

1930-32

SCHOOL OF MATHEMATICS

ECONOMICS (p. 12)

FELLOWSHIPS (pp. 13, 14, 16)

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PARTICIPATION IN ADMINISTRATION

SEMINARS (pp. 15, 16)

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Academic Organization

Academic Personnel

Academic Procedures

Administration

Relations W.O.A.I.

Facilities

Corporation

Biographical

See Digest Veblen-Flexner Correspondence

VEBLEN - Biographical 1930-32

1930

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

✓ SCHOOL OF MATHEMATICS

Academic Organization

SMITH, DAVID EUGENE (NEW YORK CITY)

Biographical

FLEXNER, A.

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

IV-13

1930

12/1
12/19

GENERAL

Academic Personnel

✓ MATHEMATICS

Academic Organization

Flexner memo of Interview with Dr. David Eugene Smith:

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

H. Hadamard to Smith: (attached) - see Chronological file.

Birkhoff

File III-17 (IV-13 ? To find. misplaced after dictation of above.

1931-1945

NOTES

BIRKHOFF, GEORGE D.

Biographical

SCHOOL OF MATHEMATICS

Academic Organization

Correspondence of Birkhoff with Flexner at the Institute. He was a mathematician at Harvard, and Flexner's first choice for appointment to the School of Mathematics. In September, 1938, he spoke publicly, questioning the advisability of foreign mathematicians coming to the United States, and competing with American mathematicians. Flexner objected strenuously to his attitude.

There is also correspondence about Marston Morse.

File I-12

1931

~~NOV 17~~

3/17

SCHOOL OF MATHEMATICS

Academic Organization

POLICIES

Administration

BIRKHOFF, GEORGE

Biographical

FLEXNER, A.

Birkhoff to Flexner, March 17, 1931.

Flexner has consulted him at Cambridge. He had sent him a copy of Bulletin No. 1. Birkhoff expressed himself deeply impressed.

Then he had been asked by Flexner for a rough memorandum explaining the way in which he would attack his own subject of mathematics if he had a free hand to do so. Somewhat loathe to do so, because Flexner has thought more about it, but their views seem to coincide.

He would suggest securing permanently one or two mathematicians of great and undisputed genius. They should be chosen for the importance of researches which they have under way, and only secondarily with reference to their

ability to work with other men. However, it would be unfortunate if such a man were not able to work in conjunction with younger men and to have some interest in them. "These leaders should be taken wherever they were to be found."

The remainder of the staff would consist mainly of younger men giving promise of unusual talent to be taken only for a period of years, to be selected absolutely without regard to personality; salary to be sufficiently high, and duties so congenial that they could be obtained for a period of years without difficulty. "It would, however, be the normal expectation that they would go into the academic field after their period had expired." They might be retained after the limited years.

"No importance whatever would be attached to keeping a balanced department of mathematics, that is, one in which the various fields of mathematics and its implications should be evenly represented. There would, however, be a definite ~~purpose~~ purpose to give equal

weight to pure and applied mathematics because of the increasing importance which mathematics is likely to have for all of science.

21 "If I were in your place, I think I should be inclined to make pure mathematics a very cornerstone of the Institute."

1931

6/29

~~SCHOOL OF MATHEMATICS~~

Academic Organization

SMITH, DAVID EUGENE (FROM LONDON)

Biographical

FLEXNER, A.

HADAMARD

BIRKHOFF, G. D.

Smith to Abraham Flexner. He has seen Hadamard. Birkhoff had just closed a series of lectures in French at the Sorbonne. When Smith said Birkhoff seemed to be nearest to a mathematical genius in America. Hadamard: "In the world."

IV-13

1931

9/24

POLICIES

Administration

✓ SCHOOL OF MATHEMATICS

Academic Organization

SCHOOL OF ECONOMICS AND POLITICS

FOSDICK, R. B.

Biographical

JAMIESON, J. F. (Division of
Manuscripts, Library of Congress)

See Fosdick's letter of September 24, 1931, and Jamieson's letter of February 24, 1931, both raising the point that the novel aspect of the Institute should be emphasized in the ~~memorandum~~ presentation; therefore, the economics and the School of Humanistic Studies should be put first rather than mathematics. Jamieson says the humanities in America are treated in a step-motherly fashion in comparison with the sciences.

Jamieson says the United States government appropriates \$20,000 a year for history and \$20,000,000 for research in the sciences. Yale, according to the newspapers, begins ~~its~~

the work of its much-heralded Institute of Human Relations by a study of the history of textile machinery.

Jamieson also suggests that the Faculty should be given a bigger share in the management of the institution than is usual.

D, Institute - Organization

1931

9/26

SCHOOL OF MATHEMATICS

Academic Organization

SCHOOL OF ECONOMICS AND POLITICS

Flexner, a.

Biographical

He has decided them to start first with mathematics
and then with economics--simulatneously, almost.

Confidential Report 9/26/31 with Minutes Trustees Oct., 1931

1931

9/26

POLICIES

Administration

FLEXNER, A.

Biographical

✓ MATHEMATICS

Academic ~~Activities~~ Org

ECONOMICS

Dr. Flexner reported in part:

".... Every step taken in forming the Institute should be viewed as experimental no subject will be chosen or continued unless the right man or men can be found the decision not to begin with the physical or biological sciences has become stronger [mathematics is at the very foundation of modern science] a subject in which not many American universities are eminent the severest of all disciplines, antecedent, on the one hand, to science, on the other, to philosophy and economics and thus to other social disciplines." Etc., etc. The simplicity of the requirements of beginning with mathematics: books, paper, blackboard, chalk, pencils, rooms. Flexner then inclined, funds being sufficient, to include economics, "linked to mathematics by statistics." We can no longer submit to such plagues as World War I. Research into political theory, ethics, etc. Should operate to stop this plague, etc.

".... We cannot any longer sit helpless before these social and economic plagues, which, once well under way, ravage the world, as our present economic and social perplexities and sufferings show. The very conquests which science has wrought - increased production and easier distribution, which ought to be blessings - have drawn in their wake curses that may or may not be connected with them. On these intricate and recondite matters I have no opinion; but clear it is that nowhere in the world does the subject of economics enjoy the attention that it deserves - economics in the broad sense, inclusive of political theory, ethics, and other subjects that are involved therein. The Institute for Advanced Study has here a pressing opportunity; and assuredly at no time in the world's history have phenomena more important to study presented themselves. For the plague is upon us, and one cannot well study plagues after they have run their course; for with the progress of time it is increasingly difficult to recover data, and memory is, alas, short and treacherous.

"Thus I conceive a group of economists and their associates, financially independent, unburied, and disinterested, in closest possible contact with the phenomena of business and government and at this high level endeavoring to understand the novel phenomena taking place before our eyes. The mathematician is in a sense secure from immediacy; the economist must be made so. He has at times to mingle in the stream of life; we must make it safe for him to do so. He must be enabled to take the same attitude towards social phenomena that the medical scientist has now been enabled to take towards disease. . . ."

1931

11/5

✓ MATHEMATICS

Academic Organization

ECONOMICS

POLICY

Administration

BIRKHOFF, GEO. D.

Biography

See letter on proposed Institute

Birkhoff to Flexner - 11/5/31

Vol. 1, Appendix to minutes of 4/11/32 (first set of minutes in Vol. 1)

1952-53

✓ SCHOOL OF MATHEMATICS

PRINCETON UNIVERSITY

EISENHART

ALEXANDER

VEBLEN, O.

VON NEUMANN

Academic Organization

Relations WOI

Biographical

Interview with J. W. Alexander, March 12, 1957.

(No notes made of this interview).

1932

1/11

✓ MATHEMATICS

Academic Organization

ECONOMICS

Director's report:

Asks adoption of report of 9/26.
Has decided on a start with mathematics.

