

1931-34

HABERLER, PROF. GOTTFRIED

Biographical

VON HAYEK, F. A. (Vienna, Austria)

MORGENSTERN, OSCAR

For correspondence between Flexner and Haberler on economic political crisis in Germany and Austria and economic affairs in America, see II-28. Also for Haberler's biographical sketch, sent to Flexner with recommendations for employment as a theoretical economist by IAS by John van Sickle of Rockefeller Institute.

File II-28 Basement Vault

1931

9/25 2/22

DEORSEN

Academic Procedures

HITRASY

Biographical

FRANKFURTER, F.

FLANNEN, A.

ERIK HABERLER HABERLER

Vertical File, Frankfurter-1

1931

6/29

SCHOOL OF MATHEMATICS

Academic Organization

SMITH, DAVID EUGENE (FROM LONDON)

Biographical

FLENNER, 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: "1, the world."

IV-13

1941-1943

✓ HADAMARD, JACQUES

Biographical

DRESDEN, ARNOLD

RAPSKINE, LOUIS

ROCKEFELLER

Foundations

ROSENWALD

Jacques Hadamard, a great French mathematician who left France in 1942, apparently under some duress. Rabbi Stephen Wise, Arnold Dresden, ~~FRANK RAPSKINE~~ and Louis Rapskine of the Rockefeller Foundation, and others busied themselves in Hadamard's interest. He was 75 years old, and therefore, not eligible for appointment in the Institute on a stipend basis. The Rockefeller Foundation found that under its rules, they could do nothing toward granting him funds, and, finally, the problem was resolved, apparently, by Jacob Billikopf approaching the Rosenwald Family Foundation, the Littleton Foundation, and the Paley Foundation. The files does not reveal what ultimately was done. Hadamard lectured at Columbia and at the Institute for small amounts of money,

after some time was supported by French people and mathematicians out of their own pocketbooks. One of the embarrassing circumstances of the first attempts to bring him out of France in 1941 and early 1942, was the fact that he wanted to bring 13 dependents with him.

R D File, Hadamard, Jacques

1932

8/22
8/30
9/7
9/20

HALE, GEORGE E. (MT. WILSON OBSERVATORY) Biographical

EINSTEIN, A.

FLEXNER, A.

Correspondence regarding Einstein and time for Cal. Tech
and Mt. Wilson Observatory.

D, Institute Organization

1936-37

✓HALDANE, J.B.S.

Biography

PRINCETON

Relations W. O. A. I.

Veblen invited Haldane to the Institute (where the financial responsibility would be shared by Princeton Univ.) in Nov. 1936. Haldane replied (11/12/36) that he was going to Spain to help with defense of Madrid against a gas attack threatened by German and Italian invaders. Invitation reviewed on 3/20/37. There is no answer in file.

File II-28 Vault

3/18

BUDGET
SCHOOL OF MATHEMATICS
HALDANE

Finance
Academic Organization
Biographical

Flexner to Veblen:

Flexner writes that the budget for next year, 1938, is approximately \$300,000 and that the budget for the School of Mathematics, omitting entirely Dirac and Bohr, is \$145,020 which is about one-half of the total income of the Institute. He feels that it is necessary to allow this amount for mathematics but that the sum should not be increased if there is to be any development in the other two schools.

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

File IV-20

1938

5/19

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ HALL, N. P. (Director, The National
Institute of Economic & Social
Research)

Biographical

FLEXNER, A.

Hall had graduated at Oxford and gone to Princeton to study with Kemmerer and Frank Fetter whom he regarded as one of the ablest economic thinkers he has ever met. He then became a professor of economics at University College where he remained until the Institute was founded.

The National Institute of Economic and Social Research supported by grants--seven years in duration--made by the Rockefeller Foundation, the Pilgrim Trust, and one or two other organizations, and its governing body is a small council, though there is a larger advisory board which meets once a year. The Institute is part of the University of London, but will be quite independent. Small staff, with a small permanent staff like the Institute. Men will occupy academic posts from which they will be detached for relatively brief periods--3 months or

thereabouts. He was surprised that our members usually come for an entire year, and thus gain in addition the two vacations-- a period of fifteen months.

