

MINUTES OF REGULAR MEETING OF
THE INSTITUTE FOR ADVANCED STUDY

October 11, 1937

A regular meeting of the Trustees of the Institute for Advanced Study was held at the Uptown Club, 60 East 42nd Street, New York City, on Monday, October 11, 1937.

Present: Messrs. Aydelotte, Edgar S. Bamberger, Louis Bamberger, Flexner, Friedenwald, Hardin, Houghton, Leidesdorf, Maass, Riefler, Straus, Veblen, Weed, and Miss Sabin.

Absent and excused: Messrs. Carrel, Stewart, and Mrs. Fuld.

The Chairman, Mr. Houghton, presided.

The minutes of the meetings held on April 19, 1937, namely,

Meeting of the Executive Committee
Annual Meeting, Members of the Corporation
Regular Meeting, Board of Trustees

having been distributed, their reading was dispensed with, and they were approved.

The following report was presented by the Director:

The fifth active year of the Institute for Advanced Study began on October 1 under the most auspicious circumstances. We meet with the feeling that our ideas have been thoroughly tested in the field of mathematics and somewhat less thoroughly tested in the field of humanistic studies, and they have worked with perfect success. We have proved that, now that Germany has gone to pieces, the world needs the kind of institution which has been established in Princeton, and no country needs it more than America, for our univer-

sities do not afford the opportunities for individual advanced study such as the universities of Germany provided up to a few years ago. From all over the world, as I shall shortly show, workers or members - most of them holding academic posts already - have come to the Institute to carry on advanced work.

During the summer, which has just passed, Professor Veblen was kind enough to accept an invitation to lecture at the summer school of the University of Washington. I was myself anxious that he should do this for two reasons: (1) a year ago one of our own young assistants received an appointment there, and it seemed to us that his position and influence would be strengthened if Professor Veblen spent the summer session with him and such advanced workers as might be attracted by Professor Veblen's presence; (2) pure mathematics has not as yet become conspicuous in our Western States, and I hoped that Professor Veblen would attract to the University of Washington men who would be inspired to new and larger vision by attendance on his lectures or seminars. Our expectations have not been disappointed. In the course of the summer months while Professor Veblen was still lecturing, the President of the University of Washington wrote me that the University had benefited immensely by having a man of Professor Veblen's quality associated with their Department of Mathematics and Physics and with scholars who came to Seattle from similar departments of neighboring Northwest universities; he expressed the hope that they might continue to bring to their campus during the summer term men of the same type as those on our staff. He adds:

"I am sure that the contact of the Institute would be most important in this area, and from it, in successive summers, would come a real impetus to capable mathematicians, both young and old, most of whom would be unable to spend a year at Princeton."

Fortunately in our own faculty, in the faculty of Princeton University, and among the best endowed of our workers and members it will be easily possible for us every year to suggest someone, who will continue the work which Professor Veblen has so successfully started. It will not be long, I am sure, before a few permanent appointments in the Department of Mathematics at the University of Washington, made from among those who represent the type of mathematics cultivated at Princeton, will prove to be the beginning of further developments on the Pacific Coast.

The School of Humanistic Studies has expanded slowly. Scholars, who have already accomplished something distinctive, have been attracted from both American and European universities by the presence of Professor Lowe, Professor Panofsky, Professor Herzfeld, and Professor Meritt.

The School of Economics and Politics is now on the verge of further development. During its brief existence its three professors have had opportunity to clear their minds and thoughts by conference and discussion with one another and with others outside the Institute. I am hopeful therefore that before long the faculty may be expanded somewhat and that a few advanced workers will come to the Institute to work in the School of Economics and Politics.

The members of the Board will be interested in learning the various countries and institutions from which workers or members have been attracted by the Institute during its brief history. Among American institutions, teachers and advanced students have come to the Institute from the following: Brown, Bryn Mawr, University of California, California Institute of Technology, Chicago, Cincinnati, Columbia, Cornell, Duke, Harvard, Hunter, Illinois, Iowa, Johns Hopkins, Lehigh, Massachusetts Institute of Technology, Michigan, College of the City of New York, North Carolina, Northwestern, Oberlin, Ohio State, Pittsburgh, Princeton,

