

VEBLEN, O.

Biography

GENERAL

Academic Personnel

POLICIES

*of Faculty*

Administration

Early correspondence between Dr. Flexner and Prof. Veblen reveals the great importance of Veblen's role in the setting up of the Institute and Flexner's sense of luxury in being able to discuss, and apparently to reach conclusions harmoniously with Prof. Veblen on proposed policies and strategies. Referring to Flexner's early correspondence with Dean Eisenhart, Department of Mathematics, Princeton University, reveals that he was never as close to the Dean as to Veblen, and that since Veblen came from Eisenhart's Department to the Institute he was the pivot on which the ~~many~~ relationship between the two institutions swung. *only for a while*

*No. trace*

Flexner's first letter to Veblen was written on Jan. 21, 1930 when he notes that Veblen was quoted in the Times as having said that "America still lacks a genuine seat of learning and that American academic work is inferior in quality to the best abroad." Flexner agrees and asks Veblen for a copy of the speech. (A. Flexner to Prof. Veblen, Jan. 21, 1930. File IV-21, Vault)

Veblen replies regretting that his remarks were made extemporaneously and without notes, the occasion being a request by the National Research Fellowship. It was a speech about the research professorships then recently established and related indications of treating scientific research as an end rather than a by-product. He confesses to quoting an epigram of a young English mathematician: "the difference between Cambridge and Princeton is that Cambridge is a seat of learning whereas Princeton is an educational institution." Veblen is willing to substitute any other American institute for Princeton. He alludes to the scientific fund "which we owe largely to you and your colleagues on the General Education Board." Together with Princeton's new mathematics building "which is going to be devoted entirely to research and advanced instruction" as being in the line of the "mathematics institute" which he has <sup>in mind</sup>. (Veblen to Flexner, Jan. 24, 1930. Ibid.)

*See also 1/24/1/27 1930 - chrono*

Flexner then asks "What would American scholars and scientists do if some fellow or some foundation set up a 'sure enough' institute of learning? Is it a necessity to carry the millstone of a college about the neck of the graduate school?" (Flexner to Veblen, Jan. 27, 1930. Ibid.)

Not until June was the first <sup>intimation</sup> ~~intimation~~ of the Institute made <sup>possible</sup> ~~possible~~ apparently, for Veblen notes it and says <sup>wisely</sup> "I realize now what you ~~had~~ were thinking about when you wrote to me last January." He expresses the wish that the Institute might locate itself in Princeton so that there might be mutual interchange of the facilities of the university and that they might be made available. (Veblen to Flexner, June 10, 1930. Ibid.)

To this Flexner responds tardily because he had been away in Europe: "it seems incredible but the fact is that this whole development has taken place since the first of March. My letter in January was due to the fact that I was getting ready for publication of the Rhodee Lectures on universities." ~~As always~~ the two men exchange urbane greetings. (Flexner to Veblen, ~~June~~ <sup>July</sup> 7, 1930. Ibid.) *Also with similar to P. Veblen's essays show some haste. Flexner had been there Dec. 30 or earlier or that?*

There is a break in the correspondence here with Veblen endeavoring to renew it at the year's end. He writes on Dec. 23 that he hopes Princeton is still a possible site: "the communal back-ground for it would be good, and if you do not desire to build everything complete at first, the promises of a new group of scholars would make the gaps in your group less important. But, of course, what generally interests me is that it would strengthen our efforts to make this university, to some extent, a seat of learning." (Veblen to Flexner, Dec. 23, 1930. Ibid.)

*proximity P, 1931 must have gone before. also*  
Flexner went to Princeton in January; there is no record of what transpired. Subsequently Veblen evidently, at Flexner's request, gives the latter a long-hand written letter on his proposals which Flexner acknowledges and says he is taking to Canada along with others on the same subject to read and reflect upon with the greatest care. "I see, though I am sure less clearly than you do, the difficulties inherent in any form of management. We could ~~not~~ in this country adopt either the German or the English system in its entirety. I wonder if we cannot evolve something new, namely, a board consisting of (1) a few men of affairs who would be interested in financing the institution, (2) a group of scholars holding important posts in other institutions, (3) a similar group of professors in the Institute itself. Would not three such groups check and stimulate one another?"

\* See Chrono June, 1931 for copy -

"I should propose to put the director on a par with the professors as to salary, social position, and everything else."

"AS I wish the institution always to be small, the influence of the academic groups should be decisive." (Italics added. Flexner to Veblen, June 25, 1931, Ibid.)

*See letter filed collected June 1931, 1932 July 11*

In the several months which follow there is scant correspondence remaining out of what must have been fairly frequent interchanges of ideas. In July they discuss academic calendar and Flexner finds it difficult to arrange a satisfactory calendar because of the difficult summers which cut short the fall semester, with the long spring period cut short by the Easter vacation and the onset of summer. (Flexner to Veblen, July 16, 1931. Ibid.)

*Veblen's letter looking after a visit to Princeton*  
On December 9, 1931, Flexner submitted his confidential report of September 26th ~~which was~~ submitted to the Trustees at the meeting on October 13, 1931, and asks for Veblen's comments.

Veblen agrees with the memorandum but raises a danger signal. He does not believe that the desirability of going ahead in a particular field is dependent upon meeting "the right man". He says that there are sufficiently many good men so that a man of the right sort can be secured. "For example in mathematics, if you cannot secure the man whom you have picked out and whom I agree is the best first choice, there are a number of others who are surely as good and who may, in fact, be better." He thinks that Johns Hopkins might "have held out longer if departments had not so often been built around one man." Veblen also warns Flexner not to be "so afraid as you some times seem to be of 'the dead hand'. Your program is experimental only in its details. The general idea is perfectly conservative and is regarded as sound by every competent judge." (Veblen to Flexner, Dec. 15, 1931, Ibid.)

Flexner to Veblen - Dec. 16, 1931.

Flexner replies with a maximum of President Gilman that every generation needed a new start but that he did not take this too seriously. Then he adds "Whenever you know your California address, let me have it...You have been so kind and so helpful that - will you believe it - you even haunt my dreams, for the other evening, while I was probably sleeping soundly, I had a conference with you, though the next morning I was unable to recover any part of it."

Veblen to Flexner - Jan. 1, 1932

"...I listened to a paper by Birkhoff in New Orleans and am more than ever convinced that your choice is a good one. He evidently has a lot of genuine mathematics in him yet."

Flexner to Veblen - Jan. 4, 1932

"Thank you very much for yours of the 1st. Should anything occur to you in the course of your travels that has any bearing whatsoever upon our project, please let me have the advantage of it for I lean upon your judgment, experience, and sympathy."

"I am delighted that Birkhoff's paper was so excellent. I have not yet reached the point of a final choice and shall not until I have had another opportunity of speaking with you, which I shall seek when I reach the Coast."

"..."

No further correspondence until April when Veblen goes to Europe.

*V. in Paris 2/28/32?*  
*IV - no*  
*See memo -*

Veblen to Flexner - Apr. 24, 1932, from Friedlanderweg, Göttingen

Veblen wrote that Birkhoff had advised him that he had declined Flexner's offer, with Birkhoff's wife advising Veblen that Birkhoff was deeply disturbed over the decision.

He wrote also that he had seen Weyl who he thinks "would not be averse to the move but his wife is very well satisfied with her position here..." Furthermore, the Weyl's are not disturbed with the political situation even though Hitler is predicted the winner at the elections there that very day.

Apparently Flexner met Veblen and Weyl in Göttingen afterwards, since there is a lack of correspondence until June 2nd when he informs Veblen from Hamburg that a member of his wife's family has died and his plans are disarranged. He informs Veblen that he is writing Professor Weyl "the details of the recommendation that I am prepared to make to the Board if he is willing and shall send you a copy. This will give him the time necessary for careful consideration and consultation with the Berlin authorities."

"As to you, my mind is clear. If Miss Jones and Professor Eisenhart interpose no obstacles which hinder you, I shall on hearing affirmatively from <sup>you</sup> recommend your appointment on the following terms:..."

"Salary \$15,000, - 5% to be contributed by you and an additional 5% by the Institute to a retiring allowance fund;

"Retirement at 65, unless extended by mutual consent, on pension of \$8,000;

"Pension of \$5,000 to your present wife, should she survive you;

"Sabbatical year on full salary every seven years;

"Your service to begin next fall, though the ~~Konigsk~~ Institute cannot expect to operate until the fall of 1933.

"All other details to be left in abeyance, until I return to American and see what the financial situation is. (Yesterdays Frankfurter Zeitung contained an extract from a speech by Senator Reed that was very dark.)

"..."

Flexner to Veblen - June 4, 1932

"...I have a feeling that you ought to postpone writing to Eisenhart until I have myself seen him. I cannot tell you how anxious I am that every step I take shall be marked by the utmost courtesy and consideration for you and for those at Princeton and elsewhere who have been so largely interested in the Institute and who have helped me so freely and generously."

615 V. with F. saying <sup>with Budget</sup> ~~he wants my name to be attached to DAS after verbal offer~~ - (6/11/32)

On June 6th Flexner quotes Veblen "Feuer unt Flamme daffir" and notes that the information

*Note Budget for Inst with these questions also.*

is highly confidential and Einstein must straighten the things out with Milliken with whom he "has no definite understanding but who rather expects him to come again..."

Veblen has asked that the Institute take over the salary of Vanderslice, his assistant, (\$1,000). Flexner assures him that details like "secretary, books, publications, will be provided for..."

On June 18th, 1932 Veblen says "Your news from Berlin/~~Wp~~ is very exciting and you must feel that...you are returning with a good 'bag'." He reports Weyl's situation as apparently favorable.

On June 22nd Flexner cables Veblen "Arrived yesterday Saw Eisenhart today Approves enthusiastically Will cable you himself after communicating with ~~acting~~ acting President Duffield."

*What he has written in his book.*

On June 26th Veblen writes Flexner "...The first problem of cooperation between the University and the new Institute that occurs to me is that of making it clear that membership in either one is no obstacle to getting a good job in the other. We should not let a situation arise in which a young man would hesitate to come to one of the Princeton institutions for fear of missing a better chance in the other later on..."

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On June 30th Flexner to Veblen. Eisenhart and Duffield were most cordial "... they feel honored that we are ~~guk~~ beginning with one of their men among others.

"..."

As to the financial situation "... We are in perfectly sound condition; but the general feeling in town is gloomy beyond anything I have ever known. Nobody seems to know what will happen,..." Citing the danger of going off the gold standard which appears passed he continues "...However, I wish to play safe and not at the outset to undertake a budget exceeding one-third of the income upon which it now seems that we may confidently count. This will enable us to take care of you, Einstein, and Weyl - should Weyl accept - with the necessary assistants, assistance, etc..."

"Our contribution, in other words, will be made in two ways: (1) by the work of the staff and students; (2) by sending out younger men of superior training to take posts as they open up in other institutions..."

Veblen to Flexner from Berlin on July 7, 1932

*All confidential; no announcement until after 187/132*

Weyl is treating with the Ministerium "...I have managed so far to say nothing except to Weyl and Einstein. On our arrival here we found two letters from Mrs. Einstein and we spent yesterday evening with the Einsteins and Dr. Mayer. It was interesting to find that Einstein is strong for the All Souls idea. He is against luxury. Pressed for details, he said that the public rooms of the Atheneum in Pasadena are too luxurious but the dwelling rooms are not. I found the latter extremely comfortable, to say the least. The great question in the Einstein family now is what sort of a letter will come from Milliken ..."

He reports on 25 year old Dr. Kurt Gödel "...My suggestion would be to offer him a

lectureship for one year at \$3000 (salary of a Commonwealth Fellow) ... it might be well to get him in touch with American conditions before he has had time to grow into a position here. His value is well understood both in Germany and in Austria...and I should like to have Dr. Alfred Foster taken on as my assistant. He could be very useful in quite a different way from Vanderslice...I should favor offering him \$2000, which would be barely enough for him to get through the year with his wife and baby...has been a Rockefeller Fellow in Göttingen this year..."

Veblen to Flexner - July 8, 1932

"I am writing a note to Weyl to say that you expect to make no public announcement before Oct. 1st. That may help to keep things from getting out in Göttingen.

"...If you get three major appointments through this summer you have made a good start and can well afford to deliberate before going further.

"..."

Flexner to Veblen July 21, 1932

"..."

"I have no authority to take any steps whatsoever beyond those with which you are already familiar, namely, appointments of yourself, Professor Einstein, and Professor Weyl..."

Flexner then opposes a suggestion to employ Dr. Foster though he sympathizes with his position in the depression.

He considers the suggestion of Gödel--"...Mathematical logic is mentioned now for the first time. Is it or is it not a field which we should enter? That point requires to be decided first of all..." Referring to the information Veblen has given him he suggests that perhaps it is better for Gödel to complete "his Habilitation and first regular teaching..."

Veblen to Flexner - Aug. 12, 1932

He has been preparing for publication his lectures and comments that his Hamburg assistant will do the final work after which it will be sent to Neugebauer .

"..."

"One of the main things that I have learned in Germany is the value of the highly trained assistant that is the normal appendage of a professor, <sup>in which</sup> /having a graduate student/ ...is very different from having at our disposal a Ph.D.

"..."

He presses for Foster again.

Veblen to Flexner, Sept. 21, 1932

"Weyl met me in Zürich with the remark that it was practically sure that he was going to accept. But when I saw his wife a day or two later it did not seem nearly so sure. However, I refrained from any searching inquiry.

"The doings in Zürich were very interesting. I heard a good deal that bears on the personnel question and it all agrees pretty well with what I had heard before. But I don't think I had better attempt to write it out now."

Veblen got to New York on Oct. 2nd and Flexner misses an opportunity to see him but calls him to New York on Oct. 13th for a conference (Flexner to Veblen, Oct. 7, 1932).

*VWF on site 10/8 "found it by the way to know the case?"*

Veblen to Flexner, Oct. 17, 1932

*P. H. L.*

"This morning Eisenhart suggested on his own motion that some kind of a land trading arrangement would probably be desirable. He intends to talk about this in general terms with Duffield and some of the Trustees. He thought the Olden tract (the one near Veblen's house) would be excellent either for use or for trading purposes. The plot he had particularly in mind for the Institute is part of the golf links just below the Princeton Inn. I said I thought the part above it would be better."

Flexner to Veblen, Oct. 26, 1932.

"We have received a good many letters of the type sent you by Miss McKenney. I do not wish to burden you with answering inquiries of this kind. If they reach you, put them in an envelope and mail them to me or Mrs. Bailey. I feel very certain that persons who have not exhausted the opportunities of our graduate schools are not going to be the kind of persons you or Professor Einstein wish to select except in very unusual circumstances. The great thing is to remove from your shoulders all possible clerical and administrative work, though you may be absolutely sure that I shall do nothing involving you positively or negatively without your authorization."

*see*

Flexner to Veblen, Nov. 4, 1932 "...if we ever come to the question of setting up a School of Economics, we shall certainly look into the possibilities of theoretical and mathematical economics. I can say for your private information that I have the gravest doubt as to...the value of the National Bureau of Economic Research. From what I know of it, I certainly should not call it 'a first class institute of economics.'" (Please check this statement with his later enccmia about Riefler and his connection with the National Bureau of Economic Research.)

*See Row 3 of A. H. H. 1952*

*(at the time A. F. was at the time - econometrics Sec)  
His bad opinion prob. due to Wesley Mitchell's Cf. FA file  
Reuben - a member of Stable Money Assn (over)*

Flexner to Veblen, Nov. 14, 1932

"In order that there may be no danger that you and I will get our wires crossed in writing Weyl, I wonder if you would mind sending me a copy of what you wrote him on the subject of the appointment offered. Don't do this if you have any hesitation whatsoever, and don't please misunderstand. I am simply anxious that you and I should talk the same language and mean the same things."

Veblen to Flexner, Nov. 16, 1932

"Here is a copy of my letter to Weyl which was obviously not intended for your eye

but I am glad to have you read it and keep it as I have another carbon. I added a few words by hand, of which I have no record, but which stated that I was more enthusiastic about the Institute now than I was last summer."

