

✓ MAASS, HERBERT HALSEY

Biographical

Lawyer

Born San Francisco, March 2, 1878

Son of Julius and Celia (Redlich) Maass

Honors: LL. B., New York University, 1898
LL. M., 1899, New York University

Career: Admitted to New York State bar, 1899, and since
practiced in New York City
Member Maass, Davidson, Levy & Friedman
Director and counsel Consolidated Cigar Corporation,
Bond Stores, Inc., Pershing Square Building Corp.,
Murray Hill Operating Company, A. Hollander & Sons

Activities: Chairmah of the Board of Trustees and President
Institute for Advanced Study, Princeton, N. J.
since 1942

Handwritten: Chm 11425

Stravass Pres. 1949 -

Trustee Foundation of Jewish Philanthropies of
New York City, American Council of Judaism

Member American and New York State bar associations ,
New York County Lawyers Association, Association of
Bar of City of New York

Home: Sherry Netherland Hotel, New York 22, New York

Office: 20 Exchange Place, New York 5, New York

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

FLEXNER, A.

Biographical

/MAASS, H.

LEIDESDORF, S.

In one of their preliminary interviews Flexner gave Leidesdorf and Maass a copy of his article published in Harpers called "The Usefulness of Useless Knowledge" which was a worked-over paper of a study he had made and circulated in the General Education Board in 1921.

Interview with A. Flexner 11/3/55

~~XXXXXXXXXX~~ MAASS, H. H.

Biographical

HARDIN, JOHN R.

LEIDESDORF

INVESTMENTS

Finance

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

JRH: Correspondence from May, 1930 to December, 1933

1930-1947

✓ MAASS, HERBERT H.

Biographical

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

Recollection of files

GENERAL

Corporation

FLEXNER, A.

Biographical

LEIDESDORF

✓ MAASS

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

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

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

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

A, 10/18/56 A E Lowe

GENERAL

Corporation

FLEXNER, ABRAHAM

Biographical

MAASS, HERBERT

Dr. Flexner to Mr. Maass:

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

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

Source: IAS Trustees - Maass, Herbert H.

10/9

GENERAL (BY-LAWS)

Corporation

✓ MAASS, HERBERT H.

Biographical

HARDIN, JOHN R.

Maass to Hardin October 9, 1930.

Submits nine suggested amendments as follows:

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

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

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

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

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

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

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

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

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

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

JRH Correspondence from May, 1930 to December, 1933

GENERAL (PURPOSE)

Corporation

FLEXNER, ABRAHAM

Biographic al

MAASS, HERBERT

Flexner to Maass:

"I have just returned to town from a visit to Washington and Princeton. It is no exaggeration to say that those with whom I spoke thought that the scheme outlined in Bulletin No. 1 promises a new era in American education. I was really quite overwhelmed with the favorable reaction on the part of the best men in these places.

"Did you notice the editorial in Sunday's Times? This seems to me the type of publicity that is at once dignified and helpful. As it is the only copy I have, won't you return it after reading it?"

Source: IAS Trustees - Maass, Herbert H.

6/8
6/9
6/10
6/15

1954
GENERAL (Site)

FOUNDERS

✓ MAASS, HERBERT

FLEXNER, ABRAHAM

Facilities

Corporation

Biographical

Dr. Flexner to Mr. Maass:

"In view of our conversation at lunch today, do you think that the language in Mr. Eamberger's letter and the charter would apply to the possible location which we considered or would it be well to ask Mr. Eamberger and Mrs. Fuld to join in a letter saying that the vicinity of Newark can be interpreted by the Trustees, in their discretion, to mean Northern or Central New Jersey?"

Mr. Maass to Dr. Flexner:

"In answer to yours of the 8th inst., I am frank to admit that, after our luncheon conference yesterday, I have been giving some consideration to the question of location which we discussed, and while I consider it an ideal move, I would be reluctant to assume that we could undertake to construe the founders' letter as giving authority to select this location. In other words, I am clearly of the opinion that Mr. Eamberger and Mrs. Fuld so clearly intended Newark and its immediate environment that I would hesitate to adopt any other view unless they first modified their letter."

Dr. Fleener to Mr. Maass:

"Thank you for your kind note of June 9. I should have made it clear to you yesterday that in the letter written by Mr. Bamberger and Mrs. Fuld and printed in Bulletin No. 1 the statement is made that the institution be 'located in the State of New Jersey': nothing is said about Newark at all. 'Newark or its vicinity' is mentioned for the first time in the Certificate (sic.) of Incorporation and is subsequently mentioned in the By-Laws. Under these circumstances, I wonder whether the Trustees are not free to modify both the Certificate of Incorporation and the By-Laws if they so choose in future or whether Mr. Bamberger and Mrs. Fuld should be asked to give us a letter. I should myself rather say nothing at this moment in the event that the Trustees already possess full power under the letter which Mr. Bamberger and Mrs. Fuld sent us."

Mr. Maass to Dr. Fleener:

"First of all my congratulations upon your election as a Trustee of the Wilmer Institute. It certainly is not remarkable that men of your capacity are drafted for service in every worth while enterprise.

"Secondly, my apologies for not sooner answering yours of the 10th. When I wrote to you on the 9th, I was thoroughly familiar with the tenor of the letter of Mr. Bamberger and Mrs. Fuld to the effect that the Institution be 'located in the State of New Jersey' and that 'Newark or its vicinity' is mentioned only in the Certificate of Incorporation

and by-laws. However, I am clear in my own mind that Mr. Semberger and Mrs. Fuld always expected that the Institute should be located in the environment of Newark, and it is for that reason I suggest that no radical change in that regard be contemplated unless and until they have first been advised thereof and given their approval."

Source: IAS Trustees - Maass, Herbert H.

12/17

12/28

PARTICIPATION IN ADMINISTRATION

Academic Personnel

MAASS, HERBERT H.

Biographical

HARDIN, JOHN R.

FLEXNER, A.

Maass to Hardin, December 17, 1931.

He has had several conferences recently with Flexner who has asked him what, if any, steps have been taken to amend the by-laws and certificate of incorporation so as to provide for the change in the number of trustees covering the desire to leave room for faculty representation among the trustees. Inasmuch as the next meeting is to be held on January 11, he is anxious to have this matter disposed of in ample time to prepare the docket for that meeting which should be sent out two weeks in advance.

The formal notice of the meeting of January 11 announces:
"There will be presented to the meeting for adoption an amendment

to Section I of Article III of the By-Laws, by adding
to said section the following:

'In addition, members of the faculty, not
exceeding three in number, shall sit with
the Board in an advisory capacity to serve
for a period of two years'."

JRH Correspondence from May, 1930 to December, 1933

BUILDINGS AND GROUNDS (SITE)

Facilities

VEBLER, O.

Biographical

✓ MAASS, H. H.

PLEXNER, A.

Flexner to Maass, February 20, 1932.

"I have yours of the nineteenth with a copy of your letter from Mr. Edgar Bamberger. I wonder whether Mr. Bamberger is really familiar with the real estate about Princeton, inasmuch as I found in motoring about with Professor Veblen that Princeton University had here and there acquired tracts which now still look like open country. In the absence of the real estate agent, the ideal arrangement might be to get Professor Veblen to go with us, but Professor Veblen is now on the way from the Pacific Coast to Princeton, though I think it likely that he will be in Princeton on that day. As I have taken him into my confidence in reference to many things, I would suggest that, if he is in Princeton on the 28th, we ask him to go with us. His discretion is absolutely to be trusted.

"In any event, Mr. Leidesdorf and I will, unless you hear from Mr. Leidesdorf to the contrary, be at the Princeton Inn early Sunday morning, February 28."

FOUNDERS

Corporation

BIRKHOFF, GEORGE

Biographical

FLEXNER, A.

✓ MAASS, HERBERT S.

LEIDESDORF, S. S.

Flexner to ^{Bamberger} ~~Leidesdorf~~, March 1, 1932.

Recounts a conversation with Birkhoff who came down from Harvard, "And, following out the understanding I had with you, I told him that I was disposed to recommend his appointment at the April meeting of the Board as a professor of mathematics. I wish very much that you and Mrs. Fuld could have been present at the interview. His enthusiasm and interest were beautiful to witness, and he has since written me that if we carry out our plan as we have outlined it to him, it will mark another new era in higher education in this country. I have made him no promises, but

I am perfectly sure that on the terms which we discussed he will accept, and this will be a great 'feather in our cap', for it means much that a man of the highest standing should be willing to give up a privileged position in Harvard University in order to cast in his lot with us. Before and after talking with Professor Birkhoff I conferred with Mr. Maass and Mr. Leidesdorf, and they thoroughly approve all that you and Mrs. Fuld and I agreed upon and all that I have done."