Vol. I, No. 5, Minutes 1/11/32, p. 2

1932

1/11

✓ MATHEMATICS

Academic Organization

BOARD (TRUSTEES)

The Corporation

NOMINATIONS

Academic Personnel

"The Director stated that after conference with the leading mathematicians of Europe and America it was clear to him that there are in America at this time a few mathematicians of international repute, whose association with the Institute would make clear to the learned world the purpose and quality of the Institute, as explained in general terms in Bulletin No. 1. Whereupon, on motion, it was

"RESOLVED, That the Director be authorized to present at the April (1932) meeting of the Board, after due conference and negotiation, a nomination in the School of Mathematics with the terms and conditions necessary to secure the ablest available scholar in that field."

1932

February ?

✓ SCHOOL OF MATHEMATICS

Academic Organization

WEYL, HERMANN

Biographical

COURANT, R.

FLEXNER, A.

Flexner to Courant February 18, 1933.

Tells Courant confidentially that about a year ago one of Weyl's colleagues in America showed his letter from Weyl: in view of unrest in Germany he often had wished he might reconsider a previous invitation to come to America. This led Flexner to talk to Weyl in Göttingen. Furthermore, Aydelotte saw Weyl ~~being~~ during summer and cabled Flexner Weyl wanted a definite proposition.

The confidential source was Veblen (See Flexner to Veblen, February 1, 1933, re: Weyl).

II-5

1932

2/29, 3/20, 3/28

GENERAL

✓ SCHOOL OF MATHEMATICS

BIRKHOFF, GEORGE D.

FLEXNER, A.

Academic Personnel

Academic Organization

Biographical

After correspondences with Birkhoff over a full year, and subject to authorization by Trustees, Flexner offered Birkhoff professorship of mathematics at \$20,000 per annum, retiring age at 65, 10 per cent to be added to Birkhoff's TIAA accumulations, retirement pension to be \$8,000 per annum with IAS making up deficiency, pension of surviving widow at \$5,000, teaching basis full time, that is, no outside activity for a financial return, select own students, appointment to begin 10/1/32. Invitation is to round out personnel by about 2 more appointments to be selected (not by Birkhoff) with same high standard.

Birkhoff talked to Richardson, the Chairman of his department, and President Lowell. He accepted the position on March 20, and changed his mind and renounced it on March 28, 1932. On March 10 Flexner committed Leidesdorf to ask Trustees for full sabbatical year at full pay.

I-12

1932

4/11

✓ SCHOOL OF MATHEMATICS

Academic Organization

NOMINATIONS

Academic Personnel

MEMBERS

"RESOLVED, That the Executive Committee be authorized to act in behalf of the Board of Trustees in reference to nominations in the School of Mathematics on the terms and conditions necessary to secure the ablest available scholars in that field.

"In his report the Director stated that before coming to a decision as to nominations in the School of Mathematics he desired a further opportunity to confer with certain scholars in Europe regarding the field of mathematics and also to investigate the subject of economics. Whereupon, on motion, it was

"RESOLVED, That the Treasurer be authorized to make the financial arrangements necessary to enable the Director to go abroad for further negotiations regarding possible members of the faculty of the Institute."

Minutes of Regular meeting of the I. A. S., April 11, 1932

/ MATHEMATICS

Academic Organization

GENERAL(California Institute of Technology)

Educational Institutions

"The following report was presented by the Director. On motion, it was accepted and ordered to be incorporated in the minutes of the meeting.

"At the regular meeting of the Trustees of the Institute for Advanced Study held January 11, 1932, the Director was authorized (1) to visit the California Institute of Technology and (2) to make a recommendation in the School of Mathematics.

"I spent practically two weeks at the California Institute of Technology and enjoyed the opportunity of frequent and prolonged discussions with Professor Millikan and his associated as well as Professor Einstein and Professor Beard, who are visiting professors during the current year. In so far as the graduate work of the California Institute of Technology is concerned, it coincides, I think, more closely with our own purposes than the graduate work of any other institution with which I am familiar.".,,

1932

6/5

✓ SCHOOL OF MATHEMATICS

Academic Organization

VEBLEN, O.

Biographical

FLEXNER, A.

Veblen to Flexner--original letter with his and Weyl's
plan for the School of Mathematics.

Filed under "V" in the Vertical File.

A, 10/18/56, Misc. Docs.

1932

6/12

POLICIES

Academic Personnel

✓ SCHOOL OF MATHEMATICS

Academic Organization

BUDGET

Finance

Veblen to Flexner, June 12, 1932.

He acknowledges Flexner's last letter, of June 6, and is happy to hear that "you have probably secured three men for your Institute." He says that they were on a trip in the country with the Weyls, and found Mrs. Weyl was also enthusiastic about Princeton.

"Last Sunday I wrote you at length about my response to your proposal; namely, that I want very much to be attached to the new Institute. There is nothing to add except one point which you may need to have in mind when you see Eisenhart." He then asks that Vanderslice be hired as his assistant, and suggests that the Institute take over the payment of \$1,000 which would be paid by Princeton University to him as his assistant. Vanderslice was to get another \$500 for undergraduate teaching. He also serves

notice on Veblen that he is going to ask for another assistant later on at about \$2,000. "There are two or three recent doctors who should be useful to me, who have not yet secured teaching positions."

His Göttingen lectures are proposed for publication in a small book to be edited by Neugebauer here. ~~He thinks~~ This is an attractive idea to him first because it will put behind him a definite part "of this subject before going on with the rest of it," partly because it seems a good joke to be writing a book in German.

He says he ~~ix~~ has accepted an invitation to give a lecture in Vienna on June 30. He will leave Göttingen on the 25th or the 26th of June, leave Vienna on July 2, arrive at Berlin on July 4, lecture July 5 there, leave Berlin on July 12th for Hamburg where they will stay at least a week. He expects to be in England in August.

1932

POLICIES

SCHOOL OF MATHEMATICS

BUDGET

June (Apparently June 12)

ADMINI Academic Personnel

Academic Organization

Finance

Handwritten notes of Veblen's in File V-5 as follows:

(If you have said 15 of 16 it will be 16)

4	Professors Salaries	\$64,000
4	Personal Assistants	12,500
	3 x 25 + 50	
3	Associate Professors	30,000
3	Assistant Professors	15,000
5	Resident Assistants	10,000
10	15 Scholars	15,000
	Secretary	2,500
	Librarian	3,000
	New Books and Periodicals	3,000
	Annals	1,500
Publications	Series of books	3,000
		<u>159,500</u>

(Memo con't.)

Rent for Fine Hall	
Insurance for Professors' Retirement	<u>\$12,000</u>
	\$171,500
Stationery supplies, etc.	1,000

XXXXXXXXXXXXXXXXXXXX

In pencil is 7 Professors.

On an appended sheet there are two lists of 7 professors: one, as follows: Dirac, Artin, Lefschetz, Morse, Alexandroff, Noether, and ~~KIMBE~~ Wiener; the next group is headed by Albert, Douglas, Gödel, Gilfont, De^Wising, McShane, Whitney.

Also shown are the names of four assistants: Vanderslice, Stone, Whitehead, and Bohnenblust.

File V-5

1932

6/15

POLICIES

Administration

✓ SCHOOL OF MATHEMATICS

Academic Organization

BUDGET

Finance

VEBLEN, O.

Biographical

Flexner to Veblen, June 15, 1932.

He asks Veblen to be absolutely candid with him on the subject of the \$7500 versus ~~\$8000~~ \$8,000. He acknowledges with enthusiasm an evidence of interest "the sketch which you sent me in your letter of June the 5th." That letter is not in either V-5 or in File IV-21, from which the main body of this correspondence is taken. He reserves discussion of details until later, except that he agrees to pay Vanderslice \$1,000, and he assures Veblen that he can "be perfectly certain that I will put your case to Eisenhart with all possible persuasiveness, and I have no doubt that he will agree that it is right for you to accept." He has taken his wife to Gastain after receiving news of the death of her uncle, and is, himself, proceeding to New York, hoping to go to Canada

later after getting his wife's affairs in order.

"I look forward with the keenest interest and the utmost confidence to our association. Perhaps at Zurich, you will get suggestions or see people who we may want as our scheme develops."

File V-5

1932

6/18

POLICIES

SCHOOL OF MATHEMATICS

Budget

VEBLER, O.

Administration

Academic Personnel

Academic Organization

Finance

Biographical

Veblen to Flexner, June 18, 1932.