In the letter to Weyl, Nov. 11, 1932, Veblen informs Professor Weyl that Flexner is awaiting his decision and does not want to take any further steps in regard to personnel until he hears from you.

*Faculty*  
"His ideas about the mathematical group seem to have become more definite in this respect; that a sharp distinction will be made between the appointments as permanent members of the Institute and the others. There will be no such spectrum of associate professors, assistant professors, instructors etc., as there is in the usual American university. One will either be a full and permanent member or else on a definitely limited appointment. In an ordinary American university it is easy to use a person who does not live up to his early promises for teaching and administration, whereas in the Institute the scientific work is the only thing."

*Must be relaxed*  
He says that apparently though financial conditions are bad generally the Institute seems sound and the psychological atmosphere is improving to the effect that the idea of limiting the major appointments to three is now definitely discarded. "I feel that we can count on going ahead on something like the scale that you and I were talking about in the summer."

*Veblen's new step*  
Veblen says that ~~in~~ he is thinking of calling in people for one or two year appointments from American and European universities. "For example, I suggested as a possible way of approaching the problem of getting someone in modern algebra that we should invite Artin and Albert to come for a year at the same time, perhaps for next year. Flexner made no definite response of course, but didn't seem to think it an impossible idea. What do you think of it?"

Veblen was also authorized to inquire about having Gödel here for next year. This would simply be for one year on a very small salary.

*P-d's*  
Veblen has been at the Institute since the beginning of September and though he is giving his Seminar as usual he is at present correcting the proof sheets of a book by Neugebauer. There have been many applications for admission of students to the Institute. "To all of them who are not approximately at the Ph.D. stage, the answer is that they had better try to get into the Princeton or some other graduate school. The idea is quite definite at present that there are to be no degrees and that only students who are acceptable to the professors are to be admitted."

*Flexner*  
He discusses site but says that Fine Hall is very pleasant to him and he would like to stay there as long as possible. "Perhaps we can stay here permanently!"

"Flexner stays in New York and has been here only twice. I have been in New York about three times to see him. Between times everything is quiet and I find that thinking about the new plans has disturbed my scientific work very little. It is certainly no more than the equivalent of committees and department meetings that I have gotten out of."

Flexner to Veblen, Nov. 17, 1932.

"I had a mean feeling about asking you to let me see a copy of your letter to Weyl. There was of course the possibility that you might refer my request to the Association



of American University Professors as 'an infringement on academic freedom!' But I really had perfect confidence in your discretion and was absolutely devoid of curiosity...I have the feeling that we ought to talk the same language especially in dealing with so sensitive a person as Weyl. Your letter is admirable in every respect. I am by no means sure that I could have done as well if I had undertaken to write Weyl myself, and I think there is a great tactical advantage in having it come rather casually from you.

*Pete - Nel -*

"...regarding the realtions of the two groups, and I wrote Eisenhart a letter summing up the situation as it now looks to me, but my mind is quite open, and it may be that I shall see things differently in the course of time. Don't be impatient with the slowness with which I seem to move. I can decide things if I have to, but in this new venture and in dealing with subjects with which I am unfamiliar I am a slow learner."

"...and I shall spend the next few days writing a little prospectus which we can send out in response to various inquiries. I hope to have the advantage of your collaboration."

Flexner to Veblen, Nov. 25, 1932. There has been further correspondence with Weyl and Flexner himself has written to him sending a copy to Veblen.

"Your visit on Wednesday was a timely and helpful one, for that evening and walking yesterday in the park the feeling grew upon me more and more strongly that we have discussed the opening gambit sufficiently and that it is now time for us to make preparations for a genuine start next autumn, for, if we do not start next autumn, we shall lose another entire year. How then shall we start? After the Civil War there was for a decade interminable discussion about the resumption of specie payments. When John Sherman became Secretary of the Treasury and was asked what his policy would be, he said, 'The way to resume is to resume', and that he did on the first of January following.

"... Now we have in you and Einstein two persons certain... You have, I suppose, already written Gödel, and you mentioned Whitney the other day.

"I enclose copies of correspondence which I have had with Richtmyer and Reed. From Tisdale I have as yet no response. *Paris copy of Richtmyer*

"Should Weyl accept, we shall treat him similarly. Pursuing this policy, the Institute will be a going concern next autumn, and you will have leisure and opportunity to do your own work and to stimulate and guide those with whom you surround yourself. It may well be that a concrete nucleus in operation will be more attractive to other mathematicians whom we may wish to secure than the nebulous Institute as it has had to be up to this time."

*Dec 1 Flexner sends formal letter of offer to V w/ terms omitting solicitation of insurance of excess financing but noting he is in Washington*  
Veblen to Flexner, Dec. 2, 1932. *Cost of letter*

"The other letter raises a question which you spoke of yesterday, but did not exhaust, I think. At present it seems to me that your idea of giving a few fellowships approximately equivalent to the National Research Fellowships is a good one. Do you propose to put something about that in your announcement? I should think that we would want a couple of years of experience before arriving at any very definite policy."

*Pete - Nel -*

Veblen enclosed a proposed statement in which it was firmly said that "in mathematics it is intended to admit to the Institute only such ~~xxx~~ students who are already advanced in their work enough to have received the Ph.D. degree, or whose training is equivalent to that represented by the Ph.D., in a good university." It is further stated that only

who

students will be ~~accepted~~ admitted as are acceptable to the professors with whom they wish to work and that the students are expected to work entirely independently with occasional conferences and advice from the professor.

*This went out to window*  
It is stated "Professor Veblen intends to conduct a Seminar in collaboration with certain of his associates in the Institute, which will meet weekly for the discussion of the problems in which they are interested. The usual procedure at a meeting of the Seminar is the presentation of some piece of mathematical work by one of the members of the Seminar and its discussion by others."

Institute students "will be admitted to lectures and Seminars" when they are acceptable to the professor<sup>\*</sup> in charge without the payment of fees. The arrangement is reciprocal so that it is to be expected that there will be a number of the members of the University attending the corresponding exercises of the Institute.

*\* university*  
Free use of Fine Hall by the students is provided for.

Then Veblen suggests the enclosed statement be modified to include a specific statement of what his seminars will cover.

Veblen to Flexner, Dec. 5, 1932. He mentions Flexner's informing him that Jessen has been awarded a fellowship.

*Veblen*  
He alludes to reporters from New York papers twice calling him that afternoon about Einstein and the American Counsel in Berlin. I had nothing to say and thought that comments from me would only complicate matters. (This on visa)

He also mentions that Prof. H. A. Simmons of Northwestern University and Whitney would be coming to Princeton and Veblen ~~says~~ is not sure Whitney will do but wants a conference with him. ~~Klaxxxxx~~

Flexner responds on the 7th to ask Whitney to come to Princeton at the Institute's expense.

Veblen to Flexner, Dec. 8, 1932. The son and daughter of Mrs. Marquand visited him on Dec. 7. Mrs. Marquand was too ill still to decide whether or not to sell the property. Veblen referred them to Mr. Maass and they are to write Flexner.

*Site*  
He asked them what they know about Mrs. Pyne's place. They seemed to think that none of her heirs would want to keep it up and therefore it would likely be on the market but Veblen thinks both the Marquand and the Pyne places will be too expensive, moreso than any of the others the Institute has so far considered.

*(Tri)*  
Flexner to Veblen, Dec. 9, 1932. "I have given a good deal of thought to our conversations of last week." He then asks for a meeting with Veblen and the other mathematicians whom I may wish to see ~~on the following Tuesday evening~~, so that I can have a talk with you and them on Dec. 11, Wednesday. *Spring down this sat 13<sup>th</sup>*

Flexner does not keep the appointment.

Flexner to Veblen, Dec. 13, 1932

"Unforeseen conditions interfered with my trip to Princeton today. As I thought

things over at intervals, I became more and more reluctant to show myself on the Princeton Campus before Eisenhart had threshed the matter out with Mr. Duffield, the mathematical group, and any other bodies concerned. Perhaps I am punctilious to the point of squeamishness, but just because our relations with Princeton will be so intimate, I wish to give no one the slightest ground for criticism. I am not reluctant to act - quite the contrary. I want to act, but I would not for the world have any one associated with Princeton feel that we had been inconsiderate or unkind of the great kindness and courtesy which Princeton has shown ~~me~~ us."

Veblen to Flexner, Dec. 13, 1932, a formal acceptance of a Professorship in Mathematics on the terms laid down in Flexner's letter of Dec. 1st.

Veblen to Flexner about the letter of formal acceptance, Dec. 13. "It had not occurred to me that you would want one because I have never given one before. However, I did not find it a heavy undertaking.

"I looked up two papers by Mr. Hardeen. Without having studied them I judge from the type of problem attacked...that he would want one year more of graduate study before attaining the Ph.D. degree..."

"Perhaps the best answer to make would be to encourage him to come to Princeton as a graduate student and candidate for the Ph.D. degree. The case seems to me very much like the case of Mr. Bleick. It might be a good plan to give a small amount of financial help, provided the student can not get this from the University...There are great advantages, however, in having a Ph.D. degree and a regular place in the academic hierarchy

Flexner to Veblen, Dec. 14, 1932. "I have just had the enclosed letters from Weyl and Courant [they are not enclosed]. I am submitting my answers to you before forwarding them. Will you please read them carefully and make any suggestions that they seem to you to require?" *See Chron 12/14 for Courant letter -  
See Weyl + Courant files*

Veblen to Flexner, Dec. 16, 1932. He has had this correspondence half an hour and is responding immediately so that there will be no delay. He suggests modification of the first sentence from their announcement so as to read as follows: "Instruction will be given either by individual contact with students, by courses, by seminars, by lectures or by other methods. Each professor will be free to follow the method which he prefers and to vary it from year to year." He is very diplomatic in making the suggestion.

*See V 14*  
S. students  
W. to admit ~~in~~ as students in the Institute. My own inclination is to admit competent men rather freely without any commitment as to whether they will work with a particular member of the staff. This would admit them to our group. At the least, they would be members of Weyl's and my audience. At the most, they would establish personal relations with one of us. I feel that we would find better material ~~xx~~ for our more intimate work if we had a reservoir of this sort. It looks now as if there would be a large enough group of men wishing to come and sufficiently competent to constitute a satisfactory reservoir."

He comments on A. W. Raab who has newly taken his Ph.D. as a determined rather than a brilliant student. He feels he could not strongly recommend him for a National Research Fellowship or for a fellowship to the Institute. (He is quoting Bliss here.) Veblen suggests that he would admit him as a student to the Institute without tuition charges

without a fellowship also.

He suggests offering <sup>Weyl</sup>Weyl to recommend an assistant whose function would be primarily to help him over language difficulties and also an assistant whom he regards as a very promising man in Algebra.

He says "I wonder whether it is wise to admit that he is making a great sacrifice. I think he will come actually because he expects the gains to out-weigh the losses."

At the end Veblen is very diplomatic saying that these suggestions represent a search for a change to be made in Flexner's letters but that the letters are really admirable as they stand.

Flexner to Veblen, Dec. 17, 1932.

He is on his way to Washington to make arrangements with the State Department about our foreign appointees. I have adopted the change suggested in our memorandum.

As to Professor Weyl's assistant, I am inclined to let the matter ride until we have a chance to talk with him.

"I rather fear that if we admit Dr. Raab, remitting tuition, we shall find ourselves establishing a precedent to the disadvantage of Princeton. My inclination is to leave it entirely to you and to your associates as to whether you wish to admit him or not, and then let him come on a regular basis, unless he is of such outstanding ability - which does not appear to be the case - as to make him work our while to make every possible effort to secure him.

"I shall omit from the letter to Weyl the reference to sacrifice, though I do think that in leaving Göttingen he and his family are sacrificing a good deal. On the other hand, I hope it will turn out that they will be gaining more than they lose."

Veblen to Flexner, Dec. 17, 1932 enclosing a letter from Dr. Whitney with Veblen's reply [not in the file].

"I was tempted at first to make some comment on what seems to me the anything but admirable behavior of the Harvard people. On second thought, however, I decided to make no comment of any sort."

Flexner to Veblen, Dec. 22, 1932.

"I feel great satisfaction in what we accomplished yesterday and genuine gratitude to you and to Dean Eisenhart. At the same time, nothing could exceed my desire that Professor Lefschetz should ~~not~~ derive as much satisfaction for the arrangements arrived at as the rest of us. So I want you to make clear to him - (show him this letter if you please):

"1.) That as between him and Alexander, I have no choice. Indeed, I could not have any, for I am too deeply ignorant of the whole subject to appreciate either man.

"2.) That the consideration which I had to bear in mind was the importance of getting together a group, all the members of which would not grow old at the same time.

As the matter now stands, you and Einstein are in the early 50's, Weyl in the middle 40's, Alexander in the early 40's - so that we have protected ourselves against any such fate as befell the deacon's one horse shay, which, as you remember, fell to pieces all at once without showing any signs of decay during one hundred years. *Lefschetz by 1954*  
*MS 48*

"3.) In order that Professor Lefschetz and Professor Alexander may appreciate fully the spirit in which I have acted, we have simply created for Professor Alexander at his own wish and insistence another 'Fine' professorship with the same remuneration and dignity.

"Please make Lefschetz, as well as the other members of the Princeton staff, understand that functionally the two groups belong to one another and that we shall all pull together in the same boat, with you as coxswain.

"Tell Lefschetz, please, that if I had had time, I should have had an interview with him in person but I was bound to get home by dinner time and just succeeded in so doing."

Weblen to Flexner, Dec. 24, 1932.

"I showed your letter to Lefschetz and I think he understands the whole situation very well. Like everyone else here, he feels that the solution worked out is a very good one. He is already quite active on the problem of the new arrangement in the Department."

32  
1884  
48

✓ GENERAL (FACILITIES IN EDUCATION)

Educational Institutions

~~HEALTH, A.~~

Biographical

Flexner conceded that while education courses may with some justice claim to constitute a profession "with cultural roots and high ideals in the university sense of the term," the main contribution had so far been in the revision of curricula and teaching methods in the elementary and secondary schools, where their work had proved very profitable. But he discerned a stultification in even this effort--more and more philosophy, scholarship and history have tended to fade too far into the background; technique, administration, 'socialization' have more and more come to the fore...the need of taking courses in 'education' and interferes with the mastery of subject matter. X (The Universities, page 96)

The Universities, page 96

1930  
GENERAL

Corporation

FLEXNER, A.

Biographical

LEIDESDORF

MAASS

See later  
5/19/30 LPH  
AF in ph  
Museum 9/25  
Did we?

Flexner to Aydelotte September 22, 1943, recounting early history of IAS. Met Leidesdorff and Maass first early days 1930. Nothing said as to amount money available but Flexner ~~assumed~~ assumed amount would be adequate. Discussion of longevity and usefulness of individual. Simon founded Rockefeller Institute for Medical Research on \$200,000 a year. When Simon retired nearly 80 years of age Rockefellers had given \$60 million to it.

"No one, whether times are good or bad, can accept an educational responsibility unless he has courage, wisdom, and faith. I believed in the idea of the Institute. I still believe in it. I think it is more important today than it was when it was founded, and I cannot but believe that the country, which has developed college and university education as

General  
Fleynor, A.  
Heidesdorf  
Maass

Corp.  
Biology.

munificently as we Americans have done, will allow so valuable an institute to lapse for lack of funds."

Pleas for Lowe and Herzfeld to be given opportunity to complete their works.

A, 10/18/56 *AE Lowe*



BAMBERGER, EDGAR S.

Biographical

Edgar S. Bamberger died June 29, 1952 at 69 after one year's illness. His obit appears in the file noted as source. He was Executive Vice-President of Bamberger's and the first President of W. O. R. Radio Station. He graduated from Johns Hopkins University. He was a nephew of Louis Bamberger. He was a Vice-President for three years after the sale of Bamberger's to Macy's.

In 1943, after having retired from Macy's he was Executive Vice-President of the New Jersey Blue Cross. (The Hospital Service Plan of New Jersey)

The file shows several instances of Aydelotte helping sons and daughters of the friends of Bamberger into colleges and universities of their choice with his recommendations.

A File, Bamberger, Edgar

1930  
GENERAL

Corporation

Working papers: Codicil and letter to Trustees.  
Filed in Vertical File under "C" for Corporation.