D. Bamberger, Louis, 1935-1936

1932

8/2

INVESTMENT

WEYL, HERMANN

FLEXNER, ABRAHAM

MAASS, HERBERT

Finance

Biographical

Flexner to Maass:

"Professor Veblen, Professor Einstein and his assistant, Professor Mayer, have accepted our offer. Weyl has not yet given a final answer but cabled me last week that a favorable reply was 'immer wahrscheinlicher'. His hesitation is due to the fact that his father died just before I reached Göttingen and that separation from his mother and resignation of the most distinguished mathematical chair in Germany with other family considerations make the decision difficult. I have not urged him, because I wish the ultimate decision to be his. This will make for his happiness and content and that of his family. We shall have his answer before the October meeting.

"I am glad to know of the business improvement and the rise in the price of Macy stock. I hope that Mr. Basberger will not urge the immediate selling."

Source: IAS Trustees - Maass, Herbert H.

10/29
10/31

BENEFITS (WIVES)
(INSURING OF)

Academic Personnel

BAMBERGER, L.

Biographical

✓ MAASS, H. H.

FLEXNER, A.

SEE L. Bamberger file 10/31/32, Bamberger to Flexner commending Flexner for inquiring into insuring Institute's responsibility. "I appreciate the wisdom of insuring these responsibilities which you refer to in your letter."

D. L. Bamberger

1932
BENEFITS

Academic Personnel

✓ MAASS, HERBERT

Biographical

FLEXNER, ABRAHAM

Maass to Flexner:

"Referring to your correspondence with Mr. Bamberger and the change in the minutes which I proposed covering the form of contract for pensions to the widows of professors, I would advise you that I find nothing in the Statutes inhibiting that form of contract. Inquiry develops the fact that the Teachers Annuity Association has never yet written a contract precisely in the form covered by the statement which you embodied in the minutes, but at the same time they state that they know of no reason why one cannot be worked out. Would it not be wise, therefore, for you to take up the matter with the Association before the next meeting of the Trustees so that we can either confirm the minutes in their present form or make such revision of them as may be necessary to conform them to whatever the ultimate arrangement may be."

Source: IAS Trustees - Maass, Herbert H.

12/23

MAASS, HERBERT
FLEXNER, ABRAHAM
HARDIN, JOHN E.
FOUNDERS

Biographical

Corporation

Mr. Maass to Dr. Flexner:

"If Mr. B. still adheres to the views he expressed to you there is a method of amendment of the By-laws by which he and Mrs. F. may be constituted 'honorary trustees,' and as such members ex-officio of each committee. Should it be determined to follow such a course it is my belief that the designation of honorary trustees should cease with the founders, and in the enclosed 'Suggestions for Amendments to the By-laws' I have deemed that essential to preserve the dignity of Mr. B's and Mrs. F's positions should they elect to resign as President and Vice-President, respectively.

"Frankly, I have given our Sunday discussion much thought and after mature reflection can merely say that you know perhaps better than anyone else the extent of my interest in the institute and its future. If, therefore, you feel that carrying out the suggestion you had in mind will enable me to cooperate with you to promote the welfare of the project which both of us have so close to our hearts, I shall be glad to conform to your views. On the other hand, the depth of my interest is such that I will be content to continue to serve in the present, or any other capacity that may be suggested, so long as I may

have a part in bringing to fruition what has had so auspicious a beginning. I cannot, however, refrain from cautioning you that we are likely to meet with some opposition from Mr. J.R.H., and it might be well to have the matter fully determined by Mr. B. before we set it under way with the Trustees.

"In view of our telephonic conversation this morning I will not pause to discuss our personal situation here except to say that Herbert Junior has had a slight setback, which does not, however, discourage me in the least. Yesterday we consulted with Doctor Tappan, of the Desert Sanatorium, who knows both ~~of~~ you and Doctor Sabin and asks to be kindly remembered to each of you."

Source: IAS Trustees - Maass, Herbert H.

MITRANY, DAVID

✓MAASS, Herbert

FLEXNER, ABRAHAM

FRANKFURTER, FELIX

Biographical

Mr. Maass to Dr. Flexner:

"Herewith returned please find Professor Frankfurter's letter to you. Having so high a regard for Professor Frankfurter's judgment, especially, in matters of this kind, I am constrained to believe that we could get no higher recommendation of Professor Mitraný's qualifications. Certainly, the lectures that I had the privilege of reading strongly sustain the views expressed by Professor Frankfurter."

Source: IAS Trustees - Maass, Herbert H.

1933

4/24

OFFICERS

The Corporation

HOUGHTON, ALANSON B.

Biographical

✓ MAASS, HERBERT H.

LEIDESDORF, SAMUEL D.

AYDELOTTE, FRANK

Minutes, p. 61

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

Mr. Alanson B. Houghton, Chairman and President
Mr. Herbert H. Maass, Vice-Chairman and Vice-President
Mr. Samuel D. Leidesdorf, Treasurer
Mr. Frank Aydelette, Secretary

"Mr. Abraham Flexner was reappointed Director of the Institute."

Vol. I, No. 13

STEWART, W.W.
✓MAASS, HERBERT
FLEXNER, ABRAHAM
INVESTMENT

Biographical

Finance

Mr. Maass to Dr. Flexner:

"Last week I had the pleasure of lunching with Mr. Bamberger, Mr. Leidesdorf and our new Trustee, Mr. Stewart, and cannot begin to tell you of the very splendid impression he created and how helpful I am sure he is going to be in our affairs. The purpose of the luncheon was to review our investments, and we had the benefit of some very constructive criticism from Mr. Stewart, which is already leading to action, and will, I am certain, improve the calibre of our portfolio."

Source: IAS Trustees - Maass, Herbert H.

8/24
8/27

FOUNDERS

✓ MAASS, HERBERT
FLEXNER, ABRAHAM
WEYL, HERMANN

Corporation
Biographical

Dr. Flexner to Mr. Maass:

"I received from Mr. Bamberger the following telegram:

"Mrs. Fuld and I are surprised that you are again considering Weyl. We do not approve his method of dealing with us last year. Our understanding that Professor von Neumann was engaged to take his place. Warm greetings to all."

Maass to Flexner:

"Needless to say, I am in thorough accord with the psychology you have employed in the matter. Nothing is to be gained by trying to rush Mr. Bamberger and Mrs. Fuld into a decision. In fact, were we to do so, even their concurrence might be a source of regret to us thereafter. If therefore, Prof. R. Veblen could persuade Prof. Weyl not to accept the appointment at Madrid, I think it would be well for us to wait until the Fall when the matter can be thoroughly thrashed out at a meeting of the Executive Committee. At

that time, I am confident we will have no difficulty in persuading Mr. Bamberger and Mrs. Fuld to our point of view, and that their adherence thereto at that time will not be reluctant."

Source: IAS Trustees - Maass, Herbert H.

9/26

FLEXNER, ABRAHAM

Biographical

MAASS, HERBERT

WEYL, HERMANN

Flexner to Maass:

"Mrs. Flexner and I came to Princeton last Wednesday, and have been most courteously received by the new President and by all others with whom we have come in contact.

"I went down to Washington last Saturday to make sure that no difficulties would be placed in the way of the immigration of Professor Weyl and his family. This morning I received the following cable from him in Zurich:

"THANKS FOR ALL YOUR ASSISTANCE IMMIGRATION PRESENTS NO DIFFICULTY SHALL WIRE FORMAL ACCEPTANCE AS SOON FAMILY IS SAFELY OUT OF GERMANY."

Source: IAS Trustees - Maass. Herbert H.

Oct.
10/2

MAASS, HERBERT

Biographical

LEIDESDORF, SAMUEL

FLEXNER, ABRAHAM

Wire from Maass and Leidesdorf to Flexner:

"On the opening day of the first term of the Institute we extend to you our heartfelt congratulations upon the achievement of one of your life's dreams and hope its fulfillment will accomplish all which your fondest hopes can visualize Stop We are proud and delighted to have been associated with you in its establishment and trust that you will be spared many years of active life to give it the full measure and benefit of your splendid abilities Stop Kindest remembrances to Mrs. Flexner and to you."

