

MINUTES OF REGULAR MEETING OF
THE INSTITUTE FOR ADVANCED STUDY

January 22, 1940

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, January 22, 1940.

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

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

In the absence of the Chairman, the Vice-Chairman, Mr. Maass, presided.

The minutes of the meeting of the Trustees held on October 9, 1939, having been distributed, their reading was dispensed with, and they were approved.

Mr. Maass stated that the minutes of the meeting of the Executive Committee held on November 24, 1939, had been distributed, and, on motion, they were ratified. Mr. Maass thereupon read the following resolutions on Mr. Flexner's retirement from the Directorship of the Institute, which had been adopted at that meeting:

The Trustees and faculty of the Institute for Advanced Study take the occasion of Dr. Flexner's retirement to record in this joint resolution their sense of permanent indebtedness to him. The character of the Institute has been determined by his faith in the rôle of the creative scholar in society. It is this that led him, when he undertook to organize the Institute, to concentrate first and foremost upon the search for individuals, to insist upon complete freedom for those individuals in the pursuit of their scholarly objectives, and to endeavor to surround their lives with a dignified environment. These ideals, deeply held, account for the boldness of the Institute's plan, the flexibility of its arrange-

ments, and the severity of its standards. He built the Institute around its scholars and did not try to fit them into a pre-arranged institutional plan.

The embodiment of his ideals in the Institute constitutes the latest phase of a career which spans the period, from Gilman to the present time, during which American education and scholarship achieved maturity. In that career his experience was long and varied, first, as a successful teacher, then, as a brilliant investigator of educational and social institutions, and subsequently, as a wise administrator of philanthropic funds. All this experience he placed at our disposal. Whatever prestige the Institute enjoys or may enjoy in the future, whatever service it may render to scholarship, will be based upon the foundations established by Abraham Flexner. Exegit monumentum aere perennius.

Mr. Flexner thanked the Trustees, stating that he was deeply moved and touched by this expression of appreciation.

The following report was presented by the Director and, on motion, was accepted and ordered to be incorporated in the minutes of the meeting:

In this first meeting in which I address the Board as Director I wish in the beginning to make clear my own status as between the Institute for Advanced Study and Swarthmore College. As I stated to the members of the Board in my speech of acceptance in October, my responsibility to Swarthmore College demands that I continue to attend to the duties of my office there until my successor has been chosen. A joint committee on the Swarthmore Board and faculty has since November been hard at work on that problem and I hope will reach a decision in the near future. Meanwhile I am dividing my time between the two institutions, spending the first half of each week at Swarthmore and the second half at Princeton. I am using my time at present to study the problems of the Institute and to learn to understand better its character and its needs. As I do so, my conviction deepens week by week of the value of its possible contribution to American scholarship and

American education. My conviction grows constantly stronger of the wisdom of its Founders and of its first Director, and I wish to express again my admiration for the splendid beginning which has been made during the last few years.

The hundreds of letters of congratulations which I have received upon my appointment as Director testify to the high place which the Institute has made for itself in this and other countries, and to the high expectations which have been formed as to its future. Scholars everywhere look to it to supply something which has hitherto been lacking in American education. The Trustees, the Faculty, the Donors, and the Director lie under heavy responsibility to make sure that these high expectations are not disappointed.

I have no fear that they will be. The need is great for an institution of the type which Dr. Flexner has planned and organized. Its task will be to do things which other institutions cannot attempt. The universities do the safe things and for the most part do them well, but the result is that their instruction both on the undergraduate and the graduate level tends to become standardized and to be adjusted to the needs of the average student. This regimentation is bad enough for undergraduate teaching; it is fatal to research. The formal, even sometimes pedantic, requirements for the Ph.D. are useful only to mediocre candidates, if to them, and discourage the best students.

Our work lies only with the best. Among our members we have now and shall doubtless continue to have some whose ability and attainments are not first-rate, but we need not cater to them. Since we have no tuition fees, no examinations, and no degree, we evade no responsibility by encouraging the members of our Faculty to devote their efforts mainly to those individuals best able to profit by them on the highest

level.

