical advisers of the trustees of the Institute.'" (Ibid. p. 28)

The final note in the history is that during the spring of 1939 the Faculty dined ~~together~~ ^{several times} in the Nassau Tavern but no record was kept of the exact dates and subjects of discussion. ^(See interview with W. W. Rife 11/26/55) The idea of these meetings was to exchange views, to help Professors to understand what their colleagues in different Schools were doing and to develop a feeling for the interests of the Institute as a whole.

Supplementary Remarks: (Ibid.)

After Dr. Flexner's retirement Mr. Panofsky asked the members of the Faculty to his house and submitted to them the suggestion that a farewell present be made to Dr. Flexner. Upon deliberation it was decided to give to him a book formerly owned and inscribed by President Gilman of Johns Hopkins. This was procured through the good

services of Mr. Earle and provided with a special leather binding and leather case, both bearing the imprint of the Institute's seal. The inner cover of the case was inscribed by Mr. Lowe with the dedication: 'To the First Director of the Institute for Advanced Study from Its First Faculty' and signed by all members of the Faculty except for Mr. Mitrany who was in London at that time.

Pictures

Hishman

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vert. file "P"

1944
to
1945

12/17
5/11

PARTICIPATION IN ADMINISTRATION
(POLICY COMMITTEE)

Academic Personnel

EARLE, E. M.

Biographical

Copies of minutes of the Standing Committee on Policy of the
Faculty taken from the Earle Files.

Filed in Vertical File under "P" for Policy Committee.

Faint handwritten text at the bottom of the page.

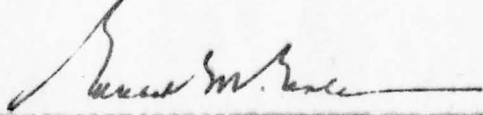
MINUTES OF THE STANDING COMMITTEE ON POLICY
OF THE FACULTY OF THE INSTITUTE FOR ADVANCED STUDY

Eighth meeting held in
the office of Mr. Aydelotte
May 11, 1945

Present: Messrs. Aydelotte, Earle, Meritt and Veblen.
Dr. Aydelotte presided. *AE absent*

A lengthy discussion was held concerning the advisability of making appointments of members of the Institute for a period of more than one year. It was unanimously agreed that special cases would arise from time to time in which the interests of the Institute would be best served by extending membership to distinguished scholars who, for one reason or another, might not be eligible for appointment to the Faculty, and whose presence at the Institute as members would contribute to the advancement of the intellectual life of the Princeton community.

It is therefore recommended that the Faculty consider favorably at its next meeting the question of authorizing such appointments, subject to whatever conditions it may care to specify.

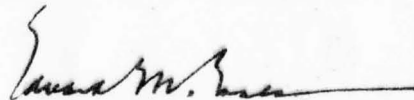

Edward Mead Earle, Secretary

MINUTES OF THE STANDING COMMITTEE ON POLICY
OF THE FACULTY OF THE INSTITUTE FOR ADVANCED STUDY

Seventh meeting held in
the office of Mr. Aydelotte
February 26, 1945

Present: Messrs. Aydelotte, Earle, Einstein, and Meritt.
Mr. Veblen was absent because of illness. Mr. Aydelotte presided.

The meeting, which convened at 11:30 and adjourned at 12:15, was devoted to a continuance of previous discussions of the question of Mr. Aydelotte's retirement, which is to be passed upon at a meeting of the Board of Trustees on Friday, March 2.



Edward Mead Earle, Secretary

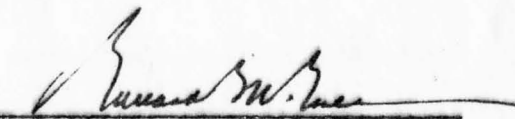
MINUTES OF THE STANDING COMMITTEE ON POLICY
OF THE FACULTY OF THE INSTITUTE FOR ADVANCED STUDY

Sixth meeting held at
the home of Mr. Aydelotte
January 26, 1945

Present: Messrs. Aydelotte, Earle, Einstein, Meritt, and
Veblen. Mr. Aydelotte presided.

This meeting was devoted to a further discussion of the
question of Dr. Aydelotte's retirement, but no definitive decisions
were taken.