Purdue, Smith, Swarthmore, Texas, Tulane, Virginia, Washington, Wisconsin, and Yale. We have had advanced workers - almost all men of distinction - from the following foreign universities: Amsterdam, Berlin, Bonn, Masaryk University (Brno), Brussels, Cambridge, Copenhagen, Edinburgh, Frankfurt, Göttingen, Groningen, Hamburg, Osaka Imperial University (Japan), Jassy, Louvain, Lwów (Poland), Madrid, Marburg, Munich, Oslo, Oxford, National Tsing Hua (Peiping), National University of Peking, Prague, Rome, Strasbourg, Toronto, Turin, and Vienna. In addition, five non-resident scholars are this year cooperating with Professor Meritt in his work on the excavation of the Athenian Agora. They represent Columbia, Harvard, Indiana, and two of them the staff actually engaged in the work at Athens. I am sure that it is no exaggeration to say that no American institution with an enrollment of between fifty and sixty members has anything like such a proportion of scholars and scientists from institutions of learning in this country and from institutions of learning in foreign countries. The number of those who are recent doctors of philosophy is negligible and should continue to be such because it is usually not easy to gauge the capacity of a young man to pursue independent work until he has demonstrated his ability after leaving the institution where he received his doctor's degree, though this is of course liable to exceptions and no rigid formula should be pursued.

I have fortunately gratifying news to break to the Board on a subject, which has naturally been in our minds ever since the Institute was projected seven years ago. We have had thus far no building. The mathematicians have been generously accommodated in Fine Hall. The humanists have been partly accommodated in McCormick Hall, partly at 69 Alexander Street, and partly in their own homes. The economists and publicists have worked either at home or at 69 Alexander Street. The offices of the Institute have been located in rented rooms at

20 Nassau Street. Though considerable property has been obtained, including the Olden Farm, I was averse to taking any step until it became perfectly clear to me what the varying needs of the three faculties or schools would require. I have had the feeling during recent months that we had now reached the point where a first building, accommodating the present activities of the Institute, while still maintaining close cooperation with Princeton University, should be erected. Last summer I visited Mr. Bamberger and Mrs. Fuld at Murray Bay, and I was deeply moved and gratified when they informed me that they wished to furnish the Institute with funds necessary to erect our first building without drawing upon the capital funds, on the income of which the Institute lives. The Founders of the Institute are eager that we should proceed with this project. I propose to ask each of our three groups for a definite statement as to what accommodations and facilities they require now and what would be a fair margin that would probably cover needs that can be anticipated for some years to come. When these facts have been assembled and harmonized, they can be put into the hands of a competent architect or competent architects with instructions to design a simple, substantial, and convenient building, which will be attractive in appearance and yet involve no extravagance in construction or equipment. I am convinced after an experience of twenty years at the General Education Board, during which academic buildings of every variety were financed by the Board, that, when the steps which I have mentioned have been taken, it will not be necessary to distract the professors during the actual process of construction. Nothing indeed could be more unfortunate than that the work of any member of the faculty should be seriously interrupted during the building process.

It is my hope - and in this hope I am sure that the members of the Board will agree - that this building should be named Fuld Hall so as to commemorate both Mrs. Fuld and her late husband, Mr. Felix Fuld, and in this suggestion I may add that Mr. Bamberger concurs. The Board will, I hope, authorize me to express to the Founders their gratitude for this evidence that they regard the Institute as permanent and satisfactory and well entitled now to possess a home of its own. I have already mentioned this possibility to President Dodds, and he agrees with me in thinking that it will involve no lack of cooperation between the two institutions, each of which will continue to perform the function for which it is best adapted, and both of which will continue to be mutually helpful in every possible direction.

During my visit at Murray Bay I also discussed with the Founders the possibility of taking certain forward steps. The School of Mathematics is probably the strongest in the world today and in conjunction with the mathematicians of Princeton University offers such opportunities as can nowhere else be obtained. On the other hand, the closely related subject of mathematical physics - a link between mathematics and the physical sciences - is represented mainly by Professor Einstein and should be strengthened by the addition of one or perhaps two men, if they are obtainable. There are only a half dozen mathematical physicists in the world whom we would consider in this connection. It is possible that one or two of them would be willing to accept an invitation to join the Institute as Professor Einstein, Professor Weyl, and Professor von Neumann have done. Our present funds do not permit expansion to this extent, but after consultation with the Founders I have their permission to investigate the possibilities.

The same is true of the School of Economics and Politics. We are sufficiently clear now as to our purpose and as to the needs of the

country to make a forward move in this subject. It is infinitely more important to perfect such schools as we have than it is to expand in new directions. Part of the present year can be devoted to ascertaining whether proper persons for addition to the faculty in question can be obtained.

Finally, an additional step should, in my judgment, be taken in the next budget towards the equalization of salaries by raising moderately the salaries of a few persons, whose connection with the Institute has already proved to be fruitful in academic results and has brought distinction to the Institute.