D, Institute - Organization

1938

7/2

KEYNES, MAYNARD

Biographical

MARSHAK

HALL, N. F. (Director of The National
Institute of Economic and Social
Research, London)

FLEXNER, A.

AYDELOTTE, F.

Flexner to Aydelette, July 2, 1938.

He is recommending people for Aydelette to talk to, apparently about economics at the Institute. He suggests Professor N. F. Hall, Director of the National Institute of Economic and Social Research, evidently University of ~~EMM~~ London, Sir William Beveridge of University College, and Marschak and Henderson at All Souls. "Keynes is ill, so I did not see him, though he expressed a desire to see me. However, Stewart and Riefler both had talks with him,

though both felt that I was right not to discuss the
Institute with him."

He commends his warm Oxford friends, Adams, Woodward,
Swinton, etc. to Aydelotte.

D File, Aydelotte, Frank, 1930-1945

1933

11/26

✓HALLE, HIRAM J.

Biographical

11/27

EINSTEIN, A.

GENERAL

Public Relations

Cable - Halle (London) to Flexner (Princeton University): (11/26/33)

"I saw at Jacob Epsteins Studio here today the marvelous bronze head of Einstein for which he recently sat. It will be exhibited at Arthur Tooth and Sons gallery here beginning December sixth. I shall be glad to present to the new university with which Einstein is associated a bronze replica of it without credit or publicity if you would like to have it Epstein says it can be done in about four weeks please cable me Berkeley Hotel here."

Flexner to Halle (London, England): 11/27/33

"In reply to your cable regarding the Epstein bust of Professor Einstein I am cabling to you today as follows:

'Many thanks for cable. Am writing.'

"I appreciate profoundly your ~~genera~~ generosity in offering the Institute for

Advanced Study a replica of this bust, and I have no hesitation in saying that, if the bust could be reproduced and set to America and kept in its box until all publicity regarding Professor Einstein has died out, it would be gratefully received, but Professor Einstein's work and his personal safety come first. It would therefore be impossible for us to accept the bust unless we were free to keep the fact of its existence and of your generosity a secret until in due course both could be announced and the bust itself exhibited without any danger of publicity."

But see Minutes 10/4/39 p17 identifying bust was a
gift of Chancellor Harry Wood Chase.

1940-1942

LIBRARY

Facilities

GENERAL

Personnel

✓ HALMOS, MRS. DOROTHY M.

Biographical

REUSS, DOROTHY M.

Apparently, Mrs. Dorothy M. Halmos was the first librarian, and the first time the collection of books and the cataloging of books in the ~~Library~~ Common Library may have been about this date. (First correspondence with Mrs. Halmos shows the date of September 24, 1940.)

Mrs. Halmos left after the 1941-42 academic year, and Dorothy M. Reuss was employed as Librarian.

D, Library, 1931-1945

1943

March

AMERICAN HISTORY

Academic Activities

SAUER, CARL O.

Biographical

✓ HAMILTON, EARL J.

Comments by Sauer on Hamilton's plans.

See Source.

PA (Elsa Jenkins) 3/19/57, File No. 9

HANCOCK, JOHN M.

Biographical

Industrial banker

Born Emerado, North Dakota, February 2, 1883

Son of Henry and Isabella (Irvine) Hancock

Education: A. B., University of North Dakota, 1903

Honors: LL. D., University of North Dakota, 1932

LL. D., Hamilton College, 1950

D. S. C. (honorary), New York University, 1950

Career: Partner Lehman Bros.,

Vice-President Jewel Tea Company, 1919-22,

President, 1922-24

Chairman of the Board, 1924-42, and since 1948,

Chairman Executive Committee, 1942-48

Chairman of the Board of Lever Brothers since 1950

Director Brunswick-Balke-Collender Company,

U. S. Playing Card Company, Chairman of

Executive Committee, Flintkote Company, Inc.