D, Institute Organization

SALARIES

Academic Personnel

Recently adopted salary scales:

Columbia: Miscellaneous salary for professors \$7500  
Special group \$9,000, \$10,000, \$12,000

Harvard: Miscellancous salary \$8,000  
Maximum \$12,000

Flexner, Universities, 1930 Pp. 206-207

1930  
GENERAL (FACILITIES IN EDUCATION)

Educational Institutions

~~Flexner~~ A.

Biographical

Flexner conceded that while education courses may with some justice claim to constitute a profession "with cultural roots and high ideals in the university sense of the term," the main contribution had so far been in the revision of curricula and teaching methods in the elementary and secondary schools, where their work had ~~re~~ proved very profitable. But he discerned a stultification in even this effort--more and more, philosophy, scholarship and history have tended to fade too far into the background; technique, administration, 'socialization' have more and more come to the fore...the need of taking courses in 'education' and interferes with the mastery of subject matter. (The Universities, page 96)

The Universities, page 96

1930  
GENERAL

FLEXNER, A.

Corporation

Biographical

Extract from Dr. Flexner's book on Universities, Oxford University Press, 1930.

Filed in Chronological file under 1930.

A File IAS (T)

Extract from Dr. Abraham Flexner's book on Universities  
Oxford University Press 1930

(This volume is an expansion of three lectures on  
Universities given at Oxford in May 1928 on  
the invitation of the Rhodes Trust.)

Pages 217-218.

Progress might be greatly assisted by the outright creation of a school or institute of higher learning, a university in the post-graduate sense of the word. It should be a free society of scholars- free, because mature persons, animated by intellectual purposes, must be left to pursue their own ends in their own way. Administration should be slight and inexpensive. Scholars and scientists should participate in its government; the president should come down from his pedestal. The term "organization" should be banned. The institution should be open to persons, competent and cultivated, who do not need and would abhor spoon-feeding - be they college graduates or not. It should furnish simple surroundings - books, laboratories, and above all, tranquillity - absence of distraction either by worldly concerns or by parental responsibility for an immature student body. Provision should be made for the amenities of life in the institution and in the private life of the staff. It need not be complete or symmetrical: if a chair could not be admirably filled, it should be left vacant. There exists in America no university in this sense - no institution, no seat of learning devoted to higher teaching and research.

Everywhere the pressure of undergraduate and vocational activities hampers the serious objects for which universities exist. Thus science and scholarship suffer; money is wasted; even undergraduate training is less efficient than it might be, if left to itself.

-2-

What could be expected, if a modern American university were thus established? The ablest scholars and scientists would be attracted to its faculty; the most earnest students would be attracted to its laboratories and seminars. It would be small, as Gilman's Johns Hopkins was small; but its propulsive power would be momentous out of all proportion to its size. It would, like a lens, focus rays that now scatter. The Rockefeller Institute for Medical Research is limited in scope; its hospital contains less than fifty beds. But its uncompromising standards of activity and publication have given it influence in America and Europe throughout the entire field of medical education and research. A university or a school of higher learning at the level I have indicated would do as much for other disciplines and might thus in time assist the general reorganization of secondary and higher education.

GENERAL

Corporation

GENERAL

Public Relations

See early part of the 1930 file for various encomia transmitted by Flexner to Bamberger.

D, Bamberger, Louis, 1930-1936



BAILEY, E.

Biographical

KIRKLAND,

MERITT, B.

TRUSTEES

Corporation

See Interview with BAILEY, ESTHER (MRS.) 11/3/55

1930  
FLEXNER, A.

Biographical

Draft on "Flexner's Affirmative Picture of a Modern University (Resumé Part I Universities)".

Filed in Vertical File under Drafts.

Dictated Draft

✓ 1930  
PRINCETON UNIVERSITY

PHYSICS

MATHEMATICS

SHENSTONE, ALLEN

VEBLEN, O.

EISENHART

~~Relations~~ Edu. Institutions

Academic Activities

Biographical

Interview with Professor Allen Shenstone, May 23, 1956.

Filed in Vertical file under Shenstone Interviews.

Interview with Professor Shenstone, 5/23/56

**GENERAL**

**Finance**

**INVESTMENTS**

**L. Bamberger & Company.**

**Officers:**

L. Bamberger, Chairman of the Board  
Percy S. Straus, President  
Liveright, Vice-President and Treasurer  
Edgar S. Bamberger, Vice-President and Secretary  
Hector Suyker, Assistant Secretary

**Directors:**

L. Bamberger, Liveright, E. S. Bamberger, Jessie Isador~~e~~ Straus,  
P. S. Straus, Herbert S. Straus, E. E. Wise, A. F. Seligsburg

**General Auditors:**

Touche Nevin & Company

General  
Investments

Finance

Net Sales (Year ending Jan. 31, 1930)	\$37,168,176.
Consolidated surplus in the balance sheet	20,708,837.
Preferred Stock total	9,671,600.
Common Shares	2,500,000.

All 500 shares of common stock owned by R. H. Macy & Co., Inc.

Louis Bamberger is listed on R. H. Macy & Company, Inc.  
Board of Directors as of that time.

Moody's, 1930

5  
ECONOMICS (THE ECONOMETRIC SOCIETY)

Academic Activities

Booklet issued in 1933 describing the foundation and purposes of the Econometric Society founded December 29, 1930 in Cleveland, Ohio. The founders included Frisch, Hotelling, Menger, Mills, Ogburn, Ore, Rogers, Schumpeter (then at Bonn), Norbert Weiner, and others. The constitution is given. President was Irving Fischer of Yale, counsel was international; Fellows included Haberler, Keynes, Frisch, etc. The purpose was to apply scientific methods in quantitative analyses. It was held that economics was the most quantitative of all sciences, physics not excluded, for mass, velocity, and current, and the like can undoubtedly be measured, but in order to do so they ~~there~~ must invent a distinct process of measurement. Otherwise, the phenomena cannot be dealt with numerically.

...the phase that could until about 10 years ago be called the "modern" phase of economics admits of description in terms of three facts and their consequences: first; the rapid growth of our wealth of statistical and other material; second, the progress of statistical techniques at our command; and third, the emergence of a theoretical engine very much superior to the old one.

Reasoning on economics facts means and has always meant importantly, in part, quantitative reasoning. To reason quantitatively there must be economic theory with an engine for refined statistical technique. Gives an historical analysis of the attempts.

Purposes of the Society were to create cooperation among men of different types of mind by means of discussions of concrete problems of a quantitative and as far as may be of numerical character. Theory to be a matter of evolution from factual analyses. Aims first and last scientific, but indirectly the quantitative approach will be of great practical consequence.

D, Economics and Politics (School of)

1930-40  
ROCKEFELLER FOUNDATION

FOUNDATIONS  
Foundations

HUMANITIES

Academic Activities

FOSDICK

Biographical

For the true humanist there are no visible frontiers between past, present and future: to free man from bondage of time is one of humanist's preoccupations. Foundation emphasized first early thirties "participation" and "self-expression": creative work in the arts; depression stimulated new movement-- "art for the masses" in relief projects. Lessons from western European countries with festivals, etc. used by Rockefeller Foundation in regions of U. S., ~~Regional~~ Mexico example. Stevens aided drama courses in universities--regional historical studies--not antiquarianism, but cultural, social, economic backgrounds--later American studies.

The Story of the Rockefeller Foundation, Raymond Fosdick, pp. 252 ff.

SCHOOL OF MATHEMATICS	Academic Organization
ECONOMICS (p. 12)	
FELLOWSHIPS (pp. 13, 14, 16)	Academic Personnel
ASSISTANTS (p. 11)	
PARTICIPATION IN ADMINISTRATION	Academic Procedures
SEMINARS (pp. 15, 16)	
POLICIES (pp. 4, 17, 18)	Administration
PRINCETON UNIVERSITY (pp. 6, 7, 12, 14, 16, 17)	Relations W.O.A.I.
CALIFORNIA INSTITUTE OF TECHNOLOGY (p. 8)	
BUILDINGS AND GROUNDS (pp. 12, 15)	Facilities
TRUSTEES (p. 3)	Corporation
FLEXNER, A. (pp. 2, 13)	Biographical
BIRKHOFF, GEORGE (pp. 4, 5)	
WEYL, H. (pp. 6, 9, 10, 12, 14, 16, 17)	
GÖDEL, K. (pp. 9, 11, 14)	
LEFSCHETZ (p. 17)	
ALEXANDER (p. 17)	

See Digest Veblen-Flexner Correspondence

VEBLEN - Biographical 1930-32



TRUSTEES

Corporation

LEHMAN, HERBERT H.

Biographical

FLEXNER, A.

1930  
Lehman attempted to withdraw from the Board of Trustees in November after his re-election as Lt. Governor of New York State, but Flexner said there would in infrequent meetings, and no real requirement for the Governor to leave Albany for the next two years; therefore declined to transmit Lehman's resignation. This went on in correspondence for several months.

Lehman to Flexner, November 23, 1931.

See  
He acknowledges copies of the minutes which he has been receiving from Mrs. Bailey, particularly that of October 13, 1931. "I was particularly interested in your suggestion with regard to work initially to be undertaken by the Institute-- mathematics and economics. I have very little thought on the subject of mathematics but I full agree with you in respect to the importance of undertaking 'independent, ~~unhurried and~~ unhurried and disinterested' study of economics at this time."

There is evidence that he attended no meeting of the Board of Trustees or of the Executive Committee of which he was a member until the annual meeting of April 24, 1933; which he hoped to be able to attend; however, he did not attend that meeting. He attended no meeting up to the time his resignation was presented to the April 24, 1933 meeting. *Check*

His presence of the Board of Trustees was due to Herbert Maass who informed Hardin triumphantly that he had accepted the Trusteeship. (Maass to John R. Hardin, May 5, 1930, JRH Correspondence May, 1930 to December, 1933)

D, Lehman, Herbert H.

BUDGET

Finance

Aydelotte's figures of financial data.

Summary filed in Chronological file under 1930-41.

A, 10/18/56, IAS Financial Problems

1938-1938	1938-1939	1937-1938	1938-1939	1939-1940	1940-1941 (Budget figures)
\$8,214,214.36	\$8,298,218.42	\$8,285,088.55	\$8,306,545.29	\$8,795,620.68	
331,827.43	353,683.67	347,713.30	319,768.47	328,841.90	\$330,000.00
0	4,000.00	37,125.00	37,299.66	16,300.00 19,800.00	127,200.00 Pension included
331,827.43	357,683.67	384,838.30	356,068.13	348,641.90	457,200.00
244,223.68	299,060.03	316,169.52	346,930.37	348,620.76	452,220.00
88,103.75	40,367.62	16,110.28	-10,000 0 ?	-26,820.89	0
105,195.29	146,983.56	140,835.11	143,161.26	131,793.34	129,759.00
27,916.66	40,371.30	42,969.24	64,590.91	81,241.09	127,180.00
22,163.33	62,435.05	79,335.23	88,559.29	83,610.14	90,575.00
32,692.50	45,935.50	34,699.50	50,650.00 32,098.08	34,000.00 31,321.88	31,500.00
0	0	9,000.00	16,050.00	16,300.00	11,700.00 19,000.00 + 7,300.00 new
8,025.00	7,580.00	8,680.00	10,646.00	3,490.00	2,000.00
0	0	0	0	11,551.90	12,000.00

	1930-1931	1931-1932	1932-1933	1933-1934	1934-1935
Endowment	\$2,631,906.14	\$4,867,338.59	\$5,517,898.42	\$6,317,709.63	\$7,053,503.54
Income from endowment	27,608.86	165,613.92	234,419.10	254,304.82	296,435.68
Donated income	0	0	0	0	0
Total income	27,608.86	165,613.92	234,419.10	254,304.82	296,435.68
Total expenditures omitting Gest Oriental Library	25,425.20	33,939.56	65,991.88	123,283.28	167,450.75
Addition to capital from income	2,183.66	131,674.36	168,427.22	131,471.54	129,084.93
<b>Expenditures</b>					
School of Mathematics	0	0	13,812.50	64,395.83	121,800.00
School of Economics and Politics		0	0	5,250.00	6,000.00
School of Humanistic Studies		0	0	0	0
<b>Stipends</b>					
Institute funds	0	0	0	16,000.00	31,000.00
Outside agencies	0	0	0	0	0
Rent	1,916.70	2,108.37	2,013.37	6,260.00	7,260.00
Fuld Hall	0	0	0	0	0

A 10,456 1935 Financial Problems

COMMITTEES (ON EDUCATION)

By-laws of 1930 provided (Art. V See) for Committee on Education as one of four standing committees. There is no reference in early minutes to appointment of members to it; i. e., 10/10/30, 1/16/31, 10/13/31; but Flexner writes to Professor Lowe (12/12/31) that a small committee is considering what conditions scholars and scientists will find most conducive to outstanding work. He "has been authorized to ask a small number...for suggestions..."

By-laws as revised 4/24/33 (published in separate pamphlet) do not contain provision for Committee on Education. Note Cohn, A. E., suggested revision and elimination of provision (Frankfurter #2, 12/14/31).

Sources cited in memo.

~~XXXXXXXXXX~~ MAASS, H. H.

Biographical

HARDIN, JOHN R.

LEIDESDORF

INVESTMENTS

Finance

Correspondence between Hardin, Leidesdorf and Maass  
on certain investments, also Farrier.

JRH: Correspondence from May, 1930 to December, 1933

CONNORS, MYLES F.

Biographical

Myles F. Connors, 70 Pine Street, New York City, was the retained investment counsel of the Institute in the early years.

JRH Correspondence from May, 1930 to December 1933

1585-33  
FLEXNER, A.

Biographical

RIEFLER, W.

STEWART, W.

WARREN

MITRANY, D.

FRANKFURTER, F.

BAMBERGER, L.

BAMBERGER, E.

VEBLEN, O.

SCHOOL OF ECONOMICS & POLITICS

Academic Organization

BOARD OF TRUSTEES

Corporation

Interview with Flexner 11/3/55



GENERAL

Publications

See this file for announcements to the press from the  
I. A. S. from June 8, 1930 to November 12, 1934; also, file,  
I-3.

*This is...*

I-2

1930-35

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

HANUS, PAUL H., DR. (Cambridge, Mass.)

Biographical

FLEXNER, A.

POLICY

Administration

BUILDINGS & GROUNDS

Facilities

Excerpts from File II-35, correspondence between Flexner and Hanus

See HANUS, PAUL H., DR. - Biographical

AYDELOTTE, F.

Biographical

FLEXNER, A.

FRANKFURTER, FELIX

Aydelotte-Flexner correspondence.

See this file for correspondence. It also contains Flexner's general letter or questionnaire dated ~~XXXX~~ December 11, 1930.

File I-7

AYDELOTTE, F.

Biographical

BAMBERGER, LEWIS

MRS. FELIX FULD

FLEXNER, A.

The founders and Mrs. Aydelotte, Aydelotte's file (transfer Lewis Bamberger) shows much correspondence of purely social nature indicating a warm, friendly relationship between Mrs. Fuld and Mrs. Aydelotte, and even on Lewis Bamberger's part ~~himself~~. Also the warmth extends to Frank.

This was ~~through~~ true as early as September 24, 1934 (Aydelotte to Bamberger which it is stated that the Aydelottes saw Dr. Flexner on several occasions during the delightful two months in Europe, and had some further discussion of Flexner's plans for the Institute.

A File, Bamberger, Lewis

1930-1939  
EARLE, E. M.

Biographical

FLEXNER, A.

Personal and official correspondence (mostly Flexner's)  
showing Flexner's support by constant letters, books, cheer, etc.

Earle papers, Vertical

FLEXNER, A.

Biography

POLICIES

Administration

PARTICIPATION IN ADMINISTRATION

Academic Personnel

Flexner believed in faculty on Board of Trustees. Probably wanted more than the 3 allowed. Riefler and Stewart resigned from Board of Trustees and made effort to get Veblen to do likewise on this issue of faculty participation.

Interview R. Oppenheimer - 10/14/55

1930-1939  
BUDGET

Finance

For Income in Excess of Expense and Expense in  
Excess of Income from 1930-1939, see Chronological File  
1930-1939 for extra copy of this material.

