

MINUTES OF REGULAR MEETING OF
THE INSTITUTE FOR ADVANCED STUDY

January 25, 1943

A regular meeting of the Trustees of the Institute for Advanced Study was held at the Downtown Club, Newark, New Jersey, on Monday, January 25, 1943, at 1:00 P. M.

Present: Messrs. Aydelotte, Edgar S. Bamberger, Louis Bamberger, Fulton, Hardin, Leidesdorf, Maass, Moe, Schaap, and Veblen.

Absent and excused: Messrs. Douglas, Flexner, Rosenwald, Weed, and Mrs. Fuld.

Mr. Hardin presided.

The minutes of the meeting held October 15, 1942, having been distributed, their reading was dispensed with and they were approved.

Mr. Maass reported for the Executive Committee, reading the minutes of the meeting held on December 14th, as follows:

The Committee met for luncheon at one o'clock. There were present Mr. Leidesdorf, Mr. Veblen, and Mr. Aydelotte. Absent and excused: Mr. Maass, Mr. Weed, Mr. Flexner, Mr. Hardin, and Mr. Bamberger.

1. The Committee discussed the financial situation of the Institute in great detail. The Director explained the status of the application to the Rockefeller Foundation for renewal of the subsidy for the School of Economics and it was the considered opinion of the Committee that if this renewal is granted the budget of the Institute for the academic year 1943-1944 should be made on substantially the same lines as the current budget. It is, however, the hope of the Committee that it will not be necessary to request Mr. Bamberger to allow any of the library fund to be used for the general purposes of the Institute but that it may be devoted entirely to library purposes.

2. The question of the name of the Institute was discussed and it was resolved that the matter should be raised again at the next meeting of the Executive Committee.

3. It was the considered opinion of the Committee that war insurance should be required on the faculty houses on which the Institute holds mortgages.

4. The question of renting 69 Alexander Street was canvassed. It was the judgment of the Committee that it would be undesirable to rent the house on such terms as to interfere with its possible sale, and the Director was instructed to consult real estate dealers in Princeton and report back to the Committee at its next meeting.

5. It was the decision of the Committee that regular meetings of the Executive Committee should be held during 1943 at monthly intervals between Board Meetings and that a meeting of the Finance Committee should be held in connection with each meeting of the Board of Trustees and each meeting of the Executive Committee. The schedule agreed upon was as follows:

January 25	Board of Trustees and Finance Committee
February 26	Executive and Finance Committees
March 15	Executive and Finance Committees
April 19	Board of Trustees and Finance Committee
October 11	Board of Trustees and Finance Committee
November 11	Executive and Finance Committees
December 13	Executive and Finance Committees

It will be necessary to have meetings of the Finance Committee and possibly the Executive Committee in the summer vacation, but it was the judgment of the Committee that these had best be held upon call of the Chairmen.

There being no further business the Committee adjourned at 3:30.

It was moved and seconded that the action of the Executive Committee be ratified and approved.

Mr. Leidesdorf, reporting for the Finance and Budget Committees, said that the income from securities for the first six months of the present academic year had actually been \$15,000 more than had been previously estimated. Included in this sum are some extra dividends which were received in January. For the first six months of the academic

year our expenses have been kept under the budget by a substantial amount. Part of this may be used up in the next six months, but our situation is better than was expected. Dr. Aydelotte explained that expenses were being held down to the lowest possible figure, that he hoped to build up a surplus out of which any unexpected expenditures that arise might be taken care of, and that in a few years it will be necessary to budget regularly for repairs and maintenance to Fuld Hall.

The Trustees discussed the question of the disposal of 69 Alexander Street. Mr. Leidesdorf suggested that it would be advantageous to sell the house, giving a mortgage at low interest up to 90 per cent of the purchase price, provided the purchaser could get a government loan in order to turn the house into apartments. Mr. Maass felt it was a mistake for the Institute to try to realize the full purchase price of the lot adjacent to the golf course and recommended that it be sold for whatever it would bring.

Reporting for the Committee on Buildings and Grounds, Mr. Maass spoke about the heating problem at Fuld Hall, occasioned by the fuel oil shortage. He said the question of converting the heating plant for the use of coal had been considered, that it was found the cost of converting would be something over \$5000, which he felt was an unjustifiable expense. The amount of fuel oil on hand is adequate to heat the building to a temperature of 62 degrees Fahrenheit during the months of February and March, and since we would then be running into milder weather it was hoped that the Institute would get through the year without any great inconvenience.

The report of the Committee on the Gest Library was read by Mr. Edgar S. Bamberger and after full discussion it was moved that the report be accepted and appended to these minutes.

Dr. Aydelotte stated that he had shown the report of the Committee on the Gest Library to Dr. Flexner, who was unable to attend the Board Meeting, and that he had received a letter from Dr. Flexner about the report, which he would ask the Secretary to read. The letter was read and, on motion, was accepted and made a part of these minutes, to which it appears as an appendix.

Dr. Fulton said that as a new Trustee he had been much interested in the discussion of the Gest Library matter and pointed out the striking parallel between the situation in which the Institute Trustees find themselves and that of the governing board of the Museum of Fine Arts in Boston in connection with the accession of the Bigelow Oriental Collection, which forms the basis of the finest collection of Oriental art in the country. Dr. Fulton expressed his belief that after the war is over Chinese studies will be more important in this country and that the Institute will have reason to be proud of its ownership of the Gest Collection.