There has been a slight error on Flexner's part. In his letter of June 2 when Flexner definitely says his mind was clear about asking Veblen to come to the Institute, he offered \$8,000 on retirement at 65, unless extended by mutual consent. At the same time since this letter was handwritten, he asked for Veblen to send it back or send him a copy of it. Veblen's wife hand-copied the letter, and when Flexner got it back, he raised the question as to whether or not he had said \$7500 or \$8,000 on retirement, and asked whether it made much difference to Veblen. Veblen responded that it did, indeed make a difference to him, and that he understood so clearly that it was to be \$8,000 that he trusted Flexner would see it his way. "I don't in the least make it a condition of my acceptance

of
in the position, but I am trying to give a straightforward
answer to your question. It did not occur to me on reading
your letter from Hamburg that there was anything abnormal
about \$8,000 because both my wife and I remembered that as
the amount which you had always mentioned in talking ~~in~~
with us about the pension."

He informs Flexner that he had a long talk with
Miss Noether about algebraists, and she considers Albert as
the best man in this field after Wedderburn and ~~Klein~~
~~ELMER~~ Dickson. "She has the same opinion as Weyl about
Artin and Deuring. Also, (going outside of the algebraic
field) she shares my suspicion that Gödel, the young man in
Vienna who has upset Hilbert's program in mathematical logic
is the best of the young Germans. I hope to get better
acquainted with him week after next."

V-5 File

1932

7/12

POLICIES

Administration

✓ SCHOOL OF MATHEMATICS

Academic Organization

BUDGET

Finance

VEBLEN, O.

Biographical

Flexner to Veblen, July 12, 1932.

He acknowledges Veblen's letter of June 28, and notes the paragraph which he ~~y~~ quotes in Veblen's letter to Eisenhart. He suggests deferring all problems until we have abundant opportunity to talk it over among ourselves and the Princeton people. The first thing to do is to define clearly our goal.

Veblen has asked him about the date of announcement, and Flexner replies we shall have to side-step it as far as definite statements are concerned until the autumn. "I have found that I can satisfy people's curiosity by saying that we are giving favorable consideration to the vicinity of Princeton. No one has pushed me beyond that point. Eisenhart

and I have agreed that we will issue a statement as close to October 1 as is feasible."

File V-5

1932

8/25

POLICIES

Administration

✓ SCHOOL OF MATHEMATICS

Academic Organization

BUDGET

Finance

VEBLEN

Biographical

Flexner to Veblen, August 25, 1932.

"We had a charming visit here in the woods from Courant ten days ago. He spent two days with us and entered thoroughly into the simple outdoor life which we lead up here. He sawed logs, swam, and fished - the last-mentioned for the very first time in his life. His colleagues at Göttingen had written and telegraphed him about Weyl, and Weyl had told him that he would make no final decision until Courant returned. Nothing could have exceeded Courant's kindness and consideration."

File V-5

1932

10/22
12/5

~~SCHOOL OF MATHEMATICS~~

Academic Organization

FELLOWSHIPS

Academic Personnel

JESSEN

Biographical

BOHR, NEILS

TISDALE

Flexner to Veblen, October 22, 1932.

"I am sending you herewith Professor Bohr's extraordinary letter in reference to Jessen. I hope very much that the plan will work out so that he can be with you at the beginning of our first regular year's work. The Rockefeller stipend would be an ideal arrangement."

December 5, 1932, a telegram, Flexner to Veblen.

"Tisdale writes me that he has awarded Jessen a Fellowship to work with you next year also that he expects to send us a regular supply of Fellows. Greatly enjoyed my stay in Princeton."

File V-5

1932- ~~1933~~

November
November

SCHOOL OF MATHEMATICS

Academic Organization

~~FLEXNER~~

~~Biographical~~

NATIONAL RESEARCH COUNCIL

Foundations

Flexner to Dr. F. K. Richtmyer, ^{Secretary N.R.C.} Cornell University,
November 12, 1932.

Announced the beginning of the School of Mathematics in the new Institute in the appointment of Einstein and Veblen, and suggested the N. R. C. may want to send fellows .

Flexner to Richtmyer, November 22, 1932, after seeing the letterhead and Richtmyer's response. "When I addressed you, I did not know that my brother was Chairman of the Board and that Veblen was a member. This looks like 'politics', but it really isn't--it was merely ignorance on my part.

Richtmyer to Flexner, July 20, 1933. Blumenthal, Dr. Leonard M., awarded a Fellowship in Mathematics to conduct researches on The Geometry of Semimetric and Metric Spaces. He wishes to work at the Institute.

D, National Research Council

1932

11/12

Math

✓ SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

FLEXNER, A.

Biographical

VEBLEN, O.

LEFSCHETZ

PUBLICATIONS (GENERAL)

Publications

Lefschetz has suggested that the Institute assume some responsibility for the publication of the Annals, and Flexner, Veblen, and Lefschetz have discussed it. Veblen writes to Flexner, November 12, 1932, to confirm Flexner's offer of a contribution of \$2,000 a year, provided the cover of the Annals of Mathematics be amended to show that it is published by both Princeton and the Institute. This ~~is the~~ takes the place of support which the Annals has theretofore received from the Mathematical Association of America, and from the Rockefeller Foundation. The Annals have been supported by various institutions, including insurance companies and businesses, but the depression has left it rather

poor. Princeton contributes \$1200 a year in cash, and relief of one of the professors from one course of instruction in order to give him time for his work on the Annals. This was approximately $1/3$ of a professor's teaching load.

Veblen says that if the Institute does give this contribution, "So far as I can fore-see these results, the sustaining membership in the Mathematical Society and the support of the Annals will be all that we need to ~~xxxxxx~~ [do] in the way of helping mathematical periodicals. As Weyl and I indicated last summer, however, it is not impossible that we may wish to do something about mathematical books."

V-5 File

1932

11/12

1947

11/6

SCHOOL OF MATHEMATICS

Academic Organization

PRINCETON

Relations WOAII

VEBLEN, OSWALD

Biographical

Veblen to Flexner, November 12, 1932.

A confirmation of conversation between Lefschetz, Veblen and Flexner on sustaining membership for the Institute in the American Mathematical Society with a view to contributing to the expense of its publications. Dues for memberships are \$100 to \$500 a year. Veblen understands the outcome of the conversation with Lefschetz to have been a commitment subject to Trustees' approval, presumably, of \$200 a year by the Institute to the Annals of Mathematics. In view of this, it was understood that the Annals in its cover would recognize the fact that the Mathematical Society and the Institute were the joint auspices under which the Annals were published.

Oppenheimer to Lefschetz, November 6, 1947.

The Institute adds \$1,000 to its annual subvention starting in the academic year 1948-49.
D File, Annals of Mathematics.

1932

11/12
11/16

✓ SCHOOL OF MATHEMATICS

Academic Organization

members

Academic Personnel

GENERAL

Relations WOI

NATIONAL RESEARCH COUNCIL

Foundations

FLENNER, A.

Biographical

Flexner to Dr. ^{FK}~~FK~~Richtmyer, Cornell University, Ithaca, New York.

"Dear Dr. ^{FK}~~FK~~Richtmyer, we have made the first move in the organization of the Institute for Advanced Study by appointing Einstein, professor of mathematical physics, and Veblen, professor of mathematics. ~~This~~ This group, two or three other mathematicians of first-rate standing will be added during the course of the present year. We are planning to begin the work in mathematics on October 1, 1933.

"It is possible that there may be Fellows whom you may wish to entrust to this group, but of course you will realize, as I do, that no personal consideration must influence your judgment."

W. Richtmyer to Flexner, November 16, 1932.

"In response to your letter of November 12, may I say that I assume you have in mind National Research Fellows who may be appointed to begin work subsequent to October 1, 1933.

"We shall be very glad, indeed, to refer prospective Fellows to you, and to the Institute."

Flexner wrote the same letter, that of November 12, to Dr. Reed of the Commonwealth Fund who replied on November 22, saying that if a Fellow is elected who would appear to be qualified for the Institute, he would at once get in touch with Dr. Flexner. Not many mathematicians apply to the Commonwealth Fund. He mentions one of their best Fellows as Henry Whitehead, now at Balliol who worked for three years with Professor Veblen before going there.