A IAS (T)

THE INSTITUTE FOR ADVANCED STUDY

Data from Reports of Treasurer

Income in Excess of Expense

October 1, 1930 - July 1, 1931	\$2,183.66
July 1, 1932	133,858.02
June 30, 1933	168,427.22
June 30, 1934	131,471.54
June 30, 1935	129,084.93
June 30, 1936	88,103.75
June 30, 1937	40,367.62
June 30, 1938	16,110.28

709,607.02

-----  
Expense in Excess of Income

\$25,570.41\*

June 30, 1939

Excess of expense over income \$15,570.41

Provision for professors' retirement

10,000.00

709607  
164582  
545025

\*At meeting held in October, 1939, the Treasurer stated that owing to certain transactions the income was larger and therefore there was no deficit.



GENERAL

Relations WOAI

FLEXNER, A.

Biographical

BOAS, FRANZ

Correspondence with Franz Boas and other scientists/  
with Flexner. Request of the scientists through Boas to  
Flexner to cosign an answer to the Nazi attack on  
theoretical physics and free learning.

File I-10

BUILDINGS AND GROUNDS

Facilities

For much detail on Olden Manor, 69 Alexander Street, and land see Director's file Aydelotte, 1930-1945, during the Aydelotte regime.

D File, Aydelotte, Frank 1930-1945

1930-1946  
TRUSTEES

Corporation

Attendance record of the trustees from October 10, 1930  
to March 19, 1946 at the meetings of the Board of Trustees.

See source cited below.

A, 10/30/56 Institute for Advanced Study (Miscellaneous)  
(In cardboard box standing up--first file)

(File # 1)

RESEARCH

Academic Procedures

MORSE, MARSTON

Biographical

PHYSICS

Academic Activities

Basic research not unique in 1930, Morse said.

Since <sup>it</sup> was have flooded the carburetor--little basic,  
much applied research.

*See Science Facts Pch 1929*

*See Brinkhoff 50 yrs math - most early math applied but  
field a) results in pure math.*

Morse Interview, 6/21/56, p. 13, ~~13~~ 14

1930-1947  
MAASS, HERBERT H.

Biographical

See files in Aydelotte's office and the Director's office of correspondence between Maass and Flexner and Maass and Aydelotte, and note the number of times Maass requests the intervention of either man in relation to the efforts of children of friends of his to be accepted in certain colleges and schools.

Recollection of files

✓ 1930-1949  
GENERAL (BY-LAWS)

Corporation

Certificate of Incorporation and By-Laws as amended  
to and up to 5/20/49.

Filed in Vertical File under "B" for By-Laws.

*Not complete for certain changes*

✓ 1930-1950  
BLAKE, GWEN

Biographical

EICHELSER, MARIE

Miss Gwen Blake, 120 Prospect Place, South Orange, New Jersey, Secretary in the School of Mathematics, was the only senior to Marie Eichelser when Eichelser retired from I. A. S. (Secretary to Director and Assistant Secretary to Board of Trustees) Minutes 4/18/44, p. 10. (Over 10 years' service for both).

230-1150  
ARCHEOLOGY ( MIDDLE AMERICAN )

PRINCETON UNIVERSITY

LIBRARY

SCHOOL OF HUMANISTIC STUDIES

GARRETT, ROBERT

~~BOYD~~ BOYD, JULIAN P.

OPPENHEIMER, ROBERT

Academic Activities

Relations WOAI

Facilities

Academic Organization

Biographical

As a result of Oppenheimer's acceptance of Miss Sach's recommendation May 23, 1949, the collection was turned over to Princeton Library during Mr. Boyd's absence:

Boyd to Ro

"While I was away last summer, Mr. Heyl, Associate Librarian, acknowledged the 'gift' of the Mayan manuscripts presented to the Institute by Mr. Robert Garrett. Inasmuch

as Mr. Garrett gave these manuscripts to the Institute with a reversionary condition, I am sure you will agree that they should be recorded as a gift from Mr. Garrett rather than from the Institute. I am, therefore, correcting our records to indicate this.

"I have recently had a letter from Mr. Garrett in which he apparently assumed that the manuscripts were still at the Institute. I told him about our conversation and about the subsequent transfer of the collection. I also apologized for both of us, assuring him that you had assumed I would inform him, and I had assumed he already knew about it, so that neither of us did anything about it. It doesn't really matter, ~~xxx~~ except that Mr. Garrett is the kind of man who likes to be informed."

This is a sad end to a very intensive correspondence between Gates and Flexner, and between McComas, Garrett, and Aydelotte about the main Gates collection which was ultimately purchased by the Brigham Young University, Provo, Utah, in October, 1946, leaving somewhat over \$11,500 worth of still very valuable, unique and useable material for sale.



(Charles A. Musas to Aydelotte, October 25, 1946, *ibid.*)

Copies of letters of May 23, 1949 from Miss Sachs to Oppenheimer, and September 14, 1944, from Aydelotte to McComas, are filed in Chronological file with this memorandum under 1930-1950.

D File, Garrett, Robert - Gates Collection

Recommendation Approved  
JRO - 5/23/49

May 23, 1949

Dear Dr. Oppenheimer:

In 1942 the Institute accepted, as a gift from Mr. Robert Garrett, a collection of Maya and related manuscripts sometimes referred to as "The Gates Collection of Mayance Manuscripts", having, at one time, formed part of the William Gates Collection of Middle American Literature in Baltimore from which it was purchased by Mr. Garrett. The original collection was augmented by a number of other Latin-American items in Mr. Garrett's possession. Only part of these are listed in the correspondence. A complete list has now been compiled.

The negotiations leading to the acceptance of the gift seem to have been, in part, oral. The files contain no formal letter of gift clearly stating the terms of the transaction although frequent reference is made to the advisability of such a document.

The gift was offered by Mr. Garrett "in the hope that this will constitute a nucleus of material in this field and a beginning with which you may ultimately develop a section of the Institute devoted to Latin American history, languages and culture" (February 5, 1942) Dr. Aydelotte accepted tentatively. He suggested, however, that "if such development should prove impossible (Mr. Garrett)

-2-

empower the Trustees of the Institute to transfer the entire collection to whatever library or institution may seem to them ... most likely to be able to use these manuscripts to the best advantage for the advancement of Maya scholarship" (February 28, 1942) This proposal met with Mr. Garrett's approval, with the modification that the material go to Princeton University rather than to another institution, should the Institute find itself unable to make proper use of it (March 10, 1942) This stipulation, in turn, was accepted by Dr. Aydelotte (March 11, 1942) and the transfer took place.

Prof. Meritt, upon examining the collection, found it "in need of care by an expert. Much of the paper is badly damaged, being worm-eaten and frayed around the edges, and discolored in places by water or as a result of much use. Some of the leaves of valuable items were so friable that I hesitated to make a close examination of the manuscripts for fear that even careful handling would cause further irreparable damage. I would add that the ink in many places is badly faded and that, in my judgment, someone ought to be set the task of copying those manuscripts of which the decipherment is now most difficult ... The collection really needs the study of an expert and is valuable enough to deserve it" (April 22, 1942)

-3-

The hope that the Institute might become a center of Latin American studies has not materialized. The Garrett collection has been stored, successively, in Dr. Aydelotte's and Prof. Meritt's offices and is now temporarily housed in a safe in the Newspaper Room.

Occasional use by visiting scholars has been greatly hampered by the lack of personnel trained to give expert assistance and proper supervision in the use and handling of the material. The storage problem and resulting inaccessibility makes it difficult to produce desired items on short notice and to provide working conditions suitable for their study. Another difficulty arises from the Institute's lack of photographic equipment. No provision seems to have been made with regard to copyright and to the legal right - on the part of the Institute staff - to remove given items from the premises for photoduplication elsewhere.

In the interest of the Maya collection and its future usefulness it is suggested that - in accordance with Mr. Garrett's wishes - the material be transferred to Princeton University as to an institution better equipped to give it expert care and make it accessible to scholars in the field.

Sincerely yours,

Judith E. Sachs

JES:im

*Commas  
K. W. Yocett*

September 14, 1944

Dear Mrs. McComas:

We had a little conference yesterday in Princeton about the Gates Collection between Mr. Garrett, President Dodds, Librarian Boyd, and myself. We should all of us like very much to have the Collection come to Princeton either to the University or to the Institute or to the two institutions combined. I regret to say, however, that it does not seem possible either for the University or the Institute to take immediate action. There is no group in Mexican archaeology at Princeton University, and there has not been time since the death of Mr. Bamberger and Mrs. Fuld for the Trustees of the Institute to discuss plans for the future.

Under these circumstances we do not feel justified in asking you to refuse the option requested from Mexico. If, however, that sale should not go through, we should be glad if you would keep us informed. I do not know whether it would be possible for one or the other or both of the institutions in Princeton to consider the purchase of the collection at a later time, but a group of us here are sufficiently interested to wish to be kept informed about it.

With kindest regards, I am

Yours sincerely,

Frank Aydelotte

Mrs. Henry C. McComas  
320 Hawthorn Road  
Roland Park  
Baltimore, Maryland

FA:KK

FOUNDERS

Corporation

GIFTS

Finance

Founders' gifts 1930-1952 (date above)	\$16,462,365
Tr. reports show additions to endowment from founders' gifts & bequests 1937-52	<u>8,339,836</u>
Therefore, given by founders prior to 1937	8,122,529
Records I have show founders' gifts 1930-36	<u>7,466,126</u>
Must have been given between 8/1/32-6/30/33	<del>65</del> ----- 656,403
Total fund at 6/30/33 at cost listed at	5,686,326
Total fund at 8/31/32 at cost listed at	<u>5,030,118</u>
Difference	656,208

This total of founders' gifts and bequests included  
Institute payment for G. O. L. and Firestone Library.

Treasurer's Report

SCHOOL OF ECONOMICS & POLITICS

Academic Organization

DIRECTOR

Administration

FLEXNER, A.

Biographical

MITRANY, D.

WARREN

STEWART, W.

RIEFLER, W.

See interview with Flexner, A. 11/2/55

FLEXNER, A.

Biographical

AYDELOTTE, F.

This file exhibits the basic tendencies of Flexner and Aydelotte in carrying on the administrative business.

Even when Louis Bamberger was still living, Flexner relegated some of the inevitable correspondence with his secretary, (Walter H. Farrier, to Mrs. Bailey) and note the one letter, September 21, 1938, Flexner to Farrier, in which he sharply told him he didn't have time to correspond with him on matters of small detail.

Aydelotte, on the other hand, ~~since~~ from the time he came into the office, wrote frequently and on the minutest details to Mr. Farrier, and this correspondence continued well after Louis Bamberger's death when Farrier became an ~~unmentioned factor~~ in handling the estate of Louis Bamberger.

D File, Farrier, Walter H. H.



1930-1955  
Buildings and Grounds

Facilities

Housing

For rather detailed and full discussion of changes and negotiations in both housing and Fuld Hall the supplemental buildings, see Directors' files for Herbert H. Maass, 1930-1955.

D Files, Herbert H. Maass, 1930-1955

✓1930-1955

SALARIES

Academic Personnel

PROFESSORS

MEMBERS

See notes on official action of Board on salaries and dates of changes.

Filed in Vertical File under "S", Salaries

1930-36

Un. Stud. Com. Spec Com

Pres. + Chm., V.P. mbs ex officio all stud. Com. (By-laws 1930)  
Treasurer Sec. were not. 2 1935 (prob. from 1933) By-laws  
provided Chm. might also be Pres. Chm. + V.P. mbs ex officio all  
stud. Com. Sec. + Treasurer were not mbs ex officio stud. Com.  
Dir. had right to attend all meetings of all the committees of  
Trustees -

Man<sup>or</sup> = headship were named mbs of all stud. Com.  
for the period except in 4 years - committees

- Adm. Com. 1931-1933, 1936-43. (1934-5 headship Chm)
- Budget 1938-9 (Thompson h. a mbr)
- B-Gr. 1949-56 (Man + mbr previously)

As to Exec Com. L.B. Mes, Chm by statute  
1930-33. New By-laws chgd. Ay. + Weed had it (A. 1933-4, W. 1935  
to 1937, NWS 1938, A. 1939. Thompson Man became +  
kept chairmanship until his death, altho from 1946-56 listed as  
Chm ex officio.

1952-56 ad spec. ad. com. became stud. Com. (Vidler, Fulton Lewis)  
Spec. Com. on which LOR M. Absents

Academic Com 1949-1956 - (consisted of Fulton Lewis + Vidler  
Did he function?)

(In 1952 chgd to a Standing Com.)

See AF's draft of a letter 3/10/43  
giving earliest history <sup>AS</sup> of medical school.

Chromo -

1930  
GENERAL

Corporation

FLEXNER, ABRAHAM

Biographical

MAASS, HERBERT

Dr. Flexner to Mr. Maass:

"I have just laid my hands on a memorandum prepared seven years ago and containing the comment of President Vincent of the Rockefeller Foundation, who like other associates of the Rockefeller boards thoroughly approved the idea. You will notice that on page 9 I spoke of needing \$50,000,000, but you will also note that I included the faculty of medicine. The sums we are now speaking of will therefore be ample without medicine.

"I shall try to get together for you in the next few days a few things which, I believe, you will be interested in reading."

*See on files.*

Source: IAS Trustees - Maass, Herbert H.

1/24  
1/27

PRINCETON UNIVERSITY

EDUCATIONAL INSTITUTIONS

GENERAL EDUCATION BOARD (GENERAL)

Foundations

VEBLEN, O.

Biographical

FLEXNER, A.

Veblen to Flexner, January 24, 1930.

"Here in Princeton the scientific fund which we owe largely to you and your colleagues on the General Education Board, is having an influence in the right direction and I think our new mathematical building which is going to be devoted entirely to research and advanced instruction will also help considerably. I think my mathematical institute which has not yet found favor may turn out to be one of the next steps. ~~My~~ Anyhow it seems to me to fit in with the concept of a seat of learning."

*Handwritten notes:*  
m  
J  
for

Flexner to Veblen, January 27, 1930.

"Thank you very much for your kind note. I agree with you absolutely."

Then he asks what would American scholars and scientists do if some fellow or some foundation set up a "sure enough" institution of learning? Is it necessary to carry the mill-stone of the college about the neck of the graduate school?

VEBLEN, OSWALD

Biographical

FLEXNER, ABRAHAM

POLICIES

Administration

Veblen to Flexner:

"I hope that someone will set up a sure enough seat of learning. I insist on the word 'seat' rather than 'institution'. When it is done it will of course get the same mixed reception that all other academic enterprises receive. But I think we are now far enough along in civilization to be able to make it a success.?"

File V-5

3/8  
5/5  
5/9  
6/4

FOUNDERS

Corporation 6/4

FLEXNER, A.

Biographical

Flexner to Louis Bamberger, addressed Newark, but mentioning the blooming of flowers and acknowledging a picture postcard.

Louis Bamberger to Flexner, May 5, 1930.

"Just these few lines to express the deep appreciation of Mrs. Fuld and myself for the invaluable counsel and assistance you have rendered us in formulating plans for the establishment of an 'Institute for Higher Learning' in fulfillment of our ambitions to devote our respective fortunes to some worthy philanthropic purpose.

"You have been so helpful and the thoughts to which we are about to give concrete expression are so largely your own that we are exceedingly anxious to enlist the continuance of your services in directing the 'Institute' and placing it in a position where it can successfully function in accordance with our ideas. Such being the case, I am writing to inquire

whether you will accept the appointment as director as soon as the 'Institute' is established and thereafter devote your time exclusively to its management, to the end that it may become the outstanding success which we are all so desirous of achieving. We recognize that the position will be one of great responsibility which may entail considerable travel on your part to make the desired contacts, and, if agreeable to you, I would be glad to have you indicate your acceptance of the appointment herewith tendered upon the following basis, to wit:

"That you are to be paid a salary at the rate of \$20,000 (which is written in the signed copy in ink figures) per annum and your necessary travelling expenses in addition thereto. Also an additional sum of \$4,000 for the services of a private secretary.