The Director presented his report to the Board, dealing with the conferences held during the summer on the post-war settlement, commenting on the reports of the Executive and Gest Library Committees, the war work of members of the faculty, and steps taken to meet the fuel oil shortage..

At the end of his report the Director called attention to the fact that December 13, 1942 was the fiftieth anniversary of the

beginning of Mr. Bamberger's business career in Newark. A resolution of congratulations to Mr. Bamberger upon his notable career in business and upon the generosity and idealism with which he is devoting his fortune to public welfare was passed by the Trustees with acclamation.

The report of the Director was accepted and ordered to be incorporated in the minutes of the meeting. It appears in full as an appendix.

The Director reported to the Board that Professor Herzfeld had completed his naturalization as an American citizen on January 16, 1943, and it was moved, seconded, and unanimously carried that the congratulations of the Trustees should be conveyed to Professor Herzfeld.

Professor Veblen called attention of the Trustees to the opportunity which will be open to the Institute at the end of the war of assisting young scientists to make the transition back from war work to scientific research by providing for them stipends at the Institute. One or two years spent in this way will do much to assist able young scholars to reconstruct their scientific careers. Mr. Moe agreed with Professor Veblen's point in stating that the Guggenheim and Rockefeller Foundations were laying plans designed to achieve this end. Dr. Aydelotte pointed out that the drafting of 18 and 19 year old students would tend to lighten the work of college teaching and to make it possible for some scholars who could find no suitable opportunity in war work to achieve valuable results in research during the war. The whole discussion emphasized the importance of the Institute providing as large a fund as possible for stipends during the next few years.

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

Edgar S. Bamberger

Secretary

Appendix A

REPORT OF THE DIRECTOR

January 25, 1943

I

I am now able to report the result of the conferences held at the Institute during the summer on the terms of the post-war settlement. Professor Edwin Gay of the Huntington Library, formerly Dean of the Harvard School of Business, came east last June for the purpose of urging the Rockefeller Foundation to finance a thorough study of the terms of peace and of a possible future world organization which would prevent, in so far as human foresight could do so, the recurrence of war after another generation.

The officers of the Rockefeller Foundation gave serious consideration to Dean Gay's proposals. They had, however, certain doubts as to their feasibility. The subject was already being studied by several groups, the most important being the Council on Foreign Relations, the Commission for the Organization of Peace, and two official research boards, one attached to the Department of State and the other to the Board of Economic Warfare. The first question was whether there was any justification for organizing another group to work at the same problem.

The second question was whether, even if another study were desirable, sufficiently well-qualified men could be found to undertake it. It was felt that a large proportion of the most eminent scholars of the country would be found to be already occupied by various public duties connected with the war and could not be detached for this work.

The third question was whether the greatest need at this time was for fundamental research or for what might be called, in the good sense of the term, propaganda--the education of the thinking public in the political, economic and cultural issues underlying international relations for the purpose of breaking down the traditional isolationist sentiment of the American people and preparing the ground for the participation of the United States in some form of international association after the war. Propaganda to this end might be of a high type, but the Rockefeller Foundation felt that the support of such activity, the aim of which would be to influence public opinion on a political subject, was, however dignified and praiseworthy, outside its proper scope.

In order to answer these three questions the Rockefeller Foundation requested Dean Gay and me to hold during the summer a series of exploratory conferences, for the expense of which a grant of \$2,000 was made to the Institute. During the four months from

June to October, eight such conferences were held in Princeton. The meetings, which were small, were held at Olden Manor and at the Princeton Inn. Among those taking part were, besides Dean Gay and myself, Professors Stewart, Riefler and Earle of our School of Economics, Dr. Loveday and Mr. Sweetser of the League of Nations, Professors Viner of Chicago, Dunn of Yale, Perry and McIlwain of Harvard, Lovejoy of Johns Hopkins, Aydelotte of Trinity, Toynbee of the London School of Economics, and Bidwell of the Council on Foreign Relations, together with Ex-President Ford of the University of Minnesota and Mr. Noyes of the National Bureau of Economic Research.

The result of these conferences was to clarify the existing situation and to formulate the political, economic and philosophical questions which demand further intensive study. It was the carefully considered opinion of all the more active members of the group that further work on the subject is urgently needed. The greatest drawback to the excellent scholarly work now being done by members of the Council on Foreign Relations and by the research groups of the State Department and Board of Economic Warfare is that the results are kept strictly confidential and hence lose the benefit of wide criticism and discussion. On the other hand, the Commission for the Organization of Peace, which attempts to give its discussions wide publication and publicity, lacks the resources for needed fundamental research on the various problems with which it attempts to deal. It was found, furthermore, that in spite of the preoccupation of scholars with war work, there were, nevertheless, a certain number of men of high ability who would be available for the study of post-war problems and who felt deeply the outstanding public importance of such work. These men divide into two classes: scholars whose best work would be in fundamental research and publicists whose abilities lie in the direction of informing and influencing public opinion.

As a result of this careful survey of the problem, two important studies have now been organized. The first will be conducted by a small party of scholars, with Jacob Viner of Chicago and P. E. Corbett of McGill as a nucleus, who have begun work at Yale. The task of the Viner-Corbett group is fundamental research on the problems of the peace and of world organization. The work will be supported and financed by the Rockefeller Foundation. It is expected that a certain number of scholars from this and other countries will gradually be added, but it is not intended that the group should ever be a large one.