Flexner also sent his letter to Dr. Tisdale.

~~XXXX~~
~~XXXX~~

Flexner to Veblen, a telegram, December 5. "Tisdale writes me that he has awarded Jessen a fellowship to work with you next year; also that he expects to send us a regular supply of Fellows. Greatly enjoyed my stay in Princeton. Greetings to Mrs. Veblen.

1932

12/2

PRINCETON UNIVERSITY

LECTURES

✓ SCHOOL OF MATHEMATICS

VEBLEN, O.

FLEXNER, A.

Relations WGAZ

Academic Procedures

Academic Organization

Biographical

Princeton graduate students and faculty were free to attend lectures and seminars when acceptable to I. A. S. professor without payment of fees, but no one was "registered" in I. A. S., but those acceptable to and accepted by professors of I. A. S.

IV-21

1932

12/14

TEACHING

Academic Procedures

SCHOOL OF MATHEMATICS

Academic Organization

WEYL, HERMANN

Biographical

COURANT, R.

Biographical

Fleener to Courant, December 14, 1932.

Letter filed in Chronological file under 1932, 12/14 .

II-5

1932

12/16

MEMBERS

✓ SCHOOL OF MATHEMATICS

VEBLEN, O.

WEYL, HERMANN

FLEXNER, A.

Academic Personnel

Academic Organization

Biographical

Question as to whether members should be admitted only to work with designated professor, or generally.

IV-21

1933-35
✓ SCHOOL OF MATHEMATICS

Academic Organization

PONTRJAGIN

Biographical

Correspondence on the attempt to persuade Russian authorities to permit Professor Pontrjagin to accept a short-term membership in the Institute of Industrial Relations--unsuccessful.

III-27

III-08

1933-42

MEMBERS

Academic Personnel

SCHOOL OF MATHEMATICS

Academic Organization

Digest of members for School of Mathematics for years
1933-42 with source and grants.

Filed in Vertical File under "M" for Members.

F. A., 1/8/57

MEMBERS

✓ SCHOOL OF MATHEMATICS

SCHOOL OF HISTORICAL STUDIES

VEBLEN, O.

OPPENHEIMER, R.

Academic Personnel

Academic Organization

Biographical

Discussed top limit of age of members. When I asked him what became of Aydelotte's pending suggestion that classification of fellows be created, presumably for older men who had retired from their own institutions and who had come to the Institute for periods of work on advantages greater than those adhering to the usual membership and less favorable than those inhering in an appointment to the professorate. He said he knew nothing about that, but alluded to a rule particularly observed in the School of Historical Studies that no man would be asked to come as a member who did not have a place ~~xxx~~ to go when he left the Institute. As we discussed it, he ~~six~~ said the

rule might be now phrased in another way--that no man who would be invited to the Institute who did not otherwise have a permanent post unless it was with the full understanding that his term with the Institute had a definite duration and that he should not look to the Institute for further employment tenure.

In this connection Veblen's present attitude again came up for discussion. He said that he thought Veblen was much more relaxed and much more confident about the soundness of the methods of approach in the School of Historical Studies and I asked him whether it could not be said that perhaps he was less aggressive on behalf of the mathematicians whereupon he smiled and said he thought that that might be a way of expressing it.

Interview with Robert Oppenheimer, July 1, 1957

1933

Jan.

✓ SCHOOL OF MATHEMATICS

Academic Organization

FACULTY

Academic Personnel

VEBLEN, O.

Biographical

WEYL, H.

FLEXNER, A.

VON NEUMANN, J.

ALEXANDER, J.

Excerpts from Mrs. Veblen's diary, 1933.

Jan. 1. "Oswald telegraphed to William Flexner that he could see him any day this next week. William wants to discuss plans for next year."

Jan. 3. "Mr. Flexner telephoned that Weyl had accepted by cable on New Year's Day and then had sent another cable cancelling his acceptance--so now it is definitely decided at least that he won't come--after six months of shilly shallying. The problem now is who to get in his place...Oswald spoke with Alexander and Eisenhart about the Weyl affair--both Alexander and Oswald are for Johnny. Oswald spoke to Flexner on the telephone this evening. Oswald saw Mrs. von Neumann and discussed the Institute affairs...Oswald

talked to Mr. Flexner on the telephone at 11--strong for Johnny--Mr. Flexner says he will come to Princeton on Friday (meeting of Ford Institute on Monday next week, I think)."

Jan. 5. "Mr. Flexner telephoned to OV but spoke to me as Oswald was on the campus. Weyl has now decided he wants to come. I hoped it would be the von Neumanns as that would be far more to my taste...William Flexner...came to lunch--having come to Princeton to see Oswald and Lefshetz. After tea went to see the von Neumanns--I was in a bad temper all day--the excitement about Weyl I seemed to find too exhausting."

Jan. 6. "Mr. A. Flexner came for lunch and we had awful chops. He decided to take on Mr. Weyl and so sent a cable to that effect during the afternoon. Oswald had a cable from Weyl, in the morning wanting him to get in touch with Flexner. They had intended to take on von Neumann also but perhaps that won't come out just yet."

Jan. 7. "Oswald cabled to Weyl this morning. No further excitement so far as we have heard from this source."

Jan. 10. "Oswald saw in the New York Times that Weyl and Alexander had been appointed to the Institute but nothing said about Johnie. Later had letter from Flexner saying as Eisenhart had been so ~~magnanimous~~ magnanimous he was going to be likewise and was not going to take Johnie away, and so forth. Oswald was very mad."

Jan. 12. "Oswald had a cable from Mr. Weyl asking to be released from his promise to come to Princeton. Oswald telephoned Mr. Flexner, who had also had a cable from Mr. Weyl saying that he really couldn't leave Germany. Oswald and Alexander both urged Flexner

to take on von Neumann and this was arranged. Mrs. von Neumann came in the evening and said she was thrilled. They go to New Haven tomorrow to see the Stones and Mr. von Neumann is going to see Mr. Flexner in New York on the way. Meeting of Board of Trustees. Lefschetz was made Fine Professor."

(Beginning with Jan. 10 Veblen starts sitting for a portrait to Mr. Chadick.)

Jan. 14. "We were going to the Eisenhart's as they were having a dinner for Gwethalyn Jones. There other guests were Lefschetz, Robinsons, Ladenbergs and Mr. Root. Quite an interesting dinner party. I found that we have lost favor with Miss Jones. Had a delightful talk with the Ladenbergs."

Jan. 15. "We had tea in Oswald's room in Fine Hall with Miss Jones and Dean Eisenhart. Then Miss Jones and her niece, Nora McCarty, came for supper. Got Betty to help. Asked also Taylors and Woodnor, and the von Neumanns came later. Went off quite decently."

Jan. 16. "Oswald and I took Miss Jones to Princeton Junction. The temperature still not so cordial as before but no one would have remarked it but myself. Much more warmth with the Eisenharts."

In the back of the diary where the cash accounts are kept were the expenses which Mrs. Veblen made for tea in Fine Hall for the mathematics people.

1933 Diary of Mrs. Oswald Veblen loaned by her husband for immediate return.

1933

1/9 1/28
1/24 8/26
1/26

SCHOOL OF MATHEMATICS

Academic Organization

FLEXNER, A.

Biographical

VON NEUMANN, JOHN

Flexner to von Neumann, January 9, 1933.

"When Professor Veblen and I saw you briefly Friday, I was mainly preoccupied with the fact that Professor Weyl had finally agreed to accept. I had, however, been greatly impressed both by Dean Eisenhart and Professor Veblen with the importance of setting your mind at rest and providing for you a permanent and important post consonant with your abilities and promise. I said, as you will remember, that I was not clear as to whether this could be best done at the Institute or in the mathematical group at Princeton. From a practical point of view one is as good as the other, for the two groups will be functionally one, occupying the same hall, exchanging students, and keeping up the same warm personal feelings that have been characteristic of the Princeton group during its entire history.