Flexner to Maass:

"Am deeply touched by the joint telegram from you and Mr. Leidesdorf. From the first I have felt fortunate and assured in your cooperation. Nothing could exceed the kindness and helpfulness of the Princeton people. I hope ~~you~~ with you that the founders may have no reason to regret their beneficence. Mrs. Flexner joins me in warmest greetings. Please share this with Mr. Leidesdorf."

Source: IAS Trustees - Maass, Herbert H.

10/10
10/13

EINSTEIN, ALBERT

Biographical

FLEASER, ABRAHAM

✓ MAASS, HERBERT

Dr. Fleasler to Mr. Maass:

Fleasler wrote to Mr. Coulter, head of the Visa Division of the Department of State, about a visa for Prof. Einstein.

"Before I returned to Princeton this morning, the mayor of the town and the chief of police called on Mrs. Bailey to offer their services in the matter of Professor Einstein. I shall see them both and get them to cooperate with us in maintaining quiet. I shall send you a letter of introduction to Professor Einstein when I communicate the results of my letter to Mr. Coulter."

Fleasler to Maass:

"...I have put in writing the point, which I think cannot be too strongly emphasized, namely, that Professor Einstein's safety and his scientific reputation both depend not only in my judgment but in the judgment of everybody with whom I have canvassed the

the subject upon his leading a quiet and unobstrusive life at Princeton.

"This week I have been deluged with requests that he make speeches on political or other topics in New York...I have made the same reply to all, namely, that Professor Einstein has come to Princeton to pursue his scientific work and will not be deflected therefrom...!"

The next day Dr. Flexner sent Mr. Maass a letter he had received from Mr. Billikopf of the Federation of Jewish Charities of Philadelphia which said:

"I do hope that our people will not exploit Einstein during his stay here. I wish your leaders would realize what Lucretius once said, that man has a limited amount of moral enthusiasm, and even though Einstein is the greatest scientist, even he can readily reach the point of saturation. He must be left alone to do his scientific work and speak on other subjects at rare intervals."

Source: IAS Trustees - Maass, Herbert H.

FOUNDERS

Corporation

EINSTEIN, A.

Biographical

✓ MAASS, HERBERT H.

FLEXNER, A.

Flexner to Bamberger and Mrs. Fuld, October 17, 1933.

"You will be interested and amused to know that Mayor O'Brien and Mr. Untermyer got up a committee to wait at the dock in the rain in order to meet the Einsteins and make a great to-do over them during the day. Without authority from us they printed in the morning paper my name and Felix Warburg's, though neither of us had authorized such use. Meanwhile, Mr. Maass arose at daybreak, took a little motor boat, reached Quarantine, met the Einsteins and turned them over to the two cars, and they are now here, very happy and enormously delighted that they escaped the New York reception. Mr. Farrier and Edgar brought them down easily and quietly... They are overflowing with gratitude."

D, Bamberger, Louis, 1930-1936

1933

11/2
11/3

WEYL, HERMANN

Biographical

FLEXNER, ABRAHAM

✓ MAASS, HERBERT

Dr. Flexner to Mr. Maass:

"This morning after breakfast I had a wonderful talk with Weyl, who wanted my advice, first, about the matter of insurance, second the matter of citizenship, third, the matter of a house. As to the first and second, I suggested that he should consult with you. He is expecting to be in New York on Thursday of the coming week. If you are to be there, would you be good enough to write to him - Professor Hermann Weyl, Bartol Foundation Institute, Swarthmore, Pennsylvania - telling him that he could see you. I imagine it would be towards noon before he could reach New York..."

Flexner to Maass:

"Since writing you yesterday, I have talked with President Aydelotte and Professor Veblen on the subject of a house for the Weyls. Though they have looked at everything available, they are finding it extremely difficult since houses here...are very scarce.

Veblen made the suggestion that, inasmuch as he has come here for the rest of his life, what he ought to do is to build a house, though he is without funds - so much so that I have myself personally advanced money to him, which, however, is a confidential matter between you and me. Aydalotte suggested that he might save enough out of this year's salary to buy a lot and that, if he would, the Institute would be perfectly secure in lending him the money needed to build next year..." Flexner goes on to say that the Weyls have always saved money but lost it during the post-war conditions. They are both "people of simple tastes".

Source: IAS Trustees - Maass, Herbert H.

TRUSTEES (MINUTES)

Corporation

STEWART, W. W.

Biographical

✓ MAASS, H. /H.

FLEXNER, A.

Flexner to Maass saying that minutes are drawn without attribution except in case of chairman of a committee who has had a chance to weigh his words. Arose in case of Stewart.

D, Maass

1933

1934

11/14
October

October

TRUSTEES (MINUTES)

POLICIES

FLEXNER, A.

MAASS, H. H.

Corporation

Administration
Academic Personnel

Biographical

Note change in character of minutes - Flexner explained to Maass after October meeting that discussion in Board meeting to be attributed only when man speaks officially as Chairman of a committee or officer. (Protection of Stewart's anonymity). In 1934 (10/10) Flexner writes to Frankfurter inviting augmentation of arguments at meeting of 10/8/34 so Board may have and reflect on it.

D. Frankfurter, Felix

1933

11/16

EINSTEIN, ALBERT

Biographical

FLEXNER, ABRAHAM

~~MAASS, HERBERT~~

Flexner to Maass:

"I am still uneasy about the Einstein situation. Have you any way of ascertaining the price of tickets, how they are being distributed, and to whom? Neither Professor nor Mrs. Einstein appreciates the danger of his giving a concert in such a well-known place as the Waldorf-Astoria."

Source: IAS Trustees - Maass, Herbert H.

11/13
11/24
11/25

GENERAL
EINSTEIN, ALBERT
STEWART, WALTER
FLEISHER, ABRAHAM
MAASS, MURPHY

Corporation
Biographical

Mr. Maass to Mrs. Bailey:

"...I have no corrections except a slight one in the case of the trustees' meeting in which, at the end, the Director reported on the developments of the School of Economics and Politics. I think it would be well to interpolate at the point where I have made a cross, the following:

"Because of his great familiarity with the subject of economics, the Director requested Mr. Stewart to express his point of view in connection with the Director's report and recommendations. This was done, and thereupon, a general discussion among the Trustees ensued."

Fleisher to Maass:

"Thank you for yours of the 13th and for the suggested interpolation. I promised

Mr. Stewart personally that his name would not be mentioned in connection with any expression of opinion. It seems to me that in preparing the minutes we must make the following distinctions: The Chairman of a committee or the Director, who makes a report, is presumed to have given the matter careful thought and to be ready to stand by his words. He can therefore be named, but the Trustees discuss matters informally and may wish to change their minds. They will hesitate to speak freely if a permanent record of their names is made. In the interest therefore of encouraging free and unhesitated discussion, I should think that the minutes should avoid as far as possible the use of names.

...

"I have spoken with Mrs. Einstein about the Miller concert. Her account is as follows: Professor Einstein wants to help three families, whom he knows intimately, to go from Berlin to Jerusalem. Mr. Miller and his associate know the same people or are related to them. He therefore agreed to play privately to a small group, whose names would be known to him in advance. In my judgment, this is a mistake, and I told Mrs. Einstein this, for, if this kind of thing begins, there is no telling where it may end.

"I am beginning to weary a little of this daily necessity of 'sitting down' upon Einstein and his wife. They do not know America. They are the worst children, and they are extremely difficult to advise and control. You have no idea of the barrage of publicity which I have intercepted. I should suppose half my time is devoted to protecting Einstein..."

Maass to Flexner:

"In respect to the Einstein situation, the thing that disturbed me about the proposed concert was that it apparently had taken on an air of publicity far beyond what you described in your letter. The solicitation of strangers to purchase tickets intimated to me that the proposed audience would be far from a selected group but rather indiscriminate in its nature and that the matter would have some publicity. I can sympathize fully with your position as a buffer between Einstein and Einstein's publicity, yet I feel sure that before the end of the year the novelty of the situation will have worn off to such an extent that the only safeguards needed will be a sort of watchful waiting over Einstein's personal reactions rather than to stand between him and requests of a public nature which he may receive.

"As to the minutes of the Trustees' meeting, I believe, upon reflection, that you are right and that it would be just as well to omit any reference to Mr. Stewart's expression of opinion."

Source: IAS Trustees - Maass. Herbert H.