"Please be assured that your acceptance of the appointment will, in the opinion of Mrs. Fuld and myself, launch our enterprise with a preconceived assurance of its success. "



Flexner to Louis Bamberger, May 9, 1930.

"I am profoundly touched and gratified by your kind letter of May 5. I need not assure you that I am deeply sensible of the honor and confidence which you and Mrs. Fuld repose in me, and in accepting your suggestion that I be the initial director of the Institute for Advanced Study I wish to express my personal gratitude and my profound appreciation of the great responsibility which I am undertaking. You and Mrs. Fuld are making possible a new step upward in American education - a step that ought in history to count with the founding of the Johns Hopkins University and Medical School and the establishment of the Rockefeller Institute for Medical Research. I can only promise you that I shall do all that in me lies and that I shall spare no effort to make the institution worthy of your beneficent idealism. We cannot look for quick results, for time and patience must be spent in the choice of those whose work is to bring distinction to the institution which you are establishing, but I shall give my entire thought and soul to the effort, and I hope that you may both live long to enjoy the great good which you have undertaken to accomplish. Certainly nothing could be finer than the unselfish

spirit which you and Mrs. Fuld have manifested at every moment since the suggestion came under discussion.

"With all good wishes and very high regard, I am

Sincerely your friend,

Abraham Flexner"

The formal invitation signed by both Mrs. Fuld and Mr. Bamberger is dated June 4, 1930, to Flexner as member and Trustee.

D, Bamberger, Louis, 1930-1936

PRINCETON UNIVERSITY (FINE HALL)

Educational Institutions

EINSTEIN, ALBERT

Biographical

VEBLEN, O.

Veblen to Einstein.

"We are going to have a mathematical building here which will be dedicated to the memory of Professor Fine, whom you doubtless remember from your visit in Princeton. In one of the rooms there is to be an inscription over the fireplace, and we have thought that a remark which I heard you make when you were here in Princeton would be suitable. The remark is as follows:

Raffiniert ist der Herr Gott aber boshaft ist er nicht.

It was your reply when someone asked you if you thought that Miller's results would be verified. I've always supposed that the remark was an original epigram made on the spur of the moment, but there is a ~~best~~ possibility that it was a quotation. Would you mind telling me if this is the case? Also, I hope

1930  
P.O. (Fine Hall)  
Einstein, A.

Veblen, O.

Ed. Inst.

Good.

you will not object to our using this 'child of your wit' which we have probably forgotten long ago." Veblen sends greetings to Mrs. Einstein.

Einstein to Veblen, April 30, 1930.

In German; this is Mrs. Stern's rough translation: I remember the one-time remark which I made, and the occasion on which I made it. I have no objection to your using the expression in the manner suggested, and regard it, indeed, as an indication of your friendly consideration.

I might suggest to you, however, that this expression might seem in the circumstances, to the reader who might not understand the context, appear as light and frivolous. One can speak such thoughts in a conversational manner, but nature conceals her secrets in the sublimity of her law, not through cunning."

V File, Flexner, Abraham

4/24

P. 1 of 2

GENERAL

Corporation

PURPOSE

FLEXNER, A.

Biographical

BAMBERGER

HARDIN, JOHN R.

Bamberger to Hardin, April 24, 1930.

"Enclosed draft is one of three copies delivered to me by Dr. Flexner, and intended for our consideration.

"Any time you wish to see me about above, or any other details, kindly phone me."

The draft is undoubtedly one of the proposed letter from the founders to the trustees, since that with the Articles of Incorporation are the matters treated at this time in the Hardin folders.

1930  
General  
purpose  
(cont. next  
column)

Hardin, John R.

Corp.  
Biog.

Another matter which was discussed a little bit later was the public statement to be issued after the Certificate of Incorporation had been approved by the state. ~~XXXX~~  
~~XXXXXX~~

JRH Correspondence from May, 1930 to December, 1933

FLEXNER, A.

Biographical

HOUGHTON, A. B.

*Sent*

Flexner to Houghton. Encloses memo to Bamberger setting forth the idea of the institution which he and Mrs. Fuld intend to establish--in form of letter to Trustees. Mr. Hardin will decide whether to use this form.

D File, Houghton, Alanson

GENERAL (CERTIFICATE OF INCORPORATION) Corporation

HARDIN, JOHN R.

Biographical

HARDIN, CHARLES R.

Charles R. Hardin has looked over the draft of the Certificate of Incorporation to give his father legal advice.

"...You may wish to consider the advisability of adding a sentence to the statement of purpose of the corporation to the effect that the business of the corporation shall not be conducted for the private profit of the members. Some such clause might at some time have a helpful effect in determining a question of tax exemption. Furthermore, I understood that you might wish to limit membership to fixed terms. I suggest for consideration a provision that the term or duration of membership, both of original members and of others, may be limited and fixed as the by-laws may from time to time provide.

"I am not now making these suggestions to Mr. Bamberger or delaying the delivery of your letter [to Mr. Bamberger], but merely notes these questions for your subsequent consideration if you think them worth such consideration.  
JRH, Correspondence from May, 1930 to December, 1933

GENERAL (PURPOSE)

Corporation

DEGREES

Academic Procedures

Certificate of Incorporation

"...Purpose...is the establishment...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." (p. 17).

Admission of students "with and/or without payment of dues or charges." (p. 19)

Degrees include honorary degrees (p. 19)

Bulletin No. 1



GENERAL

Public Relations

FOUNDERS

Corporation

HARDIN

Biographical

LEE, IVY

Lee to Bamberger, June 3, 1930.

"I enclose herewith the proposed announcement concerning the Institute. This will, of course, be accompanied by a copy of the letter to the Trustees and by a copy of the certificate of incorporation. The newspapers will undoubtedly take out of these two documents much additional material which I am not undertaking to embody for them in the announcement itself. I think the newspapers would rather work up their own material than have it handed to them in too cut and dried a fashion.

"I hope the announcement and the letter to the Trustees will be found acceptable to you and Mrs. Fuld. I am sending a copy of these documents to Mr. Hardin also.

General  
Founders  
Hardin  
Lee, NY

6/3  
Pub. Relations  
Corp.  
Prog.

p. 2/10

"As I understand it, you and Mrs. Fuld will advise me as to any changes you want made in these documents, and I will get word from Mr. Hardin as to when it will be proper to make definite arrangements to give the whole matter publicity.

"May I thank you again for your hospitality at lunch today, and express my great pleasure at being identified with you at the inception of this great undertaking.

"With cordial regards,

Faithfully yours,

XXX IL"

He transmitted with this letter a three-page news release of the founding of the Institute which I will dictate herewith. *an enclosure given by LA - 5/12/41*

Pub. Relations 6/3 p. 3/10  
Corp.  
Prog.

General  
Founders  
Hardin  
Lee, IVy

1 "Copies are made public today of plans for the establishment and endowment of the 'Institute for Advanced Study.' The fundamental conception underlying the plans is set forth in a letter addressed by Mr. Louis Bamberger, formerly head of L. Bamberger & Co. of Newark, and his sister, Mrs. Felix Fuld, wife of Mr. Bamberger's late partner, to those who will be Trustees of the Institute for its first year.

2 "The Institute for Advanced Study will provide facilities at which eminent men of learning may devote themselves to research and the training of advanced students for and beyond the degree of Doctor of Philosophy or other professional degrees of equal standing.

3 "This, therefore, will be exclusively a post-graduate institution, the first of its kind to be established in the United States. Mr. Bamberger and Mrs. Fuld propose to provide the institution with an initial endowment of \$5,000,000 to which they expect to make further additions to an extent which they hope will provide adequately for the purposes of the Institute.

as  
Amended

General  
Founders  
Hardin  
Lee, NY

Pub. Relations  
Corp.  
Prog.

6/3

p. 4/10

4 "Dr. Abraham Flexner, formerly Secretary, and Director of the Division of Medical Education of the General Education Board, will serve as the first Director of the Institute. He has undertaken to enlist the services as members of the faculty and staff of outstanding and most promising teachers in their respective fields.

5 <sup>insert</sup> "The Institute will be located in Newark or vicinity.) At its inception the Institute will probably occupy temporary quarters while plans for permanent buildings and equipment are being developed, while the faculty and staff are being selected, and the organization work of the Institute is being effected.

6 "The Founders, in writing the invitation to serve, to those who have agreed to become members of the first Board of Trustees, express the ideals which they have in mind, and stress the thought that in appointments to the Board of Trustees, to the staff and to the faculty and in the admission of workers and students, no account whatsoever is to be taken at any time, directly or indirectly, of race, religion or sex.

General  
Founders  
Hardin  
Lee, NY

Pub. Relations  
Corp.  
Ecog.

6/3

p. 5/10

7 "A Certificate of Incorporation has been prepared pursuant to the provisions of the New Jersey law entitled: "An Act to incorporate associations not for pecuniary profit", approved April 21, 1898. The incorporators are the founders and three of their friends who are sympathetic with the intended purpose. The Trustees for the first year comprise, in addition to the incorporators, several distinguished educators and research workers to whom the plans have been disclosed and who whole-heartedly give their aid to the enterprise. The Trustees for the first year are the following:

- "FRANK AYDELOTTE, President, Swarthmore College
- "LOUIS BAMBERGER, one of the Founders
- "EDGAR S. BAMBERGER, of Newark, N. J.
- "DR. ALEXIS CARREL, member of the Rockefeller Institute
- "MRS. FELIX FULD, one of the Founders
- "DR. ABRAHAM FLEXNER, formerly Secretary and Director  
of the Division of Medical Education  
of the General Education Board, New  
York City.
- ~~10~~ "DR. JULIUS FRIEDENWALD, of Baltimore, Maryland

General  
Founders  
Hardin  
Lee, Ivy

Pub. Relations  
Corp.  
Prog.

- "JOHN R. HARDIN, of Pitney, Hardin & Skinner, Newark, New Jersey; President of Mutual Benefit Life Insurance Company
- "HON. ALANSON B. HOUGHTON, formerly United States Ambassador to Germany and later Great Britain.
- "HON. HERBERT H. LEHMAN, Lieutenant Governor of New York
- "SAMUEL D. LEIDESDORF, of S. D. Leidesdorf & Co., New York City.
- "HERBERT H. MAASS, attorney at law, New York City
- "DR. FLORENCE R. SABIN, member of Rockefeller Institute, and formerly Professor in Johns Hopkins University
- "PERSY S. STRAUS, of R. H. Macy & Co., New York, Trustee of New York University
- "LEWIS H. WEED, Dean of the Medical Faculty of Johns Hopkins University.

8 "While in the nature of things the plans for the Institute cannot be definitely outlined in advance, it may be stated that the purpose of the Founders and of the Director is not to follow the customary university models which combine both undergraduate and graduate work in the same

General  
Founders  
Hardin  
Lee, Ivy

Pub. Relations  
Corp.  
Prog.

6/3

9.7/10

institutions, but to establish a unique home of advanced learning in which, under competent advice, students and workers may explore any field of research into which their interest or ambition may call them, work in which may reasonably promise some advancement in the field of human knowledge.

9  
"The program will proceed cautiously and with a view to developing its ultimate facilities without spectacular attempt to attract by numbers or display. The problem of housing will be solved as necessities require and no large amount of money will be spent initially in permanent equipment or elaborate buildings. It is not intended in the first instance to institute professional schools or to lay stress upon pure laboratory research.

10 "The letter of invitation to the Trustees, together with a copy of the articles of incorporation, are attached hereto.

11 "Appropriate application has been made to the New Jersey State Board of Education for the necessary permission to grant diplomas or ~~to~~ award degrees both professional and honorary." XXX

General  
Founders  
Hardin  
Lee, IV

Pub. Relations  
Corp.  
Prog.

6/3

p. 8/10

③ That statement embodies three or four changes insisted upon by the founders. In the third paragraph the original draft said "to which they expect to make further additions to an extent which will provide adequately for the purposes of the Institute." The founders inserted the words "they hope."

⑤ At the beginning of paragraph 5, they inserted the sentence "The Institute will be located in Newark or vicinity."

⑥ There was a 6th paragraph which was eliminated by the founders, as Hardin says, out of deference to the insistence of Mrs. Fuld. This is the paragraph:

Ums  
X "Because they have for many years resided in Newark, New Jersey, it is the intention of the founders to make available to the Trustees a portion of the thirty acres of wooded park land in which their home is now situated at Center Street, South Orange, New Jersey, in the event that the Trustees shall consider this site as most useful for the purposes of the Institute."



1930  
General  
Founders  
Hardin  
Lee, Ivy

Pub. Relations  
Corp.  
Booby.

6/3

p. 9/10

This was crossed out and not included in the statement as issued.

Hardin to Ivy Lee, June 4, 1930.

"Mr. Bamberger and I have been reviewing together the proposed publicity draft as prepared by you and we have agreed upon a few changes, the chief one being, in deference to Mrs. Fuld's very positive feeling, the omission of specific reference to the use of the home site for the permanent location of the institution."

8th  
At that time also, Hardin gives Lee Mr. Bamberger's re-writing of the 7th paragraph of the draft of the letter from the founders to the trustees, and the re-writing is as the letter appears in Bulletin No. 1. (Vol. I). The original draft read as follows:

"In endowing this institution we recognize that many worthy and capable persons are unable for financial reasons to pursue study or research to the extent justified by their

General  
Founders  
Hardin  
Lee, Ivy

Pub. Relations  
Corp.  
Prog.

L/3

p. 19/10

capacities. We propose, therefore, to supply means whereby through scholarships or fellowships such workers may be supported during the course of their work or research, to the end that the facilities of the institution may be available to any man or woman possessing the necessary mental and moral equipment as well as other qualifications deemed acceptable."

Another change made by the founders was the following, 7th paragraph from the end of the letter to the Trustees providing that the facilities of the institute should be open to any acceptable student who may demonstrate his or her qualifications and fitness: founders inserted the word acceptable.

JRH Correspondence from May, 1930 to December, 1933

GENERAL

Public Relations

LEE, IVY

Biographical

HARDIN, JOHN R.

Ivy to Hardin, June 4, 1930. He acknowledges Hardin's letter of even date suggesting changes in the drafts, and sends Hardin copies of the amended drafts, which he is having mimeographed so that they will be available .

"I told Mr. Bamberger over the telephone today that Mr. Rockefeller was going to make a very important announcement, probably Friday, concerning a gift valued at some \$10,000,000 to the City of New York. That is pretty apt to occupy a good deal of the attention of the newspapers of Friday afternoon and Saturday morning. I should deprecate, therefore, having this announcement of Mr. Bamberger's made simultaneously with that, and would earnestly recommend that if possible we defer the Bamberger announcement until the papers of Monday.

"I am in full sympathy with your desire to pay every courtesy to the Newark newspapers, but I am wondering whether

Gen.  
Lee, I.  
Hardin, John R.

P.R.  
Brog.

in view of the wonderful possibilities of publicity in the Monday morning papers you would not feel that it would be all right if we could make this Bamberger announcement in next Monday's publications. The story is of such importance to Newark that I imagine the Newark papers will give it more independent and much fuller treatment than any other papers, and they would probably play it up very big Monday afternoon anyway."

...

"There is another thought: These announcements, which I think are all we should make at the time, are certain to be followed by a great many inquiries as to Mr. Bamberger personally, his life story, and so on. I would not suggest that we stimulate any such inquiries, but I do think it would be helpful if we took effective measures to answer them intelligently and properly when, as, and if made. I shall be glad to discuss this aspect of the matter with you at your convenience."

JRH Correspondence from May, 1930 to December, 1933

FOUNDERS

Corporation

hardin, john r.

Biographical

*Mrs. Fuld  
Receipt  
copy*

Date of the signed letter from Mr. Bamberger and Mrs. Fuld to Hardin asking him to be a Trustee. Hardin was <sup>Pres. of</sup> with the ~~Prudential~~ Insurance Company, 704 Prudential Building, Newark, New Jersey. He ~~probably~~ was also a lawyer ~~since he~~ ~~was addressed as Esquire~~. His sons John R. Hardin and Charles R. Hardin were members of the firm as was John R. Hardin, himself, the firm of Pitney, Hardin and Skinner in the Prudential Building in Newark.