"Since returning to New York I have been thinking the whole problem over ~~of~~ very carefully and deliberately. Now that Weyl has

accepted and Eisenhart has been generous enough to part with Veblen and Alexander, it seems to me the Institute has gone as far as it ought to go at the very outset. I am just as anxious that the Princeton University group shall be strong as I am that the Institute shall be strong, and I am hoping therefore that Dean Eisenhart can work out a plan which will give you a permanent post in his department where you will be as happy and as effective as is possible anywhere. Do not have the feeling that he and I are moving men about like pawns on a checkerboard. This is not the case, but we are trying to look at the subject of mathematics from a broad point of view so that the two institutions at Princeton may function as one and may make the largest possible contribution to the science of mathematics. I hope very much that, if Dean Eisenhart makes you any such offer as I have in mind, you will accept and thus enrich the entire situation."

24

Von Neumann to Flexner, January 13, 1933.

There has been a conference, evidently, in the meanwhile, because von Neumann now assumes that he is on the Institute staff. He takes up with Flexner Lefschetz's request to him made some days ago to join the board of editors of the "Annals of Mathematics."

Flexner to von Neumann, January 26, 1933.

He says that he is presenting the nomination to the Executive Committee at the following Saturday that of Dr. Torrence whom von Neumann wants as his assistant. He also approves von Neumann as representing the Institute on the editorial board of the Annals if Professor Veblen also approves.

On January 28, von Neumann wires Flexner thanking him for the telegram and quick action of the appointment.

His appointment was effective April 1, 1933 (See Bailey to Wintringer, *ibid.*) August 26, 1933.)

D File, von Neumann, 1933-1935

✓1933

1/25
1/28

✓SCHOOL OF MATHEMATICS
MEMBERS

MORSE, MARSTON

FLEXNER, A.

Academic Organization

Academic Personnel

Biographical

Flexner to Morse, January 25, 1933.

Professor Veblen has told Flexner something of his correspondence with Morse regarding Mr. Currier: in the interest of making the Institute for Advanced Study useful by cooperation with universities throughout the country, and in view of the fact that the numbers will be small and carefully selected, he hopes that Harvard will find it possible to send Mr. Currier to the Institute on one-half pay for a year.

"I may say in explanation that we are trying this experiment because the sabbatical year may come so late in a man's life as to be relatively unimportant from the standpoint of his development. By the device which I have mentioned above a man to whom an institution attaches

great worth can get a year or two years early in his academic career at a time when opportunity of this sort may mean most to him."

Morse to Flexner, January 28, 1933.

A cordial and congratulatory, warm message from Morse and the members of the Division of Mathematics at Harvard, and all good wishes for the success of the Institute. He thinks that the Currier case is not the proper one in which to begin this relationship between Harvard and the Institute, since Currier is in the status where ~~ix~~ he is being appointed from year to year. Not until he gets a Faculty appointment of three years would it be possible to do this.

"I should like to add that I appreciate and approve the aims of the Institute most heartily, and feel that it has already had a beneficial effect in focusing attention on the more important matters with which a university should be concerned."

D File, Marston Morse (1933-1945)

1933

4/3
4/4

GENERAL

Academic Organization

✓ SCHOOL OF MATHEMATICS

JOHNS HOPKINS UNIVERSITY

Relations WCAI

Geoffrey May (Johns Hopkins) to Flexner (NIC):

"Your second bulletin for The Institute for Advanced Study has just reached me. Its directness and simplicity aroused my admiration. Unfortunately, my admiration is tinged with regret. I am sorry that the natural sciences must again widen their pre-eminence over the social sciences.

"I realize, of course, that social studies require more outlay than do mathematical. I realize also that there may be no social scientists comparable to the natural scientists whom you have selected, and that their findings, no matter how extensive, may be less 'dependable.' To the degree that these situations must dominate your decision, the more necessary is it that social studies should have not only financial but scholarly support."

Flexner to May (Johns Hopkins):

"You were very kind to write me under date of April 3. I have no intention

whatsoever of diverting the Institute into the field of the natural sciences. On the contrary, I want to get into the sciences of society, but there are good reasons for beginning with mathematics, namely, you cannot get away with anything that is not first-rate. It is possible to bring together a group who are first-rate. The subject cannot be cheapened. I hoped in this way to set up a standard which would be followed in every other field into which we might enter."

File III-17

1933

4/12
5/1
5/29
7/18

✓ SCHOOL OF MATHEMATICS

Academic Organization

WEYL, HERMANN

Biographical

FLEXNER, A.

The only papers in this file appertaining to any of the appointment matters respecting Weyl are 4 letters from Professor Dr. H. Zangger of the Medical Institute of the University of Zürich at Zürich in Switzerland appertaining to Weyl's health.

The first is directed to Flexner, April ~~21~~ 12, 1933, and explains that Weyl's health was bad because he overdid prematurely after a very severe case of influenza.

This was responded to by Flexner, May 1, 1933. He informed Zangger that before he received Zangger's letter of April 12, he had "taken ~~kkk~~ steps to have Professor Weyl invited to deliver a course of lectures in the autumn at Swarthmore College. This will give us an opportunity to talk over the whole situation. Your explanation of Professor Weyl's illness satisfies me completely."

Flexner to Zangger, May 29, 1933 after another letter from Zangger, noting that Weyl is completely recovered his health. Flexner says he understands "Professor Weyl is now almost alone in Göttingen/." He asks Zangger whether Weyl had made arrangements with the Ministry to come to America to deliver the lectures at Swarthmore College. There is discussion about the general situation in Germany about which Flexner says the American people are very angry and disillusioned.

The messages go from Zangger by mouth through other people, apparently.

July 18, 1933, Flexner to ~~W~~ Zangger, enclosing a letter to Weyl inviting him to become professor in the School of Mathematics at I. A. S. This is to be forwarded by underground. These are the only letters of the 1933 period which remain in the file. Other correspondence in this file goes from 1935 on to 1945, and consists of affidavits of the residence of Weyl, etc., expense accounts, notes about Weyl's asthma, etc. The correspondence which belongs in this file has been removed.
D File, Weyl, Hermann, 1933-1945

1933

9/6

✓ SCHOOL OF MATHEMATICS

Academic Organization

NEUGEBAUER

Biographical

SARTON, GEORGE

FLEXNER, A.

Sarton to Flexner, September 6, 1933, informing Flexner of word which he has had from Neugebauer at Göttingen that he is editing the Corpus of all the original documents of Babylonian mathematics. Sarton says the world will owe much to Neugebauer for this.

Sarton suggests the history of science as one of the fields for the Institute to study; first because it has been neglected by other agencies except for the Carnegie Institution, and because when colleges that do give courses in it, it debases the subject rather than elevating it. Furthermore, because the history of science, that is, the history of mathematics and other sciences down the scale, is the best introduction to the philosophy of science and synthetic knowledge; next, because it is the best means of humanizing science; and, last, because

it would be an excellent preparation for increasing groups of people needing a general scientific knowledge and intelligence rather than a specialized and technical knowledge.

The organization of such studies in the United States could be reconciled with the urgent needs of many German scholars--a new opportunity to them, a great opportunity to this country.

Then he goes on to compare himself with Neugebauer, in relation to whom he said he, Sarton, was only a dilettante. "He works in the front trenches while I amuse myself way back in the rear--praising the one, blaming the others; saying this ought to be done, etc.--and doing very little myself. What Neugebauer does is fundamental, and what I do, secondary."

He assures Flexer Neugebauer did not ask him to write the letter.

D, Institute--Organization

9/12

✓ SCHOOL OF MATHEMATICS

Academic Organization

COURANT, RICHARD

Biographical

Courant was Professor of Mathematics (Math. Analysis & Physics) and Director of Mathematical Institute at Göttingen 1921-33. Flexner wrote him (9/12/33) that Veblen judged his "field lies outside that which the School of Mathematics I. A. S. is undertaking to cover." Courant was looking for job in America & Flexner was helping him.

1933

11/1

✓ SCHOOL OF MATHEMATICS

Academic Organization

MEMBERS

Academic Personnel

FLEXNER, A.

Biographical

FRANKFURTER

Flexner to Frankfurter.