The second result is the organization, under the leadership of Ralph Barton Perry of Harvard, of the so-called Universities Committee on the Post-War Settlement. This committee will undertake to stimulate and direct the work of groups and individuals in a large number of colleges and universities throughout the country. An important part of its work will be to mould public opinion and to stimulate public discussion. The committee has received a small grant of \$5,000

from the Rockefeller Foundation, but its principal financial support comes from the World Peace Foundation, and the headquarters of the work will be in the World Peace Foundation offices at 40 Mt. Vernon Street, Boston.

The Institute for Advanced Study will have no direct concern with either of the two groups which have been organized as a result of this inquiry. I should have been glad to see the Viner-Corbett group located here, but previous commitments of both men made Yale the natural place for their work. I am sorry that Dean Gay is for the moment out of the picture and I hope that some place may be found eventually for him. The country needs his sane idealism and his deep concern for peace and international order. In one sense, however, I am glad that the result of the summer's discussion has no direct bearing on the Institute. The whole sequence of events illustrates admirably one of our functions, which is to stimulate research and to inaugurate inquiry without reference to our own specific interests as an institution. Our role is not to rival other institutions of learning but to supplement and serve them, to seek not the advancement of our own prestige but the advancement of knowledge.

The problems of the peace and the organization of the post-war world are the most important and the most difficult of all the issues facing this generation. These problems are not merely political and economic, but also moral and religious. Upon the events of the next few years will hinge the future of our civilization. I take great satisfaction in the fact that the Institute has been able, acting so to speak, behind the scenes, to further the study of these problems and the presentation of the results of this study to the American people.

The world situation seems to me to be full of peril. We are in danger of winning the war and losing the peace. We run the risk of being misled in two directions, first by idealists who dream of forms of world organization for which the world will not be ready for another century, and second by so-called realists who wish to seize the advantage of the moment at the risk of our whole future. The problems of world organization are so complicated as to make the task of explaining them to a democratic electorate appallingly difficult, even if the issues were not confused by the evil legacy of national hatreds and prejudices growing out of the war.

On the other hand, a group such as we have here at the Institute, representing a dozen nationalities (including all the Axis powers), living and working together in complete friendliness and harmony even in the midst of war, offers in miniature an illustration of how these problems can be solved by men who put first the intellectual and spiritual interests of humanity without regard to nationality, race, color or creed. Unless these problems can be solved, unless we win the peace, the future looks dark for education and scholarship in this country and in the world. For this reason and because I believe the members of our faculty have much to contribute, I hope that we shall

have other opportunities of initiating studies connected with the post-war settlement. Small as is our group, the members of it are making an important contribution to the winning of the war. I hope they may be able to do as much or more toward the winning of the peace.

II

The Executive Committee at its meeting December 15th discussed in detail the financial situation of the Institute. Three years ago our budget was out of balance and we had had for the second year in succession a considerable deficit. We have been able to meet our expenses since that time only because we have received a generous subsidy, one-half from the Rockefeller Foundation and one-half from Mr. Bamberger, for the support of our work in economics. The Rockefeller-Bamberger grant was made for three years and expires June 30, 1943. We have now, with Mr. Bamberger's approval, applied to the Rockefeller Foundation for a renewal of that grant for another term of three years. No answer has as yet been received. I hope that our request will be acted upon favorably, but if by any chance it is not I shall consult the Budget and Executive Committees as to the steps which must be taken to meet the situation.

III

The Executive Committee, I am happy to report, has agreed to hold regular meetings at fixed dates monthly during term time in those months in which the Board does not meet. The steady increase in the amount of Institute business makes more frequent meetings desirable, and, since the Executive Committee includes in its membership the chairman of all the standing committees of the Board, it is admirably constituted to deal understandingly with all phases of Institute activity. The Finance Committee will hold meetings regularly preceding the meetings of the Executive Committee and of the full Board. It is thought wise to adopt a regular schedule for meetings only during the academic year; meetings of the two committees during the summer vacation will be held upon call of the chairmen as the need arises. The schedule of stated meetings for 1943 is as follows:

January 25	Board of Trustees and Finance Committee
February 26	Executive and Finance Committees
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IV

The report of the committee on the Gest Library places before the Trustees the facts concerning the acquisition of this important collection, some of which facts had not previously been understood. The ownership of this great library carries with it the responsibility for providing for its proper use either by the Institute or by some other research institution. The committee has emphasized that responsibility and has wisely not attempted to say at this moment what that use should be.

All signs point toward the increasing importance of Chinese studies in the United States in the future and if the Institute were in a position financially to establish a school of oriental studies, or even to staff the library and equip it with the modern books needed to make it an effective place for research, we should be making a notable addition to the resources of American scholarship in what is for this country a comparatively new field. Whether it would be wise or possible for us to do this depends upon several factors: upon the financial resources of the Institute, upon the outcome of the war, upon the state of Chinese studies in other universities, and upon the scholars and students available.

The first step is obviously to make a study of the Library itself, its strong and weak points, and to conduct a survey of what is being done and planned in this subject in the country at present. Such a survey should preferably be made by a European or Chinese scholar who would study our collection and the work being done in such places as Harvard, Yale, Chicago and California, impartially and objectively. I discussed the matter with Dr. David Stevens of the Rockefeller Foundation more than a year ago and received from him an offer on behalf of the Foundation to pay the salary of Professor Duyvendack of Holland, one of the world's leading authorities in this field, for two years for the purpose of making such a survey. It proved, however, impossible to arrange for Duyvendack to leave Holland or even for us to communicate directly with him, and the project had, therefore, to be dropped. The time will come, however, when such a study can be made and when we can have the benefit of expert advice as to how we should proceed.