The meeting of the Committee convened at 4:30 P.M. and
adjourned at 6 P.M.


Edward Mead Earle, Secretary

MINUTES OF THE STANDING COMMITTEE ON POLICY
OF THE FACULTY OF THE INSTITUTE FOR ADVANCED STUDY

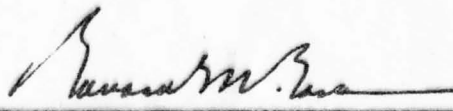
Fifth meeting held at
the home of Mr. Aydelotte
January 20, 1945

Present: Messrs. Aydelotte, Earle, Einstein, Meritt, and
Veblen. Mr. Aydelotte presided.

Mr. Aydelotte reported on the Trustees' Meeting on January 19,
1945, at which the Trustees' Committee on Policy recommended his retire-
ment as Director on his sixty-seventh birthday, and also recommended
the adoption of a rule requiring the retirement of all future Directors
of the Institute at age sixty-five. The report as it affected Dr.
Aydelotte was ordered laid on the table for consideration at a special
meeting of the Board of Trustees, to be held one month hence.

After a general discussion of Dr. Aydelotte's report, the
meeting adjourned.

The meeting of the Committee convened at 4 P.M. and adjourned
at 6 P.M.


Edward Mead Earle, Secretary

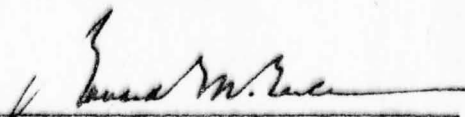
MINUTES OF THE STANDING COMMITTEE ON POLICY
OF THE FACULTY OF THE INSTITUTE FOR ADVANCED STUDY

Fourth meeting held at
the office of Mr. Leidesdorf,
100 East 42nd Street, New York City
January 10, 1945

Present: Messrs. Earle, Einstein, Meritt, and Veblen, of
the Faculty's Committee on Policy, and Messrs. Leidesdorf, Moe, Wolman,
and Douglas, of the Trustees' Committee on Policy.

This joint meeting of the Faculty's and Trustees' Committees
on Policy was devoted to a full and frank discussion of the issues
which face the Institute in connection with the possibility that Mr.
Aydelotte might be retired on his sixty-fifth birthday. The Faculty
group strongly urged that for no reason whatsoever should the Board
of Trustees consider Mr. Aydelotte's retirement at this time.

The meeting convened at 4:30 P.M. and adjourned at 6:10 P.M.


Edward Mead Earle, Secretary

MINUTES OF THE STANDING COMMITTEE ON POLICY
OF THE FACULTY OF THE INSTITUTE FOR ADVANCED STUDY

Third meeting held at
the home of Mr. Aydelotte
December 31, 1944

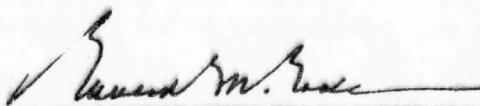
Present: Messrs. Aydelotte, Earle, Einstein, Meritt, and
Veblen. Mr. Aydelotte presided.

This meeting was devoted to an informal discussion on the
question of Dr. Aydelotte's retirement, which is now being considered
by a Committee of the Board of Trustees.

Mr. Earle reported that the Faculty Committee on Policy had
been invited to meet with the corresponding Committee of the Board of
Trustees at the office of Mr. Leidesdorf, 100 East 42nd Street, New
York City, on January 10, 1945, at 4:30 P.M.

There was further informal discussion of a memorandum which
Mr. Aydelotte prepared on Institute policy.

The meeting of the Committee convened at 4:30 P. M. and
adjourned at 6 P.M.



Edward Mead Earle, Secretary

MINUTES OF THE STANDING COMMITTEE ON POLICY
OF THE FACULTY OF THE INSTITUTE FOR ADVANCED STUDY

Second meeting held in
the office of the Director
December 23, 1944

Present: Messrs. Aydelotte, Earle, Einstein, Meritt, and
Veblen. Mr. Aydelotte presided.

The Minutes of the previous meeting were read and approved.

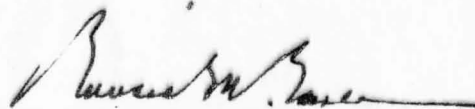
Mr. Earle reported that Mr. Riefler had felt obliged to
refuse the invitation to become a member of the Committee. He felt
that the state of his health and other matters of personal convenience
made it impossible for him to serve.