12/4

1933
EINSTEIN, ALBERT

Biographical

FLEISHER, ABRAHAM

MAASS, HERBERT

Fleisher to Maass:

"I wrote Mrs. Hall a kindly letter saying that the Institute did not wish her to lose anything but took no position whatsoever in regard to the difference of opinion between her and Mrs. Einstein. Thus far I have heard nothing from her. Meanwhile, the E's have broken their promise in almost every possible way and have brought down upon themselves very serious criticism not only in Princeton but elsewhere. Last week two vagrants seeking Einstein were arrested and jailed. I have not mentioned this fact either to Professor or Mrs. Einstein, since the Mayor and I are taking care of things of this sort between ourselves, but the Einsteins are absolutely inappreciative and touchy in reference to imaginary matters beyond any conception."

Source: TAS Trusts - Maass, Herbert H.

✓ MAASS, HERBERT

Biographical

FLEXNER, ABRAHAM

Mr. Maass to Dr. Flexner:

"What miracle has been wrought²¹, for certainly the copy of your letter of the 11th inst. to Mr. Bamberger indicates that somewhere, somehow there is still a God in heaven. It will be interesting to learn the details, but more satisfactory than anything else is the obvious peace of mind which must have come to you from this new attitude. Hail to the New Day!"

Source: IAS Trustees - Maass, Herbert H.

2/19

1934
EINSTEIN, ALBERT
FLEXNER, ABRAHAM
MAASS, HERBERT
WEYL, HERMANN

Biographical

Flexner to Maass:

"Einstein has had the grippe, and I have kept him indoors by main force. His wife told me over the telephone that he was feeling quite well today. You will be interested to know that he is so happy that he has cancelled his Oxford and Spanish appointments and is now endeavoring to do the same with his appointment at the College de France. He wishes, however, no public mention made of these facts. The truth is that he is happy and tranquil here, that more and more he is associating with others at the Institute, students and professors, and I have the feeling that he begins to realize that I was right when I ventured last summer to suggest that he should concentrate on the Institute. His wife spoke to me the other evening of his not going to Europe at all, spending the summer here in America and buying a house next winter in Princeton. Of course, I did not crow but said in the calmest way, 'That would be very nice.' All this ought to be confidential, for people like Einstein don't like to feel any pressure, even the pressure of approval.

"You have doubtless heard from Mr. Harris that the Equitable Life refused Professor

Weyl's application for insurance. I have discussed the matter with Dr. Alfred Cohn, who persists in his opinion that there is nothing really wrong with Weyl and that the rejection is only in consequence of certain rules, from which the companies know too little to depart. Mr. Harris is now trying the New York Life, and I have taken the matter up with the Teachers Insurance and Annuity Association of America. By the time you return we shall have all the information, and I have the feeling that at that time we should have a meeting of the Executive Committee and in one way or another give Professor Weyl and his wife the assurance which we have given Professor Einstein and Professor Veblen. Certainly no one could have thrown himself more actively in the work of the Institute than Weyl has done. He is extremely active and very happy, as are also his wife and children."

Source: IAS Trustees - Maass, Herbert H.

SALARIES

Academic Personnel

BENEFITS

DODDS, HAROLD H.

Biographical

✓ MAASS, HERBERT H.

FLEXNER, A.

Flexner to Maass.

Talked with Dodds, who, influenced by what IAS is doing on benefits. Princeton Trustees feel need of making more secure provision for their professors' futures. Flexner says he would rather "make a sacrifice myself" than see IAS professors exposed to ~~anxious~~ anxiety. Compliments Maass' statement of last meeting on salaries--one school less if necessary to keep them high.

Maass' answer to Flexner a high compliment on far-seeing plans.
March 20, 1934.

D, Maass

3/20

1934
SALARIES
PRINCETON UNIVERSITY
FLENNER, ABRAHAM
/ MAASS, HERBERT

Academic Personnel
Relations W.O.A.I.
Biographical

Maass to Fleenner:

"It is quite remarkable, in reading your report at this late date, to note how farseeing you were and how what you stated at that time fits in so closely with what the Institute is doing. Bringing Mirac over here is a splendid achievement, and certainly will add immensely to the prestige of the Institute.

"Surely, if what we have done to assure a competence to our faculty has had no other re-action than what is indicated in your talks with Professor Dodd, we have accomplished something worth while, and I for one hope that we will rigidly adhere to our policy preferring to sacrifice expansions of subject matter to the maintenance of substantial salaries and assurances to our staff.

"Note your comment about the situation of Professor and Mrs. Weyl. The matter is having the attention of Mr. Leidesdorf and myself, and I hope, before the expiration of this week, to be able to make some definite and constructive report, of which I shall apprise you promptly."
Source: IAS Trustees - Maass, Herbert H.

SALARIES
STIPENDS
FLEXNER, ABRAHAM
✓ MAASS, HERBERT

Academic Personnel

Biographical

Flexner to Maass:

"Dear Mr. Maass:

"The question has been raised as to whether, in disposing of grants-in-aid, the Institute can, in view of the wide-spread destitution and need, take into consideration not only scientific and educational factors, but financial and other hardships under which applicants may be laboring in consequence of no fault of their own, but rather of conditions which now prevail in Germany, Austria, and other countries. Before taking any action I should like a legal opinion from you, as our ~~own~~ counsel, as to the right of the Trustees or of the members of the School of Mathematics to admit such factors in deciding on the use of the funds at their disposal."

Source: IAS Trustees - Maass, Herbert H.

4/11
4/24

BENEFITS

Academic Personnel

WEYL, MRS. HERMANN

Biographical

✓ MAASS, HERBERT H.

Maass to Hardin, April 11 and April 24, 1934.

Two letters analyzing plans for the securing of benefits to Weyl and Mrs. Weyl pursuant to contract and giving the figures.

JRH Correspondence from January, 1934 to December, 1936

4/23

FOUNDERS

Corporation

GIFTS

Finance

✓ MAASS, H. H.

Biographical

FLEXNER, A.

Minutes of members misquotes a letter of founders on \$1 million "an unrestricted" gift as read by Maass.

L. Bamberger said for two purposes:

(1) a site

(2) as stated by Maass--for economics and politics.
(Hardly likely that Maass would have misread it--Flexner & minutes).

D, L. Bamberger (Original of letter) & Minutes of Corporation 4/23/34

11/5
11/7

SCHOOL OF ECONOMICS AND POLITICS
FRANKFURTER, FELIX
FLEKNER, ABRAHAM
MAASS, HERBERT

Academic Organization
Biographical

Her. Maass

Statement by Felix Frankfurter:

"Recognizing as one must that the science of economics is presently in a state of flux, the obvious requirement of any newly organized department must be to get away from set standards and from the predilections that have developed amongst those members of the profession who have committed themselves by writing or expression to a fixed point of view.

"While it is true that all great political essayists wrote in the light of current problems that were the pressing questions of their times, nevertheless, the problems which confronted them are in reality the recurring problems of today - perhaps, in a different form or a broader scope, but in their vital effects upon the life of the times, essentially similar. Therefore, the correlated history of those times, together with a review of the applicability of the principles which were developed during those periods to the changed conditions of to-day, and a determination as to whether they are of present value or have been outmoded, would present a composite picture of the processes of development in the course of man's and nations' conduct which has brought about the evolution in world economics to its present state.

"While in their origin economic problems were, in a sense, purely national, the change which has been wrought by the World War and the great progress which has been made in systems of communication, methods of travel and otherwise, has caused international relations to play a far larger part in present-day economic affairs than was ever heretofore the case.

"One cannot overlook the fact that, fundamentally, political economy in its broadest sense, is the establishment of rules of conduct which tend to make national and international relations, based upon trade, exchange of goods, and methods of living, flow currently along lines of least resistance so as to be productive of the best results for humanity.

"It would seem, therefore, that the vision of a modern Department of Political Economy should be to inquire into and pursue the historic background of all great economic movements, tracing their development and their effect upon national and international relations, manifesting their weaknesses and their strengths, and culling from amongst them those which survive and merit such survival, and discarding those which have demonstrated their uselessness, their purely temporary effect or their distinctly local origin and application. Then, from this background, to develop new theories of general application which can be demonstrated to be fundamental in operation and international in scope.

"If these premises are correct, such a department cannot be launched with a crew that is hobbled by existent theories or committed thereto by its writing or its expressions. The hope of accomplishment lies more nearly in the principle that the staff be comprised of competent historians and a group of young economists with the capacity to accept or discard old theories and to develop from them new ideas which are sufficiently elastic to permit not alone their present application but their future adaptability."