The Kroger Company

Director Underwood Corporation, National Surety Corporation
International Silver Company
Sears, Roebuck & Co., American Stores Co., Florsheim
Shoe Co., A. Stein & Co., Jewel Tea Co., Bond Stores, Inc.,
S. H. Kress & Co., National Surety Marine Insurance
Corporation, Van Raalte Company, W. T. Grant Company,
The Lehman Corporation, John Hancock Mutual Life
Insurance Company

Activities: Member War Resources Board, 1939
Associate with B. M. Baruch in rubber survey, 1942
Adv. unit, Office War Mobilization for War and
Post-War Adjustment Policies, 1943-September, 1944
Chairman of the Board American Management
Association since 1946
Alternate to B. M. Baruch as U. S. Representative
on United Nations Atomic Energy Commission, 1946
Trustee Institute for Advanced Study, Princeton,
N. J. since 1948, Hamilton College, Clinton,
M. I. T. Corporation

In charge Navy purchasing comdr. Supply Corps, U. S. Navy,
1914-19
Awarded Navy Cross
Medal for Merit, 1948

Home: Scarsdale, New York

Office, 1 William Street, New York 4, New York

Who's Who in America, Volume 27, 1952-1953

1949

4/15

ACHESON, DEAN

Biographical

LINDER, H.F.

✓ HANCOCK, JOHN M.

Mr. Leidesdorf recommended the election of Mr. H.F.Linder for a term of four years to fill the vacancy/left by the resignation of Mr. Dean Acheson, the term expiring in 1953.

In April 1948 it was recommended that Mr. John M. Hancock be elected for a term of four years to fill the vacancy left by the resignation of Mr. Henry Allen Koe(1947); and Mr. Dean Acheson for a term of five years vice Mr. Leo Wolman (1946).

Corp. Min.

~~RECORDED~~ 4/15/49 p. 1

1956

9/26

✓ HANCOCK, JOHN M.

Biographical

Article from New York Times, September 26, 1956,
"John M. Hancock, Financier, Dead"

Filed in Biographical File, under Hancock.

New York Times

Sept. 26, 1958

THE NI

JOHN M. HANCOCK, FINANCIER, DEAD

Partner in Lehman Brothers
Held War Posts and Served
as Aide at U. N. to Baruch

John M. Hancock, partner in the investment banking firm of Lehman Brothers and a former Government adviser, died yesterday at White Plains Hospital. His age was 73.

Mr. Hancock, who at one time was director of twenty-one corporations and held many other executive positions in public institutions, was perhaps best known to the public as an associate of Bernard M. Baruch in forwarding proposals for peaceful use of atomic energy.

He was alternate to Mr. Baruch on the United Nations Atomic Energy Commission.

Mr. Hancock, who claimed no relationship to the founding father, retired two years ago as a result of ill health. He gave up most of his business associations but dropped in on his office at Lehman Brothers a few times a week until two months ago. He suffered a stroke last week.

John Milton Hancock was born in Emerado, N. D., on Feb. 2, 1883. He attended the University of North Dakota and won varsity letters in football, basketball, baseball and track. He graduated in 1903.

Head Purchasing Unit

At the age of 31 he was on duty in China with the Navy, in which he served eleven years, when World War I broke out. He was recalled to Washington and put in charge of the Purchases Division. It was then, as the Navy's representative on the War Industries Board, that he met Mr. Baruch. Before the end of the war Mr. Hancock won the Navy Cross.

On Mr. Hancock's staff for a time was Herbert H. Lehman. On the recommendation of Mr. Lehman, Mr. Hancock took over the Jewel Tea Company in 1919, rescued it from bankruptcy and turned a \$2,000,000 loss into a \$750,000 profit in two years without dismissing a single employe.

Mr. Hancock joined Lehman Brothers in 1924 as the first partner who was not a member of the family. In the years that followed he became director of many of the leading United States corporations, including Sears, Roebuck & Co., the International Silver Company, American Export Lines and the John Hancock Mutual Life Insurance Company. He became chairman of the board of directors of Lever Brothers Company in 1950.