When and if it does become financially possible for the Institute to expand its activities, Chinese studies will be only one of several interesting fields which must be considered. I have thought constantly about this subject since I came to Princeton three years ago, and have discussed it in confidence with a wide circle of American and European scholars upon whose judgment I rely. I shall at a suitable time lay before Mr. Bamberger, Mrs. Fuld and the Board of Trustees, the results of these consultations and the recommendations which I have to make.

V

Since I last reported to the Board upon the war work of members of the faculty certain important changes have taken place, which I now report, asking the Board to treat these matters as confidential. Professor Alexander has just returned from England where he was engaged in important duties for the Air Force. Professors Earle and von Neumann are in Washington doing similar work and may possibly be sent to England sometime during the next few months. Professor Morse is now spending a considerable part of his time as a consultant to the Ordnance Department. Professor Meritt has returned to Princeton and will carry on here the work he has been doing for the Office of Strategic Services. Professor Mitraný will also return to the Institute as soon as his visa can be arranged. Because of his Rumanian birth, as I have said before, he is technically an enemy alien under our laws despite his British citizenship, and while I am assured that his visa will be granted eventually, the necessary formalities in the State Department are long and tedious.

I have with great regret resigned my position as chairman of the Committee on Scientific Personnel of the O.S.R.D. I have in the last six months succeeded in clearing the ground, in working out in an orderly way certain policies and procedures, and have had the satisfaction of finding that the services of my office have been eagerly welcomed by scientists engaged in Government work all over the country. The result of this cordial reception has been that the work of this office has increased by leaps and bounds. It is now a full-time job, not merely for one man but probably for a staff of two or three. Since it is out of the question for me to give full time to this work and since it seems unfair and indeed impossible to secure a man of the right caliber unless he is given full administrative responsibility, I felt that I had no choice but to offer my resignation and to assist the Director in finding another man to take my place. I shall continue to act as adviser to Dr. Bush at his request on problems within my competence, but shall not undertake regular administrative responsibility. It is a great personal relief to me to be able with a good conscience to look forward to a somewhat quieter life during 1943.

VI

The new and drastic curb upon the supply of fuel oil available for public buildings and educational institutions has brought us a difficult problem at Fuld Hall. We began promptly to take all possible steps to meet it. In spite of the fact that the building is crowded we are doubling up in the use of offices so that some rooms need not be heated. The steam has been turned off in the corridors and the library; the common room is heated mainly by the fireplace; and the building will be closed on Saturdays and Sundays, and if necessary on Fridays as well, although to do this would seriously handicap our work. The temperature

of the rooms which are heated has been reduced to 62 degrees Fahrenheit and the members of the staff are asked to wear warmer clothing. It does not seem feasible to convert our furnaces to coal; we must instead make the best use possible of such oil as we can get in the hopes that the period of severe stringency will last only a few weeks longer.

VII

Members of the Board of Trustees will be interested to know that December 13th, 1942, was the fiftieth anniversary of the beginning of Mr. Bamberger's business career in Newark. He was thirty-seven years old when he opened his first store in Newark in 1892, and just thirty-seven years later he retired, having been so successful as to amass in that period the fortune which enabled him and Mrs. Fuld to found the Institute for Advanced Study. During that period Mr. Bamberger and Mr. Fuld built up the Bamberger store from a small beginning until it was fourth in importance in the United States. On the occasion of his retirement in 1929, Mr. Bamberger, with characteristic generosity, distributed \$1,000,000 in gifts to his older employees in recognition of their loyal service. In celebration of the fiftieth anniversary of the opening of the store, Mr. Bamberger and Mrs. Fuld received from the officers and Board of Directors gold plaques commemorating the remarkable achievement of Mr. Fuld and himself in building up the organization.

Mr. Bamberger's career in business was a notable one, and I am sure that the Trustees will wish to take this occasion to congratulate him, not merely upon his success in practical affairs but also upon the idealism with which he has chosen to spend his fortune in the service of higher scholarship in the United States.

Appendix B

REPORT OF THE COMMITTEE ON THE GEST LIBRARY

The Committee on the Gest Library met in Fuld Hall on Monday, November 9th, at 12:30 o'clock and discussed in detail documents concerning the acquisition of the Library which had been furnished by the Director, and afterwards visited the Library itself and had a conference with Dr. Swann.

The second meeting of the Committee was held in New York on Monday, November 23rd, for conferences with Dr. Flexner, Mr. Maass, and Mr. Leidesdorf.

The Committee wishes first of all to place before the Trustees the facts concerning the acquisition of the Library and the terms upon which it was acquired.

1. The Library was purchased from Mr. Gest in 1936 for the sum of \$125,000, of which one-half was paid by the Institute and one-half by the Rockefeller Foundation. The cost of moving the Library from Montreal and from China to Princeton, plus \$1000 raised by Dr. Swann for the purchase of a collection of puppets and \$2000 additional given by the Rockefeller Foundation for the purchase of certain curios and works of art, bring the total cost up to \$137,452.97. In the autumn of 1941 the Rockefeller Foundation made a further grant of \$2500 for the purchase of an index to the Gest Library, which had been compiled and printed in China by Commander Gillis, provided that one hundred copies of this index can be transported from China to the United States.

2. Mr. Gest stated (and no one doubts his good faith) that there were about 130,000 volumes in the library. No check was or could be made at the time of the purchase, but when the volumes were carefully counted in the summer of 1941, the actual number was found to be approximately 105,000.

