

1997-8
See text State Dept article on G.A.S.
for excellent resumé.

There V, A & Montgomery are linked
together in 3 generations of math specialty -
from V's differential geometry to Alexander's
topology to Montgomery's. (Implications of
management control + succession also?)

Vert P.

1757
Pfs H 59.

Recapture clause: deed to pfs - price of land ^{in case of ~~act~~ recapture PASTO got}
less interest thereon, ^{@ 4%} + appraised value of
the improvements as set forth in deed.

In case of Larr B) permitted him to sell
to Zwanglin with deed for 1500 per land
w/o interest thereon, + appraised value of house.
But Larr was permitted to sell his house at a profit
because of fact he charged PASTO with misleading him to bid it

Min 107.9145 p. 4

INSTITUTE HISTORY

Institute History

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

FULD HALL VS. EXPANSION OF SCHOOL OF ECONOMICS AND POLITICS

The donation of nearly \$1,000,000 by the founders in 1936 was used for the expansion of the School of Humanistic Studies. (Check extent). Also pg for site + 60L (2) v60 + 62.5

During 1937 in August of which Flexner presented his plans for expansion of the SEP was there an overt effort by Veblen and Maass to divert future gift to the building of Fuld Hall? Strauss in the wind: Flexner said he had agreement with the founders on a memorandum for academic expansion, ~~Maass~~ in 1937. Maass cautioned him in June of 1938 that if the founders had ever given him any assurance that ~~this would happen~~ they would add to endowment for this purpose, "they had evidently forgot it." Did not this imply that in the founders' minds contribution for the building had taken the place of the importance of expanding the SEP?

No. Flex told AF at meeting Bay 25 wd add a bldg. But perhaps Maass was being directed by FI then

Insurance for years annuities? Maass' plan - accumulation - insurance - with it Maass - Flexner's thwarting plans for Alden Maass Maass opposed FI Sec 224 Dept of Nancy Lee Swanson bldg - Did Maass know FI had deposited both loans for too much land?

Was the source of hostility between Maass and Flexner due to a competition in purposes for additional endowment? Was it this which turned the founders sour? (They were vs AF - but vs Maass)

Since Maass expressed interest in and hope for Flexner's plans for extension of the work in economics, was it rather Veblen who pressed the claims of the building in such a manner as to distract the founders' intentions, or was it simply that bad times, falling income, and threatened war made them apprehensive?

Note also that the plan for Institute aid to professors' building of homes came along at about this time, another distraction to the minds of the founders perhaps.

However, it is perfectly apparent that something happened to divide Maass and Flexner late in 1938 or early 1939 before Maass espoused the cause of the rebellion because the correspondence with Maass would indicate that close collaboration between them continued well up into 1938. (Closer than Flexner's with Leidesdorf).

EARLE, E.M.

Biographical

FLEXNER, A.

Earle has a relapse, and, as a matter of fact, does not come to the Institute until the fall semester of the academic year 1937-1938.

Came spring 1936 for visit - then relapse

D, Earle, Edward M., 1936-1939

1937-38
BUILDINGS AND GROUNDS

Facilities

AYDELOTTE, F.

Biographical

His correspondence regarding architects.

A, 10/18/56, Architects

✓1937-1938

BUILDINGS AND GROUNDS

Facilities

See correspondence between Maass and Aydelotte; Bldg. (Fuld Hall).
Also on Advisory Boards of Architects at Johns Hopkins, Goucher, etc.

A. File I. A. S. (home)

MEMBERS

Academic Personnel

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

See attached paper for membership in the School of Economics ~~and~~
for the years 1937-1948.

S Reports-Memoranda, 1948-9

MEMBERSHIP 1939-1948

SCHOOL OF ECONOMICS

<u>Period</u>	<u>Name</u>
1937	H. C. B. Mynors
1939	Sir Henry Clay
1940/41	Erich Roll
1941, 1941/42	David Durand
1941/42	W. Braddock Hickman
1941/42	Robert D. Leigh
1941/42, 1942/43, 1943/44, 1944/45	Jonathan Mitchell
1941/42, 1942/43, 1946	Clarence D. Long, Jr.
1942/43	Etienne Mantoux
1943/44, 1944/45, 1945/46	Frederich Lutz
1944, 1945/46, 1946/47, 1947/48	Walter B. Schiffer
1944/45, 1945/46	Richard P. Blackmur
1945	C. W. Everett
1944/45	Adrienne Koch
1945, 1945/46, 1946/47, 1947/48	Lucius Wilmerding, Jr.
1945	J. R. N. Stone
1946	Alexander Loveday
1946, 1946/47, 1947/48	E. A. Goldenweiser
1946	Noel Hall
1945/46, 1946/47	William O. Aydelotte
1946	Alexander Baykov
1945/46	Norman S. Buchanan
1945/46, 1946/47, 1947/48	John C. Cooper

1946/47, 1947/48

1946/47, 1947/48

1946/47. 1947/48

1947

1947

1947 (1 month)

1948

1948

1947/48

1

1948

Jacob Viner

Ragnar Nurkse

John Lindberg

E. F. Penrose

Frank Tannenbaum

David Mitrany

Arnold J. Toynbee

Richard B. Morris

Torquato C. Giannini

S. V. Wantrup

✓ 1937-1957

PROFESSORS

Academic Personnel

HOUSING

Facilities

TRUSTEES

Corporation

MERRITT, B. D.

Biographical

Meritt's taxes are over \$1,000 a year and he and Mrs. Meritt want to sell house. But real estate agents say recapture clause runs with deed and power of Trustees to buy back (at market) eternal until they formally forego it. House therefore not saleable.

Interview Cherniss June 31, 1957

1937

1940

MYNORS, HUMPHREY

Head of Research Division Bank of England, 1937.

Secretary of Bank of England, 1940.

No source necessary

SCHAAP, MICHAEL

Biographical

Schaap was the nephew-in-law of L. Bamberger. Married Stella Hammersmith, who received \$50,000 in Bamberger's will.

Schaap was with Bamberger & Company at one time.

D, Bamberger, Louis, 1937-1944

FOUNDERS

Corporation

FRIEDENWALD, HARRY

Biographical

Friedenwald's mother was the daughter of Isaac Bamberger and Babette who migrated from Bavaria in 1847. Ellean Bamberger was one of 4 children of Babette by former marriage.

D File, Bamberger L., 1937-44

1942-5

Year	Name	Agency	Notes
1937	SEP Mbs from Bulletins		
1938-9	Mynors	WWR	
	H. Clay	WWR	
	Herz	PU	
	Rumney	Mit.	
1939-40	Bailey	Earle	
	Gilbert	"	
	Rumney	"	
	Sprout	"	
	Vagt	"	
	Weinberg	"	
	Lockwood		P-War studies R =
1940-41	Dennery	Earle	Brodie Earle
	Possony	"	
	Vagts	"	
	Weinberg	"	
	Durand	NBER	WWR
	Lockwood	FA P-War std.	R =
1941-2	Gilbert	Earle	
	DE Weerd	"	
	Possony	"	Hickman WWR
	Vagts	"	
	Weinberg	"	
	Mantoux	"	Long "
	Durand	NBER	WWR
	Beigh	WWS	
	Mitchell	WWS	
	Lockwood		P-War Std.
1942-3	Gilbert	Earle	
	Gottman	"	
	Kann	"	
	Mantoux	"	
	Silberner	"	
	Long	NBER	WWR
	Mitchell	WWS	
1943-4	Dorfmann	WWS	
	Blackmur	"	
	Lutz	NBER	
	Mitchell	WWS	
	Schiffer	"	
	Wilmerding	"	
	Moch	"	
	Gottman	Earle	
	Kann	"	
	Silberner	"	
1944-5	Blackmur	WWS	
	Korfmann	"	
	Buchanan	"	
	Cooper	"	
	Goldenweiser	"	
	Kann	Earle	Mitchell WWS
	Koch	WWS	Wilmerding WWS
	Lutz	NBER	C.W. Everett 9ugg.

W.S. Goldwater
 Baykov
 Blackmur
 Buchanan
 Cooper
 Goldenweiser
 Noel Hall
 Long
 Lovejoy
 Lutz
 Schiffer
 Stone
 Stone
 "Wilmerding"

15?

m

1945-6

W.O. Aydelotte
 Baykov
 Blackmur
 Buchanan
 Cooper
 Goldenwesier
 Noel Hall
 Long
 Loveday
 Lutz
 Schiffer
 Stone
 Stone
 Wilmerding

WWS
 WWS
 WWS
 WWS
 "
 WWR?
 WWR
 WWR & WWS
 NBER WWS
 WWS
 "
 "
 " WWS

WWS means largely Rockefeller F'dtn projects, but not always. Consult texts.

1946-7 etc see list S.E. 1937-48 Vert.

(checked with Miller 1/4/1946)

1941-2
 Gilbert
 DE Weard
 Posony
 Vests
 Weinberg
 Mantoux
 Durand
 Belgh
 Mitchell
 Lockwood
 1942-3
 Gilbert
 Götman
 Kann
 Mantoux
 Silberner
 Long
 Mitchell
 1943-4
 Dorfmann
 Blacmur
 Lutz
 Mitchell
 Schiller
 Wilmerding
 Koch
 Götman
 Kann
 Silberner
 1944-5
 Blacmur
 Koch
 Silberner

WWS Mitchell
 WWS Wilmerding
 WWS
 WWS
 WWS
 WWS

1937-48 Vert.

1938-9

1939-40

1941-2

1942-3

1943-4

1944-5

1937-517

EMIGRES

Academic Personnel

Reports on foreign members of IAS.

File D Annual Census of Foreign Students in U.S.

EINSTEIN, A.

Biographical

An excerpt from an article in The Cooperative Engineer by Clifford Pruefer on the Institute at Fine Hall.

Pruefer says Einstein's name was omitted from the Directory at the entrance to Fine Hall. Einstein and Dr. Walter Mayer of Berlin, Einstein's assistant and collaborator of the last three years of his work in Berlin, would arrive each morning at the office at 10:30, close the doors, and seclude themselves for the rest of the day, except that they ~~cordially~~ ~~cordially~~ cordially welcomed students who came to consult them. (Page 11).

"Dr. Einstein has appeared in public only three times since he arrived, and they were to attend a series of lectures by the Belgian scientist, Abbe LeMaitre who recently gained attention by reason of his spectacular views on the expansion of the universe. These lectures were on Eddington's theory of the interaction of electric charges, a very obscure piece of work. Dr. Einstein in a sweater was seated in the front ~~row~~ row with Professors Veblen, Weyl, and von Neumann, all of the Institute, and together they made an imposing lineup. During the course of the lecture, these celebrities plied the lecturer with questions, and the differences of opinion they voiced, coupled with frank acknowledgment of their inability to understand Eddington's drift, proved to be both entertaining and reassuring to the audience." (page 23)

I-6

1937

WEYL, HERMANN

Biographical

NOETHER, FRITZ

Weyl assisted Fritz Noether's son, _____, in an endeavor to trace the fate of the father of Emmy and _____, who had taken refuge in Russia at the time of the Nazi discrimination against Jews, and who, it was known, had been arrested ~~at~~ while at the Research Institute for Mathematics and Mechanics in Tonsk, Siberia, during the purge of 1937. His two sons, Emmy's nephews, were forced to leave Soviet Russia at the time. "Practically nothing of Fritz Noether's fate is known after his arrest late in 1937. The only news came from a physicist who also was arrested in Russia about that time, and ~~who~~ happened to share a prison cell with Fritz in the Butyrka Prison in Moscow in December, 1939. Fritz had been sentenced to 25 years in prison on some silly confession of espionage to which he had been forced under torture. The supposition is that the Russian government turned Noether over to the Gestapo along with many of the German refugees who had fled Germany in 1933~~7~~, and the presumption is that the Gestapo liquidated Noether as it did many of the others. Although an advertisement was inserted in the British magazine, Nature, no response apparently was ever heard."

Correspondence, Hermann Weyl files

LIBRARY

Facilities

SCHOOL OF ECONOMICS & POLITICS

Academic Organization

See file II-18 for correspondence between Professor Richard Ely, Institute for Economic Research, Inc., 551 Fifth Avenue, New York City who seeks to sell his library to the Institute for Advanced Study in order that he may finance the completion of four works or books which he has in process. A tear-jerker about which Flexner ~~is~~ could do nothing. The last word in the file is a note from Riefler to the effect that it is more important and possibly less expensive to see that Professor Ely is given an opportunity to finish his work rather than to purchase his library. Riefler doubts that the library is useful at the present time.

File II-18

BUILDINGS AND GROUNDS

Facilities

FLEXNER, A.

Biographical

VEBLEN, O.

RIEFLER, W.

MERITT

See 12/14 V to H H M r 12/22 H H M to AF

No! Packed already.

Veblen has evidently taken up the question of ~~housing~~ ^{housing} Olden Manor and Olden Farm, and Flexner is against it, because with falling interest rates there is doubt there will be money next year for Dirac or a Greek scholar whom Meritt would like to bring over for his Agara work. Such being the case, the Olden Farm, the Olden Manor and landscaping were out of the question. It is a long letter. He says that housing for the Faculty and the closing of the golf course transaction are the big things to be concentrated upon. Let's get them finished so that Riefler and his associates may at once be able to get homes for themselves and quit thinking and speculating on the subject, for it really does not interest them. He suggests renting additional

Wade pay F got this money from K. G. ...

So Flexner capitalizes to cure for his variable money "stream" to no name

space in 20 Nassau Street, and thus, "Get our minds so full of the purpose for which we exist, that we will all become relatively indifferent to buildings and grounds."

"It is, I think, quite clear that these things dwelled much less largely in your mind than they do in mine or Riefler's or Meritt's, for we are strangers to them, but I fear them as I fear the plague for these young men bursting with ideas and alive to opportunities who find themselves distracted by things in which they are not interested, though insofar as the housing is concerned, they have got to take a minimum amount of their time to settle their problems in a brief period once and for all as you settled yours many years ago."

He sends copies to Riefler and Meritt. He worries about getting committed on the real estate thing. "If we start on 69 Alexander Street, we have already spent on Alexander Street three times the amount expected. If we start on Battle Road, landscaping, and Olden Farm, then we may have to cut the mathematics budget seriously."

~~Flexner, Abraham~~ IV - 20

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

DOWNEY, R. S. E.

Biographical

DODDS, H. W.

Dodds to Flexner, January 11, 1937.

"Professor Prentice has asked that his assistant, R. S. E. Downey, be given the formal title of Curator of the Eipgraphical Museum to succeed Prentice who is not serving in that capacity. As I understand it Downey is living on a grant from you which is a grant-in-aid rather than payment of salary. For this reason I do not consider that to give him this title would infringe upon our policy of separate pay-rolls, but of course I do not want to act unless you are in thorough agreement."

Bailey to Dodds, January 12, 1937.

Flexner approves and assures Dodds the Institute will continue Downey's grant-in-aid for the rest of the year, 1936-37.

D, Dodds, Harold

NEW YORK UNIVERSITY

Relations WOAI

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

HERZFELD

Biographical

EMIGRES

Academic Personnel

W. W. S. Cook (New York University) to Flexner. 1936-1937
New York University contributes \$2,000 to Herzfeld's salary.
Emergency Committee in Aid of Displaced German Scholars \$2,000,
I. A. S. \$2,000.

Cook assumes I. A. S. takes Herzfeld over 1937-1938, but
will ~~send~~ Herzfeld \$1,000 for travel expenses for year to continue
seminars in New York University. Encomium Herzfeld Flexner to
Duggan: assents: to Cook also.

Flex add H's sel. to compensate

D, Herzfeld

1937
ARCHEOLOGY

Academic Activities

MERITT, B. D.

Biographical

WADE-GERY

FLEXNER, A.

Meritt asked Flexner to invite Wade-Gery as Visiting Professor at \$6,000 for the year 1937-38. This was to assist Meritt in publishing important epigraphical documents from the 5th century of Athens--the Athenian tribute-quota lists. Allen B. West had been collaborating with Meritt, he was Professor of History at the University of Cincinnati but had died. Wade-Gery was Professor at Wadham College, Oxford. The arrangement was made.