When we have accomplished the tasks which I have described, there will still of course be other subjects such as history, literature, languages, and all the natural sciences, which the Institute does not now touch, but which may be basically pursued when circumstances favor, provided they retain their fundamental importance, which may or may not be the case. It is, however, not essential that we should ever undertake to deal with them all on the scale on which we are now dealing with, let us say, mathematics. Moreover, certain fields lie permanently outside of our endeavors. We need never concern ourselves with professional education, for that is adequately handled by existing universities, and there are other subjects which likewise can be safely left to colleges and universities. Our concern must be with basic subjects, limited strictly, solely, and permanently to them, and our faculty must be restricted to the leaders in these basic fields. If such leaders do not exist or cannot be obtained, no appointments should be made until such leaders emerge. The Institute will therefore always be small as compared with a university, even when its range of subjects and schools is enlarged.

It should not admit as a worker or member anyone who does not give promise of profit by its opportunities, and no school should at any time be large enough to hamper the individual investigations, researches, and activities of its professors.

As it now stands, the Institute is unique precisely as the Rockefeller Institute for Medical Research is unique. The need for both institutions is greater than ever before, for the opportunities which are now furnished by these two institutions formerly were supplied by the informal opportunities that were abundantly offered by the universities and research institutes of Germany. These have, as I have already intimated, for all practical purposes almost ceased to exist and under the most favorable circumstances cannot be restored to their former importance for the next half century or perhaps longer. Meanwhile, the tide has turned. Instead of Americans going to Europe, to which of course they may for many purposes still resort, the main current now flows from Europe and Asia to America. In a political and financial sense, America is at the beginning of its role. So in the field of science and scholarship, it is at the beginning, not at the end of the important part it is destined to play. In the field of medicine its primacy is already accepted. The Institute for Advanced Study has henceforth quietly and modestly to do in other fields what the country has accomplished in the field of medicine.

During the last year, as in previous years, academic distinctions have continued to come to the members of the faculty. I have already mentioned Professor Veblen's invitation to the University of Washington as the Walker-Ames Lecturer in Mathematics. Professor Veblen has also been made a member of the Council of the National Academy of Sciences, Professor von Neumann a member of the National Academy of Sciences, and Professor Herzfeld and Professor Panofsky have been made

Corresponding Fellows of the Mediaeval Academy of America. Professor Panofsky has been invited to give six lectures at Bryn Mawr College during the first semester under an endowed lectureship.

Since I made my last report, the gentleman interested in the work of Miss Goldman has offered to give to the Institute the entire sum which will be required to complete the task on which she is engaged and to publish its results. He has already sent us a check for \$20,000 towards this end, and the remainder will be shortly forthcoming. I ought to add that Bryn Mawr College has for years been interested in Miss Goldman's work in Tarsus and will continue to make an annual contribution towards its completion.

The Trustees and the professors have to watch carefully every step they take in order that their ideals may not be dimmed or their steps confused. It can, I think, be said that up to the present time everyone connected with the Institute sees and has seen more and more clearly the peculiar and definite function which it ought to discharge, and I have confidence that our successors will remain true to the ideals which have thus far been established. From time to time additional funds may be needed, but unless they can be obtained in such ways as to permit expansion at the same high level upon which we are now working, it will be infinitely better for us and for American scholarship that we shall refrain from accepting them.

Up to the present time the budget has been worked out annually by the three faculties in collaboration with the Director. Such collaboration must always take place, but, as our resources increase, it seems to me important that the results of this collaboration should be studied by a committee on budget made up of Trustees before it is finally acted upon by the Trustees, since it is obvious that, as the budget

increases, an adequate opportunity for critical discussion cannot be found at the regular meetings. I have therefore distributed to the members of the Board an amendment setting up a committee on budget and suggesting alterations in other portions of the By-Laws which will be necessary if a committee on budget is appointed.

The Director called attention to letters from a distinguished Oxford scholar and from the Archaeological Institute of America commending the work of the Institute in epigraphy under Professor Meritt and stating that Princeton is becoming the center for the prosecution of Greek epigraphical studies.

Mr. Veblen in behalf of the three schools of the Institute expressed pleasure that the Institute is to have a building, as there is now a need for it. He warmly approved the expansion of both the School of Economics and Politics and the work in the field of theoretical physics.

Mr. Aydelotte also expressed his approbation of the projects mentioned in the report of the Director, stating that the Institute would be immensely helped by a building, that several studies should be made to decide upon the location, type of architecture, etc. He added that the Institute had done very distinguished work in mathematics and that economics, a most important subject in international affairs, was especially needed at this time. He called attention to the remarkable record of the Institute in its short existence in enrolling representatives of twenty-nine foreign and thirty-three American institutions, and stressed the importance of international scholarship. He said, "The Institute has developed a life of its own in ways that were not quite foreseen - a place for more advanced and most advanced scholars."