Mr. Aydelotte presented for the consideration of the Committee
a statement on Institute policy, which was discussed at considerable
length. As the statement was merely tentative, a number of changes
were suggested for Mr. Aydelotte's consideration. He proposed to sub-
mit an amended statement to the Committee at a future meeting.

Mr. Veblen read a brief memorandum in which he pointed out
the essential differences between the Institute for Advanced Study,
on the one hand, and a university or research institute, on the other.

After informal discussion of a number of questions of Institute
policy, the meeting adjourned.

The meeting of the Committee convened at 11 A.M. and adjourned
at 1 P.M.



Edward Mead Earle, Secretary

MAASS & DAVIDSON

20 Exchange Place

New York 5, December 20, 1944

Professor Edward M. Earle,
The Institute for Advanced Study,
Princeton, New Jersey.

My dear Professor Earle:

This will acknowledge your letter of the 18th,
written in your capacity as Secretary of the Faculty Committee
on Policy.

The Committee on Institute Policy, of which I
am Chairman, is meeting at the office of Mr. Samuel D.
Leidesdorf, 100 East 42nd Street, New York City, on January
10th, 1945, at 4:30 P. M., at which time we will be happy
to have your committee attend and discuss matters with our
committee.

With all good wishes for the Christmas Season,
I am,

HHM:JR

Sincerely yours,

(Signed) Herbert H. Maass

COPY
THE INSTITUTE FOR ADVANCED STUDY

Founded by Mr. Louis Bamberger and Mrs. Felix Fuld

PRINCETON, NEW JERSEY

December 18, 1944

Mr. H. H. Maass
20 Exchange Place
New York 5, New York

My dear Mr. Maass:

As Professor Meritt wrote you on December 11, the Faculty of the Institute by unanimous vote has established a Committee on Policy, which was authorized to "consult with and offer collaboration with the Committee on Policy of the Board of Trustees on matters which intimately affect the welfare of the Institute in connection with the question of the retirement of Dr. Aydelotte."

The Committee held its first meeting on Sunday afternoon, December 17. As secretary of the Committee, I was directed to communicate to you the request of the Committee that it have an opportunity to meet with the Trustees' Committee on Policy to discuss, on behalf of the Faculty, the question of Dr. Aydelotte's retirement. The members of the Committee were unanimous in feeling that a full and frank discussion between the Faculty and Trustees' Committees would help to arrive at a decision which would be in the best interests of the Institute.

We should be happy to meet with your Committee at any time which you may name, either in New York or Princeton, as may best suit your convenience.

With most cordial good wishes,

Sincerely yours,

Edward Mead Earle
Secretary, Faculty Committee on Policy

MINUTES OF THE STANDING COMMITTEE ON POLICY
OF THE FACULTY OF THE INSTITUTE FOR ADVANCED STUDY

First meeting held at the residence of the
Director Sunday afternoon, 17 December, 1944

Present: Messrs. Aydelotte, Earle, Einstein, Meritt, and
Veblen. Mr. Aydelotte presided.

At the suggestion of Mr. Earle, Mr. Riefler was co-opted as
a member of the Committee, and Mr. Earle was delegated to urge him to
serve.*

Mr. Earle was elected Secretary of the Committee.

There was considerable discussion concerning Institute policy,
which ^{those present} ~~everyone~~ felt already existed in fact and in practice and is docu-
mented by formal statements of the Founders, the first and second Direc-
tors, and the Board of Trustees. No definitive and recent formulation
of this policy has, however, been made in a single document, and it was
suggested, therefore, that the present Director might well draft a
statement restating the purposes of the Institute for the benefit of
the Faculty and Board of Trustees.

Mr. Earle was directed, as Secretary of the Committee, to
communicate to Mr. Maass the desire that the Faculty Committee have an
opportunity for a full and frank discussion with the Trustees' Committee
on Policy of the welfare of the Institute as it is affected by the
question of Mr. Aydelotte's retirement as Director.**

There was further discussion of the future appointment of
new members of the Faculty as a matter of basic policy. Mr. Aydelotte

* Mr. Earle discussed this matter with Mr. Riefler on December 18, and
was informed by him that he felt he could not serve.