Camegia Cop N.Y. from the 6 M to W-Gery. Mx 4/19/31'5

D, Wade-Gery, Prof. H. T., 1956-57

CARNEGIE CORPORATION

Academic Organization

PRINCETON UNIVERSITY

Relations WOAI

FLEXNER, A.

Biographical

KEPPEL, F. P.

Flexner to Keppel, January 22, 1937.

His letter is general, presumably responsive to Keppel's of December 7, but asking quite spontaneously and suddenly for something which had not been foreseen at the time he had written originally for the \$25,000 for three years; namely, \$10,000 for Professor Wade-Gery of Oxford to come to Princeton during the next academic year. In a sense this seems to cut the ground out from under the request which he made. He assures Keppel that this is acceptable to Dodds.

11/9/36

D File, Carnegie Corporation, 1932-1939

✓1937

1/25

GENERAL

Finance

Assets of the corporation as of December 31, 1936, were
\$8,350,985.03.

Trustees' Minutes, 1/25/37, p. 9-10

✓1937

1/25

CARNEGIE FOUNDATION

Foundations

AMERICAN PHILOLOGICAL ASSOCIATION

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

POLICIES

Administration

LOWE, E. A.

Biographical

MERITT, B. D.

Handwritten notes:
The plan is to be...
The whole thing is...
The plan is to be...
The whole thing is...
The plan is to be...
The whole thing is...

The Director says Carnegie Institution has expressed desire to contribute annually to Lowe's work, and the American Philological Association toward Meritt's work, but we must to some extent rely upon our own efforts. ~~Text is extremely~~ He suggests taking action, the total involved on salaries annually is \$9,000 for the balance of the year \$4,500. The Board raised the salaries of Riefler and Meritt to \$15,000 effective February 1, 1937. ~~Adher~~

"Rigid adherence to the full-time plan was unanimously endorsed."
Trustees' Minutes, 1/2/37, p. 9

BUILDINGS AND GROUNDS

Facilities

\$1,000 was appropriated to be administered under the direction of Veblen and Riefler and used for reforestation and transplantation of trees on the Institute property.

Also Bd approved in general NWB's plan for sale of lots to GAC pps & loans @ 4% to build houses, with mortgages to be amortized in 25 yrs, but to be secured by insurance on life for amt. over the Feb. or an AF with interest of 4% if 1000 - 1500 per lot not be OK - before that lots over \$5m. also add to cost lots pro-rata of costs of street, water, etc.

Trustees' Minutes, 1/25/37, p. ~~10~~ 10

(See 2/11/39)

BUILDINGS AND GROUNDS

Facilities

PRINCETON

Relations WOAI

DODDS, HAROLD

Biographical

FLEXNER, A.

Negotiations with Princeton regarding transfer of a portion of the Golf Course in exchange for the remodeling or moving of the Golf Club House have been entirely completed, said Flexner. After the meeting of the Trustees, Dodds notified Flexner that final action had been taken on the basis of several committee meetings and a report of the advisory architect who also approved. "This is the first time that the University has alienated any of the land which is has acquired for its use and protection."

Trustees' Minutes, January 25, 1937, pp. 1-2

1/25 ~~1/28~~

SCHOOL OF MATHEMATICS

Academic Organization

VON NEUMANN, JOHN

Biographical

Von Neumann has been invited by Council of the American Mathematical Society to deliver the Colloquium Lectures at the annual meeting of the Society in September--the third successive year in which von Neumann has been invited by a learned body to present the results of his recent studies.

Trustees' Minutes, 1/25/38, p. 4

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

NORMAN, MONTAGU C. (The Right Honorable,
Bank of England)

Biographical

MYNORS, H. C. B.

Mynor
Mynor has discussed with Riefler sending someone from the Bank of England to the Institute on problems of international finance. Originally he was going to send Henry Clay, but couldn't spare him. Mynors is coming. Flexner says unprecedented in the world, the first time "that a ~~gkik~~ high official from the Bank of England has come to an American institution of learning for the purpose of a prolonged study of international financial problems;" although there has been conference between government heads of fiscal agencies. Riefler has been asked and accepted position of American representative on the Finance Committee of the League of Nations.

Trustees' Minutes, January 25, 1937, p. 3

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

HERZFELD

Biographical

COOK, WALTER W. (Chairman of the
Fine Arts Graduate Center in
New York University)

"Herzfeld has more than exceeded all expectations. He is not only the greatest scholar alive today in his field, but has such a charming personality and is such a thorough gentleman that he ~~is~~ has won the admiration and respect of all who have taken his course." /

"It will interest you to know that Mr. Winlock, Director of the Metropolitan Museum, asked two of his curators in the Egyptian Department to attend Dr. Herzfeld's lectures at the Museum, and they have reported to me that ~~it~~ it is the first time in their experience that anyone has with authority discussed the ancient art of the Near East."

(This was from a letter from Cook regarding a few lectures Herzfeld gave at Metropolitan Museum of Art in New York)
Trustees' Minutes, 1/5/37, p. 4

HOUSING

Facilities

Recommended by Com on Bgs & Grants

The Board decided to encourage members of the staff to build their own homes, and accepted Riefler's plan involving the sale by the Institute of land owned by it not essential for its own requirements. The plan proposed that in addition to selling the ground, the Institute advance the cost for the construction of the home upon receipt of the bond of the owner secured by a first mortgage upon the land and dwelling at 4 ~~0%~~ per cent per annum, monthly amortization payments which would retire the mortgage at the end of twenty-five years, to be supported by life insurance policy on the life of the staff member equivalent to the mortgage. Monthly deductions for the interest on the mortgage, the amortization, taxes on the property, fire insurance premiums and the premiums on the life insurance policy. The houses to be built according to plans developed by each owner with architects, and by a builder selected by the owner.

If the owner severed connection with the Institute before the mortgage was paid off, he would remain liable on the bond and if he died during the interval, the insurance policy would be sufficient to pay off any balance due.

Maass commented that this was a good plan which would bring in as good a return as any other investment the Institute had.

Hardin supported the plan with the statement that ~~it had~~ something similar had been undertaken at Princeton and had worked out satisfactorily. The plan was approved.

Trustees' Minutes, 1/25/37, pp. 10-11

1937

STANFORD UNIVERSITY

Educational Institutions

31 Professor ~~Mr~~ ^{Dr} Harold of Stanford University has visited Flexner, and conferred about the Institute. Since that time he wrote a letter dated December 30, 1936. After reading the Bulletins, he pronounced the Institute as a distinguished service to higher education, and he expects to see the Institute become the most powerful force for advanced study in the world. "American higher education gives you and the Institute its endorsement and wishes you well."

Flexner suggests guess that inv. will come to finance their men's subsch period at GAS + their necessity - for stipends will disappear (P5) and quotes Volodine's justify. of students + subsch as necessary to prevent research becoming unviable (P5) Besides, subsch are there for "inv" - (one)

Trustees' Minutes, January 25, 1937, p. 2

And contrast the 10 million p.a. exp. of HUD,
Col. or Y. etc. a modest sum, GAS funds

Basic in being w/ w/ r/ ments to 15 m. First appl.
of Henry might by Hutchins: hi Salomon permit
men to take own measures to assure adequate

rehabilitation work, and he expects to see the Institute
the Institute, he pronounced the Institute as a distinguished
time he wrote a letter dated December 30, 1936. After reading
dated December 30, 1936, and cancelled about the Institute. Since that
Professor H. H. Nichols of Stanford University has

STANFORD UNIVERSITY

Department of Education

1937

1/52

1937
SCHOOL OF HUMANISTIC STUDIES

Academic Organization

CAMPBELL, W. A.

Biographical

Flexner says at the Board Meeting held January 29, 1937, Campbell's appointment as professor in the School of Humanistic Studies for an indefinite period was authorized. Since the appointment was made, the archeological work in which Campbell was engaged had been put upon a six-year basis. After conference with Campbell, it has been agreed with him that his appointment with the Institute shall be upon the same basis. The Board approved. The Board rescinded its resolution of January 27, 1936, and appointed Campbell as a field archeologist devoting half of each year for a six-year period beginning July 1, 1937, to field work and research connected with the Princeton Expedition for the excavation of Antioch-on-the-Orontes at \$3,000 a year, half his present salary.

Due to Meritt's objections? Note earlier papers make much of Meritt's opp. to Antioch activity of Flexner

Trustees' Minutes, 1/25/37, p. 13

1937
SCHOOL OF MATHEMATICS

Academic Organization

GENERAL

Publications

The five-year sustaining membership of the Institute in the American Mathematical Society at \$200 a year had run out. It was authorized for five years more at \$200 annually.

Trustees' Minutes, 1/25/37, p. 12

FOUNDERS

Corporation

BUILDINGS AND GROUNDS

Facilities

HOUSING

FLEXNER, A.

Biographical

Flexner to founders January 26, 1937.

Just before they take off for Arizona, Flexner writes this.

"While I am hoping that we shall meet in Arizona I want to express to you both how deeply I am gratified by the action that was taken at the meeting yesterday and how grateful I am to you both for having made it possible for me to realize at this time of life an institution which, as Professor Veblen rightly said, is unique in this country and perhaps in the whole world.

"You will also be happy to know that I have had confidential talks with a few people this morning regarding the action taken in reference to the housing situation, and their minds

*Housing
in file*

✓

are enormously relieved by the fact that the problem has been solved in a feasible manner...I am sure that the administration of the Institute will in no wise be complicated and that on the contrary we shall have added to the happiness of our professors in disposing of the land which is actually useless to us as far as academic purposes are concerned."

*Indicate LB's reluctance? See 1/37 ind. 5 m for
lots voted by 12 - Pieper maintains too high
for the value to SDL 1500-*

D, Bamberger, Louis, 1937-1944

12/3
1/27

1937

HOUSING

Facilities

RIEFLER, WINFIELD

Biographical

Housing for Institute Professors prepared by Riefler.

Filed in Vertical File under H, Housing.

S File, IAS Housing Plans

1937

BUILDINGS AND GROUNDS

Facilities

MEMBERS

Academic Personnel

Flexner to Maass:

"I showed Riefler the report you made at the recent meeting as Chairman of the Committee on Buildings and Grounds to the Board of Trustees. He made one or two slight alterations. We cannot complete the minutes until you have passed judgment on these emendations. My own recollection was that Riefler's memorandum provided for amortization at the end of a period of twenty-five years.

"The sentence on page 2 marked 'O' depends in part on the amount which the Institute charges for the ground, and I therefore suggest its omission at the present moment, for I mean while in Phoenix to suggest to Mr. Bamberger more liberal terms for the small number of men involved. In Riefler's opinion, the charge of \$5,000 for the lot plus the cost of the house would constitute a heavy monthly burden, and I cannot insist too strongly that, if we are to keep this group of younger men together - and upon them the future of the Institute depends more than it does upon the older men, we must exert ourselves to the uttermost to make positions in the Institute financially attractive to them..."

Source: IAS Trustees - Maass, Herbert H.

SCHOOL OF MATHEMATICS

Academic Organization

BIRKHOFF, GEORGE

Biographical

FLEXNER, A.

Flexner to Keppel, February 4, 1937.

Birkhoff wrote an elaborate paper which he finished "two or three weeks ago," and before ~~making the~~ undertaking to publish it, he brought it down to Princeton and read it to the assembled mathematical group for criticism and discussion which occurred over two days' period. He went back to re-write it. ~~Wade-Gery~~

*only to be required whenever
A File asked for 10 hr.
This letter learned*

Flexner also tells Keppel Sir Otto Niemeyer, ~~Head-of Economics-and-Statistics~~ Director of the Bank of England is arranging a meeting of the head of Economics and Statistics Section to study with Riefler three months.

On February 3, 1937, Keppel informs Flexner the Executive Committee has appropriated \$6,000 for Wade-Gery. There seems to be no D File, Carnegie Corporation, 1932-1939 further reference in file to the request for \$25,000 for each of 3 years.

SCHOOL OF MATHEMATICS

PRINCETON UNIVERSITY

PUBLICATIONS GENERAL

Academic Organization

Relations WOAI

Publications

See for outline of new math series in which I. A. S. and
School of Mathematics collaborated.

V-7

HOUSING

Facilities

POLICY

Administration

FOUNDERS

Corporation

FLEXNER, A.

Biographical

Flexner to Leidesdorf, February 12, 1937.

He has conferred with Mr. Louis Bamberger in Arizona where they are both sojourning, and have come to an agreement about Faculty housing. "Our object is to help these [younger] men to acquire homes without imposing on them too heavy a financial burden, and at the same time protecting the Institute's investment. It is clear that if the lots are disposed of to them on a strictly commercial basis, the financial burden will destroy our purpose. We concur, therefore, with you in suggesting that the lots be disposed of more cheaply, say at \$1,000 or \$1500 apiece. The houses should be built at a cost as close to \$20,000 as possible. The other provisions that Riefler suggested in his memorandum as regards interest, amortization, insurance, fire and life, taxes, and so forth are

acceptable. In this way the men who take advantage of the offer will have their own homes which they will own, and the whole transaction will be of a strictly businesslike character. Mr. Bamberger is most solicitous that there should be nothing in the arrangement which can now or in the future permit anyone to feel that the Institute is taking advantage of the professors...."

See also for WWR's -

Did WWR suggest 4 1/2 % or 4?

PRINCETON UNIVERSITY
BUILDINGS AND GROUNDS
DODDS, HAROLD W.

Relations WOAI
Facilities
Biographical

Dodds To Flexner, February 17, 1937.

His Trustees have approved the recommendations of the Committee on Grounds and Buildings and the Finance Committee for the transfer to I. A. S. by the University ~~for~~ a plot of ground on the north side of the golf course fronting on the Graduate College road, the particular piece to be used as a site for a building to be erected by the Institute at some time in the future, the design of the new building to be submitted to the University for its approval, and the Institute to provide the necessary funds for the erection of a new golf club house.

He says this general approval was at the moment all that was possible, and he suggests limitations and specifications in the understanding to be undertaken in the future.

D File, Dodds, Harold W.

HOUSING

Facilities

RIEFLER, W.

Biographical

BAILEY, ESHER S.

A letter from Bailey to Flexner (still in Arizona) after receiving a telephone call from Flexner. She checks with Leidesdorf, and talks to his secretary, finding out that the plan for housing suggested in Flexner's memorandum to Leidesdorf of February 12. (~~Flexner's memorandum to Leidesdorf of February 12~~) was satisfactory. Leidesdorf said that it was, and had already talked with Riefler about it. Then Mrs. Bailey talked to Riefler who said "that he was in a peculiar position being a trustee and a professor." He thought it was generous of the founders to make the price nominal, and that being a trustee it was "like making a gift to himself and he did not feel that he should approve, but that of course it was splendid that he could go forward with the building plans. I am not sure that I make his delicacy of feeling clear."

D File, Flexner, Abraham

FOUNDERS

Corporation

EINSTEIN, A.

Biographical

FLEXNER, A.

Flexner to Bamberger, Marcy 4, 1937; founders are in Arizona.

"The men are all well, the one ~~ex~~ exception being that the other night Professor Einstein was walking in his room in the dark and stubbed his big toe, with the result that he was quite lame for a day or two. I went to see him and asked him why he didn't switch on the light and put on a pair of slippers, and he said, 'Oh, I never thought of that.' Then I asked, 'Has this thing happened to you before?' and he said, 'Yes, five or six times, and I always have to have an X-ray taken to be sure no bones are broken.' I told him I thought it really would be cheaper to turn on the light, and he laughed."

D, Bamberger, Louis, 1937-1944

BUDGET
SCHOOL OF MATHEMATICS
HALDANE

Finance
Academic Organization
Biographical

Flexner to Veblen:

Flexner writes that the budget for next year, 1938, is approximately \$300,000 and that the budget for the School of Mathematics, omitting entirely Dirac and Bohr, is \$143,020 which is about one-half of the total income of the Institute. He feels that it is necessary to allow this amount for mathematics but that the sum should not be increased if there is to be any development in the other two schools.