On motion, the report of the Director was accepted and ordered to be incorporated in the minutes of the meeting.

Mr. Hardin, Chairman of the Finance Committee, stated that the report of the Finance Committee appeared in the statement of the Treasurer, which contained a detailed report of the finances of the Institute, including balance sheet as at June 30, 1937, statement of income and expense for the year ended June 30, 1937, estimated budget for the year ending June 30, 1938, investments, etc. Copies of the report were distributed to the Trustees.

On motion, the report of the Finance Committee was accepted and ordered to be placed on file.

Mr. Maass, Chairman of the Committee on Buildings and Grounds, presented the following report, which was received and ordered to be filed:

The Committee on Buildings and Grounds is happy to record the deep appreciation of the entire Board of Trustees of the generosity of Mr. Bamberger and Mrs. Fuld in assuring to the Institute the funds requisite for the erection of its first building without encroaching upon its present endowment.

This gift entails a study by landscape engineers and architects of the land which the Institute now owns in order to determine the most practicable site available for the purpose and as well the type of construction most suited to the needs of the Institute. This study will be undertaken immediately and doubtless at the next meeting of the Trustees there will be presented results thereof for approval by the Board.

The Committee looks forward to a program which will in every sense be primarily utilitarian without the sacrifice of any of the natural advantages which our realty holdings present.

Due notice having been given, the following amendments to the By-Laws were adopted:

Article IV

Sec. 4. The Chairman shall exercise general supervision over the affairs of the Corporation and at the annual meeting present a report showing the status of the Institute and make such comments and suggestions as appear to him necessary. He shall preside at all meetings of the Board of Trustees, shall execute all formal documents authorized by the Board, and shall have authority to affix the seal of the Corporation thereto whenever required and direct its attestation by the Secretary, or other person designated by the Board or the Executive Committee for that purpose. In collaboration with the Director he shall consider recommendations for the budget of the next academic year. The Chairman shall be a member ex officio of all standing committees. He shall appoint all standing committees.

Article V

Committees

Sec. 1. There shall be five standing committees:

(c) A Budget Committee, of three members in addition to the Chairman, Treasurer, and Director, ex officio. No professor Trustee shall be a member.

Sec. 4. The Budget Committee shall submit the budget of expenditures proposed for the next academic year to the Board of Trustees at the regular meeting in April.

Article VI

Director

Sec. 1. The Trustees, at their annual meeting, shall appoint a Director of the Institute, who shall be responsible, under the supervision of the Trustees and/or the Executive Committee, for the administration and current educational conduct of the Institute, in accordance with its purposes as declared in the charter of the Corporation. The Director shall be a member and Trustee of the Corporation and shall have the right to attend all meetings of the committees of the Trustees. He shall organize the faculty of the Institute, establish courses of study and/or research to be pursued therein, and set up governing rules and regulations for the admission and discipline of students and workers, and exercise general supervision over the Institute in respect to its educational phases. He shall have authority, with

the approval of the Board and/or of the Executive Committee, to make appointments to the faculty for indefinite terms or for limited periods. It shall be the duty of the Director to ascertain from the Treasurer the amount of income which will be available during the next academic year and to receive from each School its recommendations as to its needs and plans for the coming year. These recommendations shall be considered and amended as may be deemed advisable by the Director and the Chairman of the Board and then submitted to the Budget Committee with power to amend. In case of a vacancy in the directorship a special committee shall be created to consider the appointment of a successor. No action shall be taken for the election of a successor until after the report of such committee. The Director shall prepare and submit to the Board of Trustees an annual report which shall fully cover the year's work and accomplishment.

The Director stated the advisability of having the assurance of an appropriation for stipends made a year in advance in order that the professors in the School of Mathematics might have sufficient time to make arrangements with universities regarding leave of absence of candidates for stipends and requested that the policy heretofore pursued should be followed. Thereupon, on motion, it was

RESOLVED, That the sum of Thirty thousand Dollars (\$30,000.00) shall be included in the budget for the year, 1938-1939, to be distributed for stipends in the fields of mathematics and theoretical physics, and that the sum of One thousand Dollars (\$1,000.00) shall be included in the budget for the year, 1938-1939, to be used as honoraria for occasional lecturers or other purposes to further the work of the School of Mathematics.

On motion, it was

RESOLVED, That the Committee on Buildings and Grounds be and hereby is authorized to engage the services of landscape engineers and architects to make a study of the land which the Institute now owns to determine the most practicable site available for the purpose and to determine the type of construction most suited to the needs of the Institute.

There being no further business, on motion, the meeting adjourned.