** A copy of the letter and of Mr. Maass's reply are appended hereto.

expressed his determination, so long as he is Director, to appoint new members to the Faculty only upon recommendation of the School concerned, with competent outside advice and with full participation of representatives of the other Schools of the Institute, as well as with final approval of the Faculty as a whole.

The meeting of the Committee convened at 4:30 P.M. and adjourned at 6 o'clock.



Edward Mead Earle, Secretary

Doyle 3 of 13 - 12%

Renwald 7 of 13 - 39%

Wolman 3 of 9 - 33 1/3%

RECORD OF ATTENDANCE OF MEMBERS OF BOARD OF TRUSTEES OF
 THE INSTITUTE FOR ADVANCED STUDY
 SINCE OCTOBER 10, 1930

<u>Trustees</u>	<u>Regular Meetings Held</u>	<u>Regular Meetings Attended</u>	<u>% Attended</u>
Louis Bamberger 10/10/30 - died 3/11/44	40	37	92.5
Mrs. Felix Fuld 10/10/30 - died 7/18/44	41	18	43.9
Frank Aydelotte 10/10/30 -	46 47	38 39	82.9 82.6
Edgar S. Bamberger 10/10/30 -	46 47	39 40	85.1 84.7
Alexis Carrel 10/10/30 - 5/18/42	35	22	62.8
Lewis W. Douglas 10/14/40 -	17 18	3	16.6 17.6
Abraham Flexner 10/10/30 - 4/20/45	46	37	80.4
Felix Frankfurter 10/9/33 - 4/22/35	6	2	33.3
Julius Friedenwald 10/10/30 - died 6/8/41	32	23	71.8
John F. Fulton 10/15/42 -	11 12	9 10	83.3 81.8
John R. Hardin 10/10/30 - died 12/7/45	46 47	43	91.4 91.4
Alanson B. Houghton 10/10/30 - died 9/16/41	32	14	43.7
Herbert H. Lehman 10/10/30 - 4/24/33	8	0	0
Samuel D. Leidesdorf 10/10/30 -	46 47	40 41	87.2 86.9
Wilmarth S. Lewis 10/19/45 -	1	1	100.0
Herbert H. Maass 10/10/30 -	46 47	42 43	91.4 91.3

<u>Trustees</u>	<u>Regular Meetings Held</u>	<u>Regular Meetings Attended</u>	<u>% Attended</u>
Henry Allen Moe 10/15/42 - 10/18/46	11 12	10 11	91.6 90.9
Winfield W. Riefler 10/13/36 - 5/18/42	18	15	83.3
Lessing J. Rosenwald 10/14/40 -	17 18	6 7	38.8 35.2
Florence R. Sabin 10/10/30 - 5/22/39	26	23	88.4
Michael Schaap 10/14/41 -	14 15	9 10	66.6 64.2
Walter W. Stewart 10/9/33 - 5/19/41	32	14	43.7
Percy S. Straus 10/10/30 - 10/9/39	27	19	70.3
Lewis L. Strauss 10/19/45 -	1	0	0.0
Oswald Veblen 10/8/34 -	35 36	35 36	100.0
Lewis H. Weed 10/10/30 -	46 47	42 43	91.4 91.3
Leo Wolman 6/8/43 -	8 9	3	33.3 37.5

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Alexis Carrel 10/10/30 - 5/18/42	35	22	62.8
Lewis W. Douglas 10/14/40 -	17	3	17.6
Abraham Flexner 10/10/30 - 4/20/45	46	37	80.4
Felix Frankfurter 10/9/33 - 4/22/35	6	2	33.3
Julius Friedenwald 10/10/30 - died 6/8/41	32	23	71.8
John F. Fulton 10/15/42 -	11	9	81.8
John R. Hardin 10/10/30 -	46	43	93.4
Alanson B. Houghton 10/10/30 - died 9/16/41	32	14	43.7
Herbert H. Lehman 10/10/30 - 4/24/33	8	0	0
Samuel D. Ledesdorf 10/10/30 -	46	40	86.9
Wilmarth S. Lewis 10/19/45 -			
Herbert H. Maass 10/10/30 -	46	42	91.3