Haldane (?) has been invited for two terms at a salary of \$2500 a term with the Institute and Princeton University each paying half the salary. ~~Flexner~~ Veblen has suggested this sum to Compton and Flexner feels that it should not be charged to the general budget, "the latter being a point which, as far as I can remember, was not previously raised", but either to the \$30,000 set aside for stipends, or from the amount previously allocated in reserve for Dirac.. He is trying to get money from another source for Dirac and Bohr. Flexner says the mathematicians should arrange the Haldane matter in the way that seems to them best, but that the mathematical budget cannot be increased.

* *Northrup Files*

File IV-20

3/19
4/13
4/14

1937
Bookkeeper
S.M.

Davis
Therese
Vicki

F to Foshier. Asks R. funds to make Th. Physis a
show at Pds (9As) as math. Enslin wants phy. in divided;
fine equally bet. math & math Physis. Both would be
willing to come to Pds half-time at 6000 pa (for abt 3 yrs)
and Davis @ 10000 to 15000 for per. opt if he will accept.
Asks 21000 for 3 yrs. Foshier - Dodds consulted, but Foshier
w/ not be willing to conflict with moments for other -

4.13 Foshier replied: R.F. had ^{IEB} liberally subsidized Foshier's post at 25,000
+ Davis at Cambridge 2 mil. in. Foshier not worried that science
whole would prosper. Denied

D Roth Felt: Foshier 4/14 answers he did not know this. Men then also suggested

it is expensive - 1 chi (with others). Agnes was 12 post-...

[Faint, mostly illegible handwritten notes on aged paper, possibly bleed-through from the reverse side. Some words like "expensive", "Agnes", and "12" are visible.]

PRINCETON UNIVERSITY

Relations WOAI

HERZFELD

Biographical

MOREY

Flexner to Morey.

Herzfeld feels he can't lecture at Princeton next year. Has 1 day a week in New York; his own researches and writing; weekly conference with 5 or 6 men at McCormick. Accepted gracefully by Morey. No possible doubt about cooperative spirit.

D, Morey, C. R.

1937

March 23-May 1

ARCHEOLOGY

Academic Activities

GOLDMAN, HETTY

Biographical

MEMBERS

Publications

See Miss Goldman's report on the Excavations at Gözlü Kule, Tarsus,
March 23,-May 1.

D File, Goldman, Hetty, 1936-44

BUDGET

Financial

POLICIES

Administrative

Flexner writes to Veblen that he has spent several days in New York and Newark discussing the financial situations. "In view of the steady decline in the income from securities and the inevitable indefiniteness regarding the amount that will be required to build Fuld Hall, I am under the necessity of recommending to the Budget Committee... a budget from which every possible item has been excised though nothing, I believe, that will really impair the quality or extent of the opportunities we offer next year.." He suggests the excision of the sum of \$1,000 for occasional lecturers, and that no commitments be made to the stipend budget before the Jan. meeting of the Board. "...nothing will come out of our current income towards the payment for the new building, but indirectly we are nevertheless affected by what may prove to be a considerable non-productive investment." He said he will ask each school to incur no expense not authorized by his office, and that no lapses in appointments for the next year should be filled.

File IV-20

April

1159
Goldman

Flemer

Byron Mawr

See camp in Vert H

4/5
4/20
4/21

PRINCETON UNIVERSITY

Relations WOA1

MEMBERS

Academic Personnel

DODDS, HAROLD W.

Biographical

Flexner, a.

Dodds to Flexner, April 5, 1937. *Remuneration exchange*

2500
2000
Giving his approval to a proposal "that you make it possible" for Professor George Rowley to take a leave of absence for the second term of 1937-38, and also the request of the Department of Art and Archaeology for a grant to cover the expenses of "Professor George Forsyth for one-half year to be devoted to research also meets with my approval."
*Not approved
1/16/37
38/9
Was approved
37-8*

"In so informing you I know you understand, of course, that I am not undertaking to substitute my judgment for yours. I merely desire to tell you that the University administrative channels are clear should you see fit to act affirmatively regarding the above matters."

On April 20, 1937, Flexner to Dodds.

It is the judgment of the men in the School of Humanistic Studies that they would like to offer Professor George Rowley a stipend of \$2,500 for the second term of 1937-1938 and to Dr. Glanville Downey and Professor Richard Stillwell stipends of \$1,500 and \$2,000 respectively, for the year 1937-1938.

Flexner says if this meets with Dodds' approval, Dodds should take the necessary steps to inform the ~~recipients~~ recipients. "While we are doing this sort of thing with other institutions, it naturally gives us keener pleasure to cooperate with Princeton than anywhere else because we are firmly convinced that whatever strengthens the scholars of one institution strengthens both of us."

Dodds thanks Flexner on April 21 for the action.

*Rowley not a member 1937-8; Forsyth was
Some Downey, Stillwell, Starr*

*Does this illustrate
that Dodds passed
No. 5115/1937-8?
No. 5115/1937-8?*

D File, Dodds, Harold W.

DIRECTOR

Administration

AYDELOTTE, F.

Biographical

FLEXNER, A.

Flexner to Aydelotte, April 6, 1937.

Asks him to get to Princeton an hour ahead of the meeting on April 19th, so that "you and I may have a talk about matters connected with the Institute, which will ~~be~~ not, however, come before the meeting. I want to keep you posted as to developments in respect to the subject which we have discussed between ourselves from time to time." (Aydelotte's succession).

*Flexner must have talked matter of
industry with L.B. in Aug. in 1936*

What subject?

File I-7

4/11
4/12

BENEFITS

Academic Personnel

EINSTEIN, A.

Biographical

FLEXNER, A.

MAYER, WALTHER

Einstein to Flexner, April 11, 1937.

Bergmann
Through
That Veblen and I have learned verbally that payment to Bergmann will be changed next year to a stipend. I learned the same from the agenda-list (?) for the meeting of the professors to be held April 12. *Bergmann has listed as a mbr 1936-7 (PhD 1936) not there yet.*

I should like to make a remark about this. It is right that I have no claim to choose an assistant according to my own consideration, because with my own appointment to the Institute Professor Mayer through my own urging secured a permanent appointment on the assumption that ~~if~~ he would be my assistant in my ~~work~~ work. This cooperation has unfortunately not been maintained, through no fault of my own.

But the character of my work is such that not without losing time can my co-worker be changed often. It would be in the interests of my progress in work, and therefore in the interest of the Institute, were the choice of my assistant left to my discretion, just as it is in the case of the other colleagues.

I should like to confer with you on this soon, as a result of which I would like you to allow me my own assistant. I cannot say now how to deviate from this line so that a situation will not arise again which will unsettle my work...

I would hope that you would ask the Trustees to allow me an assistant of my own choice with established capacity, so that the stability of my ~~work~~ work will be assured and a needless loss of time will be avoided.

Flexner to Einstein, April 12, 1937.

You have complete freedom to choose your assistant without consent of your associates or my consent. Simply tell Mrs. Bailey who and she will send notice.

Mayer's case is entirely separate...

Eleven days after this Mayer applied for T. I. A. A.
deferred annuity!

D, Einstein, A., 1934-44

did not need more money.

4/12

There actually was a balance at end

BUDGET
STIPENDS
SCHOOL OF MATHEMATICS

of 1937-8 Stipends - It was greatly
revised - AE had served notice of
his intention to quit Bergmann his work in Dec.

Finance
Academic Personnel
Academic Organization

Flexner to Veblen:

+ V. had not informed Flexner Berg. therefore had to
go on stipend fund. (only)

"In reference to our telephone conversation this morning I should like to suggest that, if I were in the place of the mathematical group, I should not allow myself before the end of the year to be caught, as the group is caught, by reason of the fact that Professor Weyl has recently discovered a promising candidate for a stipend in the person of a Japanese mathematician. I should set aside a sum of \$4,000 ~~xxx~~ or \$5,000 which I would not touch until, let us say, May 1 or some other arbitrary date, and thus be enabled to take advantage of a surprise candidate like the Japanese mathematician in question.

"I do not believe that the Bergmann case is the real obstacle since in the matter of Bergmann we are doing precisely what we did for Alexander in a similar manner concerning Zippin a few years ago. *

"The budget of the Institute is in a different position. It is made up by Mr.s Bailey, Mr. Leidesdorf, and myself a good many weeks in advance of the annual meeting held about the middle of April. It would seem to me a pity to make any one select an assistant, if he has not found the person, prior to that date. I see no reason why, if
Zippin should be asst. 1933-6

one of the mathematicans finds among those receiving stipends someone whom he would like as his assistant, he should not be allowed to have him, no matter if this decision is postponed as late as October 1 or later. We have had irregularities of this kind to manage previously, and there has never been any difficulty about it, but, if I were in your place, I should do into the fund for stipends precisely what I do in the general income of the Institute. I simply will not spend it all on the theory (first) that it will do not harm if a certain amount of money is returned to the treasury unspent and (second) I am in position to take care of a genuine surprise if anything of the first magnitude presents itself in the course of the following year. In other words, don't allocate money to the last dollar just because you have it."

Zippin asst 1933-6

Rule #5 no cost for L. but 6 assts (Frank - Veblen)

Rule #6 1937
Bergmann Mbr 1936-7
6 Assts 1936-7 but none for L. Stein
Infed mbr.

Rule 9 4/10

Bergmann asst 1936
Bergmann mbr 1939-40

#7 2/38 7 assts incl Bergmann
Bergmann a mbr 1937-8

#10 1941 Act

Bergmann - Bergmann removed from
positions Dec. mbr 1940-41
but not 1941-2, while Bergmann
remained asst both yrs.

#8 3/31
Bergmann ditto of 5 assts
V. Bergmann a mbr 1938-9

Rule 10 1941-44

Bergmann asst through Strauss
mbr.

me

Memorandum it has the time when she
deliberately gave me Impulse - using up Ph. D.
shepherd's for much - see show 2000 + bal.

1945-6 Borgman mbr
Shaw task A.E

1943-44 Borgman ~~Shaw~~

42-43 Borgman

PRINCETON UNIVERSITY

Relations WOAI

LIAISON COMMITTEE

Corporation

HARDIN, JOHN R.

Biographical

Flexner to Hardin, April 12, 1937.

I am sorry to say that a considerable number of the gentlemen who form the Liaison Committee will be unable to meet ~~in~~ in Princeton for dinner on Friday, April 23. Flexner has had a conference with President Dodds, and they agreed regretfully to postpone it until the end of October.

JRH Correspondence from January, 1937 to December, 1939

SCHOOL OF MATHEMATICS

Academic Organization

ASSISTANTS

Academic Personnel

ROSEN

Biographical

MAYER

FLEXNER, A.

In confirmation of what Flexner had told Einstein by telephone: "You have the choice of your assistant absolutely in your own hands and...you are perfectly free to take on someone who has already been granted a stipend or a complete outsider, if you please, and in the choice of your assistant you have thus complete freedom. You do not need the consent of your associates or ~~of my consent~~. If you would simply let me know whom you wish, Mrs. Bailey will send a formal letter so that the person in question understands ^{his} ~~the~~ relationship to you. In previous years you have selected Rosen who also held a stipend, and he was made your assistant.

*Rosen Mbr
1934-6*

"Professor Mayer's case is entirely separate and it has no bearing whatsoever on anything you may wish to do in the future."
D, Einstein, 1934-44

4/16
4/26 4/17
4/21

GENERAL (Bryn Mawr)

Relations WOAI

FLEXNER, BERNARD

Biographical

PARK, MARION (PRESIDENT OF BRYN MAWR)

PANOFSKY, IRWIN

Park to Flexner, April 16, 1937.

Informs him that Bernard Flexner suggested inviting Panofsky or Herzfeld of the I. A. S. to deliver a series of the Mary Flexner Lectures in October and November, 1937. She and Panofsky have arranged a series of 6 lectures and asks Flexner's permission.

Flexner to Park, April 17, 1937.

Assents to the arrangement. Asks President Park if it is true that Bryn Mawr College is prepared to furnish \$2500 a year for a three-year period to complete Miss Goldman's excavations at Tarsus. Goldman hopes to complete the excavation and write it up within four years, and will require \$12,000 a year for the first two years and \$6,000 for the third and fourth years. Flexner asks \$2500 for the first two years each and

362

\$1250 for each of the third and fourth.

Park to Flexner, April 21, assenting to contribution by Bryn Mawr of \$7500 for the term of the excavations.

She wished in this, prob. because of war

1937
SCHOOL OF HUMANISTIC STUDIES

Academic Organization

HERZFELD

Biographical

The Emergency Committee in Aid of Displaced German Scholars will continue its contribution of \$2,000 towards the salary of Herzfeld during the year of 1937-8, but the contribution will cease in June, 1938, when the ~~assumed~~ amount will have to be assumed by the Institute.

1937 June
My n pay 32 m. which they discontinue ~~date~~ (1/16/37)
but send 3 m for travel to NY for which course
Herzfeld raised to 10 m 2/1/39

Trustees Minutes, 4/19/37, p. 7

1937
GENERAL

Finance

GEST ORIENTAL LIBRARY

Facilities

LOWE, E. A.

Biographical

HERZFELD

(a) Flexner is looking for space for the books of Lowe and Herzfeld in the Gest Oriental Library, and is having difficulty finding it.

The University is assisting.

Trustees Minutes, 4/19/37, p. 8

1937

4/19

SCHOOL OF ECONOMICS HUMANISTIC STUDIES	Academic Organization
ARCHEOLOGY	Academic Activities
GIFTS	Finance
GOLDMAN, HETTY	Biographical

An un-named graduate of Columbia ~~and~~ and of the University of Heidelberg, has offered to underwrite Miss Goldman's work for the next four years at about \$50,000 ~~to~~ exact sum to be determined later. Flexner opines that this man might be a friend of the Institute, and he has money to leave it.

As to other possible gifts he says that patience is required because of the history of the Institute is a brief one. "We have only to live up to our ideals and trust to the thoughtful approbation of those who are interested in basic scholarship and research."

Trustees Minutes, 4/19/36, pp. 5-6

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

PANOFSKY, ERWIN

Biographical

Panofsky will give six lectures at Bryn Mawr College in the early autumn to be published by the Oxford University Press dealing with secular iconography of the Renaissance.

Trustees' Minutes, 4/19/37, p. 7

1937
HARDIN, JOHN R.

Biographical

Hardin apologizes for his absence at the Trustees' meeting April 19, 1937, his first absence since the organization of the Institute.

JRH Correspondance from January, 1937 to December, 1939

1937

4/19

SCHOOL OF MATHEMATICS

Academic Organization

A recent two-days conference has been held at the University of Notre Dame. Of the 15 names appearing on the program, 8 came from Princeton, either from the University or from the Institute. Morse directed the discussion at one of the four sessions.

Veblen has been invited to conduct a seminar on the Theory of Spinors at the University of Washington in the first term of the summer quarter under the Walker Ames Professorship of Mathematics.

Weyl will lecture at the Technische Hochschule in Zürich during the summer term.

Trustees' Minutes, 4/19/37, pp. 6-7

MEMBERS

Academic Personnel

"There are workers or members from China, Poland, Germany, Czechoslovakia, Norway, Italy, Holland, Belgium, France, Spain, England, and from universities situated in the following states: Washington, California, Louisiana, Illinois, Michigan, Indiana, Ohio, New York, New Jersey, Pennsylvania, Maryland, North Carolina, Massachusetts, and Connecticut, making a total of fifty-eight members."

Most of them hold good or important academic positions and are studying in Princeton on leave of absence. A few have held modest posts which they have surrendered to come to Princeton. For the coming year, men who have worked at the Institute have already accepted posts at Yale, Cornell, University of North Carolina, and M. I. T.

He cites a letter from an associate professor X of Latin in New York asking if Professor Lowe, the great paleographer, intends to hold a seminar. If he does, will the professor be able to attend it. "I know that I am not the only one to cherish the hope that Dr. Lowe will be able to offer a seminar."

Trustees' Minutes, 4/19/37, pp.4-5

GENERAL

Finance

POLICIES

Administration

PRINCETON UNIVERSITY

Relations WOAI

Director's report, page 2 & 3 of the Minutes.