Maass to Flexner:

"With respect to Professor Frankfurter's statement, I do not deem myself qualified nor would I presume to comment thereon. However, I cannot agree entirely with his point of view. I feel so strongly that there is a historic background upon which competent unbiased economists can work, that I have written a memorandum of my own, which I enclose herewith. It is intended to be the expression of my belief that what we have in mind is not nearly so hopeless as Professor Frankfurter pictures it, and that there exists a structure upon which men can build with safety for the future."

Flexner's answer to Mr. Maass:

"Thank you for your favor of November 5th with its enclosure, which I have read several times with very keen interest. I am much more struck by the similarities in the views between Stewart, Frankfurter and yourself than by the disparities on which you very rightly dwell. I am glad that the establishment of the department has really given the members of the Board something to chew upon, and I hope that as the school develops those of you who have had practical experience may give the Board your views just as fully and as those whose experience has been more academic in character."

PRINCETON UNIVERSITY
SCHOOL OF ECONOMICS AND POLITICS
✓ MAASS, HERBERT
FLEXNER, ABRAHAM

Relations W.O.A.I.
Academic Organization
Biographical

Maass to Flexner:

"Upon my return this morning, my attention was called to your letter of January 21st, in which you enclosed a copy of the letter which you received from the senior members of the Department of Economics and Social Institutions of Princeton. You cannot imagine how much joy the enclosure gave me, for it certainly is a remarkable indication of the strong accord which exists between the Institute and Princeton. It gives every indication that the rapprochement should lead to higher and better things."

Source: IAS Trustees - Maass, Herbert H.

1955

3/7
3/8
3/11

PRINCETON UNIVERSITY

Relations W.O.A.I.

/MAASS, HERBERT

Biographical

FLEXNER, ABRAHAM

Flexner to Maass:

"I wonder if you noticed in Sunday's Times a statement which shows that Princeton with its 250 advanced workers actually has more National Research Council fellows in attendance than Harvard or Columbia, whose graduate students are ten times the number of Princeton's. In addition out of eleven fellows appointed by the National Research Council to do advanced work in mathematics ten of them are here. These men themselves choose the institution in which they desire to carry on their advanced work."

Maass to Flexner:

"I had read the item in Sunday's 'Times' and found a great deal of satisfaction in it. Am I correct in assuming that the prestige of Princeton in this regard has been considerably enhanced by the establishment of the Institute?"

Flexner to Maass:

"In answer to your question I think it is fair to say that the prestige not only of the University but of Princeton as a center of learning has been enhanced by our coming here. On the other hand, we must not forget that before we started our School of Mathematics Princeton was known over the whole world as having one of the strongest mathematical groups in existence. What we can fairly say is that we have made it still stronger."

Source: IAS Trustees - Maass, Herbert H.

FLEXNER, ABRAHAM

Biographical

MAASS, HERBERT

Maass to Flexner:

"To-day was the first opportunity I had to read your report made at the Trustees' meeting on January 27th last.

"I cannot refrain from letting you know the feeling of elation which overcame me when I had concluded its reading. I am, indeed, convinced that Mrs. Fuld and Mr. Bamberger builded better than they knew, and that you have done a monumental work, which will reflect great credit upon you and great glory to them."

Source: IAS Trustees - Maass, Herbert H.

3/23
3/25
3/26

PRINCETON UNIVERSITY

Relations WOI

BUILDINGS AND GROUNDS (SITE)

Facilities

✓ MAASS, HERBERT H.

Biographical

AYDELOTTE, F.

FLEXNER, A.

Flexner to Maass, March 23, 1935.

Some sites being considered are too far away to permit use of University--lose benefits of close association. "This will apply to the Olden Farm and similar properties, which from this point of view would be, I believe, in the long run, the most expensive investment we could make both educationally and financially. If we cannot obtain a single adequate plot near the campus, we can develop, as the foreign universities developed, by building different buildings on different plots

not very far from one another and all sufficiently close to the University to enable us to use its priceless facilities."

Maass to Flexner, March 25.

Surprised Flexner thinks Olden Farm too far away--but idea regarding European universities might be good.

Flexner to Aydelotte, March 26.

Encloses a copy of letter from Maass: "I think [Maass] is beginning to realize that the Olden Farm, though situated on a main highway 3 miles off, is far too distant to permit of anything like the interdevelopment with Princeton which we are carrying on in mathematics and which might ~~ought~~ ought to extend to one subject after another."

But see Alumni action after favorable action, 2/17/37.

D, Site

BUILDINGS AND GROUNDS

VEBLER, O.

FLEXNER, A.

MAASS, HERBERT H.

BAMBERGER

Facilities

Biographical

Veblen to Flexner.

He has just returned from Europe, and went to Princeton. He was informed by Mr. Thomas that the lots between Olden Farm and the golf course were going to be sold at foreclosure. He was fearful that if they fell into other hands, it might be difficult to get them. Flexner referred him to Maass, took the matter up with Bamberger, and Bamberger very promptly put of the money to secure them. As for the rest, Mr. Thomas told me this morning he had options on almost everything that we wanted, only one or two little pieces being left out still. "I have had a talk with President Dodds who told me that the Committee on Buildings and Grounds was very favorable to cooperation with us, and had left it to a committee composed of

himself, Mr. Wintringer, and some other person whose name I forgot. There was neither time, nor, ^{as I believe,} need to call the committee inasmuch as there was general agreement on the Olden Farm and the property connecting it with the golf course. The options all run until late next fall. If the worst comes to worse, and we decide to build elsewhere than on the golf course, we should easily dispose of the lots which Mr. Thomas is going to secure for us."

V File, "Flexner, Abraham"

10/28
10/29

FOUNDERS

Corporation

BUILDINGS AND GROUNDS

Facilities

✓ MAASS, HERBERT H.

Biographical

VEBLER, O.

FLEXNER, A.

Flexner to Mumberger, October 28, 1935.

He has talked with both Maass and Veblen, and is glad the Institute has acquired a site. It would be prudent to keep the matter quiet. "Though I do not wish to criticise either Mr. Maass or Professor Veblen, I think there is some danger that they will both be too enthusiastic about the acquisition of additional land. My own inclination is to go very slowly..." in the interest of not impairing our ability to obtain men of the highest rank.

He recounts a conversation which Morgenthau had with him at the Inn yesterday noting that the Institute had taken

Riefler, "the best man we had in Washington."

Bamberger to Flexner, October 29.

"Your letter of October 28 was quite impressive, as it expressed the thought that possibly some of our co-workers in the management of the Institute were inclined to rush along with more haste than wisdom. Mrs. Paul has repeatedly commented on a policy of acquiring so much land for an institution that proclaimed not size but highest standards. This also has been my feeling.

"After our present commitments are completed, our resources will not permit of further expansion at the present time. So far everything has developed beyond our fondest expectations, thanks to you. Nor have I any misgivings about the future."

D, Bamberger, Louis, 1930-1936

DIRECTOR

FACULTY

TRUSTEES

BENEFITS

ECONOMICS

AYDELOTTE, F.

FLENNER, A.

STUBBSIN

VEBLEN, C.

✓MAASS, H. E.

Administration

Academic Personnel

Corporation

Academic Personnel

Academic Activities

Biographical

Interview with Dr. Aydelotte, October 16, 1956, 10:30 a. m.

Filed in Vertical File under Aydelotte Interviews.

BUILDINGS AND GROUNDS

Facilities

MAASS, HERBERT H.

Biographical

265 acres had been bought including some on Alexander Street. (p. 5) Land owned by Princeton University and the Institute now totalled 3,000 acres. I. A. S. investment \$290,000.

Trustees' Minutes, 4/13/36

BUILDINGS AND GROUNDS

Facilities

~~FLEXNER, A.~~
~~MAASS, H. H.~~

Biographical

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

~~XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX~~

(Trustees' Minutes, October 11, 1937.)

Veblen to Flexner, November 12, 1937.

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

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

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

(2) Studies for Professors: The professors generally want the same thing, rooms comparable to those occupied by Alexander and Veblen in Fine Hall. The room would be approximately 16' x 24' and gives space, therefore for a large working table, blackboard, charts, and a meeting place for a group of half a dozen students or colleagues. Near to the professor's study should be a smaller room for the professor's assistant. This would mean at least 15 large rooms and 15 smaller rooms. Veblen adds that his current count of professors at the Institute is 14.