3. The Library is at present housed in the basement of 20 Nassau Street in quarters provided free of charge by Princeton University. Janitor service is also provided by the University. Institute expenses for the maintenance of the Library include salaries, insurance, and incidental expenses, which for the academic year 1941-1942 were as follows:

Salary - Dr. Swann	\$3600.00
Salary - Dr. Chung	1200.00
Retirement allowance - Dr. Swann	180.00
Insurance on books and art objects	499.66
Clerical help, books, supplies, etc.	<u>1031.33</u>
	<u>\$6510.99</u>

4. At a meeting held October 13, 1936, Dr. Nancy Lee Swann was appointed by the Trustees to be Curator of the Library on permanent appointment until the time of her retirement at the age of 65 (she is now 62).

5. We have concluded that the Library is the property of the Institute for Advanced Study. The Rockefeller Foundation contributed \$62,500 towards its acquisition, plus \$2000 later for works of art connected with the library, naming as one of the conditions "that the collection, if purchased, remain at Princeton University." This condition seems to the Committee to make it impossible, even if it were deemed desirable, to dispose of the library away from Princeton without the consent of the University as well as of the Rockefeller Foundation; but our conclusion is that it does not create the condition of joint ownership of the library between the Institute and Princeton University.

6. After careful consideration of the present budget of the Library, it is the opinion of the Committee that it is impossible to preserve in safety a collection so important as we judge this one to be without an expenditure of a sum at least equal in amount to the present budget.

7. In his letter of application to the Rockefeller Foundation, dated February 19, 1936, Dr. Flexner indicated that if funds, of the amount subsequently granted, were provided by the Foundation toward the purchase of the Library, the salary of the Curator and, in the course of time, the salaries of one or two professors in connection with the Library would be paid from Institute funds.

8. The Committee had the advantage of a conference with Dr. Flexner, at which the history of the foundation of the Institute and the acquisition of the Library were reviewed in detail by Dr. Flexner. His feeling was that the Institute could go forward only on the basis of confidence in its own future and that the Library should be held in this spirit.

The Committee also discussed the problem with Mr. Maass and Mr. Leidesdorf. The legal situations and the Institute's responsibilities therein, which the investigations of the Committee had disclosed, impelled them to agree with the Committee that there is no practicable alternative at present open to the Institute but the continued maintenance of the Library at approximately the present modest scale. It was felt both by these gentlemen and by the Committee that it is important for the Trustees to have a clear understanding of all commitments which have been entered into on their behalf; to this end the Committee attaches to this report a collection of relevant documents connected with the Gest Library and suggests that they should be embodied in the Minutes of the Trustees.

9. In view of the facts cited in this report, it is the unanimous opinion of the Committee that the terms on which the Library

was acquired and the commitments actually entered into on behalf of the Trustees require the continued maintenance of the Library for the present. The Committee believes that it is not possible to reduce the present budget. The Committee believes furthermore that the question of active participation by the Institute in Oriental studies and what is the best use to be made of the Gest Library cannot be decided at this time, but must be considered by the Trustees at some future date in connection with other plans for the development of the Institute. The Gest Library is one of the few great collections of Chinese books in the United States; the role of Chinese studies in American education and scholarship promises to be much more important in the future than it has been in the past and the responsibility of providing for the adequate use of this collection is a serious one.

At the end of this report the Committee has added the relevant documents concerning the acquisition of the Library by the Institute, together with a tentative estimate of the probable cost of maintaining it as a center for research in Chinese studies in case that development should at some future time seem to the Trustees feasible and desirable.

EDGAR S. BAMBERGER
HENRY ALLEN MOE
OSWALD VEBLER

DOCUMENTS

1. Letter of February 19, 1936, from Dr. Flexner to Dr. Stevens, making application to the Rockefeller Foundation, for assistance in the purchase of the Library.
2. Dr. Flexner's report on the subject to a joint meeting of the Executive and Finance Committees on June 15, 1936, at which time the purchase of the Library was authorized.
3. Copy of a letter of June 23, 1936, from the Rockefeller Foundation, outlining the terms upon which their contribution to the purchase price of the Gest Library was made.
4. Dr. Flexner's report on this action at the meeting of the Board of Trustees held October 13, 1936.
5. Extract from the minutes of the same meeting, October 13, 1936, authorizing the appointment of Dr. Nancy Lee Swann as Curator.
6. Copy of letter of appointment from Dr. Flexner to Dr. Swann, dated October 15, 1936
7. Necessary steps for the establishment of a research library for Oriental Studies at the Institute.
8. Letter from Dr. Wright concerning the experience of the Huntington Library.

Document No. 1

February 19, 1936

Dear Doctor Stevens:

Mr. Guion M. Gest has for many years, as you know, been engaged in collecting a library of Chinese literature. As you will see from the enclosed copy of a letter written by Mr. Hummel, Chief of the Division of Orientalia of the Library of Congress, Mr. Gest's collection is of unique importance. My main concern is that it should not be scattered, for it could never be brought together again, and probably no library exactly similar could again be assembled. Meanwhile, American interest in the Orient is increasing and within a period not far distant we shall be in dire need of men trained in the literatures and languages of the Oriental nations. If Harvard, Yale, or Chicago were in position to acquire this library or if McGill were in position to keep it, I should willingly withdraw. Inasmuch, however, as it appears that none of them is for the moment able to acquire and develop it and inasmuch as Princeton has already developed an admirable department of Chinese art with which it could be affiliated, I should like the Institute for Advanced Study to possess it. It would enable us to make a natural extension in the field of the humanities, thus extending our cooperation with Princeton University. This would involve not only purchase of the books valued at \$135,000 by Mr. Gest, but housing them, the salary of a curator, and in course of time the salaries of one or two professors - a total of probably \$500,000 ultimately. The Institute has rigidly pursued the policy of conserving its capital for salaries and from this policy we have made no departure and shall make none. Indeed, every year we have added something to surplus against a "rainy day." I am therefore in the position of having to raise \$135,000 for the purchase of the books, provided no other institution acts.