Flexner reports every step he has taken has been after wide consultation with the Trustees or their Committees, Faculty, President Dodds, Dean Eisenhart, and their associates. He feels ~~fairly~~ fairly satisfied that the results are substantially correct as the Institute closes its fourth active year. The Institute has been fortunately free of many expenses which other institutions have been unable to avoid, partly because "of the attitude and resources of Princeton University, and partly because of the simplicity of the task which the Institute has undertaken."

Trustees' Meeting, 4/19/37, pp. 2-3

SCHOOL OF MATHEMATICS

Academic Organization

SCHOOL OF HUMANISTIC STUDIES

SCHOOL OF ECONOMICS AND POLITICS

FLEXNER, A.

Biographical

The first two schools may be ~~regarded~~ "regarded as stabilized." Flexner sees no need for any increased expenditure in humanistic studies and mathematics in the near future.

But the School of Economics and Politics needs development to match the other two, and particularly because the field of economics cannot be developed by a single person, even so able ~~as~~ a person as Riefiler. But Riefiler has opposed the several possibilities for appointment to the School. Flexner hopes that within the next year or two "one or two persons with the proper endowment and experience may be found...I shall not hesitate to bring the matter to the attention of the Trustees, and the same is true of his two ~~associates~~ associates."

He also asks for development of mathematical physics.

Banta 4/19/37 3-4

4/19

COMMITTEES

Academic Personnel

Executive Committee:

Weed, Chairman

Edgar S. Bamberger, Leidesdorf, Sabin

L. Bamberger, Fuld, Director ex officiiis, Chairman, Vice-Chairmen
ex officiiis

Finance Committee:

Hardin, Chairman, Louis Bamberger, Leidesdorf, Maass, Riefler
Mrs. Fuld, Chairman and Vice-Chairmen, ex officiiis

Committee on Nominations:

Aydelotte, Chairman, Friedenwald, Straus

L. Bamberger, Fuld, Chairman and Vice-Chairmen, ex officiiis

Committee on Buildings and Grounds

Maass, Chairman, Aydelotte, Veblen

L. Bamberger, Mrs. Fuld, Chairman, Vice-Chairmen & Director
ex officiiis

Budget for the Year ending June 30, 1938, on page 11.

4/19

OFFICERS

Corporation

Houghton, Chairman and President
Maass and Stewart, Vice-Chairmen and Vice-Presidents
Leidesdorf, Treasurer
Esther S. Bailey, Secretary
Flexner, Director.

Trustees' Minutes, 4/19/39⁷, p. 9

1937
GENERAL

Finance

Financial report, budget 1936-1937, \$296,000;
Income \$350,000; Budget for 1937-1938, \$313,949.; Income
\$350,000.

Trustees' Meeting, 4/19/37, Treasurer's Report, p. 1

HOUSING

Facilities

RIEFLER, W. W.

Biographical

See Minutes of this meeting for precise terms agreed upon between the Institute and professors for Institute financing of professors houses.

*modified by SDL 9/1/38 w/ second mortgages for
land development pro rata.*

Executive Committee Meeting, April 19, 1937.

1937

GEST ORIENTAL LIBRARY

Facilities

ROCKEFELLER

Foundations

Flexner (Princeton) to Fosdick (Rockefeller Found., NYC)

"I have just returned from a two days visit to Washington in the course of which I had a very interesting conversation with Mr. Hummel, who is Curator of the Chinese Section of the Library of Congress, and with Mr. Putnam, the Librarian. Reflecting on what passed between us, I have an idea regarding the Gest Collection towards the purchase of which the Rockefeller Foundation made a liberal grant to us. Before I do anything or mention the matter to any one else I should like to get your opinion, for the point I have in mind concerns the Foundation as well as the Institute. Can you let me know what day in the next week or two I can see you for a brief talk? I do not think it will take you long to make up your mind.

"..."

File II-23

5/19
5/31
6/14
6/23

STIPENDS

Academic Personnel

BOHR, NIELS

Biographical

Veblen to Flexner (May 19, 1937):

Veblen writes that he has heard through von Neumann that Flexner approves of Veblen's making an offer to Niels Bohr. Veblen says he prefers to wait to hear directly from Flexner. The offer was for \$6,000 for one term and Bohr accepts in principle for the autumn term. Veblen says he will be glad to write Bohr a formal invitation, or if Flexner wishes to do that Veblen will write Bohr informally, as he wants to suggest that Bohr see Simon Flexner at Oxford to talk over international fellowships, etc.

Veblen seems to prefer listing distinguished visitors as "members" rather than as "visiting professors" and hopes this will be done in Bohr's case.

Flexner to Veblen (May 31, 1937):

"I assume that you have not mentioned a definite salary to Bohr. It seems to me that your suggestion of \$6,000 for a three months' term is excessive, for it amounts to \$12,000 per annum when we have never given a visiting professor above \$10,000, and my impression is - though as to this I may be mistaken - that in conversation with you or von Neumann or both, I made the suggestion that visiting professors should be invited on the basis of \$1,000 per month. If Bohr spends three months in America, it seems to me that he would be reasonably recompensed with a salary of \$3,000 plus perhaps his transportation from Stockholm to Princeton and return, the latter being an addition to anything that we have paid heretofore, but I think it not unreasonable to add this in the case of a person who comes for a brief period."

Veblen to Flexner (June 14, 1937):

"My letter to Bohr did specify \$6,000 as the salary for one term. This was, however, not at my suggestion because the whole matter was initiated and the terms laid down by yourself. You will probably recall that after an interview with one of the temporary members, you came to feel that our work in theoretical physics ought to be strengthened, and transmitted through von Neumann a request that I should write to Bohr. I composed a letter embodying your suggestions and brought it to a meeting of the Buildings and Grounds Committee which was held in New York on March 26. You read it over carefully and made one or two changes. I then went to Mr. Maas' office and had it typed and sent it off in the hope of reaching Bohr before he sailed from San Francisco. I asked Miss Blake to send a copy of the letter to Mrs. Bailey..

"I am recalling these matters in detail because I should never have thought of mentioning a stipend to Bohr without very explicit authorization. Nevertheless, I am convinced that your original suggestion was the right one." He goes on to say that if Bohr does come he hopes he will spend most of his time at the Institute and not traveling and lecturing. He thinks a generous salary may have an influence in this direction. He then suggests that Flexner write to Bohr himself in the capacity of the director.

Flexner to Veblen (June 23, 1937):

Flexner apologizes to Veblen for not examining the correspondence more carefully before writing to him as he did, for upon doing so he found that \$6,000 was the agreement and therefore, he would abide by it. He wrote to Bohr to that effect. "I quite agree with you that in view of the size of the honorarium Bohr should practically confine

himself to Princeton during the term."

File IV-20

on 3/15/37 Fl asked Fosdick for 6 hrs for Bohr
for help to see second year - Fosdick refused

✓1937

PROFESSORS (VISITING)

Academic Personnel

MEMBERS

VEBLEN, O.

Biographical

FLEXNER, A.

Veblen suggests that distinguished visitors be listed as members rather than as visiting professors.

Flexner agrees. May 31. Let each school do as it wishes.

1937
ARCHAEOLOGY

Academic Activities

GIFTS

Finance

FLEXNER, A.

GOLDMAN, JULIUS

GOLDMAN, HETTY

*note Synthesis - Fl. did not file order to
become sponsor of dig. Did he understand it?*

Julius Goldman to Flexner, May 21, 1937, enclosing his check to Flexner's order for \$20,000 "as a gift to the Institute for Advanced Study of Princeton to be applied towards its activities in archaeological research in Tarsus, Turkey."

Flexner to Dr. Goldman, Julius, May 22, thanking him for the gift, "which will itself go far towards removing all pressure from your daughter and those associated with her, **but** I cannot accept this gift without expressing my profound gratification that you should live to see Hetty attain worldwide distinction and recognition, and I trust that for many years to come you may be enabled to follow with continuing satisfaction the upward progress of her career."

D File, Goldman, Hetty, 1936-1944

5/22
5/26

GENERAL

Gifts

GOLDMAN, HETTY
HARVARD
FLEXNER, A.

Biographical
Relations WOAI

Flexner to Leidesdorf, May 22, 1937.

Miss Goldman's forecast is that the Tarsus excavation should ~~be~~ be completed in four years at a cost estimated to be \$35,000 or \$36,000. Bryn Mawr is offering \$7,500 of that amount to be paid over a three year period. A gentleman primarily interested in the work sent Flexner a check for \$20,000 which should be earmarked for Miss Goldman's work. There remains the sum of \$8,000 which, I am sure, will be provided within the next few weeks, Flexner/ says.

Flexner to Goldman, May 26, 1937.

Transmits a message from Professor Paul J. Sachs of the Fogg Museum of Harvard saying they are unable to make any financial arrangements for Tarsus.

D File, Goldman, Hetty, 1936-44

PRINCETON UNIVERSITY

Relations WOAI

FLEXNER, A.

Biographical

DODDS, HAROLD W.

Flexner to Eisenhart, May 26, 1937.

Flexner sends a copy of his letter of May 13, 1937,
on the constitution of the Institute racially, religiously,
etc. as written to Dodds from Eisenhart.

) to

note that meeting of Com. Tr. scheduled for

4/23/37 was cancelled by Dodds 4/12/37 F to JRT

D File, Eisenhart, Luther P.

5/28

GIFTS

Finance

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

RIEFLER, W. W.

Biographical

FLEXNER, A.

Riefler to Flexner regarding \$50,000 to I. A. S. for
endowing a visiting professorship in Economics at I. A. S.

Filed in Chronological File under 1937, 5/28.

50000
4
2000

S-8

213

S-8

May 28, 1937

Dear Dr. Flexner:

2m pa
@ 4th

I am returning the draft of a statement ^{giving} ~~of the grant of \$50,000~~ to the Institute for Advanced Study to endow a visiting professorship in the School of Economics and Politics. Naturally I am extremely pleased and gratified to learn that a gift of this kind is in prospect.

My only suggestions for changes in the draft are that consultation be with the "faculty" rather than with the "head" of the School of Economics and Politics and that the number of lectures to be delivered be made elastic and not limited to five.

Very sincerely yours,

Winfield W. Riefler

Dr. Abraham Flexner, Director
Institute for Advanced Study
Princeton, N. J.

May 31 - June 23

SCHOOL OF MATHEMATICS

Academic Organization

STIPENDS

Academic Personnel

BOHR, NEILS

Biographical

VEBLEN, O.

FLEXNER, A.

THERE IS correspondence ~~xxx~~ between the two, and concern the amount of the stipend offered to Bohr. Flexner criticizes Veblen for offering Bohr \$6,000 for one semester, and says it should be \$1,000 a month. Veblen replies that it was Flexner, himself, who set the amount, and Flexner, after reviewing the conversation, gracefully bows and says that this is true. Then he suggests that Veblen in writing his personal letter to Bohr explain that it is the practice of the regular members of the staff who are, likewise, well paid, to do no work outside the Institute.

~~V. File, Flexner, Abraham~~

~~IV - 4~~

BUDGET

Finance

BUILDINGS AND GROUNDS

~~Facilities~~ Facilities

FLEXNER, A.

Biographical

BAMBERGER, LOUIS

Flexner (draft) to L. Bamberger (3/10/43)

Flexner visiting Bambergers at Murray Bay told by
Bamberger wanted to ~~acquire a site and~~ erect a building
for I. A. S.

A - Supplemental Budget Material, 1943 Vertical

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

POLICIES

Administration

GENERAL

Government Relations

RIEFLER, W. W.

Biographical

MORGENTHAU, HENRY

Flexner to Morgenthau, June 9, 1937.

Riefler has reported to me in strictest confidence the essence of his recent conversation with you. The Institute has as a matter of principle ~~xxxx~~ tried to be helpful to all educational institutions, and it goes without saying that we should be happy to be helpful to the United States Government.

Flexner then proceeds to outline limitations. There must be no publicity, and no commitment of Riefler to policy determinations. "The field of economics is the most difficult field in which to preserve an absolutely correct scientific attitude. For that reason we have made it a rule, as you will see

if you will examine the marked passage enclosed, (an excerpt from the latest Bulletin of the Institute), to which we have inflexibly adhered that salaries and retiring allowances ~~is~~ should be so adequate that no member of any department of the Institute may accept remuneration even of his expenses from any outside source whatsoever."

"It would, I think, be a mistake for any member of the Institute to have an official connection with any governmental or business enterprise, but I should welcome any opportunity which will enable a person in Riefler's position to discuss with you fundamental financial problems and to give his judgment as to what is sound or unsound without reference to other considerations which may have to influence policy. The Institute will gladly bear any expense connected with any service of the kind above mentioned that Mr. Riefler may be able to render you, and I trust that you may completely understand the principle to which an institute of this character is bound to adhere."

Morgenthau acknowledged this, and said he would respect the unofficial basis. On October 24, 1939, he thanks the Trustees

officially for their consent to emergency service in the Treasury Department by Stewart and Riefler, saying that their services are proving of the greatest value to the Treasury Department.

This rather insulting note (to Riefler) followed publication of A.F.'s letter to Editor Herald Tribune 2/6/37 supporting his editorial condemnation of Roosevelt for "court-packing" proposal - a letter which likened Pres. R. F. Hitler in breaking down representative republican govt instrs. See F.A. file on A.F.

D, Mi - Mz

See H-T 19(3) P10

6/27
7/1

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

MARSCHAK, JACOB

Biographical

RIEFLER, WINFIELD W.

Marschak came to America for Cowles Research Com.
Wanted to see Flexner but latter was in Ontario.

III-17

NOTES

July 3
July 9

SCHOOL OF MATHEMATICS

Academic Organization

BOHR, NEILS

Biographical

VEBLER, O.

FLEXNER, A.

RIEFLER, W.

~~DIRAC~~

W. W. STEIN

Veblen replies to Flexner's capitulation on the subject of Bohr's stipend, and asks whether anything has been done about Dirac.

Veblen to Flexner, July 3, 1937.

Dirac has been waiting to go to Russia, but Veblen doubts he should go to Russia considering the circumstances there. Dirac and Bohr are great friends, and it would be fine to have them both at Princeton at the same time. Then he asks a question. Last night he saw in the paper Morgenthau has

asked Riefiler to take charge of the gold buying of the government. Does that mean that Riefiler would have to be in Washington, or will it be merely incidental to his other activities?

Flexner to Veblen, July 9, 1937. *(See his letter to full file this 3/19/37 413, 414.)*

I have done nothing about Dirac, nor am I until there is an increase in funds. Even so, Riefiler has first call on the next million or two. *(He had told V. that Foschiller's appeal.)*

"The newspaper account you refer to is totally wrong. Morgenthau pleased with Riefiler's account of the situation abroad, offered him a handsome honorarium and an official part-time connection with the University; he promptly declined both on the ground that, (1) he was on a full-time salary (not counting strictly high-grade educational or scientific work out of term), and (2) a Treasury post would put him in politics in appearance, if not in fact. When he reported the interview to me, I wrote Morgenthau reiterating his (Riefiler's) and our position. ~~He~~ In reply, M. said that he wished there were more such. I added that anyone in

Reasoning

the Institute was free to say what he thought, but that no one would be responsible even in appearance for ~~the politics~~ 'politics'.

Was Leedy? Riefler was to participate

in the gold buying program.

What did Flexner know in letter to H. T. Robinson
on court packing plan (Feb 1937)

STEWART, WALTER

V

Biographical

RIEFLER, WINFIELD W.

FLEXNER, A.

Riefler to Flexner, July 28, 1937.

Flexner has asked Riefler to do something that Leidesdorf wants done, and it involved Riefler getting in touch with Joe Willits. The correspondence is not in the file. (SDL's son's letter to W.P.)

Riefler to Flexner, "As soon as I received your letter I wrote Joe Willits quite strongly and trust that he has done his best...I agree with you that Mr. Leidesdorf is practically a saint, and I am glad to do anything that I possibly can for him."

...

"After my telephone conversation with you I flew to New York and saw Walter Stewart. It certainly seemed to me that he was in the mood to drop Case Pomeroy and come with us." He promised to visit Riefler at the Cape to discuss the matter.
D File, Riefler, Winfield, 1934-1939

- This has prob. from Flexner since as he drafted
hand to LB (see 85) or perhaps while he was W/CB

AMERICAN COUNCIL OF LEARNED SOCIETIES

Foundations

Notes on 4-year Plan for increasing the number of institutions in which instruction in the Far East is given - offered by ACLS. Notes continued interest in Gest Library

D ACLS

August

1937
GIBTS

Finance

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

AYDELOTTE, F.