The importance of the rôle which the Institute for Advanced Study has chosen for itself has been greatly increased by the war in Europe. For the moment cultural activities both in belligerent and in nearby neutral countries are restricted by war conditions. Universities are either entirely or partially closed; many of the world's greatest scholars have been driven out as refugees because of racial, national, or political intolerance; and the energies of those not so directed are in many cases devoted to problems directly connected with the prosecution of the war. Courageous efforts are being made to continue the education of the young where this is at all feasible, but higher research has in many of the leading countries of the world become well-nigh impossible.

The war has of course emphasized the importance of the study of fundamental problems of economics and politics. While all scientific and humanistic studies are affected, nevertheless, the hardest problems of the day fall in the realm of social sciences. The fact that our national and international economic and political arrangements either cause or at least do not prevent the appalling waste and degradation of frequently recurring wars constitutes a challenge which scholars and statesmen must meet. Nothing is clearer than the relative lack of success of the social sciences as so far developed in meeting this challenge, as compared with the triumphs of natural science both on the theoretical and practical level. The question inevitably arises whether some new approach to social questions is not needed. To this problem the members of our School of Economics and Politics are addressing themselves. No quick or ready-made solution may be expected. We may count ourselves fortunate and useful if in a decade or a lifetime

significant results are achieved. It is only too likely that sincere but superficial thinkers will be led hither and yon by plausible and widely advertised nostrums before the real character of these complicated problems is made clear. But it is, as I conceive it, precisely for the pursuit of such dangerous and difficult quests that the Institute for Advanced Study was organized.

The pressure of the times is tremendously upon us to seize the moment and move forward rapidly in our work. Nevertheless, my own instinct is to move slowly, to do nothing in haste, to announce no far reaching program, to attempt at this moment no expansion. Personally, I propose to make no recommendations of importance until I have had the time for much longer and more thorough study of the problems of the Institute as a whole. I wish to discuss it fully with Dr. Flexner, with my colleagues on the Faculty and the Board of Trustees, and with friends in the scholarly world outside. The members of the School of Economics and Politics likewise prefer to make haste slowly and to announce no program for the present. We shall not, I am sure, lose time in the end by this cautious beginning.

Meanwhile, the important thing, it seems to me, is to consolidate our present position and to facilitate the work already undertaken. There are a number of practical problems incident to our occupancy this year of Fuld Hall which must be solved if the building is to be used in the way it was intended. The most important of these is the problem of the library. Until we are able to provide a limited number of recent mathematical periodicals here, the members of the School of Mathematics will be unable to work in Fuld Hall, but must continue to spend their days in Fine Hall as they do at present. What is needed is not a general mathematical library; for that we are dependent and shall continue to be

upon Princeton University. What is needed here is a specialized collection of recent books and periodicals germane to the specialized researches of our School of Mathematics - tools which must be used by our members daily in their own work. I am informed by the Faculty of the School of Mathematics that about \$40,000.00 would provide the bulk of the material needed. The sets are for the most part still in print and could be quickly procured if funds were available. After the initial expense it would require less than \$5,000.00 per year to keep the collection up to date.

The needs of the School of Humanistic Studies and of the School of Economics and Politics have not yet been quite so accurately determined, but my estimate is that a total sum of \$100,000.00 would probably take care of the demands of all three schools for the present. Over and above this capital sum we should be able to include in our budget each year a moderate amount for additions plus the expense of cataloging and supervision. I should hope that this work could be done by one cataloger with an assistant, at salaries more or less in line with the pay of our departmental secretaries.

I have had the opportunity in recent weeks of presenting these facts to the Donors, and it gives me great pleasure to report that Mr. Bamberger and Mrs. Fuld have consented that I should announce to the Trustees today that they are willing to make a special gift of \$25,000.00 per year for four years to the Institute to meet the library needs which I have outlined. We owe to the Donors our most grateful thanks for this generous action which solves the most pressing problem which confronts the Institute at this moment and will very much increase the usefulness of Fuld Hall.

My second immediate concern is the budget. It is extremely important that we should at this time assure the School of Mathematics and the School of Humanistic Studies of a certain amount to use for stipends for next year, and I have asked the Budget Committee to make a recommendation covering this matter. It is, however, impossible for us to present a complete budget for adoption at this time. A request has been made to the Rockefeller Foundation for a substantial annual grant for economics and, until we know the results of that application, the Budget Committee cannot determine wisely the allocation of our funds for next year. I feel encouraged by the consideration which the Rockefeller Foundation has given to our case, but I am too cautious to make any predictions as to the result. I can only say that the decision will be made by them about the middle of March. Meanwhile, there are certain minor details concerning alterations in this year's budget which should be settled today after the Board has heard the report of the Budget Committee.