I believe that I can raise from personal friends or otherwise \$50,000 or \$60,000, though I have as yet no absolute assurance on this point. The annually recurring sums needed for salaries, etc., will be paid from our income. As you will notice from Principal Morgan's letter, copy of which I enclose, April 30, 1936, is the deadline.

I shall be glad to have your opinion as to the possibility of cooperation on the part of the Rockefeller Foundation in the initial step of acquiring the collection.

Very sincerely yours,

(Signed) Abraham Flexner

Dr. David H. Stevens
General Education Board
New York City

Document No. 2

Extract from Minutes of a joint meeting of the Executive and Finance Committees of The Institute for Advanced Study held June 15, 1936.

The Director stated that up to this time the Institute had relied almost wholly on the Princeton University Library and its staff and the libraries in Fine Hall and McCormick Hall, for the use of which the Institute had made no payment whatsoever. Such books as the Institute had acquired have been incorporated in the Princeton University libraries, the Institute bookplates have been inserted in them, and a separate card catalogue made. He further stated that there were certain gaps in the Princeton University Library which could not be filled except at very great expense unless from time to time advantage was taken of opportunities to purchase collections which happened to be thrown upon the market. It chanced at this time that Mr. G. M. Gest of New York City, who had spent a lifetime in the collection of an Oriental Library which he had expected to bestow as a gift upon some institution of learning, was offering it for sale at approximately \$130,000 because he did not feel financially able to give it, as he had intended. Careful inquiry had been made of university librarians in the United States and of Mr. Hummel, chief of the Division of Orientalia in the Library of Congress, which collection is by general consent regarded as the finest in this country dealing with the Orient. Mr. Hummel had expressed the opinion that next to the collection in the Library of Congress the Gest collection was the best in America and perhaps in the world. He had further explained that he and his associates had been eager to have Congress make an appropriation for its purchase so that it could be added to the Congressional Library but that their efforts had failed. The Director stated that conditional upon the free use of the collection by the advanced workers at Princeton University and the advanced workers of the Institute - a practice which prevails in both Fine Hall and McCormick Hall - the Rockefeller Foundation was prepared to grant the Institute a sum of not exceeding \$62,500, which it was hoped would represent approximately one half of the cost of the library.

On motion, an appropriation of an equal amount in order to procure the Gest Oriental Library was made.

THE ROCKEFELLER FOUNDATION
49 West 49th Street
New York

June 23, 1936

My dear Mr. Flexner:

I have the honor to inform you that at a meeting of the Executive Committee of The Rockefeller Foundation held June 12, 1936, the following action was taken:

RESOLVED that the sum of Sixty-two thousand five hundred dollars RF 36107 (\$62,500), or as much thereof as may be necessary, be, and it is hereby, appropriated to the Institute for Advanced Study, Princeton, New Jersey, towards the cost of the purchase by the Institute of the Gest Chinese Research Library, upon conditions that the Institute secure from other sources the balance of such cost and at least half thereof, and upon the further condition that the collection if purchased remain at Princeton University.

When we have received notice of favorable action by the Institute with regard to the conditions set forth in this resolution, we shall be prepared to make payment upon the Institute's request.

Very truly yours,

(Signed) Norma S. Thompson

Secretary

Mr. Abraham Flexner
Institute for Advanced Study
Princeton, New Jersey

Document No. 4

Extract from the Report of the Director in the Minutes of the Regular Meeting of the Institute for Advanced Study, held October 13, 1936.

I am happy to report to the entire Board action taken by the Executive Committee at a meeting held on June 15. Mr. G. M. Gest of New York has devoted a large part of his life to the collection of an Oriental library, which in the judgment of the Librarian of Congress and his associates is next to the collection in the Library of Congress the most valuable in the United States. If a collection of this kind brought together by the enthusiasm and self-sacrifice of an individual during his whole lifetime should once be scattered at an auction sale it could never be assembled at any cost. Mr. Gest found himself in a position where it became necessary for him to part with it. He knew that it was from a financial point of view invaluable, but he also realized that under existing circumstances no American university could pay for it what it actually cost. He was willing to dispose of it to the Institute or to any of the great universities at a price which would leave him enough to live on during the rest of his life in a modest way. Towards this price, \$125,000, the Rockefeller Foundation gladly subscribed one half, and I have hopes that the other half will be supplied from another source. There have been certain necessary expenses of a minor kind connected with transporting the Library from McGill University, Montreal, where it was housed, to Princeton, and it was also essential to employ for its care a curator, who is a Chinese scholar. Dr. Nancy Lee Swann, who has a Columbia University doctorate in Chinese studies and who has lived for twelve years in China, was curator of the Library while it was in Montreal. She is a specialist in the field of Chinese studies. She is the author of many papers and a book entitled "Pan Chao: Foremost Woman Scholar of China," which was published on the basis of an award of the American Historical Association. She has fluent mastery of the Chinese language and has an extensive knowledge of its literature. She has come to Princeton and is engaged in completing the catalogue, an arduous task which will require several years. I suggest that her remuneration be for the present fixed at \$250.00 a month plus the sum necessary to place her on the Teachers Annuity list. Careful study of the budget leads me to believe that part of this amount can also be carried by the revised budget voted on June 15. The acquisition of the Gest Library has been enthusiastically received by the Princeton humanists and by Oriental students throughout the country. It should be a source of great pleasure to the Institute that we have thus been enabled to make to Princeton some return for the unexampled generosity and hospitality which has been shown to our faculty and workers by the University librarian, assistants, and by Miss Shields, the librarian at Fine Hall.