Biographical

FLEXNER, A.

FOUNDERS

Corporation

File
Flexner reveals no details of Flexner's talks with
founders on further endowment to I. A. S., but shows that
Flexner and Aydelotte conferred about it.

A, Flexner

✓1937

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

FOUNDERS

Corporation

STEWART, ~~WINFIELD~~ W.

Biographical

RIEFLER, WINFIELD W.

Flexner to Riefiler, August 5, 1937.

"...I was paying a week's visit to Mr. Bamberger and Mrs. Fuld... I had previously sent them at Mr. Bamberger's request a memorandum (See pg 1) which you will see later--I don't want to bother you with it now-- outlining the future of the Institute, as I now see it, subject, of course, to such changes as experience and wisdom suggest.

"I put in the very first place the development of the School of Economics and Politics. They were very much pleased with the whole memorandum and told me to go ahead. I am therefore enormously interested in your feeling that Stewart may be 'in the mood to drop Case Pomeroy and come with us.' If he has paid you the promised visit, let me know ~~and~~ whether this subject came up and, if so, how it stands."
D File, Riefiler, Winfield W., 1934-1939. * N.A.

FOUNDERS	Corporation
GIFTS	Finance
FLEXNER, A.	Biographical

Flexner to Bamberger August 6, 1937, from Magnetawan.

He submits to Mr. Bamberger draft of a letter such as ^{they} might be ~~enclosed in Mrs. Fuld's and Bamberger's wills~~ ^{added to the Bd.} enjoining upon the Institute what seemed to be the wise policy to be pursued in future years in the handling of its endowment funds. This was discussed by them when he visited the Bambergers at Murray Bay. He encloses the draft.

He is also working out a new by-law creating a budget committee and defining its functions. He is consulting Simon on the experience of the Rockefeller Institute in constituting its Budget Committee, which has been so successful in safeguarding the principal and in storking up the unused income of its funds.

The ~~preposed~~ draft of the proposed letter follows:

^{Commit}
The following is a ~~direct~~ copy of the draft.

DRAFT OF LETTER FOR MR. BAMBERGER AND ~~MRS.~~ FULD

To the Trustees of the Institute for Advanced Study

Defense

We have had recent conferences with the Director of the Institute respecting the future of the Institute and the importance of conserving such funds as the Institute may receive in order that, when the opportunity for expansion or growth in a basic field arises, the Institute may be financially able to support advance.

Flexner

We are grateful to the Trustees of the Institute for the extreme care which they have exercised in developing the Institute within a few years to a point where it has already won international recognition. We are naturally concerned that it shall maintain permanently the standards upon which it has been conducted and that it shall restrict its activities to fields and subjects of fundamental importance, raising its standards whenever the development of higher education in America makes ~~such~~ such elevation of standards possible. We

250,000.00
4 300,000

wish to impress on the Trustees and their successors the importance of so conserving the endowment of the Institute that, as advances become advisable and feasible, funds will be at hand with which to support them.

Kenis

6.25 mil A

Conk...
add...
to 7.5
will to
understand

for future
beyond

In our recent conferences with the Director it was made clear to us that additional income to the extent of \$250,000 or \$300,000 could be employed within the next few years for the logical development of the Schools now in existence, provided personnel equal in capacity and ability to the present personnel of the Institute can be found; but the possibilities of usefulness on the part of the Institute will not end with this expansion. It leaves out of account such important subjects as history, literature, etc., as well as the experimental sciences. Fortunately the Institute need not undertake to develop any subject unless it possesses the requisite funds and can find the proper persons. This we regard as fundamental to its spirit and ideals; this letter is written by the Founders in the hope and expectation that the Trustees and the Faculty will keep continuously in mind a long-range policy of development either in fields now

7.5 mil
fund must

cultivated or in new fields into which development may be deemed important hereafter. Unspent income should normally at the end of every year, in our judgment, be added to the capital funds of the Institute, thus gradually increasing the income available for the purposes of the Institute, as it expands in future years.

3
no surplus
funds for
operation

With deep appreciation for the services of the Trustees and the Faculty, we are

Very sincerely

D. Bamberger, Louis, 1937-1944

8/7
8/18

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

FLEXNER, ABRAHAM

Biographical

MAASS, HERBERT

Flexner to fMaass:

"I had a very interesting time with Mr. Bamberger and Mrs. Fuld, going over the past and sketching the future development of the Institute as far as it can now be foreseen. A point which I stressed very emphatically was the following: there are certain fields like mathematical physics and economics and politics, in which if we can find the men, we are prepared to advance now, but the resources of the Institute - principle and income - should be so expanded that we will have in hand money for future development and avoid expansion up to the limit of our income, which is now crippling almost every other institution in this country. This was a point of view in which Mr. Bamberger and Mrs. Fuld thoroughly sympathized. I feel no doubt that, if we can find the persons, there will be no trouble about the funds.

"Mr. Bamberger and Mrs. Fuld were both extremely well. I am sure they were wise to go to a cool place this summer, largely on account of Mrs. Fuld's health. They like

the hotel, which I also found most satisfactory. Mr. Bamberger keeps his excellent health, and Mrs. Fuld has made a very distinct improvement. The weather is delightfully cool without being chilly, and the situation of the hotel overlooking the mouth of the St. Lawrence is really superb!"

Maass to Flexner:

"The news of your conversations with Mr. Bamberger and Mrs. Fuld is of tremendous interest. As you know, I have always been confident of their intention ultimately to give us a substantially increased endowment, and as you say, 'if we find the persons there will be no trouble about the funds'. With no desire of course to hurry you in your selections my only concern is that the program of expansion be enacted during the period of your own activities, and this I am most hopeful you will bring about."

(A - must have been talking of retirement soon)

Source: IAS Trustees - Maas, Herbert H.

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

RIEFLER, WINFIELD W.

Biographical

FLEXNER, A.

JONES, TOM

LEITH-ROSS

Flexner to Riefler, August 10, 1934. 1937

Jones knows Keynes, Clay, Pigou, Robbins, Leith-Ross, Norman, etc. He thinks that Leith-Ross is the ablest economics of the whole group. He thinks that Clay is "in capacity not superior to a good university professor." *(This was evidently because IJ was visiting AF, & not because AF had given up Stewart.)*

Leidesdorf's son was not admitted to the University of Pennsylvania. Did Willits exert himself in the matter?

D File, Riefler, Winfield W., 1934-1939

RIEFLER, WINFIELD
FLEXNER, A.
LEITH-ROSS
STEWART
LEIDESDORF

Biographical

Riefler to Flexner, August 13, 1937.

Flexner has written Riefler that T. J. (Tom Jones) has suggested Leith-Ross for the School of Economics and Politics. Riefler says in this letter that he never had thought of Leith-Ross because his position was so enigmatic that he is not one of the men whom Riefler saw in Europe. He says it might well be that Leith-Ross comes closer to what we want than Clay. He will talk to Stewart about it.

"No, Stewart has not yet shown up, and I am writing to find out why. I should certainly feel that we have hooked a whale when we get him signed up. He is the most elusive person one can imagine. When I saw him last early in July he spoke quite confidently of going to England in the fall and of signing up Clay while he was there. That was one of the things that made me feel he had practically decided to come with us himself.

At the same time he showed he was thinking through our problem by saying that he was not sure but that Siepman (at the Bank of England) would not be more to our purpose than Clay...I simply said that our most important task now was to get him (Stewart) and that then we would make our next move. If his judgment favored someone else over Clay, that was acceptable to me."

(Apparently the Leidesdorf matter with Joe Willits concerned Leidesdorf's son at Penn State.) *Apply advice*

Leith-Ross, he says, was in something of an eclipse in the spring, contrasting with the situation in 1930-33 when he was the acknowledged brains of the Treasury.

D File, Riefler, Winfield W., 1934-1939

August 17

GIFTS

Finance

FLEXNER, A.

*E can? something
inferred*

Biographical

AYDELOTTE, F.

Several letters from Flexner to Aydelotte.

August 17, September 16, September 20 allude to intensive visits Flexner had with Louis Bamberger and Mrs. Fuld regarding further endowment. The first reference to it is a visit Flexner made to the founders at Murray Bay where they are spending the summer. The letters do not reveal how much was the gift or whether or not there were terms attached to it, because he saves details until he meets with Aydelotte which he does not do until well into September.

A. File, Flexner, Abraham

8/19
8/26

BUDGET COMMITTEE

Finance

SCHOOL OF MATHEMATICS

Academic Organization

FOUNDERS

Corporation

FLEXNER, A.

Biographical

Flexner to Mr. Bamberger, August 19, 1937.

He sends a proposed by-law which comes from Simon which has been worked out over a long period of years by the Rockefeller Institute which he has adapted to the purposes of the Institute for Advanced Study. (Abraham has adapted it). Though the draft is attached to a letter of August 19, that is probably a clerical error; the draft follows:

"The Budget Committee shall consist of three members with the Director and Chairman of the Board, ex officio. *Pres. incl. princ.*

"It shall be the duty of the Director to ascertain from the Treasurer the amount of income which will be available

during the following year. From this sum --- per cent shall be deducted to be held as reserve. Each School shall submit to the Director its recommendations as to its needs and plans for the coming year. These recommendations shall be considered and amended as may be deemed advisable by the Director and the Chairman of the Board. The sums requested by the several Schools and the general budget based thereon as recommended by the Director shall be submitted by the Director to the Budget Committee with power to amend. The budget, as approved by the Budget Committee, shall be submitted to the Board at the annual meeting. *not in fund*

"Unexpended balances at the end of the fiscal year shall be returned to the treasury. *not in fund.*

"No professor Trustee shall be a member of the Budget Committee."

D, Bamberger, Louis, 1937-1944

8/19

SCHOOL OF MATHEMATICS

Academic Organization

FOUNDERS

Corporation

VEBLEN, O.

Biographical

FLEXNER, A.

TAUB, ABRAHAM

Flexner to Mr. Bamberger, August 19, 1937.

Sends a letter from the President of the University of Washington (State of Washington) showing how the influence of the Institute has been extended over a wide territory from Princeton to the Pacific Coast. "Last year the President of the University of Washington came to us in order to find a young instructor. The mathematicians recommended a young Jewish scholar, Dr. Abraham Taub, who went out not only to teach mathematics but to see what he could accomplish in stirring up an interest in modern mathematics in that section. Towards the end of the first year he had succeeded in so interesting his colleagues that Professor Veblen was invited

to come out this summer [1937] to give a course of lectures... Now as the end of Veblen's work approaches, the President of the University writes to ask if we cannot continue this sort of cooperation, the results of which will be in time that the University of Washington will possess not a branch of the Institute but its own independent and thoroughly modern school of mathematics operated by its own funds. You may be sure that the example set by the University of Washington is not altogether a novelty."

D, Bamberger, Louis, 1937-1944

BUILDINGS AND GROUNDS

Facilities

FLEXNER, ABRAHAM

Biographical

MAASS, HERBERT

Flexner to Maass:

"You were quite right in your recollections that the Executive Committee voted ~~to~~ a sum up to \$10,000 for the rehabilitation of the Olden Farm. I kept the item out of the docket because I meant to ask you to draw a resolution safeguarding and defining its expenditure and have so written Mr. Leidesdorf. I had no intention of waiting indefinitely but first you went to the Coast and then I went to Phoenix and the thing just slipped my mind. I really came away thinking that I had attended to it. Long before this reaches you Mr. Leidesdorf will have a statement of the fact and, when you get back, we will draft a resolution which will be incorporated in the minutes of the Executive Committee meeting held last December so that the appropriation will be technically authorized.

"I am drafting a new by-law setting up a Committee on Budget, for, if the funds of the Institute increase perceptibly, we ought now to be able in the light of experience to follow a more definite procedure than has been possible up to the present time. I am drawing upon the experience of the Rockefeller Institute, for they went through the same evolution through which we have come..."

Source: IAS Trustees - Maass, Herbert H.

11/28/36

~~The Executive Session of Exec Com. was held 11/26/36
 Due to the absence of the Executive Committee members
 before V. S. S. Mass. plans for the Executive Committee
 to a social center, and before Mass. sent plan to
 Fletcher (11/22/36) for presentation at Exec Com.
 mtg (11/24/36). Elden was w. Pps. Hsq.
 There is no other record of a session of Exec Com.
 in Dec 1936. In Jan 1937 in mtg the plan for~~

The body regarding S.C. was almost an achievement -
There will have been a social center

Also no mtg of Exec Com. approving Pps. Hsq. plan -
 Just Finance Com. Mass presented plan for financing
 Pps. Hsq. de novo. But betw S.C. mtg 11/24/36 + 11/27/36 AF
 got Finance Admin. plan of lots to Pps.

1033

8/32

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

PRINCETON UNIVERSITY

Relations WOAI

FLEXNER, A.

Biographical

~~XXX~~ DODDS

PANOFSKY

See 415/1937

Dodds has
already written

reminding
A.F. of his

earlier
promise

Panofsky to Morey, September 2, 1937.

Discusses a letter from Flexner to Panofsky about Panofsky's suggestion that a certain stipendiate receive a grant-in-aid of \$1500 suddenly made available to the School of Humanistic Studies. Panofsky quotes Flexner as follows:

This shows
dupl. ref
below from

"I shall be very happy to have Forsyth as a member of the Institute, but I have an understanding with President Dodds that no appointment of a member of the Princeton Faculty is to be made by the Institute without having first

received his approval...I would suggest, therefore, that Professor Morey take the matter up with President Dodds and communicate to me any decision that President Dodds may make, and that no formal announcement be made to Professor Forsyth for the coming year until this formality has been complied with."

~~XXIX~~ 9/16
9/20

POLICIES

Administration

PANOFSKY, ERWIN

Biographical

FLEXNER, A.

Panofsky to Flexner, September 16, 1937.

He sends to Flexner and asks his advice about a letter from the Frick collection in New York, an invitation. He asks advice because, he says, Miss Helen Frick is violently anti-German, "so that I have never entered her Library in view of the absurd fact that from her point of view I don't cease to belong to the Fatherland until I shall have become an American citizen. The Frick Collection is theoretically independent although I suppose that she still has considerable influence with its management. As my answer in a way involves the attitude of the Institute I should not like to write the usual letter..."

Flexner to Panofsky, September 20, 1937.

"I should not, in your place, pay the slightest attention to Miss Frick's anti-German or pro-German views, for I do ~~not~~ not think it

matters to you ~~or~~ or to me or to anybody how Miss Frick feels. It also seems to me to be a mistake to answer intolerance with intolerance. On the contrary, I should, as far as personal and institutional dignity allowed, show these people how much superior you are to the considerations which move them, and also, incidentally, how, with all their anti-German views, they cannot get along without either Germans or Jews. If it appeals to you or interests you I should advise you to accept Mr. Clapp's invitation in the same objective fashion in which he extends it, and to add to your acceptance that members of the Institute do not accept honoraria for an occasional lecture, which is a matter of courtesy between institutions. The result will be that you will have the run of the collection regardless of Miss Frick, and that is something that may prove worth while to you and your students."

D File, Panofsky, Erwin, 1936-1944

MEMBERS

Academic Personnel

POLICIES

Administration

FLEXNER, A.

Biographical

Flexner to Veblen, September 25, 1937.

He is inviting Dr. van Stockum ^{Not a member} as Veblen recommended.
Flexner raises the question: "While not laying down anything like a rigid rule, are we not safer if, except under unusual conditions, we aim to admit to the Institute not young men who have just received the doctorate but young men who have already had teaching experience of a few years and have published something that shows promise of future development?"