<u>Trustees</u>	<u>Regular Meetings Held</u>	<u>Regular Meetings Attended</u>	<u>% Attended</u>
Henry Allen Moe 10/15/42 -	11	10	90.9
Winfield W. Riefler 10/13/36 - 5/18/42	18	15	83.3
Lessing J. Rosenwald 10/14/40 -	17	6	35.2
Florence R. Sabin 10/10/30 - 5/22/39	26	23	88.4
Michael Schaap 10/14/41 -	14	9	64.2
Walter W. Stewart 10/9/33 - 5/19/41	32	14	43.7
Percy S. Straus 10/10/30 - 10/9/39	27	19	70.3
Lewis L. Strauss 10/19/45 -			
Oswald Veblen 10/8/34 -	35	35	100.0
Lewis H. Weed 10/10/30 -	46	42	91.3
Leo Wolman 6/8/43 -	8	3	37.5

RECORD OF ATTENDANCE OF MEMBERS OF BOARD OF TRUSTEES OF
THE INSTITUTE FOR ADVANCED STUDY
SINCE OCTOBER 10, 1930

<u>Trustees</u>	<u>Regular Meetings Held</u>	<u>Regular Meetings Attended</u>	<u>% Attended</u>
Louis Bamberger 10/10/30 - died 3/11/44	40	37	92.5
Mrs. Felix Fuld 10/10/30 - died 7/18/44	41	18	43.9
Frank Aydelotte 10/10/30 -	46	38	82.6
Edgar S. Bamberger 10/10/30 -	46	39	84.7
Alexis Carrel 10/10/30 - 5/18/42	35	22	62.8
Lewis W. Douglas 10/14/40 -	17	3	17.6
Abraham Flexner 10/10/30 - 4/20/45	46	37	80.4
Felix Frankfurter 10/9/33 - 4/22/35	6	2	33.3
Julius Friedenwald 10/10/30 - died 6/8/41	32	23	71.8
John F. Fulton 10/15/42 -	11	9	81.8
John R. Hardin 10/10/30 -	46	43	93.4
Alanson B. Houghton 10/10/30 - died 9/16/41	32	14	43.7
Herbert H. Lehman 10/10/30 - 4/24/33	8	0	0
Samuel D. Ledesdorf 10/10/30 -	46	40	86.9
Wilmarth S. Lewis 10/19/45 -			
Herbert H. Maass 10/10/30 -	46	42	91.3

<u>Trustees</u>	<u>Regular Meetings Held</u>	<u>Regular Meetings Attended</u>	<u>% Attended</u>
Henry Allen Moe 10/15/42 -	11	10	90.9
Winfield W. Riefler 10/13/36 - 5/18/42	18	15	83.3
Lessing J. Rosenwald 10/14/40 -	17	6	35.2
Florence R. Sabin 10/10/30 - 5/22/39	26	23	88.4
Michael Schasp 10/14/41 -	14	9	64.2
Walter W. Stewart 10/9/33 - 5/19/41	32	14	43.7
Percy S. Straus 10/10/30 - 10/9/39	27	19	70.3
Lewis L. Strauss 10/19/45 -			
Oswald Veblen 10/8/34 -	35	35	100.0
Lewis H. Weed 10/10/30 -	46	42	91.3
Leo Wolman 6/8/43 -	8	3	37.5

INSTITUTE FOR ADVANCED STUDY

BOARD OF TRUSTEES

<u>MEETING</u>	<u>PRESENT</u>
October 10, 1930, Organization Meeting	Louis Bamberger Mrs. Felix Fuld
January 16, 1931, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
October 13, 1931, Annual Meeting of Members of Corporation	Louis Bamberger
October 13, 1931, Regular Meeting of Trustees	Louis Bamberger
January 11, 1932, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
April 11, 1932, Annual Meeting of Members of Corporation	Louis Bamberger Mrs. Felix Fuld
April 11, 1932, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
October 10, 1932, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
December 7, 1932, Meeting of Executive Committee	Louis Bamberger Mrs. Felix Fuld
January 9, 1933, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
January 28, 1933, Meeting of Executive Committee	Louis Bamberger Mrs. Felix Fuld
April 24, 1933, Annual Meeting of Members of Corporation	Louis Bamberger Mrs. Felix Fuld
April 24, 1933, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
September 6, 1933, Meeting of Executive Committee	Louis Bamberger Mrs. Felix Fuld
October 9, 1933, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
January 29, 1934, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
March 12, 1934, Meeting of Executive Committee	
April 23, 1934, Annual Meeting of Members of Corporation	Louis Bamberger Mrs. Felix Fuld