Thought School of Mathematics might not have 10 members in first year because of the "severe requirements that Veblen and his colleagues had set up" not only post doctoral but that they should have given evidence of the ability to work independently.

D, Frankfurter, Felix

1933

12/16

FOUNDERS

Corporation

FRANKFURTER, FELIX

Biographical

FLEXNER, A.

MENDELSSOHN-BARTHOLDY

✓ SCHOOL OF MATHEMATICS

Academic Organization

memo

See ~~later~~ of December 16, 1933, filed in Chronological file under the date, as well as the first four above headings, as to the School of Mathematics being referred to as a paradise for scholars.

D File Frankfurter File I - (~~History Files~~)

17, 24-44
BENEFITS

Academic Personnel

SALARIES

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

✓ SCHOOL OF MATHEMATICS

SCHOOL OF ECONOMICS AND POLITICS

Copies of correspondence between Flexner and professors on salaries and pensions. Submitted to Haas by Aydelotte January 5, 1945. Valuable--not otherwise available--some instances Flexner's position as of 1945 and Aydelotte's--Valuable--See File.

A, 10/18/56 Mat. for Trustee Committee on Institute Policy

1934-1955

✓ SCHOOL OF MATHEMATICS

MEMBERS

GENERAL

Academic Organization

Academic Personnel

Publications

For references found in Science on announcements from the School of Mathematics on memberships and stipends see Chronological File under 1934-55.

Science

1934

1/29

✓ MATHEMATICAL PHYSICS

Academic Activities

DIRAC, P.A.M.

Biographical

Dr. Flexner reported in part:

".... If, as I hope, the Board will make an appropriation which will enable us to bring Professor Dirac, the English Nobel Prizeman in mathematical physics, to the Institute for a year, it is important that there should be in the group next year at least two young Americans, who have won some distinction in the same field, for sooner or later we shall have to develop in this direction. Experimental physics is not only expensive but is a subject which we need not touch, since it is highly cultivated in many American universities and in some certain industries, but theoretical or mathematical physics, upon which experimental physics rests, is relatively undeveloped in this country. We have therefore an opportunity to make a very important contribution at a relatively small outlay. I shall suggest an appropriation not to exceed \$10,000, of which we may not have to spend more than \$5,000 in order to bring to the Institute for a single year the two most promising Americans in this field. Working with Professor Einstein and Professor Dirac, they would have an opportunity to show whether they can meet the standard which has already been set by the previous appointments in the field of pure mathematics. If so, we can, whenever we are ready, make this necessary extension at a minimum outlay."

Vol. I, No. 16, Minutes 1/29/34, pp. 6-7

February - March

✓ SCHOOL OF MATHEMATICS

PRINCETON UNIVERSITY

MEMBERS

CAMPBELL, SUPT. HAROLD G.
(N. Y. Bd. Education)

Academic Organization

Relations WOA

Academic Personnel

Biographical

Correspondence between Flexner and Campbell on placing
graduate students and members of I. A. S. in New York schools
for mathematics.

II-3

1934

2/24

DEGREES

Academic Procedures

SCHOOL OF MATHEMATICS

Academic Organization

PROFESSORS

Academic Personnel

MEMBERS

HARDIN, JOHN R.

Biographical

John R. Hardin to Charles R. Hardin, February 24, 1934.

Asks him to prepare necessary papers to present to the Board of Education of New Jersey for the granting of authority to grant degrees. (Directed by the Board meeting in January, 1934).

"The Institute is actually in going order with a fully equipped School of Mathematics, which has already received international recognition. It is located at Princeton, and has a staff of five professors. There are twenty-one students (they style them 'workers'). Two of them have Ph. D. degrees.

All the others have already been teaching. Some of them have reached the rank of associate professors or assistant professor in the most prominent institutions of this country and Europe. They have been at work for as much as eight or ten years, during which they have made notable contributions to mathematics...~~They~~ They are variously financed. Some of them pay their own way entirely and a tuition fee besides. Others are sent by the National Research Council,

to which the Rockefeller Foundation makes an appropriation for the purpose; others by the Rockefeller Foundation; still others have been granted leave of absence on half pay by their own institutions, despite the fact that these institutions are hard pressed financially, and in these instances the Institute has made a grant-in-aid. Others grants-in-aid have been made and will be made. Plans for other schools are under consideration, as well as for permanent buildings, etc."

JRH Correspondence from January, 1934, to December, 1936

1934

3/12

✓ SCHOOL OF MATHEMATICS

Academic Organization

SCHOOL OF ECONOMICS AND POLITICS

FLEXNER, A.

Biographical

SCHROEDINGER

Report on School of Economics and Politics.

Report that members of Faculty had been making inquiries in field of mathematical physics, which "has already been opened by Professor Einstein and Professor von Neumann." No nomination to submit (Schroedinger matter related?) Dirac coming as visiting professor.

In April, 1934, Minutes, pp. 2-3. Director reports on Schroedinger as great mathematical physicist who resigned from University of Berlin when Hitler assumed power, accepted immediately a professorship offered by Oxford, subject to a term as visiting professor previously arranged with Princeton University. Worked with Einstein while here. See correspondence with

Eisenhart indicating that Princeton offered him a professorship
~~which~~ which he refused, apparently looking toward I. A. S.
The March Minutes indicate this is what happened.

Executive Committee Minutes

1934
1935

4/12
3/19

PRINCETON UNIVERSITY

✓ SCHOOL OF MATHEMATICS

BUILDINGS AND GROUNDS

VEBLEN, O.

FLEXNER, A.

Relations WOAI

Academic Organization

Facilities

Biographical

Originals Veblen to Flexner on School of Mathematics and
Fine Hall. Very important. Independence of I. A. S. stressed.
Did he believe that scholarship of I. A. S. adversely influenced
by graduate school atmosphere?

Also Veblen's recommendation for building first common
building like Atheneum at Pasadena with schools on campus near
University. Buildings appropriate.

Letters filed in Vertical File under "V" for Veblen.

F. A., 1/8/57

1934

4/24

BUDGET

Finance

GRANTS-IN-AID

✓ SCHOOL OF MATHEMATICS

Academic Organization

Planner to Veblen (Fine Hall, Princeton): Excerpt

"I found that the Treasurer had worked out the budget in accordance with the recommendations which the members of the School of Mathematics submitted to me through Professor Einstein and Professor von Neumann, namely, \$20,000 for grants-in-aid in mathematics, and \$10,000 for grants-in-aid in mathematical physics. I thought it would make a bad impression if at the meeting I explained that the members of the staff had changed their minds; so in distributing the grants for next year I think it would be wise to make a distinction between mathematics and mathematical physics in so far as you can. You can doubtless use some of the \$10,000 for persons who go to Einstein or von Neumann. This is better than to ask the Board to adopt the second thoughts of the staff."

File IV-19

1934

5/5
10/18
10/24
10/30

✓ SCHOOL OF MATHEMATICS

Academic Organization

MORSE, MARSTON

Biographical

VEBIEN, OSWALD

Veblen to Morse, May 5, 1934.

Refers to a conversation initiated about a year and a half before. The conversation was evidently renewed by Morse in a letter from Oxford received by Veblen. He has shown this letter to Flexner, and Flexner pleased suggests that Morse and Veblen get together in the near future, to discuss the matter. Flexner must have authority from the Executive Committee or the Trustees of the Institute, but in addition, "He would not wish you to break off your Harvard connection abruptly in any way that might embarrass Harvard's arrangements for next year--a position which I am sure you would yourself endorse. (My own experience, however, is that when such a change is in prospect, it is best to make it without delay.)"

Flexner wants to talk it out in personal conference. Also he would "not like to have you go through a period of pulling and hauling."

Morse to Graustein, October 19, 1934.

As the Chief of the Division of Mathematics at Harvard, saying that he has received an offer from the Institute and wishes to take it.

Morse to Hexner, October 24, 1934.

Harvard has responded with an offer of a generous increase in salary and a decrease in teaching hours, and Birkhoff has also asked Morse if he wants anything else, and has promised to go to President Conant and try to obtain any additional commitments that Morse might desire. Morse has replied that, "if my choice should ultimately be Harvard, I would not wish any more concessions, that I would not regard it as fair to the remaining members of the Division, and that in any case I would not be content unless I remained a homogeneous part of the group of men with whom I was associated. It was my task, then, to decide between the working conditions in the two institutions as they would exist for me.