The library problem (now happily settled) and the budget are the two most important matters confronting the Board at the moment, but a third, hardly less serious, is that of housing. The generous arrangements made by the Institute for members of the Faculty who are prepared to build houses for themselves only partly meet this need. Certain members of the Faculty are, for good reasons, unable to take advantage of the plan now in force. The new plan to build cooperatively a four-family house, under conditions prescribed by the Committee on Buildings and Grounds, is an admirable one and will, if approved, serve still further to center the life of the Institute around Fuld Hall in a most desirable way. The problem of convenient and comfortable living quarters for members of the staff is important, and a dignified solution will add materially to the success of the work we are trying to do. The Committee on Buildings and

Grounds is giving careful consideration to this problem and will present a report today. A decision should be reached during the next few weeks.

Certain further detailed questions of less importance I have not included in my formal report, but shall bring forward under the head of new business in so far as they are not covered by the reports of various committees.

Mr. Maass in behalf of the Trustees expressed their appreciation and thanked the Donors for their gift of funds for the library.

The Director reported that through the Consul General of the Imperial Japanese Government in New York City a copy of the Ch'ing Shih-lu had been presented to the Institute for the Gest Oriental Library. In 1937 the first volumes of this photolithographic edition of the Mukden manuscript of the Shih-lu (Veritable Records) of the Ch'ing dynasty came from the press. It was a momentous event for students of modern Chinese history that the Council of State Affairs of the Government of Manchou-kuo issued this great collection of official documents of the last reigning Imperial House in China (1644-1911). Printed in Tokyo, the Ch'ing Shih-lu is bound in 4485 ch'uan (chapters), 1220 ts'ê (Chinese stitched volumes). There are 122 t'ao (Chinese wrap around covers), with ten volumes to each t'ao. It is a quarter-size reproduction of the punctuated Chinese "large red, silk bound" manuscript, the characters being large and easy to read, the normal half-page having nine columns with seventeen characters to the column. The Director added that similar gifts in the United States had been made only to Columbia University and one college in California, both of which have large oriental collections. Thereupon, on motion, the Director was requested to express to the donor the appreciation of the Institute for Advanced Study for this gift to the Gest Oriental Library.

The Director reported that he had seen Mr. Houghton in Miami, that Mr. Houghton's operation had been completely successful, his health was much improved, and that he would soon be able to resume active work as Chairman of the Board of Trustees.

The Director stated that a change in calendar was suggested in order to coordinate the work of the Graduate School of Princeton University with that of the Institute by having the Institute open on September 15, a Christmas reading period of six weeks to February 1, the term to close on May 1, as usual. The Director suggested that the calendar dates be left to the discretion of the Faculty.

The Director reported that he had received a request from Princeton University for space in which to conduct a study of short wave radio propoganda under a grant from the Rockefeller Foundation and that President Dodds had indicated that it would be a convenience to Princeton University if the Institute would provide quarters to house this investigation. By authorization of the Executive Committee four rooms in the house at 69 Alexander Street were put at their disposal, it being understood that the Institute would bear the expense of heating these quarters. Permission was granted with the proviso that it might be cancelled on sixty days' notice in case the property should be sold. The Director stated that the Director Emeritus or he would take up with President Dodds the question of the sale of the 69 Alexander Street property to Princeton University.

Mr. Hardin, Chairman of the Finance Committee, stated that the report of the Finance Committee would appear in the report of the Treasurer.

The Treasurer, Mr. Leidesdorf, reported that the expenditures and income of the first half of the year, 1939-1940, were practically identical with the budget and the estimated income for this period.

Mr. Maass, Chairman of the Committee on Buildings and Grounds, stated that Fuld Hall was finished, occupied by the Institute, and now almost completely equipped, with the exception of window screens and the clock movement in the tower; that the Building Committee had purchased a station wagon to serve the staff and members of the Institute in a schedule of trips to and from the Institute and Princeton, and that including the cost of this station wagon, which had been bought at wholesale price directly from the Chrysler Company, the total cost of building, furnishing and equipping the Institute had been approximately \$60,000.00 less than the budget originally established, this, of course, being inclusive of landscaping and kindred items, some of which are not entirely completed nor as yet fully paid. He further reported that the probable cost of operating Fuld Hall should not exceed \$3,000.00 per year in excess of the cost of operating the Institute when it occupied space at 20 Nassau Street, in Fine Hall, and operated the premises at 69 Alexander Street, but that these figures would be definitized after a somewhat longer experience in the present quarters.