Document No. 5

Extract from the Minutes of the Regular Meeting of the Institute for Advanced Study, held October 13, 1936.

The Director made the following nominations, recommending

1. That Dr. Edward Capps be appointed Visiting Professor in the School of Humanistic Studies for one year, beginning October 1, 1936, with an honorarium of \$200.00 a month.

On motion, the nomination of Dr. Edward Capps as Visiting Professor in the School of Humanistic Studies was approved.

2. That Dr. Hetty Goldman be appointed Professor in the School of Humanistic Studies, beginning November 1, 1936, with an honorarium of \$200.00 a month.

On motion, the nomination of Dr. Hetty Goldman as Professor in the School of Humanistic Studies was approved.

3. That Dr. Nancy Lee Swann be appointed Curator of the Gest Oriental Library in the School of Humanistic Studies, beginning October 1, 1936; that her salary be fixed at \$3,000.00 a year, of which she will contribute 5% to the Teachers Insurance and Annuity Association of America, the Institute contributing an equal sum monthly; that, unless her term of appointment is prolonged by mutual consent, she retire at 65 years of age.

On motion, the nomination of Dr. Nancy Lee Swann as Curator of the Gest Oriental Library in the School of Humanistic Studies was approved.

Document No. 6

Copy of letter of appointment of Dr. Swann

October 15, 1936

Dr. Nancy Lee Swann
20 Nassau Street
Princeton, New Jersey

My dear Dr. Swann:

I have pleasure in informing you that at a meeting of the Trustees of the Institute for Advanced Study held on October 13, 1936, you were appointed Curator of the Gest Oriental Library in the School of Humanistic Studies of the Institute, beginning October 1, 1936, at a salary of \$3,000 per annum, of which you will contribute 5% to the Teachers Insurance and Annuity Association of America, the Institute contributing an equal sum monthly, and unless your term of appointment is prolonged by mutual consent, you will retire at 65 years of age.

Very truly yours,

(Signed) Abraham Flexner

Director

Note: Dr. Swann's salary was increased on July 1, 1937, to \$3,600 per year.

F. A.

Document No. 7

Necessary steps for the establishment of a research
library for Oriental studies at the Institute

In order to enable scholars to use to advantage the old and rare works which constitute the Gest Library, it would be necessary to purchase modern scholarly and critical works, both books and periodicals, which would probably amount, over a period of ten years, to an expenditure equal to the original cost of the Gest Library. In this respect the history of the Huntington Library in California is pertinent and the Committee has based this statement upon a careful study of the experience of the Huntington as furnished by Dr. Wright.

In addition, the Committee feels very strongly that the Institute should take advantage of the fact that the priceless treasures of the Peking Library are now on deposit at the Library of Congress and are being microfilmed. A set of these films could be obtained at a moderate cost, probably not exceeding \$5,000, and they would add greatly to the value of the Gest collection.

It would be necessary, in addition, to provide (a) a building for the Library, which would probably cost not less than \$100,000 and not more than \$200,000; (b) funds for an adequate library staff; (c) salaries of two or three professors and stipends for a small group of young scholars.

It is the opinion of the Committee that the collection could be maintained as a research library for the sum of \$50,000 per year and that the addition of another \$50,000 per year would enable the Institute to operate a School of Oriental Studies of high quality though small size. The Committee calls the attention of the Trustees to these steps, in the first place, because of its sense of the possible future importance of Chinese studies in the United States and, in the second place, because of its conviction that without the expenditures indicated for a building, for modern books, and for a library staff, adequate use of the Gest collection for scholarly purposes would not be possible.

HENRY E. HUNTINGTON LIBRARY AND ART GALLERY

San Marino, California

November 5, 1942

Dr. Mr. Aydelotte:

In 1927 when the Library was first opened as a research institution it had only a small and inadequate library of reference books. From the moment that the Library began to gather a research staff it was apparent that an adequate working collection would be necessary. One of the first duties that Davies and I performed on arriving at the Library was to set to work to make recommendations and to buy books in the field of English and American civilization--the province of this institution. In that area we concentrated first upon the English Renaissance. Latterly, we have tried to develop the secondary works in the American field.

When I arrived in 1931 I estimated that a scholar in my field would find here fewer than thirty per cent of the reference books needed for any sort of consistent research. Now it is very rarely that I have to order a book from the Library of Congress or elsewhere. In other words, in a little more than ten years we have made this an extremely efficient library within the limits of its collections of rare books and manuscripts.

Now for statistics. In 1927 we had a nucleus of some 140,000 titles. Most of these were rare books and some were duplicates. Mixed with the rare books, however, there were some sets, critical texts, biographies, and general histories, that we later transferred to the reference library. The rare book collection now has about 152,000 titles and the reference collection consists of approximately 98,000 titles. We have rounded out our collections and have added the necessary reference books at a cost of something under \$100,000 during the past twelve years. We have been fortunate in receiving some useful gifts and in buying a few collections like the Tout library, which supplemented material here.