"Before I make the final decision I would appreciate a written statement from you confirming our conversation as to salary, the provision for a retiring allowance, and the retiring age. With such a letter at my disposal I can come to a speedy and, I hope, proper conclusion.

Flexner to Morse, October 30, 1934.

He confirms the appointment; has told the School of Mathematics Faculty members confidentially that Morse is coming, and has promised to make no announcement at the Institute until authorized by Morse to do so.

D File, Morse, Marston, 1933-1945

1934

NOTES

6/10

✓ SCHOOL OF MATHEMATICS

Academic Organization

MORSE

FLEXNER

VEBLEN

Flexner in New York writes to Veblen in Brooklin, Hancock County, Maine, and says that he has interviewed Morse who is very anxious to come to the Institute. In view of the fact that Birkhoff is now not in the country, Flexner says that it would not be courteous or fair for Professor Morse to make any change during the coming year. "I asked him to make up his mind clearly and irrevocably as to what he wished to do, and promised that I would recommend his election as full professor, if, after talking with Birkhoff and Conant he decided in the affirmative. "He has found the work at Harvard extremely wearing and complex, and, therefore, longs for the simplicity which he will find in our group, which fortunately does not have to concern itself with many of the activities which a university cannot easily avoid. "

He says Morse's present salary is \$8,000. He told Morse

that as soon as this financial situation is cleared up he wants to put all professorial salaries at \$15,000. "That in any event, his salary would from the outset be considerably higher than he is now getting." Morse made inquiry about minor positions, but Flexner told him there ~~was~~ nothing but personal assistance ~~with~~ with which every professor is provided. We have no intermediate grades of appointments.

Flexner says Morse also asked him as to whether he contemplated a differential in the matter of professorial salaries, "to which I replied that inasmuch as I, myself, could not possibly know the relative values of different individuals... I was disinclined to depart from the simple scheme with which we had begun. In other words, if a person is good enough to join the group and deal with students of maturity and achievement, then he is entitled to a full salary whether some differential inability or productiveness existed or not. On the other hand, I said that until a monetary situation was perfectly stable I wish to play safe. As to the soundness of this I am more convinced since spending two days in Washington, during which I had several confidential talks with persons connected with the Federal Reserve Board. They believe that

the danger of inflation has passed. If so, we are all right in our present basis. If not, then, of course, we will have to readjust." He is going to see Morse in the early autumn. He is on his way to Europe now; that is, Flexner is. "I hope that nothing will interfere with adding him to our group without any ill feeling whatsoever on the part of the Harvard people--on the contrary, I want their cooperation and sympathy if I can possibly obtain them."

V File, "Flexner, Abraham"

1934

7/7

NATIONAL RESEARCH COUNCIL

Foundations

MEMBERS

Academic Personnel

✓ SCHOOL OF MATHEMATICS

Academic Organization

The N. B. E. R. awarded fellowships in mathematics to
Barber, Cameron, Hull, Lewis, Martin, Montgomery (Deane),
Murray, Myers, Wathen, all of whom wish to work at the Institute.

D, National Research Council

1934

NOTES

8/30

✓ SCHOOL OF MATHEMATICS

Academic Organization

MORSE

Biographical

FLEXNER

VEBLER

Flexner to Veblen. He has just had a note from Veblen, indicating that the Morse matter is being proceeded with, and he has cabled urging that neither Morse nor Veblen do anything about it until Flexner returns from Europe. "This does not mean in the least that I am any less anxious to add Morse to the group as you and your associates desire than I was when I went away, but I think it best that he should not speak with Birkhoff, Graustein, and Conant until: (1) I have been officially authorized to make a definite offer, (2) I can be sure than an invitation to come to us will not cripple Conant at the very outset of his career."

He recalls the analogy in his handling of Veblen's own

appointment; that is, a making clear what he wanted to Veblen in Göttingen, but in failure to move until he had discussed it with Eisenhart. He does not think that Conant will act selfishly in respect to any person "whom we may wish to approach."

"I agree with you entirely that when and if he is invited to join the mathematical group, a definite offer should be made to him, and, of course, it should be financially as well as otherwise more advantageous than his present position. On the ~~xxxx~~ other hand, I am not persuaded that every person who is called professor must necessarily receive the same remuneration. There are certain distinctions in age, experience, eminence and future promise which may be fairly taken into account. Universities, as a rule, take these factors into account by giving new appointees inferior badges, calling them associate professors, etc. I should prefer, I think, certainly for an experimental period, the simpler organization which we now have. It might prove to be advisable to change the title of 'professor' to that of 'member of the Institute' as is done in various institutions more or less resembling our own. My general feeling remains what it was, though of course I am prepared to carry out the

instructions of the Board, until ordered by the Board to do otherwise; namely, that our salary scales should be distinctly higher than that which prevails elsewhere, that there should be no 'pulling and hauling', that the short year and the elimination of examinations and other routine in the rigid adherence to high standards of admission with such informal contact between workers and staff as existed last year should continue until it is obvious, first, to the staff, and next, to the Board some change should be made. But I suspect that the Board ~~will~~ will wish to continue ~~its~~ its present policy of watchful waiting for a while longer in order to see whether our extraordinarily happy experience last year really lay in the nature of the organization of the Institute or was a mere accident. I think the former."

V File, "Flexner, Abraham"

1934

NOTES

9/14

✓ SCHOOL OF MATHEMATICS

Academic Organization

SALARIES

Academic Personnel

MORSE

Biographical

FLEXNER

VEBLEN

Flexner has just returned from Europe, and has found a letter from Veblen predicting an equally happy next year. He comments on the letter which raises several points which he will not discuss now, but two he will, which concern ~~the~~ ~~individual~~ two different problems, one general, and the other particular. One is the salary problem. He outlines his thinking as this. He says he is committed hand and foot to the principle that academic salaries should be increased; they should be high and dignified for professors. He has been calling for this for the past 25 years, and only now has he got an opportunity to put it into effect. "I cannot say¹ though that every person in the² professorial group shall be

on the same salary basis at the start. Age, experience, eminence and fertility are all factors that ought to be taken into consideration, and no one ought to be given a maximum salary to make it impossible for a man to receive a call from another institution unless we have absolutely decided that we want him for good and for all. This distinction is by no means original with me. I imagine it exists in Princeton, and I know that it exists in other places. On the other hand, when we do invite a man, it ought to be, first, on the formal recommendation to the group, and, second, after the matter has been laid before the Board, The authority and interest of which I greatly desire to strengthen. (*italics mine*) At the moment, therefore my hands are tied, since though you and Alexander have talked to me about Morse, no one else has, and the matter has not even been mentioned to the Board. I do not possess the authority 'to bring the matter to a conclusion as soon as possible.' I find Faculty somewhat inconsistent in matters of this sort. In one moment they resent the unilateral action of the President, and in another, they want him to cut off and ignore the ~~xxxx~~ constituted authorities. I do not want myself to do either."

He goes on to say that other considerations he feels that he may not even have the power to talk to Veblen ~~about~~ about, much less write. "I have no desire, as I think you well know, to keep matters from you, but our position ~~here~~ is such that we have to be extremely tactful, and I am most anxious to cement the Princeton combination. This does not mean that we ~~ought to~~ have to adhere to the Princeton scale, but it may mean that we ^{will} have to proceed with caution I have in mind a particular incident, which, during the summer, gave me a distinct shock."

He continues saying that he wants the Institute to be an example and a stimulus to higher education, and the two things that are of most importance in achieving it are: (1) salary, (2) working conditions and freedom. But we have been running only one year, and Rome was not built in a day. Perhaps I am unduly cautious, "but certainly in the present state of the world's finances, a little extra caution is better than a little extra haste."

"I am gratified ^{with} what you report to me about Birkhoff, especially as his visit to you, and the promised visits of his

son, show that relations between the two groups are kindly and cordial."