'My Old Diesel'

His major Government assignments began in 1939, when he was a member of the War Resources Board. In 1942, he was associated with Mr. Baruch in a survey of the rubber industry.

Later, Mr. Baruch, with whom he undertook many Government tasks, said of Mr. Hancock:

"He is my old Diesel" and "whenever I get something to do, I reach out, grab John Hancock, and make him do the work."

As Mr. Baruch's alternate to the U. N. Atomic Energy Commission, he was credited with a major share in having helped to fashion the American proposal on international control of atomic energy put forward at that time.

Mr. Hancock received the Army's Medal for Merit in 1948 for his wartime services in investigating production manpower, studying the termination of war contracts, and assisting the President, the Director of War Mobilization and Reconversion and the heads of other departments.

Surviving are his widow, the former Ida Mary Buckingham; a daughter, Mrs. Gordon Hunger; four grandchildren and one great-grandchild.



Alan F. Lydiard

John M. Hancock

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

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

Biographical

FLEXNER, A.

(Grand son of Edwin Harniss)
Hanus?

POLICY

Administration

BUILDINGS & GROUNDS

Facilities

Flexner had evidently sent his first memorandum asking for advice to Hanus for there is a resumé ^{of} suggestions called "tentative plans for an Institute of Advanced Study" marked Hanus which Flexner acknowledges and thanks Hanus for rather extravagantly.

Briefly summarizing the points made are as follows:

- Program*
- "1. A 'center of advanced teaching and research'--and that only.
 - "2. As such its first need (and its last) ^a is/staff of real scholars, who are also teachers. (To be sought in this country and abroad).

Govt (At the start the staff will have to be chosen by the director. Subsequent additions to the staff should be made by the Director and staff, with final responsibility for an appointment lodged in the Director).

"3. Burdens of administration and teaching will be minimized. Burdens of administration will be limited to the absolutely indispensable.

"4. Salaries will be generous, and retiring allowances, correspondingly generous will be provided.

Program "5. The chief function of the staff will be research and the teaching connected therewith.

Publ "6. A journal for each department, published irregularly, at first (i.e. when a department has something to publish). Ultimately, a single journal for the publications of all departments may be necessary and desirable.

"7. A modest administration building would be necessary. Dormitories, probably--these of good fire-proof construction. Buildings for classrooms are hardly necessary, since presumably such classrooms as may be needed will be found in the libraries and laboratories. Only the main library should be of permanebt (sic.) fireproof construction.

"8; Annual conferences of scholars in the different fields planned by the several departments of the Institute should be regular and important features of the Institute's activities.

"9. The Director should be relieved of direct responsibility--not of ultimate responsibility--for business and financial affairs of the Institute. The Director should appoint a financial and business executive.

"10. All students should be Fellows nominated by the Director and the departments, and elected by them. Some fellowships should carry stipends, but not all of them. Whether most of the fellowships should carry stipends could be settled by experience.

"11. Since the Institute exists for the enrichment and progressive development of learning, and the profitable exercise of this function is largely dependent on students whose equipment is the result of their previous education, education itself must be an important subject of study and research by the Institute.* (The staff of the department of education need not consist of professors of education now in service!) This department would concern itself, first of all with the history of education as a part of the history of civilization, primarily in western Europe and in America; with the varied endeavors of thinkers to improve education whether such thinkers were 'educators' or not; and with the aims, scope, procedure, and achievements of existing educational institutions, especially of colleges and universities. Ultimately this department might be expected to lead in the formulation of a philosophy of education which would be kept vital by subsequent modification as time goes on.

"12. The function of the Board of Trustees is legislative, including criticism and advice. The function of the staff with the Director at the head is executive and technical.

Just

/s/ P.H.H. (c. Dec 7, 1930)

"*To say nothing of the immense importance of education to the individual and to society."

Hanus to Flexner Jan. 10, 1931. He is embarking for Europe and trying to see Flexner in New York. "Just one shot now about the book. It seems to me that 'service functions' on a university level are not only legitimate university functions but necessary and desirable for the sake of the university itself, that is, for the sake of its staff, and for the sake of the university as an institution rendering immediate service of a high order to the society that contains it."