*Followed sep. W.C. person who went to PU?
But at least a return to his position that not just any Ph.D. can
but ones of promise?*

D, Stipends

1937

9/27

10/8

SCHOOL OF MATHEMATICS

Academic Organization

MORSE, MARSTON

Biographical

WEAVER, WARREN

ROCKEFELLER

Foundations

Correspondence between Morse and the Rockefeller Foundation (Warren Weaver) on the ~~request~~ request of the Institute on behalf of the International Congress of Mathematics through the Institute for \$7,500 for the Congress to be held in 1940. The Institute has pledged the amount of \$7,500, but Morse makes the point to Weaver that if the \$7,500 is paid for this purpose, stipends for foreign mathematicians will be cut by that much since the Institute hasn't got the funds. After that the Rockefeller Foundations grants \$7,500 on condition that the Institute give the Congress \$2,500 which is done.

paid 1940 to AMS

D, Morse, Marston, 1933-1945

1937

9/27
9/29

BUDGET

Finance

AYDELOTTE, F.

Biographical

FLEXNER, A.

Aydelotte to Flexner, September 27, 1937.

Approves the idea of a Budget Committee as complexity in the budget with the growth of the Institute increases. Also expresses approval of the reserve, "although there are times when, in my opinion, it is not advisable to accumulate a reserve," Fluctuations of security prices, etc. He thinks reserve funds should be accumulated during a period of prosperity and ~~be~~ spent during a period of depression, and he is not sure that the language of the resolution provides for this.

Flexner to Aydelotte, September 29, 1937.

The point Aydelotte makes about the reserve was also made

by Percy Straus.

"You know college faculties. They will spend anything they can lay hands on, and probably for the most part to good purpose, but, on the other hand, the head of an institution has to look to the future, and even to the distant future, and with that in mind has to reserve something for a rainy day even though a fine immediate use could be found for it."

*Dapman
agreed
Vickham*

PRINCETON UNIVERSITY

Relations WOAI

LIAISON COMMITTEE

Corporation,

~~XXXXXXXX~~ FLEXNER, A.

Biographical

Flexner to Hardin, September 28, 1937.

Notice of a dinner meeting of the Liaison Committee
at Princeton Inn, 7 o'clock, November 19.

JRH Correspondance from January, 1937 to December, 1939

1937

✓9/29

GENERAL

Finance

FLEXNER, ABRAHAM

Biographical

Flexner to Percy Straus; he asks Straus for any objections to the proposed by-law that he may have. Flexner does not see how the proposed by-law will restrict the freedom of the Board. "It sets aside a sum of money as a reserve fund, but it does not add this reserve to endowment, which cannot be touched...The advantage of putting this provision in the by-laws is that it becomes automatic and regular procedure, but can, of course, be suspended whenever conditions ~~make~~ warrant.

"At the present moment almost every college and university in the United States is pinched because they have provided no such reserve. The exception is the Rockefeller Institute...because they have had almost from the very beginning a by-law like the one I am proposing, and as a result they had accumulated reserve enough to protect them against the consequences of depression and even to enable them to expand, precisely as they would have expanded had conditions been normal."

Source: A File IAS (home)

1937
PRINCETON UNIVERSITY
SCHOOL OF MATHEMATICS
MORSE, ANTHONY P.

Relations WOA I
Academic Organization
Biographical

↙
Morse permitted to teach Princeton part time while
member I. A. S.--Salary \$500; Stipend \$1300.

School of Mathematics Faculty Minutes.

DIRECTOR

Administration

AYDELOTTE, F.

Biographical

FLEXNER, A.

Flexner to Aydelotte, October 5, 1937.

Suggests he stop in before the October meeting.

File I-7

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

PANOFSKY, ERWIN

Biographical

MOREY, C. R.

Panofsky to Morey, October 6, 1937.

Encloses a four-page double spaced memorandum for suggestions and amendments. Memorandum is to Flexner, and contains a list of five possible candidates for grants-in-aid to the Institute. From that memorandum:

"Mr. Morey and I were very agreeably surprised to hear that the chances of temporarily inviting young and promising art historians to the Institute are better than we expected. We have scanned the possibilities and I should like to make the following suggestions, which have the full approval of Professor Morey."

This is for the year 1938-1939. They suggest: Rensselaer W. Lee, Francis W. Robinson of the Museum of Cincinnati, Mr. Carson Webster of Northwestern University,

Professor David Robb of the University of Minnesota, and
No. Dr. Huntley of Harvard University.

Morey cordially agrees with the list on October 8, 1937.

Lee	1938/9	invited	
Robinson	1936/7	Franklin	1938/9
Webster	1938/9	" "	In addition to Peter
Robb	1938/9	Franklin	

Dorsey
Popham
Randy
Sharon
Stillwell
Wilkin
Gen. Swartz

1937

SCHOOL OF MATHEMATICS

Academic Organization

CARNEGIE

Foundations

ROCKEFELLER (*Women Women*)

MORSE, MARSTON

Biographical

Two letters regarding foundations, 1937, 10/6 and 10/21

Filed in Chronological File under 1937, 10/6.

D File, Morse, Marston, 1933-45

THE ROCKEFELLER FOUNDATION

COPY FOR DR. FLEXNER

October 21, 1937

Dear Marston,

I have had an opportunity to discuss with my colleagues here the question of a possible contribution of \$7,500 from The Rockefeller Foundation to the American Mathematical Society toward the expenses of the coming International Mathematical Congress at Boston in 1940. This is a matter which will be referred to the Executive Committee of our Trustees when they meet in mid-November. You will realize, I am sure, that it is wholly impossible for me to prejudge in any way the decision of the Trustees, but I can inform you that the proposal will go to them with favorable recommendation by this division and with the support of the President of the Foundation. This recommendation, however, will be based upon the assumption that the Institute for Advanced Study will, if our Trustees' action is favorable, be released from \$5,000 of their underwriting but will contribute the remaining \$2,500 to the American Mathematical Society toward the expenses of the Congress.

I have assumed that, in your discussions with me, you have been acting in something of a double capacity, namely, as the Chairman of the committee charged with the financial responsibility of the Congress and also as something of an informal representative of the Institute for Advanced Study. I do not wish to come before our Trustees with our recommendation without having a clear understanding with the Institute authorities concerning the condition just described; and I would not wish to appear in any way indirect or discourteous to Dr. Flexner. It is not just clear to me how to proceed, because I am uncertain as to what extent you are representing the Institute. Near the end of your letter of October 6 you state, relative to the possibility that the

Institute appropriate \$2,500 as a gift to the Society: "Dr. Flexner has assured me, however, that this could be arranged if finally necessary." Is this a point which you and/or Dr. Flexner would prefer to have me take up directly with him, or is it a point which I am justified in considering as already understood on the basis of this letter?

Very cordially,

WARREN

*Return return
to G. B. Blair*

October 6, 1937

Dear Weaver:

In reply to your letter of September 27 I will begin by saying that your understanding with regard to the probable expense of the projected International Congress of Mathematicians coincides with my own estimates of the minimum expenditure necessary for such a Congress. The items of expense include

\$9000 for publications
7000 for secretarial work
7000 or 8000 for entertainment

You are also correct in understanding that the American Mathematical Society has only \$15,000 pledged or underwritten. In addition we shall approach the National Research Council again, although you recall that we were frustrated in the spring by Dr. Milliken, who thought that the funds of the National Research Council should not be spent on an international project. We also expect to raise a certain amount from dues. At present we have in mind no other sources of income.

You will recall that a committee to investigate the possibility of holding a Congress here in 1940 was first appointed at the April meeting of the Society, immediately preceding the Oslo Congress in July. It was understood that this committee was to make a preliminary search for funds and if pledges for \$15,000 could be obtained the Council of the Society was to be polled by mail on the question of holding the Congress in America in 1940. Inasmuch as there were only a few weeks left before we sailed for Oslo it was necessary to act with the greatest speed. A special arrangement made it possible to obtain an immediate pledge of \$7500 from the Carnegie Corporation. The committee hoped to match this amount by a similar pledge from the Rockefeller Foundation. The time was then so late that it seemed unwise to stake everything on a hurried presentation and forced decision by the Foundation. In our dilemma Dr. Flexner came to the rescue

Dr. Warren Weaver - 2

October 6, 1937

with an offer by the Institute for Advanced Study to underwrite the desired \$7500, in the hope that this amount would be pledged in due course of time in the expected manner. Had it not been for Flexner's action, it seems probable that our plans for holding the Congress in America in 1940 would have fallen through at this time.

Before I answer your questions concerning the Institute, I must say that the request for \$7500 from the Foundation comes from me as a representative of the Society, and not of the Institute. Regardless of the relation of the action of the Foundation to the Institute, a favorable decision by the Foundation will undoubtedly enable the Financial Committee of the Congress for the Society to proceed to raise the additional smaller sums required, while an unfavorable decision may be reflected in a disastrous manner in the attitudes of other prospective donors. This is perhaps the most important point I have to make, but it is so obvious that I shall not dwell on it further.

The Institute for Advanced Study is to be thought of as belonging in a class with the more distinguished graduate schools, and not in any way analogous to the Rockefeller Foundation or the Carnegie Corporation. In order that this may be better understood, and to throw light on your tentative proposal, I have obtained from Dr. Flexner the following information concerning the finances and policy of the Institute:

"The endowment of the Institute amounts to \$8,500,000. The annual income is in the neighborhood of \$325,000 or \$330,000. Out of this income a small reserve has been annually set aside, administrative expenses have been paid, and three schools have been started, namely, mathematics, the humanities, and economics and politics. The one which has been most fully developed is mathematics, and that is serving as a model for the development of the two other schools as additional funds are procured. The budget of the School of Mathematics for the current year is \$143,159. Of this sum \$80,000 is appropriated, and has every year thus far been appropriated, to be expended by the faculty in the form of stipends, which enable us to bring to Princeton from European as well as from American institutions men of prominence who are thereby enabled to enjoy a year of uninterrupted work in a stimulating environment. During the five years of our activity, one or more mathe-

Dr. Warren Weaver - 3

October 6, 1937

mathematicians have been brought on an Institute stipend from the following foreign universities: Amsterdam, Berlin, Masaryk (Brno), Cambridge, Copenhagen, Frankfurt, Göttingen, Groningen, Hamburg, Jassy, Louvain, Lwów, Madrid, Osaka, Rome, Strasbourg, Toronto, Turin, and Vienna. Other foreign universities have also been represented. Similarly, grants have been made to men of promise connected with the following American universities: Brown, California, California Institute of Technology, Chicago, Cincinnati, Columbia, Cornell, Duke, Harvard, Hunter, Illinois, Iowa, Johns Hopkins, Lehigh, Massachusetts Institute of Technology, Michigan, Northwestern, Ohio State, Princeton, Swarthmore, Tulane, Wisconsin, and Yale.

The request of the Society is that the Foundation match the gift of \$7500 from the Carnegie Corporation with an equal gift of \$7500. If this request is granted unconditionally, the Institute will be in a position to carry out its intention of bringing to the Congress scholars who would otherwise be unable to attend. The members of the mathematical group at Princeton have first-hand knowledge of the younger and abler mathematicians of Europe and of their financial needs, and I am confident will spend the money available in an effective manner. This program would become impossible if the Institute were compelled to furnish the \$7500 which the Society is asking from the Foundation; and it would be curtailed - to answer your final question - if the Foundation appropriated \$7500 under the condition that the Institute should appropriate \$2500 as a gift to the Society. (Dr. Flexner has assured me, however, that this could be arranged, if finally necessary.)

In conclusion, may I emphasize again the importance of the decision of the Foundation in its bearing on the relative success or failure of the Congress and upon the further development of mathematics in this country and abroad?

Yours sincerely,

Marston Morse, Chairman Financial Committee
International Mathematical Congress 1940

Dr. Warren Weaver
Director for Natural Sciences
Rockefeller Foundation
49 West 49th Street
New York City

INVESTMENTS

Finance

HARDIN, JOHN R.

Biographical

RIEFLER, WINFIELD W.

Hardin to Maass, October 8, 1937.

He does not agree with investing in Parke Davis common stock. "I see no reason for changing at this time the present policy of the Institute in the matter of proportional holdings of common stock."

Maass has said that while earnings and dividend records are quite satisfactory, there are a large number of common shares outstanding. Riefler had approved it.

Maass then agreed

JRH Correspondence from January, 1937 to December, 1939

10/8

DIRECTOR

Administration

AYDELOTTE, F.

Biographical

FLEXNER, A.

Flexner to Aydelotte, October 8, 1937.

Suggests that on the docket are subjects which merit a candid ~~of~~ expression of opinion from you which would be "enlightening to the Board and very gratifying to Mr. Bamberger." The subjects are:

- (1) The development in economics and politics
- (2) The range of institutions in this country and Europe from which we have had workers
- (3) The building
- (4) The other subjects from which future activities may be selected from time to time, without, however, any haste.

"Of course, I want you to speak with absolute candor, but there is really no one who can discuss these particular problems more competently than you."

BUILDINGS AND GROUNDS

Facilities

The mathematicians have been in Fine Hall, the humanists have been partly accommodated in McCormick Hall, partly at 69 Alexander Street, and partly in their own homes. The economists and publicists have worked either at home or at 69 Alexander Street. The offices at 20 Nassau Street.

Though considerable property has been obtained, including the Olden Farm, "[Director] was averse to taking any step until it became perfectly clear to me what the varying needs of the three faculties or schools would require." Now he thinks the first building should be erected. The founders have offered the money to the Institute. They are eager to proceed with the building.

Flexner proposes to ask each of the three groups for a definite statement as to accommodations and facilities required. He thinks that these plans can be rationalized and that no member of the Faculty should seriously be interrupted during the building process. (A stab at Veblen) Gratitude expressed to the founders. He has undertaken to insure cooperation with Princeton through talking this over with President Dodds.
Trustees' Minutes, 10/11/37, pp. 4-5

10/11

1937
SCHOOL OF MATHEMATICS
(MATHEMATICAL PHYSICS)

Academic Organization

the question of
Flexner returns to/augmenting the work in mathematical
physics at the Institute, presumably from abroad.

Trustees' Minutes, 10/11/37, p. 6

1937
GENERAL (BY-LAWS)

Corporat ion

Article IV, Section 4, duties of the Chairman amended to provide that he shall "In collaboration with the Director... consider recommendations for the budget of the next academic year." Previously the Chairman had been written in for the duties of the President in the original by-laws per Article IV, Section 4.

Article V. The Budget Committee is added which makes 5 standing committees. The Budget Committee to consist of 3 members in addition to the Chairman, Treasurer and Director ex-officiis. No professor Trustee shall be a member.

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

Article VI, The Director. The latter part of the original provision after the ~~words~~ words "limited periods" reads as follows: "It shall be the duty of the Director to ascertain from the Treasurer the amount of income which will be available during the next academic year and to receive from each

School its recommendations as to its needs and plans for the coming year. These recommendations shall be considered and amended as may be deemed advisable by the Director and the Chairman of the Board and then submitted to the Budget Committee with power to amend." Then the provision for the vacancy in the Directorship follows as it was. Adopted.

Note no emp. or Fac. as whole, nor any requirement for informing schools of cuts or adjustments. But for prob time Dir is auth'd to treat with schools as such - as he had sugg'd in his Memo 9/26/31

GRANTS-IN-AID

Academic Personnel

\$30,000 appropriated for the fields of mathematics and theoretical physics with \$1,000 for honoraria for lecturers.

1938-9

How does this accord with Flexner's idea of more budget control? Apparently, didn't dare risk battle w/ Vahlen until he had the Budget Com. created on his side. Or shows optimism for new endowment

Trustees' Minutes, 10/11/37, p. 13

GENERAL (BY-LAWS)

Corporation

Transmitted with the notice of the October, 1937 meeting of the Trustees are two pages of proposed amendments to the By-Laws.

These amendments are in papallel columns, and are filed in the source mentioned below.

JRH, Correspondence from January, 1937 to December, 1939

SCHOOL OF MATHEMATICS

Academic Organization

GENERAL

Corporation

VEBLEN, O.

Biographical

See page 2 of Source below for the effect of Veblen's
teaching at the University of Washington.

Trustees' Minutes, 10/11/37, p. 2

1937
Policy
MEMBERS

Academic Personnel

Names of American Universities and foreign universities
from which members come are listed.