(3) There should be 20 studies for distinguished visitors, approximately 15' by 18' or less.

(4) Special needs of the School of Humanistic Studies: Two rooms for Herzfeld and Meritt, respectively, with laboratories, special shelving, and spaces for objects d'art.

(5) Library: He estimates a library for 15,000 volumes.

(6) Secretarial Rooms: Each School requires 1 or 2 secretarial rooms for its purposes.

(7) Lecture and Seminar Rooms: 2 small lecture rooms each for 45, and 2 seminar rooms about 16' by 28'.

(8) There should be a large Common Room capable of seating 150 people, and preferably with projection apparatus and blackboard.

(9) Lunch Room:

(10) Women's Room in addition to normal toilet accommodations.

(11) Very adequate parking space.

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

November 22, 1937, Flexner to Maass.

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

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

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

Maass to Flexner, November 24, 1937.

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

Attached to here is an undated extra copy of a memorandum, evidently deriving from the original memorandum after conference. It is marked 1937. *(Filed with memo. in subject file under B/d95. + Grounds - Facilities)*

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

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

Coolidge

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

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

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

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

Plexnor to Maass, December 15, 1937.

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

"I talked to President Dodds this morning about his

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

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

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

Flexner to Maass, March 22, 1938.

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

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

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

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

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

Maass to Flexner, March 24, 1938.

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

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

D File, Fuld Hall--Architectural Plans & Proposals

8/7
8/18

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

FLEXNER, ABRAHAM

Biographical

✓ MAASS, HERBERT

Flexner to Maass:

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

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

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

Maass to Flexner:

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

Source: IAS Trustees - Maass, Herbert H.

BUILDINGS AND GROUNDS

Facilities

FLEXNER, ABRAHAM

Biographical

✓ MAASS, HERBERT

Flexner to Maass:

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

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

Source: IAS Trustees - Maass, Herbert H.

10/13

10/15

GENERAL (SEAL)

Corporation

BAMBERGER, LOUIS

Biographical

PLEXNER, A.

✓ MAASS, HERBERT H.

Plexner to Maass.

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

D, Maass.

2/23
2/28

GIFTS

Finance

FOUNDERS

Corporation

✓ MAASS, HERBERT H.

Biographical

FLEXNER, A.

Maass to Flexner.

"As to funds (from the founders) they will ultimately come, as I have always assured you, even though one cannot now predict when they will be donated." Answering Flexner's observation that after dining with founders funds look hopeful but there was no definite commitment.

D. Maass

5/9
5/10
5/11

BENEFITS

Academic Personnel

VEBLEN, O.

Biographical

✓ MAASS, H. H.

HARDIN, J. R.

Hardin to Maass May 9, 1938. Hardin returns proposed insurance contracts for retirement Veblen pension wife. Non-committally as usual type of contract, Home Life ~~xxx~~ of course.

Maass to Hardin, May 10, 1938. Interested in Home Life particularly but not agent who proposed plans. Asks Hardin's views.

Hardin to Maass, May 11, 1938. Hadn't listened to Maass as he presented ~~it~~ it to Hardin in meeting of the Finance Committee and did not give ~~it~~ his personal attention to the proposals; therefore will express no opinion but Mutual Benefit does not write this kind of policy customarily; therefore, he is disinterested.

J. R. H. Correspondence

5/9
5/11

BENEFITS

Academic Personnel

INVESTMENTS

Finance

VERLEN, C.

Biographical

✓ MAASS, HERBERT H.

HARDIN, JOHN F.

Hardin to Maass, May 9, 1938.

Returns three insurance proposals handed him which emanated from the home office of the Home Life Insurance Company. "represent customary types of contracts, and the results indicated approximate the probably offering which might be expected from other companies. The Home Life enjoys, and I believe deservedly, a very high reputation."

Hardin to Maass, May 11, 1938.

I am afraid that I am not in a position to express an opinion as to whether it would be wise for the Institute to take out insurance to meet the Voblen situation. I did not pay particular attention to what you said to me at the Finance Committee meeting, and I did not look at the contracts very carefully. "So far as an insurance company is concerned, if the insurance be taken, you can, so far as I am concerned, give it to the agent you have already consulted. While this Company sometimes writes such policies, it is not a type of business we seek."

JHE Correspondence from January, 1937 to December, 1939

6/14
10/14
10/18

1938
BUILDINGS AND ENDOWMENTS (FULD HALL)

Facilities

BAMBERGER, LOUIS

Biographical

✓ MAASS, H. H.

FLEXNER

Maass to Flexner. Bamberger insists cost of building and endowment for its upkeep shall not exceed \$400,000 together. But when press queried as to cost, Flexner asked Bamberger if he could say \$400,000 and Bamberger said "I should say more like \$500,000."

D, Maass, H. H., 1930-38

6/14

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

RIEFLER, WINFIELD

Biographical

✓ MAASS, HERBERT

Maass to Flexner:

"What you write about the Institute is intensely interesting, more especially what so competent authorities have to say about Riefler. I think, however, that our contacts with him have been such that we are equally impressed and probably have formed an equally high opinion of his unusual ability.

"At this stage I think I must say to you that I hope you are making no commitments in connection with the Department of Economics, for Mr. Bamberger seems a bit hazy about what, if any, agreement he made with you regarding his obligation in connection with its expansion. I am sure, when you return, you will be able to clear up in his mind whatever doubt may be lingering there regarding the nature of his discussions with you in this connection, for I know that you will feel that you want them cleared up before you incur any direct obligation. This, of course, does not mean that he is opposed to the expansion plan, but merely that as he discussed the matter with Leidesdorf and me, we did not get from him the same idea as we had from you as to your understanding with him."

Source: IAS Trustees - Maass, Herbert H.

BENEFITS

Academic Personnel

MAASS, H. H.

Biographical

HARDIN, J. R.

VEBLEN, O.

See source for elaborate Home Life Insurance Company plan worked out for Veblen's and Mrs. Veblen's retirement benefits and comments by Hardin.

JRH, Miscellaneous Papers, Filed in JRH 1940-45

7/25

BUILDINGS AND GROUNDS

Facilities

✓ MAASS, HERBERT H.

Biographical

FLEXNER, A.

LARSON, J. FREDRICK

Maass to Flexner.

Committee met July 21, 1938 and selected Jens Fredrick Larson of Hanover, New Hampshire as the architect.

D, Maass, Herbert H.

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

STEWART, W. W.

Biographical

WARREN

✓ MAASS

LEIDESDORF

FLEXNER

Maass to Flexner acknowledging Flexner's letter of July 16 to Leidesdorf congratulating him on "Stewart's whole-hearted and unqualified acceptance." Entering in new field-possibilities limitless, will reflect great credit on Institute.

D. Maass, H. H., 1930-38

9/13

BUILDINGS AND GROUNDS

Facilities

HARDIN, JOHN R.

Biographical

MAASS, HERBERT H.

Hardin to Maass, September 13, 1938.

Forwards him two letters, one from the Controller of Princeton University, G. C. Wintringer, and the other from B. L. Gulick, Jr., Chairman of the Township Committee of Princeton Township, both endorsing the Matthews Construction Company.

The Matthews Construction Company was the second on the bidding for the erection of the building now occupied by the Mutual Benefit Life Insurance Company (Hardin's company), is widely known and well equipped; high reputation. It would be entirely safe to deal with them without competitive bidding if that course, for any reason, was thought to be wise.

Matthews has built most of the buildings erected on the Princeton campus during the last 25 years.
JRH Correspondence from January, 1937 to December, 1939

9/27

BUILDINGS AND GROUNDS

Facilities

MAASS, HERBERT H.

Biographical

AYDELOTTE, F.

FLEXNER, A.

Maass to Aydelotte, September 27, 1936.

There was a meeting of the Finance Committee September 21, at which Flexner was present. "It had been my hope that on that occasion he would discuss the question of the purchase of the Maxwell property, but for reasons which were quite obvious he deemed it inexpedient so to do."

Maass in in accord with Flexner's and Aydelotte's desire to buy the property, but he does not think it should be urged at the present time because "We are concerned with securing from Mr. Bamberger and Mrs. Fuld the funds for the new building, the cost of which has been reduced to a minimum without making any great sacrifice in size, utility or appearance."
A File, IAS (T)

October

FOUNDERS

Corporation

COMMITTEES (EXECUTIVE)

Corporation

✓ MAASS, H. H.