MEETING

PRESENT

April 23, 1934, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
October 8, 1934, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
January 14, 1935, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
April 22, 1935, Annual Meeting of Members of Corporation	Louis Bamberger Mrs. Felix Fuld
April 22, 1935, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
October 14, 1935, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
January 27, 1936, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
April 13, 1936, Annual Meeting of Members of Corporation	Louis Bamberger Mrs. Felix Fuld
April 13, 1936, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
June 15, 1936, Joint Meeting of Executive and Finance Committees	Louis Bamberger Mrs. Felix Fuld
October 13, 1936, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
January 25, 1937, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
April 19, 1937, Meeting of Executive Committee	Louis Bamberger
April 19, 1937, Annual Meeting of Members of Corporation	Louis Bamberger
April 19, 1937, Regular Meeting of Trustees	Louis Bamberger
October 11, 1937, Regular Meeting of Trustees	Louis Bamberger
January 24, 1938, Regular Meeting of Trustees	Louis Bamberger
March 29, 1938, Meeting of Executive Committee	
April 7, 1938, Meeting of Budget Committee	
April 18, 1938, Annual Meeting of Members of Corporation	
April 18, 1938, Regular Meeting of Trustees	

<u>MEETING</u>	<u>PRESENT</u>
October 10, 1938, Regular Meeting of Trustees	Louis Bamberger
January 23, 1939, Regular Meeting of Trustees	Louis Bamberger
May 22, 1939, Annual Meeting of Members of Corporation	
May 22, 1939, Regular Meeting of Trustees	
October 9, 1939, Regular Meeting of Trustees	Louis Bamberger
November 24, 1939, Meeting of Executive Committee	
January 22, 1940, Regular Meeting of Trustees	Louis Bamberger
March 29, 1940, Meeting of Executive Committee	
May 13, 1940, Annual Meeting of Members of Corporation	Louis Bamberger
May 13, 1940, Regular Meeting of Trustees	Louis Bamberger
October 14, 1940, Regular Meeting of Trustees	Louis Bamberger
February 24, 1941, Regular Meeting of Trustees	Louis Bamberger
May 19, 1941, Annual Meeting of Members of Corporation	Louis Bamberger
May 19, 1941, Regular Meeting of Trustees	Louis Bamberger
October 14, 1941, Regular Meeting of Trustees	Louis Bamberger
January 26, 1942, Regular Meeting of Trustees	Louis Bamberger
January 26, 1942, Special Meeting of Members of Corporation	Louis Bamberger
May 18, 1942, Annual Meeting of Members of Corporation	
May 18, 1942, Regular Meeting of Trustees	
October 15, 1942, Regular Meeting of Trustees	Louis Bamberger
January 25, 1943, Regular Meeting of Trustees	Louis Bamberger
April 20, 1943, Annual Meeting of Members of Corporation	Louis Bamberger
April 20, 1943, Regular Meeting of Trustees	Louis Bamberger

MEETING

PRESENT

June 8, 1943, Special Meeting of Trustees	
October 5, 1943, Regular Meeting of Trustees	Louis Bamberger
December 14, 1943, Meeting of Executive Committee	Louis Bamberger
January 25, 1944, Regular Meeting of Trustees	Louis Bamberger
February 18, 1944, Meeting of Executive Committee	Louis Bamberger
April 18, 1944, Annual Meeting of Members of Corporation	
April 18, 1944, Regular Meeting of Trustees	