Before we found it necessary to economize, the Trustees were willing to make special appropriations of from \$10,000 to \$15,000 a year for the purchase of reference books in our various fields. For the past four or five years, however, our fund for the purchase of new books (including current periodicals) has consisted of about \$5,000 a year.

We are still weak in collateral literature in foreign languages, needed to support the English and American fields. We ought to have adequate collections, for example, in French, Italian,

- 2 -

Spanish, and German Renaissance works. We, of course, have modern scholarly treatises in those languages but we need contemporary Renaissance texts and other materials that support our English collection. To illustrate, we often have magnificent English translations from foreign languages but we do not have the originals from which those translations were made.

I imagine that your problem will be somewhat more difficult than ours because a great deal of the secondary material that you will need to buy will be of Continental authorship and publication. As you, of course, know, it is more expensive and more difficult to procure Continental things, even under ordinary circumstances, than it is to buy books on American and English themes.

Our data for the early period of the Library is not very exact and I cannot give you precise figures but I hope this information will be helpful. During the early days there was constant sifting and selling of duplicates—a process which still goes on to some degree. Mr. Huntington bought whole libraries and the problem of the staff was to sift out the duplicates and sell them off. Hence it is impossible to tell precisely at any particular time how many separate, permanent titles the Library really had.

If I can dig up any other information that will be helpful please let me know.

Faithfully yours,

(Signed) Louis B. Wright

Dr. Frank Aydelotte
Institute for Advanced Study
Princeton, New Jersey

Appendix C

January 23, 1943

Dear Dr. Aydelotte:

The report of the Committee on the Gest Library, which you have been kind enough to show me, is admirable and disposes of the problem of the Gest Library not only for the present but for all time and settles the policy which every institution of learning must follow in accepting gifts germane to its broad purposes and in making purchases of valuable collections that may come on the market if the Institute is in position to acquire them.

I am writing you what I should say were I physically able to attend the meeting, and I trust that this expression of my views may be inserted in the minutes for the benefit of future trustees and perhaps of future directors. Those responsible for the development of an institution of learning must possess three characteristics: (1) vision, without being visionary; (2) faith, without blindness; (3) courage, without recklessness. At the dedication of Fuld Hall, Mr. Maass declared, "This building embodies a dream come true." That dream I had cherished for fifteen years before 1930, and it was expounded in the book entitled "Universities - American, English, German." Mr. Bamberger and Mrs. Fuld caught the vision. They possessed faith and courage. They saw the possibility of taking a step forward and upward in higher education and founded the Institute in order to realize the vision, but vision alone is not enough. It must be accompanied by faith and courage. I have faith in the idea, faith in the Founders, faith in the foundations, faith in the American people. The nation that has developed from almost nothing Harvard, Yale, Princeton, the Rockefeller Institute, and other institutions of learning is not going to let temporary obstructions and difficulties defeat the "super-university idea" embodied in the Institute for Advanced Study.

To take one illustration out of many, look at the Johns Hopkins University. There was not a graduate school in the country when in 1876 the Johns Hopkins in temporary quarters - just like our Institute in Princeton - threw open its doors. There was a small but distinguished faculty. Said a writer of that day, "If in fifty years the Johns Hopkins produces one scientist or scholar of the first magnitude, the gift of Mr. Hopkins will be justified ten times over." We cannot stop at any moment to ask ourselves what scholars and scientists are doing, whether the results will be useful and practical or not. We must have faith that science and learning will in course of time be justified if the trustees and the director of an institution of learning have vision, faith, and courage.

In 1885 President Gilman appointed Dr. Welch professor of pathology and dean of the medical school that he hoped to establish. He did not have one penny with which to start a medical school, but he had faith that, if the right men were brought together, the money would be forthcoming and he had faith that, if the right men were brought together in the long run - he did not know how long - the results would be worth any sum invested to obtain them. Dr. Welch shared his vision, faith, and courage. His colleagues in New York urged him to decline on the ground that Baltimore was the wrong place and that in any event there was no money. He went to Baltimore none the less. In the course of a few years President Gilman had raised \$400,000, and with this sum the Medical School started with what proved in course of twenty years to be the most distinguished medical faculty ever assembled in this country or in Europe - Dr. Welch himself, Dr. Osler, Dr. Halsted, Dr. Kelly, Dr. Mall, Dr. Howell, Dr. Abel. What would have happened to American medicine if Dr. Welch and President Gilman had not possessed faith, vision, and courage, for neither of them could possibly have guessed that within the lifetime of Dr. Welch, the first dean, the endowment of the Johns Hopkins Medical School without reference to the Johns Hopkins University or the Johns Hopkins Hospital would have leapt from nothing to something like fifteen millions.

So rapid was its success that Mr. Rockefeller became interested and raised the question as to whether the time had not come to establish an institute for medical research. Beginning tentatively, he gave \$200,000 to be spent. My brother was selected as the first director at the beginning of this century. After a few years Mr. Rockefeller alone had given \$60,000,000 to the Rockefeller Institute for Medical Research, and many gifts have also come from outsiders. It has become the most productive institution for medical research in the whole world.

If the idea underlying the Institute for Advanced Study is sound, as you and I believe it is, then the Gest Library should be maintained at any cost, and every possible addition to it in any field of learning or science should be acquired if it come as a gift or has to be acquired by purchase. To surrender that Library now, even assuming that we can legally and morally do so, would be a blow to the Institute from which it might never recover.

Sincerely yours,

(Signed) Abraham Flexner

Dr. Frank Aydelotte
The Institute for Advanced Study
Princeton, New Jersey