Biographical

PARRIER, WALTER H.

PLEXNER, A.

See correspondence for impression that Parrier was source of technical objections to procedures. For instance, waivers of notice of meeting of Executive Committee, March 29, 1938 not sent and signed. Minutes do not show those present, but only appointed members signed. Thus Parrier raised question of reducing number of members ex-officio in interest of easier circulation.

D. Maass

1938

10/14
10/18

GENERAL

Public Relations

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

STEWART, WALTER W.

Biographical

WARREN, ROBERT

✓ MAASS, HERBERT H.

FLEXNER, ABRAHAM

See Maass to Flexner October 14, 1938 indicating full knowledge of permanence of appointments of Stewart and Warren.

Note complete friendliness in offer to pay Larson's expenses.

See Chrono.

10/17

FOUNDERS

Corporation

✓ MAASS, HERBERT H.

Biographical

FLEXNER, A.

Maass to Flexner.

Says Bamberger wants legal firm of Knox with which his nephew is connected to pass on legal contract for building Puld Hall. Maass says he himself is competent. Suggestion adds "insult to injury" but will do it. Flexner (10/19/39) smoothes Maass saying he knows Bamberger values his service to IAS and knows he is competent; just wants to ~~h~~ help nephew.

D, Maass

1939
FOUNDERS

Corporation

MAASS, HERBERT H.

Biographical

FLEXNER, A.

Maass to Flexner, January 4, 1939.

"I had the pleasure of a visit with Mrs. Fuld and Mr. Bamberger on Saturday last and discussed with them the laying of the corner-stone of Fuld Hall at the Trustees' meeting in April. Mr. Bamberger expressed the thought that it would be advisable to postpone this meeting until May, when the weather would be warmer and more settled, in order that we might be sure of the attendance of Mrs. Fuld and himself. I pass this suggestion along to you in the hope that it can be accomplished."

D. File. Herbert H. Maass, 1939-1946

5/18
5/9
5/10

GEST ORIENTAL LIBRARY

Facilities

GENERAL (BY-LAWS)

Corporation

MAASS, HERBERT H.

Biographical

FLEXNER, A.

Maass to Flexner, May 5, 1939.

Refers to the \$250 which he loaned Mr. Gest, and wants it back. Also, questions proposed by-laws eliminating ~~ex~~ exofficio membership on standing committees of the corporation.

Flexner to Maass, May 9, 1939.

Mr. Bamberger called attention to the fact that there were so many exofficio members that it was difficult to transact business expeditiously when resolutions had to be circulated for many signatures. Bamberger had suggested the omission of ex officio members, and his request I brought the matter up at the January meeting, says Flexner, for a notice of the intent to amend the by-laws was given to restrict ex officio membership

to include only the founders and the chairman as ex officio members of committees.

Maass to Flexner, May 10, 1939.

Maass reminds Flexner that at the time of discussion in January of the amendment to the by-laws, he thought to remove all ex officio members from the various committees would be a great mistake because it would frequently prevent ^{90% of} ~~quorum~~ quorum together. "Therefore, I believe that in every instance the Chairman, or, in his absence or inability to attend, the Vice-Chairman should be ex officio A MEMBER of each committee. This would in effect reduce the number of ex officio members, BUT still leave one representative of the officials on each committee."

D File, Herbert H. Maass, 1939-1946

5/27
5/31

TRUSTEES (COMMITTEES)

Corporation

FLEXNER, A.

Biographical

VEBLER, S.

SIEFLER, W.

✓ MAASS, HERBERT W.

Flexner to Maass, May 27, 1931.

He is submitting a slate of committees to Mr. Maass. He suggests a supplanting of Veblen on the Committee on Buildings and Grounds by Siefler, not because Veblen has not been useful, but because he takes so much time to do it, and Siefler gets done what Veblen does in about one-tenth of the time.

Maass to Flexner, May 31, 1931 .

He is reluctant to concede the point. If, however, Flexner thinks that Veblen is taking too much time, he would have no objection to

supplanting him with Biefler.

As to other committee nominations suggested by Flexner, he doubts the wisdom of Mr. Hardin's appointment as a member of the Budget Committee (Flexner suggested him as Chairman of the Finance Committee). For Flexner's suggestion of Biefler as Chairman of the Committee on Nominations, Maass substitutes Aydelotte.

Maass questions the advisability of Stewart as Chairman of the Executive Committee on the ground that he is a Faculty member.

D File, Herbert E. Maass, 1939-1946

5/31
5/31
6/10

✓ MAASS, HERBERT H.

Biographical

FLEXNER, A.

Maass to Flexner, May 31, 1939, telling him that Flexner's intervention at Maass' request with Sara Lawrence College on behalf of Nancy Rothschild, daughter of Maass' friends, has been turned down. "It is but another unpleasant evidence of the situation which prevails, and which all of us, I suppose, must recognize. I hardly suppose that you would care to make any effort to overcome it." (Sara Lawrence's letter is not enclosed).

Flexner to Maass, June 10, 1939. He says he does not interpret the letter in the same manner as Maass does. "It seems to me that under existing circumstances nothing could be worse for Jewish boys and girls than if they congregated in large numbers in any single institution. See what this ^{sort of} thing has done to the College of the City of New York. The same is true of Catholics, Protestants, Negroes, and every other race or creed... inasmuch as this is predominantly a Protestant country, a larger number of Protestants attracts to attention whatsoever... If an equal number of Catholics or Jews were substituted for the Protestants, that would attract attention and would be harmful to the individuals.

"In my judgment, the way to handle the situation is to use tact and judgment, and scatter Jewish students as widely as we can, and the authorities of the institutions are bound to be the judges as to when the situation is likely to become unpleasant, not because they wish it, but by reason of the attitude of others toward Jewish students. This has always been the case; it is the case now, for more Jewish admissions have been made at Princeton in recent years than every before, for Jewish boys have been admitted whenever their record justified it."

D File, Herbert H. Maass, 1939-1946

✓ MAASS, HERBERT H.

Biographical

FLEXNER, A.

Maass to Flexner, May 31, 1939.

"It was extremely courteous and thoughtful of you to write me such a pleasant letter regarding my participation in the ceremonies for the laying of the corner stone. Working with you in connection with the Institute has been a great joy, and I hope it will always continue so for both of us."

D. File, Herbert H. Maass, 1939-1946

June - September

PLEXNER, A.

Biographical

EARLE, E. M.

✓ MAASS, HERBERT H.

See correspondence between Earle and Maass (for use of
Leidesdorf and later on one other Trustee) regarding ousting
Flexner.

Earle papers (Vertical)

PARTICIPATION IN ADMINISTRATION

Academic Personnel

EARLE, E. M.

Biographical

✓ MAASS, HERBERT H.

Earle to Maass.

Not faculty proposals, but Earle's:

- (1) Faculty participation in choice of a Director.**
- (2) Retirement age for Director and faculty members.**
- (3) Faculty participation in choice of professors.**
- (4) Faculty Trustee to represent Faculty on Board.**

Earle papers

FACULTY PARTICIPATION

POLICY

BOARD OF TRUSTEES

FLEINER, A.

VENIEN, O.

RIEFLER, W.

MONCE, M.

GOLMAN, H.

RINSTEIN, A.

EARLE, E. M.

✓ **MAASS, H.**

AYDELOTTE, F.

Academic Personnel

Administration
Corporation
~~Kingston~~

Biographical

A letter from EME with administrative suggestions for IAS

See **FACULTY PARTICIPATION - Academic Personnel**

PRINCETON UNIVERSITY

Relations WOAI

MOREY, C. R.

Biographical

MAASS, HERBERT H.

Morey to Maass, July 6, 1938 1939, asking Maass for an option on the lot mentioned next to Olden Manor for the building of a house costing \$18,000 or \$20,000 for himself and his wife. No reply in file, but it evidently was not granted.

D. Morey, C. R.

9/15

BUILDINGS AND GROUNDS

FLENER, A.

✓ MAASS, HERBERT

Facilities

Biographical

Maass to Bailey, September 15, 1939.

Maass is planning it so that the Institute and the five acres of land surrounding the building will be entirely exempt from taxation. For this purpose the members of the Institute will have to move into Fuld Hall and be established as of October 1, the date on which the determination will be effective that the Institute is or is not exempt from taxation. "I know that the plans are to move out Dr. Flenner's office and that of the Secretary of Staff on the 15th of September, but it is important that at or about the same time as many of the professors as possible take up their work in the new building, even though they may be temporarily inconvenienced through the absence of their personalia."