*x and had formerly been active in the firm - until 1924 when he went to M. B. L. Co.*

JRH, Correspondence from May, 1930 to December, 1933.

FOUNDERS

Corporation

There is an original copy of the letter from the founders to the members of the Board of Trustees in Aydelotte's file, A File, Lewis Bamberger, and also a copy of the Newark Evening News for June 7, 1930, containing the <sup>first</sup> release on the Institute. The announcement was on June 7, 1930. The story is a large one, carried in the right-hand column of page 1, covering a good half of page two, with photographs of all the Trustees and the Director. The official office of the Institute was stated as being Lewis Bamberger's home for the time being. The letter to the Trustees of June 4 was quoted in full. There is a series of statements issued by public figures in Newark; that is, mayor, head of the library, member of the Board of Education, and so on complimenting Mr. Bamberger and Mrs. Fuld on their generosity and statesmanship.

JRNSW Flexner's biographical data are given, including the 1923 study on white slavery for the League of Nations. Among the commonly-known data is a statement the French Government in 1926 made him a Commander of the Legion of Honor in recognition of his educational work. He is also a Fellow of the American Association for the Advancement of Science and member of the Kaiserlich Leopold Deutsche Akademieder Naturforscher. In addition to the office being at Lewis Bamberger's home, he was to be the

\* 1914 in JORSA.

Founders

Corp.

legal agent, a formality required by the law.

Previous charities and gifts of the Bambergers were described in another story.

✓ Beth Israel Hospital, Newark Museum, the Newark YM-YW H. A. Building, and many others are among the monuments. Fuld died January 20, 1929, leaving \$645,000 to charitable enterprises. The residue of his estate he left to Lewis Bamberger and Mrs. Fuld. Major gifts during Fuld's lifetime were \$500,000 to Beth Israel and \$250,000 to the Hebrew Association building in High Street. When Bamberger made his gift to the City of Newark Museum, he said, "I am only discharging a debt of gratitude to the city." Bamberger's contribution to the museum's founding was \$650,000.

"Another characteristic incident occurred when hundreds of volunteer workers at a rally for the Beth Israel Hospital rose and cheered as Mr. Bamberger presented a check for \$65,000 to the building fund--a gift added to considerable donations he previously had made to the same cause. Amidst the din of approbation the target of the applause sat, blushing deprecatingly, embarrassed, his manner eloquent of his personal philosophy of philanthropy: 'Discharging a debt of gratitude.'"

1930  
Founders

Corp.

Not only did he give money, he gave time and energy and effort.

In 1926 the Fulds and the McCarters gave \$115,000 to make up the quota of the Newark Community Chest. Mrs. Fuld gave \$50,000 building to the Jewish Sisterhood. Bamberger and the Fulds have offered numerous scholarships, musical scholarships in Newark, with medals to banner pupils. Mrs. Fuld has sponsored philharmonic concerts for the school children of Newark.

"The remarkable growth of the concern which bears the Bamberger name wrote into mercantile history one of its most romantic chapters. The climax may be said to have come August 29, 1929, after the store's sale to R. H. Macy & Co. Mr. Bamberger announced his retirement as of September 15 from active participation and with it the gift of \$1,000,000 to 200 employees who had been with the store fifteen years or more. The gift was characteristic, as was his statement: "Newark is a great city; I have no intention of leaving it."

There is also an editorial in the same issue.

A File, Bamberger, Lewis



1930  
GENERAL

Public Relations

Copy of Newark Evening News with announcement of founding  
of I. A. S. and editorial.

Filed in Vertical file under "P" for Public Relations.

A, Louis Bamberger

6/7  
6/17

STATE OF NEW JERSEY (STATE  
BOARD OF EDUCATION)

Government Relations

HARDIN, JOHN R.

Charles H. Elliott, Secretary, State Board of Education, State of New Jersey, Trenton, June 7, 1930 to Hardin.

"The Advisory Committee of the State Board of Education has directed me to say that it is very much interested in the proposed Institute for Advanced Study which will be supported by the Louis Bamberger and Mrs. Felix Fuld Foundation.

"The law requires that you submit to the State Board of Education 'the basis and conditions' upon which you propose to confer degrees. The Committee feels that it can probably agree with you on the same and will be pleased to give you full cooperation."

Hardin to Elliott, June 17, 1930.

Attitude of the Committee and your letter were much appreciated by Mr. Bamberger and Mrs. Fuld.

As to the submission to the State Board of the basis and conditions for degrees, "It will be some time before our plans will be advanced to the point where we will need the authority to award degrees, but when the time comes we will make the required application to the State Board. Our purpose, as you know, in approaching you and the Board before announcement of the foundation was born of the feeling that it was appropriate that the State Board, to which we must ultimately come, should be informed of the plan before its release to the general public. We do not anticipate that we will have any difficulty in obtaining the cooperation of the Board on the merits of our application when formally presented."

GENERAL

Public Relations

FOUNDERS

Corporation

Excerpt from the Newark Evening News, Saturday, June 7, 1930.

Mrs. William Hamilton Osborne, member of the Newark Board of Education said at the time of the announcement of the Institute: "Fortunate, indeed, is our generation that great wealth has been given such noble individuals as Mrs. Fuld and Mr. Bamberger. This is the answer to socialism. To advance human knowledge seems intensive study by the ablest students of our time unburdened by financial worry or limitations (sic) The word really is seems. It is impossible to accumulate funds for such works from the gifts of the multitude. It is only through the millionaire philanthropists that a sufficient sum can be made available. Mrs. Fuld and Mr. Bamberger have through their generosity made Newark a better place in which to live. Through this fund they may influence the progress of the world."

Richard C. Jenkinson (who?) ~~xxxx~~ spoke of Newark as "bound to become a great city" and declared, "I congratulate Newark on the possession of such a man as Louis Bamberger and

General  
Founders

P.R.  
Corp.

such a woman as his sister, Mrs. Felix Fuld.

"It is a nice thing to have money. It is ~~a~~ nicer thing to have made it yourself as in the case of both Mr. Bamberger and Mrs. Fuld. In this work Mrs. Fuld did no small part. It is a still nicer thing to do the great things that Mr. Bamberger and his sister, Mrs. Fuld, have done.

"This latest announcement pleases me very much, as it certainly will all Newarkers, and it will help put Newark on the map more than ever to make it an international city instead of a national one as it now is."

Newark Evening News, June 7, 1930

GENERAL

Public Relations

New York Times STORY, "Bamberger Gives \$5,000,000 for Study."

Filed in Chronological File under 1930, 6/8.

Photostat of N. Y. Times article, June 8, 1930.

*N. Y. Times - June 8, 1930*  
**BAMBERGER GIVES  
\$5,000,000 FOR STUDY**  
*Louis Bamberger*

He and Sister, Mrs. Felix Fuld,  
Set Up Foundation in Newark  
to Aid Advanced Learning.

**DR. FLEXNER THE DIRECTOR**

**Institution, First of Kind in This  
Country, Provides for Research  
and Training Post-Graduates.**

An initial gift of \$5,000,000 by Louis Bamberger, retired head of L. Bamberger & Co., Newark, and his sister, Mrs. Felix Fuld, to establish an educational foundation to be known as the Institute for Advanced Study, was announced yesterday.

Headed by a distinguished board of trustees, the institute will be established in Newark or its vicinity, exclusively for post graduate work and scientific research. The institute will be the first of its kind in this country and will provide facilities for research by eminent men of learning. It will also train advanced students for and beyond the degrees of Doctor of Philosophy or other professional degrees of equal standing.

Dr. Abraham Flexner, former director of the division of medical education of the General Education Board, will be the first director of the institute. Dr. Flexner, who is now in Europe, will return soon and will undertake to enlist outstanding teachers in their respective fields as members of the faculty.

The institute will be coeducational and will accept all races and creeds who meet with its qualifications on equal footing. The faculty also will be selected without regard to race or religion, it was said.

At the Bamberger offices in Newark it was said that temporary quarters for the institute could be obtained without using any of the initial \$5,000,000 endowment. It was also explained that the initial endowment would be augmented from time to time to provide for such expansion as might become necessary. For the present no medical department will be operated, but it is expected that such a department may be added eventually.

An application for incorporation will be filed in Trenton in a few days, and authority will be sought from the State Department of Education to confer degrees.

The incorporators of record will be Mr. Bamberger, Mrs. Fuld, John R. Hardin, president of the Mutual Benefit Life Insurance Company, of Newark; Samuel D. Leidesdorf and Herbert H. Maas of New York City.

The trustees for the first year will include the incorporators, Dr. Flexner and the following:

FRANK AYDELOTTE, president of Swarthmore College  
EDWARD S. RAMBERG, of Newark, N. J.

*Endowment*

Hardin, president of the Mutual Benefit Life Insurance Company, of Newark; Samuel D. Leidesdorf and Herbert H. Maas of New York City. The trustees for the first year will include the incorporators, Dr. Flexner and the following:

FRANK AYDELOTTE, president of Swarthmore College.  
 EDGAR S. BAMBERGER of Newark, nephew of the founders.  
 Dr. ALEXIS CARREL of the Rockefeller Institute.  
 Dr. JULIUS FRIEDENWALD of Baltimore.  
 ALANSON B. HOUGHTON, former Ambassador to Great Britain.  
 HERBERT H. LEHMAN, Lieutenant Governor of New York.  
 Dr. FLORENCE R. SABIN of the Rockefeller Institute.  
 PERCY S. STRAUS of New York.  
 Dr. LEWIS H. WEED, Dean of the Medical School of Johns Hopkins University.

**No Undergraduate Body.**

The institute, it was said, will have no undergraduate body nor any professional schools since it will be used only for research and advanced learning.

"While in the nature of things," the announcement said, "the plans cannot be definitely outlined in advance, it may be stated that the purpose is not to follow the customary university models which combine both graduate and undergraduate work in the same institution, but to establish a unique home of advanced learning in which, under competent advice, students and workers may explore any field of research into which their interest or ambition may call them, work in which they may reasonably promise some advancement in the field of human knowledge."

In the letters asking the trustees to serve on the board, it was said that so far as the founders were aware there is no institution in the United States where scientists and scholars devote themselves at the same time to serious research and to the training of competent post graduate students "entirely independent of and separated from both the charms and the diversions inseparable from an institution the major interest of which is the teaching of undergraduates."

**Numbers not the Object.**

The announcement asserted that the program "will proceed cautiously and with a view to developing its ultimate facilities without spectacular attempt to attract by numbers or display."

"There is never likely to be an overabundance of opportunities for men and women engaged in the pursuit of advanced learning in the various fields of human knowledge," the incorporators wrote in their letter to the trustees. "In so far as students are concerned, it is our hope that the trustees of the institution will advance the ideal upon which it is founded in such manner that quality of work rather than number of students shall be the distinguishing character of the enrollment."

"It is our hope that the staff of the institution will consist exclusively of men and women of the highest standing in their respective fields of learning, attracted to this institution through its appeal as an opportunity for the serious pursuit of advanced study and because of the detachment it is hoped to secure from outside distractions."

"In endowing this institution we recognize that many worthy and capable persons are unable for personal and financial reasons to pursue study or research to the extent justified by their capacities. It is expected, therefore, that the institute will supply means whereby, through scholarships or fellowships, such workers may be supported during the course of their work or research to the end that the facilities of the institution may be available to any man or woman, otherwise acceptable, possessing the necessary mental and moral equipment."

Mr. Bamberger and his late partner, Felix Fuld, and Mrs. Fuld have

The announcement asserted that the program will proceed cautiously, in view to developing its ultimate facilities without spectacular attempt to attract by numbers or display."

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Mr. Bamberger and his late partner, Felix Fuld, and Mrs. Fuld have been known for their benefactions, but the present endowment is said to be the largest of their gifts. When Mr. Bamberger retired from business last year he distributed \$1,000,000 among 225 employes who had been with him fifteen years or more. The gifts were given in cash and in annuities. In announcing his retirement Mr. Bamberger said he wished to devote more time to his personal interests and to philanthropic work that he had planned.



GIFTS

Finance

FOUNDERS

Corporation

Bamberger offices told NewYork Times, June 7, 1930, "Initial endowment will be augmented from time to time to provide for such expansion as might become necessary. For the present no medical department will be operated, but it is expected that such a department may be added eventually."

Clipping New York Times Photostat Filed Chronological

✓1930  
CAPPS, EDWARD

Biographical

Was Consultant to G. E. B. in the Humanities.

D, Capps

6/17

✓1930

FOUNDERS

Corporation

AYDELOTTE, F.

Biographical

Aydelotte received a letter from H. A. Fuld. It apparently was sent to ~~me~~ each of the Directors of the Institute. It claimed that Felix Fuld failed in business during the '90's and lost money which his father had lent him for the business. Thereafter, when Felix Fuld joined Lewis Bamberger in the Newark store, Felix's father gave him \$25,000 more "part of which was taken from the savings bank of Felix's small brother, Horace (the writer of this letter). In return Felix promised to take Horace into the firm of L. Bamberger and Company later on. When Horace returned from the war, and Felix was requested to keep his promise, he refused, and even stayed away from his dying father for months rather than keep his word. This honorable action was in part due Carrie Fuld, that scheming woman who has kept the affairs of L. Bamberger and Company in the hands of her side of the family. When this amazing male ingrate died ~~his~~ <sup>his</sup> ~~it was~~ <sup>widow</sup> with her ~~carried~~ on by refusing to see me or to admit the legality of her husband's promise." Continues with a demand in a statement that the funds which the Institute has taken by inheritance belong to him.

A File, Bamberger, Lewis

GENERAL

Corporation

FOUNDERS

FLEXNER, A.

Biographical

Flexner to Veblen. It seems incredible but the fact is that this whole development has taken place since the first of March. My letter in January (1930) was due to fact that I was getting ready for publication the Rhodes Lectures Universities. (This <sup>technical</sup> was probably true.) The codicil probably did not voice the ~~xxx~~ same plan.) The Founders left for Arizona end of January or first of February, and stayed away until March. <sup>April</sup>

*Proof that this was first - his plan - IAS born only with return of Fds to East.*

V-5

GENERAL (BY-LAWS)

Corporation

FLEXNER, A.

Biographical

Flexner sends Bamberger, September 17, 1930 a draft of the proposed by-laws to be discussed with Mr. Hardin when they all meet for lunch on the next Monday. He also sends a copy to Mr. Hardin.

*Copy to Hardin files*

D, Bamberger, Louis, 1930-1936

9/24

GENERAL (BY-LAWS)

Corporation

HARDIN, JOHN R.

FLEXNER, A.

Flexner to Hardin, September 24, 1930.

"I am enclosing the copy of Paragraph 2 of the Charter. It seems to me that this is as brief a statement as one can make in the By-Laws regarding the purposes of the Institute." ~~XXXXXXXXXXXXXXXXXXXX~~ He suggests omitting the word "and" in the ~~th~~ fourth line in the printed copy, making it read, "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, 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. "

~~HR~~ JRH Correspondence from May, 1930 to December, 1933

~~9/28~~ 9/29  
~~9/30~~

GENERAL (BY-LAWS)

Corporation

HARDIN, JOHN R.

Biographical

FLEXNER, A.

Hardin to Flexner. Sends him a draft of the by-laws "which I believe will harmonize with the New Jersey legal requirements and which I hope you will find in sufficient correspondence with your own draft to pass muster with you. Do not hesitate to criticize freely in whole or in part." (Drafts not in this file).

JRH Correspondence from May, 1930 to December, 1933

9/30

GENERAL (BY-LAWS)

Corporation

FOUNDERS

The founders signed the letter to Mr. Hardin asking him to attend a luncheon at the Uptown Club, Room 4, Lincoln Building, 60 East 42nd Street, New York City, at 12:30 on Friday, October 10; "after luncheon, it is hoped that the Institute for Advanced Study, with which you have kindly consented to be associated, may be formally organized."

JRH Correspondence from May, 1930 to December, 1933



10/1  
10/2  
10/3

1930  
GENERAL (BY-LAWS)

Corporation

HARDIN, JOHN R.

Biographical

HARDIN, CHARLES R.

Charles R. Hardin to his father, John R. Hardin, October 1, 1930.