Five non-resident scholars are cooperating with Meritt
in excavating the Athenian Agora representing Columbia,
Harvard, Indiana, and two of them the staff actually engaged
at Athens. "I am sure that it is no exaggeration to say that
no American institution with an enrollment of between 50 and 60
members has anything like such a proportion of scholars and
scientists from institutions of learning in this country and
from institutions of learning in foreign countries. The number
of those who are recent doctors of philosophy is negligible and
should continue to be such because it is usually not easy to
gauge the capacity of a young man to pursue independent work
until he has demonstrated his ability after leaving the
institution where he received his doctor's degree, though...
no rigid formula should be pursued."

Trustees' Minutes, 10/11/37, pp. 3-4

POLICIES

Administration

GENERAL

Academic Organization

SCHOOL OF ECONOMICS AND POLITICS

SALARIES

Academic Personnel

Flexner repeats the need for expansion in the School of Economics and Politics.

He repeats the need of equalization of salaries by raising moderately the salaries of a few persons.

Other subjects which might be pursued are history, literature, languages, and all the natural sciences, which may be touched in the future "provided they retain their fundamental importance," but not on the scale of mathematics.

He repeats that certain fields lie permanently outside the Institute; professional education, for instance.

Instead of American scholars setting a tide for Europe, this is no longer true. The tide is turned. Europeans are coming to

America. This is in medicine owing to the Rockefeller Institute for Medical Research.

✓ 1937

10/11

GENERAL

Public Relations

AYDELOTTE, F.

Biographical

Aydelotte calls attention to the remarkable record of the Institute in its short existence in enrolling representatives of 29 foreign and 33 American institutions, and stressed the importance of international scholarship. he said, "The Institute has developed a life of its own in ways that were not quite foreseen--a place for more advanced and most advanced scholars."

Trustees' Minutes, 10/11/37, p. 10

1937
BUILDINGS AND GROUNDS

Facilities

The Committee on Buildings and Grounds was authorized to engage landscape engineers and architects to study the land of the Institute to determine the most practicable site for building.

Trustees' Minutes, 10/11/37, p. 13

1937
BY-LAWS

Corporation

BUDGET

Finance

Copy of proposed By-Law revisions for a Budget Committee
and for a specific percentage reserve annually.

Filed in Vertical File under "B".

S-1 (Riefiler)

1937
BUDGET

Finance

The Director proposes the establishment of a Budget Committee of the Trustees to consider ~~the~~ budget before submission to the Trustees. This is approved in the form of an amendment to By-Laws, see By-Laws.

Trustees' Minutes, 10/11/37, p. 9

GENERAL (SEAL)

Corporation

BAMBERGER, LOUIS

Biographical

FLEXNER, A.

MAASS, HERBERT H.

Flexner to Maass.

Bamberger has raised question of legality of seal which does not mention Bamberger and Felix Fuld Foundation. Maass says legal.

D, Maass.

BUILDINGS AND GROUNDS

Facilities

SCHOOL OF MATHEMATICS

Academic Organization

For a report from Riefler (or Veblen) October 21, 1937, see Source.

on Bldg - 10 days after mtg.

¹⁴
S, I. A. S., Housing Plans Fuld Hall

BUILDINGS AND GROUNDS

Facilities

FLEXNER, A.

Biographical

Flexner to Aydelotte at Swarthmore, November 4, 1937.

*Rev
classical?*
"I had to be in Boston the other day and had tea with Conant one afternoon. I got an outside glimpse of the new residence halls, another look at the School of Business which I had previously seen, as well as an outside look at the Littauer School of Public Affairs. I wonder if the type of architecture embodied in these schools will not come pretty near to serving our purposes. At any rate I hope you can manage to see these new Harvard structures.

"Do you know who was the architect of the new Hopkins, for Gilman Hall, the central building of the Hopkins group, appeals also to me as worth considering?

600M
"From informal conversations with the members of the faculty I am rather fearful that, when their suggestions are added up, they are going to require a building far beyond anything that Mr. Bamberger contemplates in point of

construction and upkeep. However, I have had no final information from any of the groups up to the present time."

Finish new study for presentation next day!

BUILDINGS AND GROUNDS

Facilities

The the Faculty to Dr. Flexner, Nov. 5, 1937 in regard to
recommendations with respect to accomodations in Fuld Hall.

Filed under Chronological File under 1937, 11/5.

*Note particularly pp 4-5 sugg 5th. build over addition
to Fuld Hall*

S File, Housing Plans, Fuld Hall

PRELIMINARY DRAFT

November 5, 1937

MEMORANDUM

To: Dr. Flexner

From: ✓ The Faculty

Subject: Recommendations with respect to accommodations in Fuld Hall

These recommendations with respect to accommodation for the Institute in Fuld Hall are based upon the following four objectives:-

- ✓ 1. That, insofar as practicable, the present scattered quarters occupied by the various branches of the Institute are to be concentrated in Fuld Hall.
- ✓ 2. That Fuld Hall provide a genuine focus or center for the Institute as a whole. In other words, we regard the possibility of daily informal contact between professors in the different branches of the Institute as a factor of fundamental importance in its future development.
3. That some leeway shall be provided in Fuld Hall for growth of Institute activities (1) by providing a modest excess of accommodation over current minimum needs, and (2) by providing in the basic architectural plan for future additions to be made to Fuld Hall as they may be needed.
4. That full cooperation with Princeton University be preserved.

With these objectives in mind, specific space requirements for Fuld Hall can best be discussed under five main heads:-

1. Requirements for the Administration.
2. Requirements for activities that are common to all branches of the Institute.
3. Requirements for work in the School of Mathematics and Theoretical Physics.
4. Requirements for work in the School of Economics and Politics.
5. Requirements for work in the School of Humanistic Studies.

-2-

(Our tentative recommendations with respect to three of these five main heads, namely, 2, 3, and 4, are discussed separately below. In order that this document may lend itself through expansion to serve as the basis for a complete report on requirements for Fuld Hall, should such use prove to be desirable, we have also, however, made provision in the following discussion for incorporation of the sections discussing the two remaining heads, 1 and 5.)

To
be
dropped
later.

- A. Requirements for the accommodation of the Director, the Secretary, and the administrative staff. (To be incorporated later, if desired).
- B. Space requirements for activities that are common to all branches of the Institute.

Besides purely service rooms such as heating and storage rooms, janitor's quarters, etc., all groups in the Institute will have a common need for certain rooms, the use of which may be shared, namely seminar or conference rooms, lecture rooms, a social room, and possibly a lunch room.

Seminar or conference rooms.

We recommend that three seminar or conference rooms be provided. Each should be equipped with a large conference table capable of seating ten to twelve persons, ten or twelve conference chairs, and a double sliding blackboard with modern overhead blackboard lighting. These rooms will be used interchangeably by all three groups in the Institute, both for group seminars of members, and for the numerous special conferences which require somewhat more space than that provided by a professor's study.

Lecture rooms.

There will be need for at least one lecture room, similar to the small lecture room of Fine Hall, seating about 45 persons. This also should be equipped with double sliding blackboards and modern blackboard lighting. In addition, there will be occasions when a larger lecture room capable of seating from 150 to 200 persons will be needed. We hesitate, however, to include this room as part of the essential minimum equipment of Fuld Hall. It may be that such a room can be worked out as an alternative use of the common room or of the lunch room.

-3-

It is also possible that the Institute may get along by borrowing one of the larger lecture rooms of Princeton University on occasion. We simply wish to stress here that there are definite essential needs for a lecture room of this size and that the plans of the Institute should take this need into account either (a) by providing a special large lecture room in Fuld Hall, or (b) by providing for conversion of the common room or lunch room at Fuld Hall into a lecture room, or (c) by making definite arrangements with the University for the availability of a large hall when the occasion demands.

A common social room.

tea
music
A common or social room will offer great advantages in facilitating contact among workers in the Institute, between workers and faculty, and within the faculty. At present the common room at Fine Hall serves this purpose admirably insofar as the School of Mathematics is concerned. The other groups, however, are left without means of informal contact with the result that weeks frequently pass without members of the various faculties seeing each other. We regard an adequate common room at Fuld Hall, capable of accommodating the whole Institute family at a daily tea as a potential factor of great promise in the development of the Institute. In addition to this function, it should be made available for informal dances among the younger group whose social life at present is undoubtedly too limited. To serve both purposes there should be a small adjoining kitchen for the preparation of tea and light refreshments. There should also be provision of a radio for dances and, if possible, a good piano for the use of temporary members.

Dining or lunch room.

?
Temp
Pm
In this connection we desire to raise a question concerning the desirability of more adequate kitchen facilities capable of providing lunches for the Institute group as a whole. Should Fuld Hall be located on the Olden Tract, definite provision of some kind will have to be made with respect to lunches, especially for a considerable number of the younger members. These members have no cars and will live much too far away to permit walking back and forth, especially in inclement weather. On a minimum basis this need might be met by providing the small kitchen referred to above with facilities for making coffee, etc. to supplement lunches carried from home. In general this would seem an unsatisfactory solution except as a temporary expedient. We recommend that serious consideration be given to the problem of providing at least a regular lunch room similar to that operated by the Rockefeller Institute at Plainsboro. There are some members of the Faculty who are inclined to recommend that evening dinners also be served.

C. Space requirements for the School of Mathematics and Mathematical Physics.

It is important that in providing adequate space for the School of Mathematics and Mathematical Physics we do not sacrifice objectives which are close to the heart of what the Institute is trying to accomplish. We have in the School of Mathematics at present a living embodiment of these ideals. In Fine Hall there are gathered under one roof a most distinguished group of resident scholars, namely the permanent faculties in Mathematics of Princeton University and of the Institute for Advanced Study. Each year there are mingled with them a temporary group of scholars from other seats of learning all over the world. All of the scholars in this latter group have achieved at least the Ph.D. level of proficiency. A great proportion are much farther advanced. An important constituent represents a level of distinction as high as that sought for in the permanent resident faculty. Because of the advantages afforded by the layout of Fine Hall, this group is able to function at a high level of efficiency with a minimum of organization and mechanism. The factor of propinquity alone provides an intellectual stimulus of mind on mind through informal day-to-day contacts that would be difficult if not impossible to replace through more highly organized procedures.

The physical requirements of this group have outgrown the capacities of Fine Hall. We must recognize that already, even before the Institute undertakes to expand its work in mathematics into the field of theoretical physics, the work of the mathematics group is subject to space limitations. For example, the plans for Fine Hall included originally provision for studies for National Research Fellows and other distinguished visitors. The needs of the Institute, however, have reduced this provision to a minimum. At the present time no one who is not on the permanent staff of the Institute or a teacher in the University has an individual study in Fine Hall. There are no studies for visitors such as Hardy and Bohr. This year Professors MacDuffee, Hlavaty, Wintner, Wall and Morrey are unprovided for, not to mention numerous National Research Fellows and workers. There is only one room for all of the Institute assistants.

The physical removal of part of this group to Fuld Hall will improve the current situation enormously simply because it will relieve real congestion. It does not, however, offer a completely satisfactory solution to the problem, since it will impair to a certain extent the present advantages in the way of informal day-to-day contact which result from sheer propinquity in Fine Hall. We will have two centers of mathematical activity in Princeton. Though contact between them continues to be close, it will necessarily be much more formal than it is today. It is for this reason that the mathematical group have for some time held that an addition to Fine Hall sufficiently large to accommodate adequately both their current activities and the new activities that are contemplated under the program in theoretical physics is a better solution to their immediate

-5-

problem. Even this solution, however, assuming that it were feasible, would entail serious sacrifice from the point of view of the Institute as a whole. It would permanently remove all possibility of insuring informal day-to-day contact within the Institute between the faculties in mathematics and theoretical physics, on the one hand, and the humanists and social scientists on the other, contacts which also hold great promise for the development of the Institute.

We have incorporated this long discussion of the problem with regard to the mathematicians in this memorandum because it epitomizes the type of problem which the whole Institute must face in planning Fuld Hall. It demonstrates, furthermore, that compromises must be made and that no completely ideal solution is practical, since such a solution would require for the Mathematics group alone facilities in Fuld Hall capable of meeting the full demands now made on Fine Hall by the University as well as the Institute, in addition to contemplated increases in those demands, and would leave little further use for Fine Hall either by the University or by the Institute.

Studies.

On the assumption that Fine Hall continues as the major center of work in mathematics, minimum needs in Fuld Hall will be limited to five large studies and ten smaller studies. Should the center of work be removed to Fuld Hall, on the other hand, these requirements would be doubled, i.e., ten large and twenty smaller studies would represent minimum requirements. In both cases a larger number of studies could be profitably used.

By large studies we mean rooms ^{comparable} approximating in size and accommodation ^{to} those now enjoyed by Professors Veblen and Alexander in Fine Hall. These are about 18' x 24' and are sufficiently commodious, not only to meet routine needs for documents, books, etc., and conferences with individual visitors, but also to serve as informal seminar rooms where half a dozen students and colleagues may gather to discuss mathematical questions with the aid of a blackboard. Meetings of this sort form a most important spontaneous activity which would be seriously hampered if such informal groups were obliged to repair to public rooms for discussion. It has also been demonstrated in Fine Hall that the provision of attractive accommodations for professors has the effect of inducing them to center their work at that place rather than at home, a factor which makes them much more accessible to students and colleagues. These plans contemplate a study of this type for each of the permanent professors. Should Fine Hall continue as the main center of activity, two of the present Institute faculty in Fine Hall would be moved to Fuld Hall to establish a proper liaison between the two centers. This would release two studies in Fine Hall which are urgently needed there on the basis of present activity, and leave three additional studies in Fuld Hall to meet the expansion contemplated in the program in theoretical physics.

-6-

The smaller studies recommended above should be similar in design to quarters of the same type in Fine Hall which are about 17' x 18' in dimension. One such smaller study should be located adjacent to each of the larger studies for the use of members who act as special assistants to the professors. They would also be available in that case to take on the overflow from the professor's study such as filing cabinets, private collections of reprints, etc. The remaining smaller studies are intended for the use of visiting members. It is contemplated that the more mature of the members, visiting professors of the highest distinction from other universities in different parts of the world, should be tendered studies of this character for their sole use. It is important to provide this accommodation because their temporary living quarters in Princeton are usually very restricted and also because it is desirable to make them easily accessible to other workers. Younger and less mature workers would be assigned to this same type of study on a sharing basis, two or possibly more to a room.

Equipment needs for both types of study can be ascertained from the experience of Fine Hall. Special attention, however, should be given to adequate light and sound-proofing.

Library.

All of the mathematicians feel that adequate library facilities will be required at Fuld Hall, even in case Fine Hall continues to house the greater part of their work. Without a working library the value of Fuld Hall will be seriously qualified. It is estimated that an initial outlay of \$40,000 will be sufficient to establish such a library and that an annual allowance of \$5,000 for books and periodicals will be sufficient to keep it up to date and also to supplement from time to time less urgent basic equipment that is not purchased at the outset. The library at Fine Hall would continue to be the source of old and rare books. It is felt that experienced assistance would be required to catalogue the library, but that its maintenance could be assigned to one or more of the recipients of stipends.

Secretarial rooms.

The secretary of the mathematics group now oversees or performs the following tasks: correspondence, ordering of mail, typing of papers and notes, mimeographing, sale and storage of planographed notes involving a considerable publishing business. We feel that the bulk of this activity should be removed to Fuld Hall. Two rooms will be needed, one for typing and receiving dictation, and another to serve as a post office and room for temporary assistants working at typing, mimeographing, etc. They should be provided with adequate filing cases and storage space for supplies and notes.

-7-

D. Space requirements for the School of Economics and Politics.

At the present time the School of Economics and Politics is still in a developmental stage. Its requirements, therefore, are subject to considerable expansion, should additional appointments be contemplated. To meet present requirements alone, three large studies and three adjoining smaller studies of the type outlined in the recommendations for the mathematical group will be sufficient. Two secretarial rooms should also be provided. This will give each of the professors an adequate study and at the same time will provide rooms for secretaries and for visiting members. Present library, filing case and storage requirements can also be taken care of adequately in these rooms. Space needs for conferences, etc. will be met by the seminar rooms provided for in the common requirements outlined above. We would advise that the studies be furnished with blackboards, to make them interchangeable with studies of the mathematicians. When used by the social scientists this wall space will be available for the hanging of economic charts, maps, etc. We feel that this provision will make the equipment of Fuld Hall more flexible for alternate uses by the different groups.