Flexner to Hanus, Jan. 28, 1931. He replies perhaps a bit off key by saying there is no disagreement between them. He has nothing against universities as such and they can ^{discharge} ~~provide~~ useful functions, provided "the level was that of a university." He dislikes fraud^t and confusion of terms. He comes down in his argument to the needs for such compensation that a man may give full time to his work at the university.

The correspondence languishes until September 1931 when Hanus revives it with a social note. Then Flexner sends Hanus his draft of his confidential report to the Board of Trustees dated Sept. 26, 1931 and asks his comments. "I am presenting at the meeting a tentative--not binding, report following the direction which my thoughts are taking, and feeling my way into many problems such as organization. Some time ago I promised to send you a copy...Write on the margin, back or in any other old way in which you could let your ^{sp}eeen take the conceit out of me as well as give me the benefit of your maturer wisdom and larger experience..."

Hanus to Flexner, Sept. 29, 1931. He returns the draft which is in the file with some corrections in language and some questions as to meaning. On page 4 of the memorandum (see the copy in the Minutes of 10/19/31), ^he writes excellent on both

ad on p. 5.

halves of p. 34 in that portion of the first complete paragraph in which he discusses academic freedom. Again he writes the comment excellent on that portion of page 6 in which the freedom to govern inheres in Oxford and Cambridge with the result that bureaucracy becomes established and royal commissions are occasionally rendered necessary for the purpose of jacking up the administration.

Again on p. 13 "thus I conceive a group of economists financially independent, unhurried, and ~~disinterest@d~~ in closest possible contact with the phenomena of ^{business} ~~politics~~ and government and at this high level endeavouring 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 toward the social phenomena that the medical scientists have now been able to take towards disease..." Hanus writes "splendid" on the margin. Again at the close when Flexner expresses hopes for the future and caution Hanus finds himself in total agreement.

As to the first part of p. 5 he raises a question. Here Flexner says that in visualizing the Institute he thinks of a circle and within this I should "one by one as men and funds are available...create a series of schools or groups--the School of Mathematics, a School of Economics, a School of History, a School of Philosophy, and so forth. The 'schools' may change from time to time. In any event the designations are so broad that they may readily cover one group of activities to day, quite another group as time goes on. Thus from the outset the School of Mathematics may well contain the history or philosophy of science; the School of Economics, a chair of law or political theory." Each school should be autonomous "for neither the subjects nor the scholars will fit into one mould." In his letter Hanus raises the question as to whether it seems to Flexner that a School of Mathematics might advantageously include

Separate school for Politics?

adequate provision for the history of philosophy? Does not the importance of political theory (politics and government) and its range and difficulty suggest "a school parallel to your School of Economics, and not a mere addendum to the later School?"

"The History of Mathematics is itself a large and significant field. So is the History of Philosophy. There are interrelations between the two...but one of them belongs in the School of Mathematics and the other in the School of Philosophy. So, at least, it seems to me.

"Similarly it seems to me that a School of Politics is vitally important. There is no phase of social experience more in need of disinterested light and leading than the field of government and politics. 'A chair' in the School of Economics is wholly inadequate. Moreover, to so relegate the important field of politics and government would seem to be a recognition of its relative unimportance--and that I should never admit." Flexner to Hanus, Oct. 5, 1931.

"...you are right.

"In conception, what I want is intensive work in every school, leaving the interrelations to take care of themselves, but there is another side to the problem. I cannot undertake to start with more than a couple of schools--I don't know enough--and I shall have to comb the earth to find the people I want. It occurred to me, therefore, that we might start the schools on a broader basis, not so as to force interrelations or cooperation, but so that the subjects to be initially developed would not be too numerous. After a few years any one of these adjacent subjects can split off and develop into separate schools." Hanus to Flexner, Oct. 7, 1931. "One more shot--this in answer to your letter of the 5th."