The Building Committee apprised the Trustees of a request which had been received from certain members of the Faculty that the Institute build for them a multiple-family dwelling for their occupancy; that the project required considerable investigation before a proper report could be made, and after discussion, it was, on motion,

RESOLVED, That the Committee on Buildings and Grounds, after studying the project of a multiple-family dwelling, formulate a report and circulate it by mail to the Trustees for their approval or disapproval by return mail.

In the absence of Mr. Stewart, Chairman of the Committee on Nominations, Mr. Friedenwald reported progress.

Mr. Weed, Chairman of the Budget Committee, stated that it was impossible for the committee to make a complete report as only tentative figures had been furnished by the Director and the Treasurer, but that the following appropriations were recommended:

For the second term of 1939-1940

School of Mathematics Stipends	
Kurt Gödel.....	\$2,000.00
Paul Erdős.....	750.00
Paul R. Halmos.....	750.00
To be returned to the Treasury	500.00
	<u>\$4,000.00*</u>

*Stipend originally awarded to Kurt Gödel, who on account of the war will be unable to spend the entire academic year, 1939-1940, at the Institute

For the academic year, 1940-1941

Stipends	
School of Mathematics	\$15,000.00
School of Humanistic Studies	10,000.00

On motion, the report of the Budget Committee was adopted.

The Director reported that Mr. Riefler, Mr. Stewart, and Mr. Warren, who had been granted leave of absence for the first term of 1939-1940 for work in Washington, had returned to Princeton and resumed their regular work at the Institute; that Professor Mitrany was still occupied in England with studies in connection with the war and requested a leave of absence for at least part of the second term of 1939-1940. Thereupon, on motion, the leave of absence of Professor Mitrany was extended, in the discretion of the Director, for the second term or such part thereof as is necessary.

The Director stated that a committee composed of President Henry M. Wriston of Brown University, Dr. Philip K. Jessup of Columbia University and

the Council on Foreign Relations, and other educators had requested the services of Professor Earle in connection with a study dealing with preparations for the peace conference. After discussion, it was moved that the Director confer with members of the committee and others and, in his discretion, determine the question of Professor Earle's participation.

At a meeting of the Trustees held on April 13, 1936, it was voted that the annual meeting be held each spring in Princeton, New Jersey, instead of in New York City. After discussion, it was decided to hold the April, 1940, meeting in Princeton unless the Founders could attend a meeting more comfortably in New York City.

Mr. Maass stated that the Certificate of Incorporation of the Institute for Advanced Study - Louis Bamberger and Mrs. Felix Fuld Foundation, filed June 11, 1930, designated 602 Center Street, South Orange, as the office of the corporation, and that on October 13, 1936, the Trustees had ordered that the location of the principal office of the corporation be changed to 20 Nassau Street, in the Borough of Princeton, County of Mercer. As the Institute for Advanced Study had now vacated the office at 20 Nassau Street, the following resolution was adopted:

The Trustees of Institute for Advanced Study - Louis Bamberger and Mrs. Felix Fuld Foundation, a corporation of New Jersey, on this 22nd day of January, 1940, do hereby resolve and order that the location of the principal office of this corporation within this State be, and the same hereby is, changed from 20 Nassau Street, in the Borough of Princeton, County of Mercer, to Fuld Hall, in the Township of Princeton, County of Mercer.

Mr. Maass stated that on May 22, 1939, the Princeton Bank and Trust Company was authorized to accept the signature of Dr. Abraham Flexner, Mrs. Esther S. Bailey, or Miss Marie C. Eichelser in connection with the account "Institute for Advanced Study - Petty Cash Account". Mr. Flexner

suggested that the minutes of the meeting on May 22, 1939, be modified by substituting the name of Dr. Frank Aydelotte for his name, Thereupon, on motion, it was

RESOLVED, That the Princeton Bank and Trust Company be and hereby is authorized to accept the signature of Dr. Frank Aydelotte, Mrs. Esther S. Bailey, or Miss Marie C. Eichelser in connection with the account "Institute for Advanced Study - Petty Cash Account".

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