INSTITUTE FOR ADVANCED STUDY

BOARD OF TRUSTEES

MEETING

PRESENT

October 10, 1930, Organization Meeting	Louis Bamberger Mrs. Felix Fuld
January 16, 1931, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
October 13, 1931, Annual Meeting of Members of Corporation	Louis Bamberger
October 13, 1931, Regular Meeting of Trustees	Louis Bamberger
January 11, 1932, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
April 11, 1932, Annual Meeting of Members of Corporation	Louis Bamberger Mrs. Felix Fuld
April 11, 1932, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
October 10, 1932, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
December 7, 1932, Meeting of Executive Committee	Louis Bamberger Mrs. Felix Fuld
January 9, 1933, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
January 28, 1933, Meeting of Executive Committee	Louis Bamberger Mrs. Felix Fuld
April 24, 1933, Annual Meeting of Members of Corporation	Louis Bamberger Mrs. Felix Fuld
April 24, 1933, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
September 6, 1933, Meeting of Executive Committee	Louis Bamberger Mrs. Felix Fuld
October 9, 1933, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
January 29, 1934, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
March 12, 1934, Meeting of Executive Committee	
April 23, 1934, Annual Meeting of Members of Corporation	Louis Bamberger Mrs. Felix Fuld

MEETING

PRESENT

April 23, 1934, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
October 8, 1934, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
January 14, 1935, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
April 22, 1935, Annual Meeting of Members of Corporation	Louis Bamberger Mrs. Felix Fuld
April 22, 1935, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
October 14, 1935, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
January 27, 1936, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
April 13, 1936, Annual Meeting of Members of Corporation	Louis Bamberger Mrs. Felix Fuld
April 13, 1936, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
June 15, 1936, Joint Meeting of Executive and Finance Committees	Louis Bamberger Mrs. Felix Fuld
October 13, 1936, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
January 25, 1937, Regular Meeting of Trustees	Louis Bamberger Mrs. Felix Fuld
April 19, 1937, Meeting of Executive Committee	Louis Bamberger
April 19, 1937, Annual Meeting of Members of Corporation	Louis Bamberger
April 19, 1937, Regular Meeting of Trustees	Louis Bamberger
October 11, 1937, Regular Meeting of Trustees	Louis Bamberger
January 24, 1938, Regular Meeting of Trustees	Louis Bamberger
March 29, 1938, Meeting of Executive Committee	
April 7, 1938, Meeting of Budget Committee	
April 18, 1938, Annual Meeting of Members of Corporation	
April 18, 1938, Regular Meeting of Trustees	

<u>MEETING</u>	<u>PRESENT</u>
October 10, 1938, Regular Meeting of Trustees	Louis Bamberger
January 23, 1939, Regular Meeting of Trustees	Louis Bamberger
May 22, 1939, Annual Meeting of Members of Corporation	
May 22, 1939, Regular Meeting of Trustees	
October 9, 1939, Regular Meeting of Trustees	Louis Bamberger
November 24, 1939, Meeting of Executive Committee	
January 22, 1940, Regular Meeting of Trustees	Louis Bamberger
March 29, 1940, Meeting of Executive Committee	
May 13, 1940, Annual Meeting of Members of Corporation	Louis Bamberger
May 13, 1940, Regular Meeting of Trustees	Louis Bamberger
October 14, 1940, Regular Meeting of Trustees	Louis Bamberger
February 24, 1941, Regular Meeting of Trustees	Louis Bamberger
May 19, 1941, Annual Meeting of Members of Corporation	Louis Bamberger
May 19, 1941, Regular Meeting of Trustees	Louis Bamberger
October 14, 1941, Regular Meeting of Trustees	Louis Bamberger
January 26, 1942, Regular Meeting of Trustees	Louis Bamberger
January 26, 1942, Special Meeting of Members of Corporation	Louis Bamberger
May 18, 1942, Annual Meeting of Members of Corporation	
May 18, 1942, Regular Meeting of Trustees	
October 15, 1942, Regular Meeting of Trustees	Louis Bamberger
January 25, 1943, Regular Meeting of Trustees	Louis Bamberger
April 20, 1943, Annual Meeting of Members of Corporation	Louis Bamberger
April 20, 1943, Regular Meeting of Trustees	Louis Bamberger

MEETING

PRESENT

June 8, 1943, Special Meeting of Trustees	
October 5, 1943, Regular Meeting of Trustees	Louis Bamberger
December 14, 1943, Meeting of Executive Committee	Louis Bamberger
January 25, 1944, Regular Meeting of Trustees	Louis Bamberger
February 18, 1944, Meeting of Executive Committee	Louis Bamberger
April 18, 1944, Annual Meeting of Members of Corporation	
April 18, 1944, Regular Meeting of Trustees	