"We seem to be in substantial agreement so far as your general policy is concerned, but not in respect to the first steps to be taken. On that last I have nothing more to say just now. Another aspect however..."

while

"It seems to me that ~~why~~ mathematics will always be a desirable field for a school of your Institute that field is so well cultivated even in the higher reaches you can well afford to wait until later to establish a School of Mathematics. On the other hand there is pressing need for a thorough going study of politics (including government) that the Institute could render inestimable service if you began with the School of Politics. I know that the great difficulty here lies in a suitable staff for such a school. My notion is that such a staff--one man or more might be ^{ou} ~~find~~ outside the academic field. At any rate I know that you agree with me the difficulties in the path of desirable projects exist only to be overcome. What a sententious statement that last sentence is! But I mean it." # Flexner to Hanus Oct. 8, 1931 acknowledging Hanus's of the 7th. \

"There are as you say, a few very distinguished^h, brilliant mathematicians in the United States, one or two at Harvard and a few at Princeton, and so forth. Nevertheless, on the whole, mathematics is not one of the strong subjects in the United States. I myself have been surprised with the unanimity with which this opinion has been express^{ed}, to me not only abroad but in America.

"Politics and government deserve their place and will get it, but economics is fundamental to both, and what kind of politics or government can we have if we do not understand the economic foundation? Inasmuch as I do not want to begin with more than two schools, am I not reduced to mathematics and economics? I have tried scores of times to find another combination as an alternative, but always some consideration blocks the way. Mere difficulties do not influence me in the slightest degree. I want to begin at the bottom. Now take any subject you please, and run it down to the bottom and see what you come to."

Hanus to Flexner Oct. 12, 1931. "I can't help thinking that your Institute could render more immediate service if it consisted at first of a School of Politics

and a School of Economics instead of a School of Mathematics and a School of Economics. By 'immediate' I do not, of course, mean this week or next."

Flexner to Hanus, Jan. 5, 1932. He has evidently submitted to Hanus a question about buildings and grounds which Hanus has answered because he says it is being copied and sent to the members of the Committee of Site.

Then he goes on in a cheerful fashion to tell two stories about George Vincent. There was a celebration for the dedication of the new Oriental Institute, at the University of Chicago. Vincent was the chief speaker." [Robert] Hutchins, not knowing that he was monkeying with a 'buzz-saw', undertook to be facetious at Vincent's expense. In introducing Vincent he said: 'When President Harper and I started at the University of Chicago in the '90's, Mr. Vincent was a student, who ultimately became Professor and Dean of the Graduate School, etc. etc.' Vincent arose and quick as a flash started off as follows: 'Ladies and gentlemen. We have just listened to one the of most astonishing examples of pre-natal precocity that I have ever known.' Later he took a good-natured crack at Breasted, saying: 'When I was a professor in the University of Chicago, Professor Breasted was excavating in the Nile Valley. In recent years he has done most of his excavating at 61 Broadway'."

Hanus to Flexner, Jan. 22, 1932. They have seen each other in New York in the meanwhile and Flexner has asked Hanus to send a memorandum on one of the subjects of their discussion--the function of a Board of Trustees. Hanus says:

"...I think we agreed that that function should be criticism, advice, and final decision on questions of policy and practice that are suggested or urged by their director as leader of their staff of scholars, or, on occasion by a trustee.

"This means, of course, that the trustees should bring to bear on the questions submitted to them the intellectual resources of thoughtful layman. The director and his colleagues of the staff must, in general, define the problems and policies of their joint undertaking to the trustees. Those...involve technical questions that, in general

only the director and staff are competent to define. But, since...the institution and its total welfare are a joint undertaking of director, staff, and trustees, the trustees, as intelligent laymen, should study their job seriously in order to discharge properly their final responsibility...of deciding on the adoption, modification, or rejection of the policies and practices recommended, or on the validity of the solution of problems offered. Unless the trustees function as they should, they have no excuse for being." But they have an important job. "All of which is to say that measures of such importance as the proper organization and development of an institute for advanced study involves should never be entrusted entirely to the judgment of only one individual--
9/10/32 the director--no matter how able and energetic he may be." He adds that he speaks with feeling as he has had experience as faculty member and director.