The School of Economics and Politics will, of course, need a considerably larger amount of space than this, as and when it expands. With respect to the space required for this expansion, we recommend that one large study and two smaller studies of the type outlined above be provided for each additional permanent appointment to the faculty of the school. One of these smaller studies should adjoin each larger study. This added space would provide studies for each additional appointee to the faculty. It would also provide rooms for such secretaries, assistants and distinguished visitors as would become members of the group. In view of the fact that the work in the Social Science group is more likely to expand rapidly from its present level than that of either of the other groups, we recommend that estimates for future space requirements of this group be made on a liberal rather than on a conservative basis. Since the equipment required for the social science group is interchangeable to a large extent with that needed by the Mathematicians, the marginal space requirement of both groups can be planned as a unit.

E. Space requirements for the School of Humanistic Studies. (To be incorporated later.)

\$ 600,000

11/16
11/17
11/27
12/15
1/17-3/24

1934

BUILDINGS AND GROUNDS

Facilities

FLEXNER, A.
MAASS. H. H.

Biographical

At the Trustees' meeting of October 11, 1937, Flexner announced that the Founders had told him during their vacation at Oyster Bay in the summer that they now thought the Institute should be housed in a building, and that they were prepared to give the building to the Institute without any drain on the Institute's capital or income. Accordingly, the Trustees' meeting passed a resolution thanking the Founders and authorizing the Committee on Buildings and Grounds to investigate the matter of who should undertake the planning and construction of the building and of the landscaping.

~~XX~~

(Trustees' Minutes, October 11, 1937.)

Veblen to Flexner, November 12, 1937.

no - see 1/21/37
11/5/37
11/5/37

Veblen lays down what is, apparently, the first general result of discussion among the professors in the Faculty,

together with a memorandum of the needs of the mathematical faculty as worked out by themselves. ~~They provide the~~
The first prospectus provides approximately as follows:

(1) Director's office: four well-lighted rooms for Flexner, Mrs. Bailey and the administrative staff. He suggests that Flexner should specify the requirements a little more definitely, and he adds, "I wish that you would specify for the Director a room at least as large as those desired by the professors, even though you don't want it."

(2) Studies for Professors: The professors generally want the same thing, rooms comparable to those occupied by Alexander and Veblen in Fine Hall. The room would be approximately 18' x 24' and gives space, therefore for a large working table, blackboard, charts, and a meeting place for a group of half a dozen students or colleagues. Near to the professor's study should be a smaller room for the professor's assistant. This would mean at least 15 large rooms and 15 smaller rooms. Veblen adds that his current count of professors at the Institute is 14.

JHS 5
SM 6
SEP 3
14

- (3) There should be 20 studies for distinguished visitors, approximately 15' by 18' or less.
- (4) Special needs of the School of Humanistic Studies:
Two rooms for Herzfeld and Meritt, respectively, with laboratories, special shelving, and spaces for objects d'art.
- (5) Library: He estimates a library for 15,000 volumes.
- (6) Secretarial Rooms: Each School requires 1 or 2 secretarial rooms for its purposes.
- (7) Lecture and Seminar Rooms: 2 small lecture rooms each for 45, and 2 seminar rooms about 16' by 28'.
- (8) There should be a large Common Room capable of seating 150 people, and preferably with projection apparatus and blackboard.
- (9) Lunch Room:
- (10) Women's Room in addition to normal toilet accommodations.

Secretarial Rooms

2 for each Sch. 15 x 18

Lecture Rooms 2 for 45 persons each

Seminar Rooms 3 16 x 28.

Lunch Room - kitchen. 100 persons

Laboratories + Women's rest room.

Note no common room -

no admin. offices (included

the 20 pps rooms incl. it)

Planner says 10 m ϕ emp for library -

Add a room for dining / 2

(Parkerhouse's Suss?)

Plan of 13 Union for FI 11/24/37

Complete plans

A General 20 19 studies for PPs (18 x 24)

20 smaller for assets etc. (15 x 18)

20 Rooms for visitors + meals 15 x 18

B. STS -

Special rooms for Meritt, Herzfeld (18 x 30)

Herzfeld 19 x 28 x 11'6" (library)

18 x 20 museum

15 x 14 storage room

w sink + hot water

Photographic laboratory -

15 x 20

Dark Room 12 x 12

C. Library - 15 m ϕ 19,000' shelves
High ceilings

(11) Very adequate parking space.

On November 17, he re-submits this to Flexner with a statement that, "Johnny and I have gone over it together and estimate that the cubic contents will not exceed 600,000 cubic feet," and that \$1 a cubic foot is a large allowance for building at the time.

November 22, 1937, Flexner to Maass.

He evidently transmits the memorandum, and now suggests two changes:

(1) The library can be cut to 10,000 square feet, and the shelves to about 4,000 feet.

(2) The lunch room should also have an additional room, a small dining room, in which a small luncheon party for 10 or 12 people could be given. This will be for ceremonial visits of distinguished visitors, etc. He also sends at the same time special design for Professor Herzfeld's library.

Maass to Flexner, November 24, 1937.

Edward
✓
"It was a great satisfaction to learn from your telephone conversation this morning that Mr. Bamberger and Mrs. Fuld have not circumscribed us in planning the new building by fixing any rigid amount which they are willing to spend, but that they prefer to approach it from the standpoint of planning an adequate but not extravagant building, the cost of which they are ready to defray, and I shall, of course, take up the matter accordingly."

Attached to here is an undated extra copy of a memorandum, evidently deriving from the original memorandum after conference. It is marked 1937. *(Filed with memo. in subject file under Bldgs. & Grounds. Facilities)*

Thereafter, the Committee set about canvassing the procedures whereby they could secure the best architectural plans. There were a number of ~~and~~ candidates among architectural firms suggested by the experience of one or another of the Building Committee or the professors or the Trustees. In the beginning, (Maass ~~to~~ November 22, 1937) informs

Flexner that he has written to 6 architects asking them whether they would be willing to undertake to furnish studies and the cost of the studies in each instance. There is some confusion about this.

Coolidge
Aydelotte is very desirous of seeing Shepley, of the firm of Shepley, Bulfinch & Abbott who did some work at Harvard, considered. He also is very eager to see Cram and Ferguson considered. They have done work at Swarthmore which he likes very much.

Flexner early, ^{then} under an arrangement with Maass, took the position that all communications from the architects, etc. should go direct to Mr. Maass, and, also, acted to prevent Veblen, Aydelotte, et al, from going off on their own in discussions. Maass apparently handled all arrangements, and his files should, therefore, be most helpful in supplementation of the files of the Institute. ~~XXXX~~

Maass handled a situation with the Institute of Architects by which something closely approaching a competition was authorized, although the charter of the Institute of Architects,

(American Institute of Architects) ruled against such competitions. It was understood that the architects who were invited to consider the Institute's needs and provide basic plans would be paid by the Institute for such plans, even though their plans were not chosen in the final award.

Flexner to Maass, December 15, 1937.

Veblen has informed him Maass told him about a visit of Cram and Ferguson's man, Mr. Hoyle, set for December 16, 1937. "The prospect of a visit from an architect usually costs Professor Veblen a day's work and a night's sleep. I think it would be better if you notified me of visitations connected with the buildings, so that I can communicate the information to Veblen in a way that imposes no responsibility upon him... I could get Aydelotte here so as to share the responsibility in your absence, and also save Veblen from the necessity of breaking a number of appointments tomorrow. He is a most excellent person, but the work 'building' or 'farm' has an intoxicating effect upon him.

"I talked to President Dodds this morning about his

experience with architects. He said that the University had found that, though they obtained a similar ruling to that which you have obtained from the New York chapter of architects, ~~THESE~~ [allowing a number of architects to consider the plans] these architects are an undisciplined lot of artists and they made difficulties about just the sort of thing we are doing and what he had previously tried to do. He found that the only way he could get ahead expeditiously was to take the architects one at a time, pay each one as he finished, and drop him for the time being, before going ahead with another. In the long run, he said, we would save time and avoid the sort of situation into which we are apparently drifting, and we are still free to use any one of those who makes preliminary plans, or to go to an entirely different person."

Not printed - see below 3122

Maass wrote, January 17, 1938, to Cram & Ferguson, and three other firms, including the successful man, Jens Frederick Larson, informing them that what was wanted was not a competition, but rather "a more or less philosophical treatise which embodying the thoughts herein outlined, would result in the projection of a program that would appeal to the Trustees and the Building Committee and enable them therefrom

to judge not alone which such thesis best visualized the Institute and its future but which author appeals to them as the one with whom they could best conduct the relationship that must exist between the Institute and an architect whose ideas will create an arrangement for the future to which the Board of Trustees is ready to commit itself."

Flexner to Maass, March 22, 1938.

There are two points which he would like to make in connection with the building:

(1) That you write a letter to each of the architects, telling him that we desire the building to be ready for occupancy September 1, 1939. This means that their initial sketches should be in our hands within a reasonable time - say four weeks from this date. We can then make our choice and set the architect to work, in the hope that the building operations may begin during the coming summer.

(2) That you should ask each architect to submit in connection with his sketch his estimate of what the building will cost.

He understands that these estimates cannot be firm, but that they should give some means of guidance to the Committee.

He also suggests that since all the architects have given far more time and thought to the project than he could have imagined, the Building Committee might be willing to consider whether or not we ought to increase the amount we will pay each of the architects who submits plans. This should not, however, be mentioned to any of the architects.

Maass to Flexner, March 24, 1938.

He has already concluded that the architects should be told to have their studies in ~~his~~ his hands by April 20, and has advised them.

The award was made to Larson, and the file does not disclose how it was done, or when; presumably those papers will be in Mr. Maass' files. *July 1938*

D File, Fuld Hall--Architectural Plans & Proposals

11/12
11/15

ARCHAEOLOGY

Academic Activities

HARVARD

Relations WOAI

BRYN MAWR

FLEXNER, A.

GOLDMAN, JULIUS

GOLDMAN, HETTY

Flexner to ~~to~~ Julius Goldman, November 12, 1937.

Informs him that since it is apparent Harvard will **not** cooperate further in financing the Tarsus work, a sum of \$7000 is involved. He does not say for what period of time. He thinks that Bryn Mawr makes a contribution of \$2500 when the work starts.

Goldman to Flexner, 11/¹⁵~~17~~/37.

*None of the corresp. is available
Same thing. Interest - might have
been between H.G. & H.V.?*

Harvard will not cooperate any further, "and in fact during all of the years that Hetty has been excavating in the name of Harvard, that

institution has never contributed more than \$5,000 and all of the expenses connected with Hetty's work have been paid by me, including the cost of publication of Hetty's work made by Harvard."

Hetty's plans for the future cover four years requiring \$36,000. Bryn Mawr has committed itself to \$2,500 ~~per year~~ a year for two years which together with Julius's contribution makes \$25,000. He does not know whether Bryn Mawr will continue to contribute. He believes the Archeological Institute of America will decide whether to pay something toward the costs, and thinks it will be about \$10,000, leaving \$1,000 to be made up. He does not wish to make any further contributions at the present time to the Institute, but in his will is leaving a provision that any amount needed to raise the \$36,000 will come out of his estate in the event of his death.

Flexner & J.G. have independently fallen out, probably over H.G.'s determination to finish excav. Tarsus. (With thought

It wd be under suspicion H.G. & Bryn Mawr (Archeol Inst arch. also?)

JAS covered - wd be put to no expense for Tarsus arch. Has J.G.'s children due to "Anomalous" as H.G. suggests

D File, Goldman, Hetty, 1936-1944

no. has? H.G. to file but does that Flexner had

vertical handwritten notes on right margin

✓1937

11/15

GIESE, J.H.

Biographical

WALLMANN

VON NEUMANN, JOHN

PRINCETON UNIVERSITY

Relations WOAI

von Neumann (Princeton) to Flexner (Princeton):

"As you will remember, Mr. Wallmann has done work for the Editors of the Annals which was paid for by the Institute. Mr. Wallman cannot continue because he has received a Proctor Fellowship. The Editors would like to appoint Mr. J.H. Giese, of 22 ~~22~~ Graduate College, in Wallman's place. May I suggest therefore that Mr. Wallman's stipend be paid in future to Mr. Giese? If this meets with your approval I will communicate to you the time when Mr. Giese actually began his work for us."

File II-24

✓1937

11/19

PRINCETON UNIVERSITY

Relations W. O. A. I.

VEBLEN, O.

Meeting at dinner of Liaison Committee I. A. S. and Princeton University set for 19th November at dinner. ~~Again Veblen visits Aydelotte before hand.~~

(Letters Aydelotte to Veblen 9/30/37 and Aydelotte to Flexner 9/30/37

A. File I. A. S. (home)

12/3
12/7

BUILDINGS AND GROUNDS (COMMON ROOM
A LA OXFORD HIGH TABLE)

Facilities

LOWE, E. A.

Biographical

FLEXNER, A.

Correspondence regarding Common Room. Lowe implies Flexner could persuade founders to provide room where professors could dine their friends. Flexner says they wouldn't be persuaded--better not try.

A, 10/18/56, A. E. Lowe

12/6
12/11

1937
GUGGENHEIM

Foundations

MASON, ALPHEUS

Biographical

FLEXNER, A.

AYDELOTTE, F.

Flexner to Aydelotte, December 6, 1937.

Flexner has asked Aydelotte to aid in securing a Guggenheim Fellowship for Mason who will be released by Princeton February 1, 1938 to complete his book on Justice Brandeis. *(Volume is dedicated to Bernard Flexner)*

Aydelotte replies December 8, that he cannot help. There are too many calls on Guggenheim funds and the request is late. He hesitates to use influence.

On December 11, Flexner replies that he was not asking Aydelotte to use his personal influence, and suggests it is best "under the circumstances" not to bring the Mason application

before Moe at all.

1938

12/30
1/4
1/26

FLEXNER, A.

Biographical

EARLE, E. M.

? see p. 3

MITRANY

POLICIEYS

Administration

Earle starts making plans vigorously which he writes to Flexner in a letter dated December 30, 1937; to bring Langer from Harvard, Bailey from Stanford, Sprout from the Political Science Department at Princeton, etc. Also he is publishing an article in The Political Science Quarterly in March by Earle, the substance of which he had sent to Flexner originally as a typewritten memo and which will appear under the name, American Military Policy and National Security.

Flexner's letter to Earle of January 4, 1938, indicates there was some kind of an upset when they met on the afternoon of January 3 and had a long discussion. First Flexner undertakes to tell ~~him that~~ Earle that it is not his place to invite scholars from other universities directly; that

Flexner is very careful of protocol in this matter, and must be informed so that he may make the appropriate approach to the President of the university.

He deprecates the talk which Earle had with Crane of the Social Science Research Council about a crisis, and points out delicately that Earle is a scholar and not a journalist. Invites Earle to sit down with him and discuss what they can do. "We have no responsibility for action, but we have enormous responsibility for ascertaining facts and seeing to it that they are made available."

"I think the considerations which I have mentioned above ought to govern the form and spirit in which your article is re-written for the Political Science Quarterly." You should be a scholar - not ~~that~~ an advocate.

Flexner goes on to reassert his faith in autonomous schools. "Now let us see whether the faculty can live up to its part, which is stated on the same page in the same bulletin [page 3, Bulletin 2]. This little excitement in

reference to Mitrany may have served a good purpose of it banishes once and for all the thought of any fundamental changes for the next twenty-five years. Meanwhile, if the Institute fails it will not fail because of the Board of Trustees; it will fail because the men chosen to be professors have not been equal to their opportunities, for they have their fate in their own hands in your department and in the humanistic department, as they have in the mathematical department."

Earle, January 26, 1938, sends to Dear Abe the copy of his recast article for the Political Science Quarterly. His letter of transmittal is exceedingly formal.

D, Earle, Edward M, 1936-1939

ASSETS AND LIABILITIES

Finance

Assets and liabilities as of 12/31/37

Tr. Min. - 1/24/38 - p. 13