Suggests a couple of technical corrections in the proposed by-laws.

This memorandum is acknowledged by his father October 2, 1930, saying that he has had some suggestions concerning the by-laws from Dr. Flexner and Mr. Bamberger. He has ~~and~~ amended the original draft and submits it again to Charles. He sends out the revised draft on the same date to Flexner and Bamberger.

Flexner responds with thanks October 3, and asks that the by-laws be manifolded and sent immediately as drafted to the other members of the Board of Trustees so they will have them before the meeting October 10.

JRH Correspondence from May, 1930 to December, 1933

GENERAL (BY-LAWS)

Corporation

AYDELOTTE, F.

Biographical

HARDIN, JOHN R.

John R. Hardin to Aydelotte, October 7, 1930, enclosing draft of proposed by-laws for the Institute to be considered at the meeting of the Trustees on October 10, 1930.

Letter and by-laws filed in Vertical file under  
"C" for Corporation.

*B for By-laws*

D, Aydelotte, Frank, 1930-1945

10/9

GENERAL (BY-LAWS)

Corporation

MAASS, HERBERT H.

Biographical

HARDIN, JOHN R.

Maass to Hardin October 9, 1930.

Submits nine suggested amendments as follows:

(1) "Article II., section 1 - do you not think that the place of meeting should be defined as at Newark or such other place as may be specified in the notice of meeting, if the latter provision conforms to your statutes." (The marginal note by Hardin is no.)

(2) "Article II, section 6 - do you think it necessary to provide any qualifications for membership, any limitation of the number of members and for succession in the event of death?" (Marginal note in Hardin's handwriting, no/ charter.)

(3) "Article III - do you not think there might be added provision for the holding of trustees' meetings by waiver?" (marginal note, no proxy.)

(4) "Article IV., section 1 - do you not think you might add, 'and such other officers as the Board shall elect and/or appoint'" (marginal note: Taken care of by \_\_\_\_\_)

(5) "Article IV., Section 8 - there is a distinct limitation here which I do not think would work out practically because under this provision all checks drawn on the company's depositaries would have to be signed by the treasurer. Do you not think that it would be well to have the By-Laws merely provide that checks drawn on the company's depositaries are to be signed and countersigned by such officers as may from time to time be fixed by resolution of the trustees?" (Marginal note: always easy to change)

(6) "Article V. relates to the various Committees. Do you think it would be well to provide how many members shall constitute a quorum of each Committee for the purpose of the qualified meeting?" (Marginal note: majority by law)

(7) "Article VI. relates to the Director. Do you not think a great many of the powers you have conferred upon

the Director should be subject to approval either of the Board of Trustees or of the several Committees? Such, for example, as the organization of the Faculty, the establishment of courses of study and/or research, and the rules and regulations governing admission and discipline of students and workers." (There is no marginal comment on this, indicating that it was debated in all probability at the Board meeting).

(8) "Should there not also be provision for a corporate seal?" (Marginal note: separate resolution).

(9) "Lastly, do you deem it advisable to add an article covering the meeting of the Faculty and the action to be taken at such meetings?" (Marginal note: not now).

JRH Correspondence from May, 1930 to December, 1933

1930

✓ 10/10

OFFICERS

Corporation

"Permanent officers to serve until the next annual meeting were elected as follows:

Mr. Louis Bamberger, President of the Board  
Mr. Felix Fuld, Vice-President  
Mr. Alanson B. Houghton, Chairman  
Mr. Samuel D. Leidesdorf, Treasurer  
Mr. Frank Aydelotte, Secretary  
Mrs. Esther S. Bailey, Assistant Secretary  
Mr. Abraham Flexner, Director of the Institute."

Vol. 1, Number 1, Page 11 - Minutes

GENERAL (By-laws)

Corporation

See collected Bulletins IAS (forefront) or  
Vol. 1, No. 1, P. 2 - Minutes of Organization Meeting - 10/10/30

1. List of Trustees and members of Corporation 15 - identical
- Art. I. Sec. 1. Location: at or near Newark; name, Institute for Advanced Study
- Art. II. Sec. 1. Annual meeting of members: 3rd Friday in April
3. Special meetings of members may be called by President
  6. New members may be elected by majority of members.

Art. III Trustees

- Sec. 1. Board of Trustees shall conduct business: 15, to be elected at first meeting and divided into 5 lots of 3 each for terms of 1-5 years respectively. All subsequent terms shall be for 5 years.
- Sec. 4. Members of the Faculty, if members of the Corporation, not exceeding at any one time 3 in number, are eligible for election as Trustees.
- Sec. 7. Regular meetings of Trustee Board shall be after members's meeting each April, and 3rd Friday each October.
- Sec. 8. Special meetings of the Board may be called by President and must be called on request of the Director or any 3 Trustees.
- Sec. 9. Majority of all Trustees constitute quorum.

Art. IV Officers:

- Sec. 1. To consist of: a President, a Vice-President, a Chairman, a Secretary, and a Treasurer. To be elected annually.
- Sec. 4. Duties of President: formal business head; exercises general supervision; Chairman of the Executive Committee and ex officio member of all standing committees.
- Sec. 5. Duties of Vice-President: interalia ex officio a member of all standing committees.
- Sec. 6. Chairman: presides at meeting of Trustees.
- Sec. 7 & 8 Duties of Secretary and Treasurer

Art. V.

- Sec. 1. Standing Committees:
- a. Executive: 4 members, the President, Vice-President & Director
  - b. Finance: 3 members, the President and Vice-President
  - c. Education: 3 members, the President, Vice-President, Director and 3 members of the Faculty
  - d. Nominations of Trustees & Officers: 3 members
- Sec. 2-4. Methods of meeting and responsibilities of these committees.

Art. VI Director:

- Sec. 1. Appointed by Trustees to be responsible, under supervision of Trustees and/or Executive Committee "for 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." Shall organize the Faculty, establish courses of study and/or research, 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." Shall submit annual budget at April meeting of Trustees. In case of a vacancy in directorship, a special committee must study and make its report before it can be filled; Director must make an annual report to Trustees.  
(all in Sec. 1, Art. VI)

Art. VIII Degrees:

Sec. 1. Director shall submit plans for granting of professional degrees such as Ph.D. with State Board of Education in New Jersey to obtain legal approval.

Sec. 2. Honorary degrees may be conferred by 2/3 of Board on nomination by Director and Faculty, which must be submitted to Educ. Committee for report and recommendation.

Art. IX Order of Business:

Art. X Provision for amendment of By-laws after vote by majority.

10/21

1930  
TRUSTEES

Corporation

COMMITTEES (EXECUTIVE)

Academic Personnel

FLEXNER, A.

Biographical

Flexner to Louis Bamberger, October 21, 1930.

Suggests Louis Bamberger and Mrs. Fuld and Flexner as Ex-officio members, Hardin, Leidesdorf, Aydelotte and Sabin. *See*  
This is to secure two things:

- (1) A balance as between academic and non-academic people
- (2) To get a quorum.

They evidently ~~decided~~ decided to supplant Dr. Sabin with Lehman who was at the time running for ~~some office~~ office. *W. G. M.*  
*The Com. is appointed: G. M. L. B. F. D. A. F. E. F. J. N. H. S. D. E. (H. H. L.)*  
*and need to do it now - might be something coming up.*

D, Bamberger, Louis, 1930-1936



11/6  
11/7  
12/3  
12/4

SCHOOL OF MATHEMATICS

Academic Organization

SMITH, DAVID EUGENE (NEW YORK CITY)

Biographical

FLEXNER, A.

At Flexner's request Smith wrote guardedly to 4 men in 4 European countries for recommendation for the greatest young (30-45) mathematicians in their knowledge: ~~potential~~ potential successors to Klein, Lie, Weizstrasse, Sylvester or Poincaire.

IV-13

1930  
TRUSTEES

Corporation

~~Key~~ Aydelotte to Bamberger thanking him for photograph  
of trustees at organization meeting.

FA, Louis Bamberger

Dec 1

AF drop letter to LB 31.0143

"I ultimately decided upon mathematics  
because I found after going abroad that  
there was less doubt about the rank of  
math. than was the case in any other field."

Cherns

1930

12/1  
12/19

GENERAL

Academic Personnel

MATHEMATICS

Academic Organization

Flexner memo of Interview with Dr. David Eugene Smith:

"Discussed with Professor Smith the subject of mathematics from the standpoint of the Institute for Advanced Study. In his opinion, the one mathematical genius in this country is Dickson of the University of Chicago, though ~~Birkhoff~~ is a younger man and may prove he is able. He is going to get into communication with some of the leading men in Europe in order to find out from them whom they know in America and whose work they follow and respect and also whom they regard as promising in Europe."

H. Hadamard to Smith: (attached)

Birkhoff

File III-17 IV-13? Mispelled after discussion of above.

COPY

19 December 1930

Dear Professor Smith

I am very happy, firstly of hearing of you, and secondly, of the opportunity which you give me to speak of some of our younger and most prominent mathematicians. As you have supposed, I should prefer that my name be not mentioned when using the following information. Perhaps, however, a man well in touch with our French mathematical school would guess where the information comes from: for there is an evident thing, which is that a comparison between them is something a little subjective, and other French scholars would give you the same list as I shall do, but with different appreciations.

The most important ones are, as age is concerned, in the environs of the upper limit (45) you are alluding to. Their names are:

JULIA, a "grand blessé" in the war -he has to deal frequently with his health, and his energy in scientific work is the more remarkable. He had begun with a Thesis on the arithmetical theory of quadratic forms, in the line and under the inspiration of HUMBERT. But he immediately proved a first-rate master when our Academy proposed the subject of iteration in the complex plane, the influence of the choice of the initial element being to be investigated. Three authors - the other two, PATOU and LATDES, died too soon - sent most profound answers, showing that the question penetrated deeply in the geometrical theory of ensembles. Since that time, JULIA did not cease to work, with the same superiority, on every part of the theory of analytic functions, the number and variety of his Memoirs being especially remarkable. One example must be mentioned apart: the "Julia lines" corresponding to an integral function: a discovery which has been and continues to be the subject of a great quantity of contemporary mathematical work.

I ought to add immediately that the latter discovery could not have existed if it were not for Montel's most fruitful discovery of the "familles normales" of analytic functions. But Montel, though much younger than myself, belongs to an older epoch than wanted by the terms of your letter.

Then, further: PAUL LEVY, the author of most beautiful improvements in Functional Calculus. Volterra had found integrability conditions for a functional derivative. It was Paul LEVY who pointed out that functional differential equations also ought to be considered, being the analogue of total differential equations; who obtained their conditions of integrability. This, and other capital improvements of that part of Science are the content of his Lecons d'Analyse fonctionnelle. PAUL LEVY also has, in more recent times, directed his activity towards other part of Mathematics firstly on Calculus of Probabilities, to which he again devoted a text-book, then on analytic functions, etc.; and, in all those subjects he again proved a master.

FRECHET has also worked chiefly of Functional Calculus and, later, Calculus of Probabilities. We owe him a double discovery of considerable importance: viz., that it was time to treat Functional Calculus from the point of view of theory of sets; then that the most simple and fruitful results were to be reached by considering abstract sets, i.e., sets studied without any allusion to the nature of the constituting elements, which may be of any kind whatever: - one of the most audacious ideas I know of,\* as the highest degree of generality is reached at once. But the success of that idea does not cease to become more and more evident every year; mathematicians are working according to FRECHET'S conceptions in every part of the civilized world.

On those two men, see Volterra's recent Theory of Functionals (Blackie and Son, London and Glasgow). But American geometers are most acquainted with both of them. Especially, NORBERT WIENER's work is, since years, directed in that line (especially FRECHET's) and also EVANS, of Houston, having to work constantly on Functional Calculus, is in constant touch with LEVY and FRECHET's results.

Then, I shall add

DENJOY, who began with the extension of Borel's ideas to integral functions of an infinite order but who, since, has given an important contribution to the

---

\*I should, from this point of view - boldness and wideness of generalization and mathematical abstraction - compare it with nothing less than Galois's conceptions on groups.

theory of functions of a real variable by obtaining a definition of integration more general than Lebesgue's. The recent problem of quasi-analytic functions is also indebted to him for its essential starting point: for he foresaw that the question was tightly connected with the convergence or divergence of a certain series - which was, later on, proved rigorously by Carleman.

GARNIER is distinguished amongst other geometers by the profound difficulty of the questions which he attacks. The regular singular points of linear differential equations; Painleve's differential equation and corresponding transcendentals; Riemann's problem on linear differential equations and his application to Plateau's problem; all those questions could not have been treated, at least with the same important results, by a geometer not disposing of an extraordinary skill.

As to younger people, there is no doubt that I must begin by a new Frenchman: MANDELBROJT, a young man of about thirty, of Polish extraction, now a French citizen. His discoveries as concern functions given by entire series or by Dirichlet series are marvellous. Some of the most beautiful ones concern series with gaps and the curious properties of what he calls "complementary series", i.e., entire series  $\sum_{n^*} a_n x^{n^*}$ ,  $\sum_{n''} b_n x^{n''}$  such that every exponent which appears in one of them falls in the other (every  $n^*$  distinct of every  $n''$ ). One of his most striking victories, in Dirichlet series  $\sum a_n x^{-h_n}$ , consist in having succeeded to separate the influence of the exponents  $h_n$  from that of the  $a$ 's, as to the determination of singular points.

MANDELBROJT is also personally known to Americans, as having taught for one year at Lovett's, at Houston.

Amongst quite young men, the most promising is ANDRÉ WEILL, who immediately showed his great ability by his first work, his Thesis on arithmetical properties of algebraic curves - in other words, on Diophantine analysis: especially, his discovery of a connection between such arithmetical properties and algebraic and functional ones is quite profound and leaves hardly any doubt on

the fact that this young man (he began when being extraordinarily young) will become a great scholar. He is now teaching in India, at Aligarh. His age is something like 24.

I cannot yet say much of CHEVALLEY, also a very young man, though I have every reason to think much of him. But he just begins (he is now out for military service). At my sense, you will certainly hear of him.

I hope to have informed you in the best way possible, and, with my best wishes for 1931, I beg you to believe me

Yours sincerely,

(signed) H. HADAMARD

I seize that opportunity in order to send you my best wishes for new year.



12/11  
12/16  
8/30

1931

POLICIES

Administration

FLEXNER, A.

Biographical

AYDELOTTE, F.

Flexner to Aydelotte , December 11, 1930. List of questions to which Flexner requests Aydelotte's answers-- roughly and frankly, with whatever additions Aydelotte wishes to make. Aydelotte answers December 16, 1930.

Attached to the letter of December 11, 1930, are the letters from Aydelotte to Flexner of December 16, 1930, and August 30, 1931, explaining his views in answer to Flexner's questions.

They are all filed in Chronological File under 1930, 12/11.

File I-7

THE INSTITUTE FOR ADVANCED STUDY

1. With what subjects should the Institute first cope - this from the standpoint of their fundamental importance, their timeliness, their relative need in this country as compared with what is being done in other subjects?
2. In reference to the subjects selected do you know persons who could undertake to head them or persons to whom one should apply whether in this country or in Europe for suggestions as to the right heads?
3. In what way should the admission of students be carried on?
4. Under what conditions and in what cases should degrees be conferred?
5. What precautions, if any, should the faculty take in reference to the conduct and assiduity, etc. of those admitted as students?
6. What innovations may be undertaken as respects buildings, living accommodations, etc., for the purpose of facilitating contacts between students and teachers, or for other reasons?
7. What is the minimum amount of space that should be procured with a view to present needs and future developments?
8. What is the simplest form of administration that you can imagine as adequate?
9. What kind of salaries should be paid heads and men in lower grades?
10. What fees should be charged?
11. What should be done in reference to fellowships?

South America. That is, to go personally to each of four or five eminent people in a given subject and ask them two questions: first, the names of possible men who might be suitable for the Institute Staff, and, second, for the names of persons who should be consulted for suggestions. By doing that and by following up the suggestions made and interviewing the people referred to, you would inevitably come to the best available man. I have always pursued that policy in recruiting my faculty at Swarthmore. The method has only one limitation. It is almost impossible to pursue it effectively by proxy since so much depends upon the tone of voice in which a suggestion is made or the intelligence of the man making it. All of which imponderables have to be judged on the spot.