Hanus to Flexner, Sept. 3, 1932. Remarks on the newspaper story that Professor Einstein is coming to the Institute. "Whether the appointment is the first appointment to your staff or not, it is a guarantee that the Institute is true to its name. Not that anyone has intimated that the Institute would be anything else, so far as I know. But you can hardly set going such an enterprise as yours without stirring up stone throwers behind the bushes."

Flexner to Hanus, Sept. 8, 1932. "The Einstein announcement was not made correctly and is still confidential, as far as we are concerned, inasmuch as it has not yet been acted on by our Board of Trustees and cannot be acted on until October 10, but I may tell you confidently that it is true and that it represents the standard at which this Institute is going to operate as long as I have anything to do with it."

There is nothing further in the file until Hanus writes to Flexner Oct. 3, 1933 congratulating Flexner on what he understands is his physical recovery from some illness and telling Flexner that he is recovering slowly from an adominal operation.

Flexner to Hanus, Oct. 5, 1933.

"We have made a very simple and inconspicuous beginning here. Out of a large

number of applications, all Ph.D.'s, about fifteen were accepted. These have made individual arrangements for their work with men on our staff and the Princeton staff. They meet at irregular intervals either in their offices or at lunch or taking a walk. In addition, there are certain lectures and seminars open to anybody who chooses to attend--as often or as rarely as he or she pleases. No records will be kept and no grades given. The workers are all persons who hold academic posts almost without exception, some of them as high as associate professor at Chicago...many of them - too many - are married, which makes their path a little more rocky than it would otherwise be, but, as far as I have met them, the wives are good sports and are entering cheerfully into the simple life. The Princeton people, from the President down, have been perfectly lovely in the kind welcome which they have extended not only to me but to everyone connected with the Institute."

There are a few letters in addition in this file which are being noted under Flexner, a letter to Hanus on Howard University, March 4, 1935, a description of what should be included in a School of the Humanities from Hanus dated July 19, 1935, and another personal note from Flexner to Hanus dated Aug. 6, 1935 and filed under Flexner.

1931

PUBLICATIONS (IAS) GENERAL

Publications

✓ HANUS, PAUL H.

Biographical

Hanus suggested I. A. S. staff and members' publications should be published by departmental bulletins irregularly at first; ultimately in a single journal for all departments.

II-35

1935

7/19

SCHOOL OF THE HUMANITIES

Academic Organization

HANUS, PAUL H.

Biographical

"The humanities obviously comprise:

- (1) Literatures--ancient and modern, including oriental literatures.
- (2) Art - painting, drawing, engraving, etching, sculpture, architecture, landscape architecture, music.
- (3) Philosophy and ethics education.
- (4) History - not a separate field of study but an essential phase of the pursuit of every one of the humanities already enumerated, leading to a clear understanding of their evolution and of their interdependence or interrelations, as they occur in the pursuit of any one of them.

"Also:

The humanities cannot be treated adequately without drawing on the resources, as occasion warrants or requires, on other fields of study, for instance, political history, mathematics, the physical and the biological sciences.

"The adequate treatment of any one of the humanities requires, further, cooperative effort on the part of all concerned with all the humanities.

"The result should be for the individual student a real command of a leading interest of civilization, that is that particular phase of the humanities in which he is specializing.

Since the entire field of the humanities is too comprehensive for any one person, specialization with appropriate distribution of work will govern the individual student.

"The entire field of the humanities is also too comprehensive for the Institute, at the start but a good beginning can be made in any one of the subdivisions enumerated above.

"I have long hoped that you would be inclined to include Education as one of the important fields of study at the Institute. We greatly need scholarly work in every phase of the study of Education. But if you could make a beginning in the history of education, we."

1935

8/26

FLEXNER, A.

Biographical

✓ HANUS, PAUL H.

"...on quite short notice Ann and I went to Italy for a prolonged vacation, sailing on an Italian boat at the beginning of May immediately after a Board meeting, the preparation for which had exhausted me..."