He continues saying that he will want to talk to Morse, and, perhaps, get Simon's judgment on the situation. "For you must bear in mind that this is an entirely new job of mine, but I cannot hope to hold it for many years, and that I am awfully anxious, even at the expense of somewhat slower progress, to make no blunder that may embarrass my successor. I ought to add that I am ~~so~~ terribly anxious as soon as financial conditions warrant, to make a start in the way of a nucleus in one or two other fields, because I have the feeling that that is the kind of thing which I am equipped to do--much better, perhaps, than anything else connected with the conduct of an institution in America.

"It seems a little funny that you should be in a hurry, while I, nearing the end of my tether, should be the cautious one; but I do not believe that in the long run we will lose if we use a method of procedure that is in the highest degree dignified and considerate, while at the same time, holding ourselves to our ideals...

"I had a very successful summer as far as the Institute is concerned, and feel quite clear that I know what to do when the time for action comes. After finishing with Institute affairs, I got four weeks of the most perfect rest imaginable in Gastein..."

V File, Flexner, Abraham

1934

11/8

✓ SCHOOL OF MATHEMATICS

Academic Organization

COMMITTEES (EXECUTIVE)

Corporation

MORSE, MARSTON

Biographical

Board authorized Director to present to Executive Committee a nomination to School of Mathematics. No salary specified. The Executive Committee didn't meet (no minutes) but was polled by Flexner. Announcement of Morse released right after November 8, 1934. (See Flexner to Maass, November 8, 1934).

D, Maass

1935-1936

✓ SCHOOL OF MATHEMATICS

Academic Organization

SCHOOL OF ECONOMICS AND POLITICS

MITRANY, DAVID

Biographical

FLEXNER, A.

See Flexner's spirited defense of the School of Mathematics during dispute, 1935 and 1936.

Mitrany argues that Flexner treats the School of Economics and Politics like a step-child, while giving full authority and dignity to the School of Mathematics.

Flexner replies that the School of Mathematics has known where it wanted to go, and has gone without bothering him too much about the details.

III-23 Mitrany, David, 1935-1939

1935-1956

PARTICIPATION IN ADMINISTRATION

✓ SCHOOL OF MATHEMATICS

SCHOOL OF HISTORICAL STUDIES

Academic Personnel

Academic Organization

List of School of Mathematics and School of Historical
Studies Faculty Meetings:

SCHOOL OF MATHEMATICS

Year No. of Meetings

1935*	3
1936	3
1937	4
1938	5
1939	8
1940	8
1941	6
1942	4

*Inaugurated October

Year No. of Meetings

1943	4
1944	2
1945	12
1946	8
1947	6
1948	7
1949	6
1950	7
1951	5
1952	6

SCHOOL OF HISTORICAL STUDIES

Year No. of Meetings

1949	2
1950	2
1951	2
1952	2
1953	2
1954	2
1955	2

COMMITTEE ON PHYSICS APPOINTMENTS

1951	2
1952	2
1953	2
1954	2
1955	2
1956	2

1935

1/14

SCHOOL OF MATHEMATICS

Academic Organization

MARSCHAK

Biographical

BOARD OF TRUSTEES

Corporation

DIRECTOR

Administration

Flexner reported that he had corresponded with a Warden of All Souls College with reference to Marschak's coming to the United States but he had not issued an invitation to Dr. Marschak in as much as the Visiting Committee had not unanimously consented after it had been informed by mail. Mr. Aydelotte suggested that the Director be permitted to use his own discretion in such matters as long as no commitment was made by the Institute. No exception was taken to that suggestion.

1935

1/14

BOARD OF TRUSTEES

Corporation

FLEXNER, A.

Biographical

✓SCHOOL OF MATHEMATICS

Academic Organization

SCHOOL OF ECONOMICS & POLITICS

Excerpts from the Report of the Director, Minutes Jan. 14, 1935

See BOARD OF TRUSTEES - Corporation

1935

1/14

✓ SCHOOL OF MATHEMATICS

Academic Organization

Flexner's report to the Board:

At the time of Professor Morse's appointment the members of the School agreed that if finances were bad the visiting professorship could be abandoned. Flexner finds that our budget is extremely elastic and that he sees no reason why a visiting professor cannot be called for the coming year. (Minutes, Jan. 14, 1935, p. 5, Vol 2, No. 1)

approval of the

The Board approved subject to the/treasurer the calling of a visiting professor by the members of the School of Mathematics for the year 1935-36 at a salary of \$10,000. Allusion had been made to Dirac as the visiting professor for the previous year.

Minutes, Jan 14, 1935, p. 5, Vol. 2, No. 1

1935

1/14

SCHOOL OF MATHEMATICS

Academic Organization

GENERAL

Public Relations

Mr. Weed questioned the wisdom of the Institute's inviting of persons connected with secondary schools to visit the School of Mathematics "lest the Institute seem to be 'advertising its product' and the fear that pressure might be ultimately exerted on the Institute to have teacher training courses, and so forth." Veblen held that neither teaching nor research could or would be unfavorably influenced and improvement in secondary education was vital to both colleges and universities.

1935

1/14

MORSE, MARSTON

Biographical

/SCHOOL OF MATHEMATICS

Academic Organization

Board ~~approved~~ ratified Executive Committee's appointment of Marston Morse at \$12,500 per year. (Minutes 1/14/35) Equal contribution of 5% to TIAA. Retirement at 65 unless term prolonged by mutual consent.

1935

1/17

SCHOOL OF MATHEMATICS

Academic Organization

MEMBERS

Academic Personnel

WEED, LEWIS H.

Biographical

FLEXNER, A.

Flexner to Weed, January 17, 1935.

He compliments Weed on what he said at the meeting, and particularly on the comment regarding the grants-in-aid or stipends which the Institute is spending. This money should be preserved for men of such promise that they can hope to make research careers. But, says Flexner, not all men turn out as expected, and for those who do not qualify for higher research, they can be used adequately to bring up the level of college and secondary teaching.

D File, Lewis H. Weed, 1930-1940

2/15
3/22
4/17
5/13

✓SCHOOL OF MATHEMATICS

Academic Organization

FLEXNER, ABRAHAM

Biographical

FERMI, ENRICO

Flexner to Fermi, 2/15/35:

Flexner writes that he met Fermi in Rome several years earlier and discussed the possibility of establishing a school of mathematics at the IAS.

"Since that time the School of Mathematics has been established. Its organization is extremely simple. We have brought together, as you will see from the bulletins which I am sending you, a small group of eminent men who have been free to work each in his own way. There are no rules or regulations in the usual sense of the term. Those admitted as workers are persons who have shown capacity for creative and original effort, and each of them works as he pleases and with whom he pleases. Thus the workers and the members of the staff really enjoy the same sort of freedom. During the current year the Institute established a visiting professorship which has been filled by Professor Paul A. M. Dirac. The members of the mathematical and mathematical-physics groups have been discussing the question of inviting another visiting professor for the next academic year,

beginning October 1 and ending May 1, with an interval of a month at Christmas. This morning I was informed that you were their choice. The professorship carries with it a salary of \$10,000.

"In the name of the faculty I have the greatest pleasure in inviting you to become Visiting Professor to the School of Mathematics of the Institute for the next academic year, and I trust very much that the authorities of the University and the Italian Government may make it possible for you to accept this invitation."

Fermi answers on Mar. 22, 1935 asking if he can use the physical laboratory of the Princeton University, if he accepts the offer.

Flemer writes on Apr. 17:

"I am enclosing a copy of a letter from Professor Smyth, who is the acting Chairman of the Department of Physics in Princeton University, which I hope will answer ~~you~~ the questions which your letter raises. I may add that the mathematical institute and physical institute adjoin one another and are connected by a corridor, so that you will be in the closest possible contact with both departments. All of the professors of the faculties of both the Institute for Advanced Study and Princeton Univeristy are looking forward with the keenest interest to your visit.

"You will notice from the bulletins which have been sent to you that different methods of carrying on work are followed by different individuals..."

On the same date Flexner wires "Facilities will be provided."

On May 11 Fermi wires "Impossible leave Italy next year. Writing."

Source: D Fermi, Enrico