3. "Naturally the admission of a student should depend primarily upon the opinion of the professor under whom he will work. I believe, however, there should be an admissions committee which would have general oversight and prevent too much difference of standard between different departments. It occasionally happens that very great scholars are not very good hands at picking men. I think there should be a Registrar who would assemble the facts about candidates for admission and who would interview them personally, then refer them to the Professor under whom they desire to work for further personal talk. I should hope that the Institute would soon be in a position of picking and choosing its students and that admission to it would be something like the securing of a fellowship. So far as I know, graduate schools in this country are perpetually in the attitude of drumming up students, and I believe that the other point of view would make a great impression and would attract the best men and women.

4. "I should recommend phrasing the requirements for degrees in very brief and general terms and should state these requirements in terms of what the student is expected to know, not in terms of what the student is expected to do. Useful suggestions could be got from the Oxford Examination Statutes in the requirements for the D. Phil. I should think it desirable to preserve pretty wide freedom for those who are not candidates for degrees but should make the examination for the degrees and the quality required in the thesis as high as possible. I strongly recommend external examiners and the printing of the names of these examiners on the thesis when it is published and in the announcement of the degrees conferred. In other words, make examining a public responsibility and pay people well for doing it.

5. "I think the professor under whom a student is working should be in sufficiently close touch with him to know whether he is behaving himself and working as he ought. With our honors students we find that the quality of the papers which

they write for their seminars is a very delicate index of the amount of work they are doing. I think it should be the general policy of the Institute promptly to get rid of people who are not working, and I believe that will take care of the question of conduct.

6. "I think it exceedingly important that the grounds and buildings of the Institute should be simple but as beautiful as possible. There are a good many respects in which academic buildings in this country do not seem to me ideally adapted to our purposes, and I should recommend a careful study of the Oxford Quadrangle system for some use or adaptation of it to the needs of the Institute.

"I think it exceedingly important to make a comprehensive plan in the beginning. I should recommend myself engaging perhaps two or three men independently to make such plans, not in competition but paying each one for his work and reserving the right to use any of his ideas which the trustees think valuable. The trustees would as a result probably find the man whom they want for supervising architect or in some such capacity, and this man could under their direction make use of all the best ideas which were available.

"For the purpose of facilitating contact between students and teachers I should recommend building professors houses on the campus and providing also a dining hall which would be run something like that of an Oxford College, with the professors and students dining in the same hall and separate common rooms to retire to after dinner. For breakfast and lunch I should devise a kind of modification of the butlery ~~at~~ at All Souls. Indeed, I think the dining hall and related rooms should have partly the character of an American club and partly the character of an Oxford College Dining Hall.

7. "I should think of 200 acres as a minimum amount of ground. I am not certain that I should not like to see a larger plot if it were available and of suitable character. It should be in the country and it should be beautiful. At the same time it should be within reasonable distance of either New York or Philadelphia.

8. "This is a difficult question to answer right off, but it seems to me that under you as Director there should be three administrative officers as follows:

First, a Registrar or Secretary who would carry on correspondence, keep the records, attend to publications, receive applications and inquiries, etc.

"Second, there should be a Bursar to collect fees, pay bills and salaries, keep account of investments under the direction of the Treasurer, and, in short, take care of the financial needs of the Institute. Under the Bursar there will be, of course, bookkeepers and, if necessary, a purchasing agent. The Bursar would make the budget in consultation with the Director and the Treasurer, and he would be responsible for the operation of the budget, making sure that the different officers and departments did not exceed their appropriations.

"In the third place, there should be a Superintendent of Buildings and Grounds, preferably an engineer by training, who will attend to problems of heat, light, water, and the care of buildings and grounds. Under the Superintendent will be such officers as gardeners, engineers in the power plant, housekeeper, dietician, and so on, as necessary.

"I think it possible that this simple administrative "set-up" would be ~~sufficient~~ sufficient at the beginning. There is, however, one group of responsibilities not very definitely arranged for; namely, the organization of courses of lectures, assignment of rooms, arrangements for visiting lecturers and general academic supervision of the teaching and research being done in the various departments. Ordinarily this would be done by a Dean. I should think it probable, however, that you as Director would prefer to take on this responsibility at any rate in the beginning. I expect that you will have to have a Dean sometime in the future, but it would be rather a distinction to have an academic institution without one.

9. "I think the salary schedule should be distinctly high for the heads of departments and about the ordinary rates for the men in the lower grades. You will want the kind of professors who will need, say, \$12,000 to \$15,000 or, in some cases, even \$20,000. But I should not start the young fellows on any such corresponding scale, but should pay them about the salaries which are usual in other institutions so that if they do not make a success and have to leave or if they have better openings elsewhere, they will not be artificially kept by an unusual salary scale.

"The particular attraction of the Institute will not be its salary scale even for the best men, but the salaries ought nevertheless to be liberal. The nearer to New York the institution is located the higher the salaries will have to be.

10. "I am in favor of substantial tuition fees for students who can afford to pay them. There is no use of making an

educational institution a charity for the rich. I would not, however, make the fees outrageously high but about the average, say, \$300 to \$400 for tuition. Rooms and meals should pay for themselves. The Institute should not make a profit on them and should not lose money on them.

11. "There must, of course, be fellowships. A few, I think, should be in the nature of prizes awarded after some kind of competition which would make them distinctions eagerly sought. In addition there should be fellowship funds which could be awarded in larger or smaller amounts so as to give people what they absolutely need to make ends meet. I should think some part of these funds should be useful for helping a man to go to Europe in a summer vacation or to work with somebody whose advice and help he would need for his degree.

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"That exhausts your list of topics, but I have a few ideas I should like to append.

✓ "I should study the organization of All Souls for possible suggestions in various ways which would be of value to the Institute. You know it, of course, very well. It has done a great deal for English scholarship and public life, and I think the Institute might conceivably come to occupy a similarly leading position in this country. I have always been very much interested in the connection between scholarship and public leadership and believe it is greater than most people suppose. I believe some kind of arrangement which brought men back from time to time as they come back to All Souls might add a great deal to the character and effectiveness of the Institute.

✓ "I think the site is very important, and I urge that the question be studied from every possible angle. It seems to me that ground should be chosen in a beautiful location in the country where quiet and concentration are possible. Contact with the city should be easy enough for important occasions but not so easy as to multiply unimportant engagements. That will make an enormous difference in the amount of work which everyone will do. I should not myself believe in having it too near another university.

✓ "The Institute will obviously be a place of international significance, and its location should be thought of from the point of view of a student body recruited from all sections of the United States and from many foreign countries. It will and should have a life of its own in the sense that graduate schools which are located in cities do not.

"I am very much concerned about the library and believe that plans should be made from the start to build up one of the great research libraries of the country. The building in which it is housed should be especially planned for the purposes of an institution of this kind. It should be filled with cubicles and individual studies where men can pursue research under the best possible conditions. With just the right librarian and with plenty of funds it could be built up very rapidly and at the same time wisely. It should not undertake to be like the Library of Congress or the British Museum, repository of everything that is printed, but it should be absolutely first-rate in its collection of learned periodicals (which is of course an appallingly large order in itself) and in the research materials of the various departments. The choice of a suitable librarian is one of the most important problems which you have before you.

"This document does not exhaust my ideas, but it is probably already too long. I find it an exceedingly interesting subject of contemplation.

Yours very sincerely

Frank Aydelotte"

Aydelotte to Flexner, August 30, 1931.

"I have gone over your interesting report with great care and find myself in the heartiest agreement with the main features of the plan as you have outlined it. You have indeed sketched an educational Utopia, which nevertheless has nothing Utopian about it so far as the connotation of 'impossible' is concerned. If the Board will only keep its eye single and fixed on this ideal it can be realized.

"Your selection of Mathematics for the first School seems to me on the whole very wise. I should like to see Economics follow speedily. It occurs to me that these Schools may develop into what we call Divisions at Swarthmore-- groups of closely related subjects rather than single departments. There is much that is artificial about departmental boundaries and hence I think the word 'School' very happily chosen.

It seems to me the part of wisdom to be as tentative as possible at this stage about the government of the Institute. You might point out on page 5 the most serious objection to faculty government, which is that it inevitably

becomes legalistic. Oxford is a good (or rather bad) example. The 'inadequacy of uniform procedure' is the point to be insisted upon. You might I think stress a little more (or at least not forget) the importance of the Director in (1) the selection of the faculty, and (2) the making of the budget. He will want all the advice he can get from inside and outside the Institute, but subject to the approval of the Trustees the final decisions on these matters should I think rest with him.

"I hope we shall adopt the custom of awarding degrees only on the recommendation of external examiners. Nothing would do more to ensure high standards and the incidental advantages of making the work of the Institute understood outside and of securing for it intelligent criticism and collaboration are very great. Aside from these examinations for degrees, which should be severe, our students could work in complete freedom and be their own judges of the value of what they were getting.

"I won't embark on the questions of buildings and site since you know my ideas and that they accord with what you have said. I hope we can go slowly and explore every possibility before coming to a decision.

"Do you plan to print this report or only to circulate it in manuscript? If the former I shall have a few suggestions of detail to make to you when we meet. When do you come down from Canada? We return to Swarthmore next week and Bill sails for Cambridge September 25th. Our vacation has been too short but very delightful. Warmest regards from all our family to all of yours.

Sincerely,

Frank Aydelotte"



1930  
EARLE, E. M.

Biographical

FLEXNER, A.

FLEXNER, BEN

Wire Abraham Flexner to Earle at Johns Hopkins Hospital  
on receiving news Earle has longer invalidism in store:

"Ben and I will see this thing thru."

Earlepapers (Vertical)

12/24

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

ROCKEFELLER

Foundations

ACLS

ARMSTRONG, EDWARD C. *Am. Email Transit Soc.* Biographical

FLEXNER, A.

Armstrong to Flexner, December 24<sup>th</sup>, 1930, about Universities. A very important book. "...if our philosophy is a pragmatic philosophy it would seem to tell us that this is a fight against the inevitable in which we are contending, not merely against a present situation, but a situation which is the logical outcome of a long, historical development.

"It is for this reason that I admire the work all the more. It is not difficult to take the leadership in the fight where conditions are favorable. It is difficult, but most important, to find a leader for a minority and a minority against whom all exterior circumstances combine...I believe it will be impossible to

upset your thesis as to what the real issue is.

"Your procedure of concrete illustration is causing no end of persons in educational posts to wince under the knife. I am taking no joy in their discomfort, but it was the only method of approach capable of producing results. In the institutions which were not selected as subjects for the dissecting, there may be a temporary elation, but I see no opportunity nor prospect of permanent hilarity on their part. One might even consider that their being passed over in silence is somewhat humiliating, as it merely marks them out as not sufficiently important to have the large artillery for the moment trained against them."

✓  
*Goodman*  
He read with understanding particularly about Johns Hopkins, because he had been there from 1897 to 1917 on the philosophy faculty: from 1910-17 Chairman of one of the departments. He left not as the result of a quarrel. He had adequate backing, liberal in the light of the financial situation of the University from President Remsen but from his successor neither cooperation nor backing. But Armstrong always won his way on every point.

"I left because I was convinced that there was no stopping the ~~draft~~ drift in general university affairs which was increasing from a drift to a flood. I left with no anticipation that in a new place I should escape manifestation of the same tendency. The difference was that the Johns Hopkins as it had been and as it might be was so tied in with my heartstrings that I could not be content to stay there, simply trying to keep my own head above water and letting the devil take the rest. It was on this basis that C. C. Marden, J. E. Shaw, and I deliberately decided that the time had come for us to seek to do our work in other places." For that Armstrong came to the Council of Learned Societies. His effort in that organization, he said, is that it will be to hold the organization fast to the ideal which Flexner set forth in his book.

"Now that the situation is changed so that gratitude need no longer be interpreted as thankfulness for favors still to come, I wish to tell you of the surprise and delight that came to me over the outcome of the one rather brief interview which I had with you regarding the application which the Council submitted to the General Education Board. It seemed to me then, and it ACLS

still seems to me, that you showed a marvelous understanding of the aims which the Council had in view, and a responsiveness which indicated that regardless of the limitations which might be placed upon the successful execution of the aims we had in view...you sensed the wholehearted and honest intent of our group to further the aims which are clearly in your mind of such great import."

Armstrong to Flexner, March 3, 1931, making recommendations: classics, Rhys Carpenter, Meritt; Oriental languages, William F. Albright; semitics; English, John S. P. Tatlock, Harvard, etc.

POLICIES

Administration

MEMBERS

Academic Personnel

GENERAL

Academic Organization

GENERAL

Academic Procedures

WEED, LEWIS H.

Biographical

*Questions*

Weed answers a letter of December 11 not in the file, apparently containing a number of questions as to the shape and nature of the Institute. His answers are as follows:

(1) I believe the Institute would do best to devote its efforts initially to some phase of the Humanities. History, the one subject to be undertaken immediately; History in the broadest possible interpretation as the story of mankind. Men should be chosen competent to deal not only with political aspects, but also with social, linguistic, ethnological and many other viewpoints. "...philosophy, science, and other apparently distantly related subjects should be brought into a harmonium discipline. I should be particularly keen to see the History of Science developed from this standpoint of biological hypotheses and concepts; it is a great field relatively unexplored."

"I should support also any effort towards the development of any particular phase of the Humanities, omitting for the time being any emphasis on archaeology...I place emphasis on the initial efforts of the Institute towards the Humanities largely because I believe the natural sciences are being well supported in American institutions, both academic and commercial; the Humanities are not fostered to the same extent. On the basis of scholarship, also, I believe that American science ranks on a higher plane than do American studies in the Humanities. In the intellectual well-being of the world, the Humanities will ultimately play as important a role as does strict science.

"I should not place any weight at all on the factor of 'timeliness of study'; the Institute should be free from any ~~leanings~~ leaning towards popularization or response to immediate demands."

(2) He hesitates to recommend anyone to start with in the Humanities, but does think that George Sarton, Editor of Isis and Research Associate of the Carnegie Institution, ~~work~~ working at Harvard, needs looking into. He also should suggest consulting Gordon Laing, Arthur Lovejoy, and others.

(3) Admission of students should be liberal, <sup>and</sup> departmental only. ~~Except~~ Acceptability should be according to the head of the department.

(4) "The completion of a specific research problem rather than the completion of a thesis in the ordinary sense should determine conferring of doctors' degrees." Evidence of scholarship to be the important factor with liberal technical requirements for a degree.

(5) The Institute should not concern itself with the conduct of students or with the eagerness with which they study. No paternalistic attitude of any kind should be taken towards the student. The department head should be allowed to encourage or discourage the students enrolled in his own field.

(6) I do not believe that design of buildings, living conditions, or other physical arrangements will produce anything but an artificial facilitation of contacts between faculty and students. He suggests free and informal seminars and a central luncheon place to facilitate meeting of Faculty and students.

(7) Space will depend upon the branches of learning upon which the Institute embarks at its inception. Ultimately, a library will be required, but it should be developed through a system of departmental needs.

(8) He suggests that the things covered by the word "Administration" should be in the hands of a first-class Business Manager who shall serve as an assistant to the Treasurer and as a Bursar.

(9) No absolute figures for salaries should be set, as much will depend on the exact location of the new Institute and the social requirements of the environment. Professors should be paid salaries sufficient for comfortable living, with some possibility of ~~fixed~~ saving, the range probably should be \$12,000 to \$18,000 a year; and no standard salary should be employed. Men in the lower grades should receive compensation in like manner according to the same principles, that is. No young assistant should be attracted to the field because of the financial return. "But after the assistant has proved his worth, he should be advanced in salary very rapidly."

(10) Tuition fees from \$250 to \$500. Arrangement for very extensive loan funds, administered on a most liberal basis. Remission of any fees or charging-off of loans should be possible on recommendation of the Director.

(11) Weed would establish a number of fellowships paying from \$2,500 to \$3,000 a year, to be given serious workers whom the departmental head may wish to retain. Such fellows belong to the instructional staff and without any definite teaching duties. They should never in any case be candidate for a degree.