File II-35

1940

4/22

SCHOOL OF MATHEMATICS

Academic Organization

BOHR, NEILS

Biographical

✓ HARALD

A cable received by Aydelotte. "Professor Bohr and his brother are deeply conscious of the moral support America has evidenced in these difficult moments but state their general attitude must remain as outlined in the legation's previous telegram until the Danish situation clarifies somewhat."

Below this typed wire in Aydelotte's writing is, "Safe--do not need money--remaining in Copenhagen for present."

The year is not stated in this telegram, and the date of its receipt is written by Aydelotte, presumably it was 1940.

A File, IAS (Transfer)

1930

5/7

GENERAL (CERTIFICATE OF INCORPORATION) Corporation

HARDIN, JOHN R.

Biographical

✓ HARDIN, CHARLES R.

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

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

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

1930

10/1
10/2
10/3

GENERAL (BY-LAWS)

Corporation

HARDIN, JOHN R.

Biographical

✓ HARDIN, CHARLES R.

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

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

This memorandum is acknowledged by his father October 2, 1930, saying that he has had some suggestions concerning the by-laws from Dr. Flexner and Mr. Banberger. He has ~~not~~ amended the original draft and submits it again to Charles. He sends out the revised draft on the same date to Flexner and Banberger.

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

JRH Correspondence from May, 1930 to December, 1933

3/29
4/4
4/5

BY-LAWS (GENERAL)

Corporation

FLEZNER, A.

Biographical

✓ HARDIN, CHARLES

HARDIN, JOHN R.

Flezner to John R. Hardin, March 29, 1933.

"In consequence of the announced purpose of Mr. Bamberger and Mrs. Fuld to give up their offices and the regretful acceptance of their decision by the Board I have gone through the By-Laws very carefully, making changes required by this action on their part. I have also taken advantage of this opportunity to make a few other changes which are the result of my experience. I am sending you a draft of the old By-Laws with the changes in parallel columns. I should like very much to have any suggestions which you may care to offer."

Charles R. Hardin to "Dear Father", April 4, 1933.

Comments on the proposed changes. The doing away with the office of president is not in conflict with the Certificate of incorporation, but it is with the statute under which the Institute is incorporated. (This must not be secret because it was changed).

As to Flexner's proposal to make a class of honorary trustees who need not be members of the corporation and who would serve as Trustees for life: this would require an amendment of the Certificate of incorporation which now provides that the Trustees shall be members of the corporation and shall be elected by the members in such manner and for such terms as the by-laws may prescribe, and that trustees ceasing to be a member of the corporation shall thereupon cease to be a Trustee. The statute also provides that the Trustees be elected by the members. The statute also provides that they "shall hold office for one year, or such term as the by-laws provide, and until their successors shall be

elected;" and it occurs to me that this provision might be construed as requiring election for a fixed term.

"I have no comment to make respecting the other proposed changes, which would fix a new date for the annual meeting, eliminate the election of advisory members of the board from among the faculty, and abolish the committee on education." (He fails to note that faculty members thereupon if members would be eligible for election as full Trustees).

The Certificate of Incorporation can be modified by the approval of a majority of the members.

John R. Hardin to "lexner, April 5, 1933.

He thinks we cannot abolish the office of "president" because that would violate the statute, which is succinct on the matter of terminology.

The provision of the charter with respect to Trustees being members and ceasing to be trustees when ceasing to be a

member is designed to prevent "floating trustees with indefinite term." "I see no objection in the designation of the title 'honorary' to a particular trustee, but even though designated he would be required to be elected for a definite term if entitled to vote as a trustee. There would be no objection to having Mr. Samberger and Mrs. Fuld chosen with the title of honorary trustees without right to sit or vote in the Board. Do you think that the desire of the founders to retire goes so far as to have them altogether/ eliminated? Could they not be elected as trustees, or honorary trustees, with right to sit and vote in the Board, but relieved otherwise of official responsibility?"

Flexner to Hardin, April 7, 1933. Flexner merely acknowledges and thanks Hardin for his letter of April 5, and says he will revise the By-Laws to incorporate his suggestions. /

Proposed changes are in file in parallel columns

JRH Correspondence from May, 1930 to December, 1933