Flenner to Maass, September 16. "I have underlined in your letter of the 15th." He goes on to say that the furniture will be here and that most of the

members of the Institute will move in early in the week of September 18th. "So that there is every reason to believe that professors who are in Princeton will be at their desks September 25th. Indeed, all are anxious to continue their academic work without interruption." The academic term opens October 1, he says; therefore all the new members may not be settled by that date.

D File, Herbert Maass, 1939-1946

1939
FLEXNER, A.

Biographical

✓ MAASS, HERBERT

Flexner to Maass acknowledging a small itemized statement of-out-of-hand disbursements by Maass' office on behalf of the Institute. "This statement is so reasonable that I can not forbear thanking you cordially and sincerely for the services which in addition to giving us disbursements you and your associates have made as a contribution to the upbuilding of the Institute. I wish you would extend my thanks to Mr. Weston and to any other members of your staff who have been cooperating with us so faithfully and whole-heartedly. With all good wishes, Sincerely yours, Abraham Flexner."

For a period in this interval between June 1939, and October, Maass has been corresponding with Mrs. Bailey rather than with Flexner. The last letter in this file addressed by Maass to Flexner is dated May 31, 1939. This is broken when on October 4, 1939, Flexner writes to Maass and apologized for not having sought another luncheon date with Leidesdorf and Maass because he is still troubled with laryngitis. This ~~has~~ evokes a response from Maass when ~~they~~ they guardedly friendly, and concerning the disposition of 69 Alexander Street which Flexner had taken up with him

D File, Herbert H. Maass 1939-1946

11/10
11/13

1939
/MAASS, H. H.

Biographical

LEIDESDORF

FLEXNER, A.

Maass to Flexner, November 10, 1939., asking Flexner to lunch in New York before latter goes south for health with Maass and Leidesdorf.

Flexner to Maass, November 13, 1939. Friendly and cordial-- thanks Maass but can't make it.

D, Fuld Hall Repairs

12/27

LIBRARY

Facilities

FLEXNER, A.

Biographical

AYDELOTTE, F.

✓ MAASS, HERBERT H.

Flexner to Aydelotte, December 27, 1939, in Highland Park, Lake Wales, Florida.

Flexner has "pooched" on the Institute during Aydelotte's absence. He came down to see about Mrs. Bailey's illness. She was quite ill with the flu, but found her better. His pooching consists of asking Miss Nicholser to help him get rid of some mail.

He says Maass called him up "a few days ago and after a most cordial exchange of greetings told me several interesting facts: first, that the total cost of Fuld Hall is \$60,000 less than the estimates; second, that a fund is assured--I think he said \$150,000--for the purchase of books." Flexner warned him not to mention it to the professors, and warned Aydelotte

since they would eat it up immediately and then want more.

H₀ notes a gift of \$500,000 by the Rockefeller Foundation for endowment to the Hopkins. "That I think is most auspicious fact for us."

D File, Aydelotte, Frank, 1930-1945

LIBRARY

Facilities

✓ MAASS, HERBERT H.

Biographical

AYDELOTTE, F.

FLEXNER, A.

Maass to Aydelotte, a telegraph, January 2, 1940.

"Cannot understand Flexner's report to you regarding library fund as I told him nothing definite concerning the situation but merely repeated to him what I had already told you namely that Mrs. Fuld had exhibited a lively interest in the acquisition of ~~the~~ a library. Unfortunately her illness has prevented Leidesdorf and me from meeting her so that I have not been able to pursue the subject further."

A IAS (T)

PHYSICS

Academic Activities

EINSTEIN, A.

Biographical

✓ MAASS, H. B.

OPPENHEIMER, R.

PUBLIC RELATIONS GENERAL

Public Relations

Maass to Oppenheimer noting in surprise that the press during the last week of 1949 in articles and photographs relating to Einstein's new theory it was mentioned but infrequently that he was connected with the Institute and referred mostly to Princeton University.

Maass added, "I assume all of this was done without consultation with you, but I hope you agree that the Institute should have had a greater and predominant share in the publicity.

No answer from Oppenheimer in file.

D, Maass, 1947-

9/18

POLICY

Administration

LEIDESDORF, S. D.

Biographical

AYDELOTTE, P.

MAASS, HERBERT H.

Aydelette to Leidesdorf, September 18, 1941.

He has talked with Mr. Schur of Leidesdorf's office and looks forward to receiving his financial statement with expenditures arranged according to the terms of the budget which was adopted by the Board last year. "I feel very strongly that your reports to the Board ought to be based on the budget, since they will understand them best in that form, and that is unquestionably the best document for me to show to any individual or foundation that may consider a gift to the Institute."

He also asks for an increased petty cash fund of \$2000 (increase by \$1000).

He says that he has dispatched to Maass a report on post-war reconstruction work at the Institute which he sent to Maass and encloses also to Leidesdorf after a long talk with Biefler on the subject.

He mentioned the need for rooms in which men can work with a modest provision for secretarial assistance. "For housing we can get no funds; that we must provide in some way ourselves. 69 Alexander Street is already in use and the only additional idea I can think of at the moment is the one I suggested to Mr. Maass."

D, Leidesdorf, Samuel D., 1930-1935

12/22

1941
BY-LAWS

Corporation

FOUNDERS

HARDIN, J. R.

Biographical

✓ MAASS, E. W.

Aydelotte to Weed and Douglas. (Drafts before amended).

Bamberger desired that Hardin should succeed Houghton as Chairman and that the office of the President of the Corporation should be revived and that Maass should be elected President.

~~xxxxxxxxxxxx~~

D-- By-Laws

✓ MAASS, H. H.

Biographical

HARDIN, JOHN R.

Maass nominated by Louis Bamberger elected President of
the Corporation. (Hardin nominated by Maass elected Chairman).

Special Meeting of the Members of the Corporation, 1/26/42

2/12

2/16

HOUSING

Facilities

AYDELOTTE, F.

Biographical

HARDIN, JOHN B.

MAASS, HERBERT H.

AYDELOTTE to Hardin, February 12, 1942.

Maass has sent him a draft of the contract which he showed Hardin which suggests that the contract is very formidable and unattractive from the point of view of the professors, and suggesting that a simple sale of the land would be better.

The disadvantages are two-fold in Aydelotte's judgment:

1. These professors (I think fortunately) prefer the lease system as lessening their investment.
2. It is, I think, greatly to the interest of the Institute to keep possession of this land. While sale of the lots might be better for the professors, I think that for the Institute to retain title to them

t

is better for the Institute as a whole, and it is the interest of the Institute as a whole that we should consider.

He goes on to say that the houses built on Institute land are, in fact, the property of the Institute, "and the rights of the professors are only the rights to occupy them and to sell that right of occupation in case they should leave or die."

"Why not regularize this arrangement by drawing up a simple form of contract making the house the property of the Institute, obligating the builders to pay for them at the regular rate and to keep them in repair, allowing changes only with the consent of the Institute, and leasing the house to the professor at \$1.00 a year for a period of fifty years, subject to renewal? There should then be a farther clause saying that this right to occupy the dwelling house on these terms may be sold by the professor or his estate at any time to any purchaser approved by the Institute. If no such purchaser appears, the Institute should then undertake to pay the professor for his rights at some fair valuation." He asks Hardin's opinion.

Hardin under date of February 16, asks Maass what he
thinks of it and wants to see the contract before advising
Aydelette.

JRH Correspondence from January, 1940 to November, 1945

10/15

GAST ORIENTAL LIBRARY

TRUSTEES

DIRECTOR

/MAASS, HERBERT
WEED,

Facilities

Corporation

Administration

Biographical

"The point was made that if the Institute does not intend to establish a School of Oriental Studies it was unwise to continue the annual expenditure of approximately \$7,000 for the maintenance of the /Gast/ library, especially in view of the fact that the Institute has difficulty at the present moment in balancing its budget." Mr. Maass proposed that a committee of three be appointed to study the question. Committee to consist of Edgar Benbow, Chairman; Mr. Moe and Mr. Veblen.

Tr. Min. - 10/15/42 - pp. 6-7

10/20

GEST ORIENTAL LIBRARY

Facilities

MAASS, HERBERT H.

Biographical

WEED,

AYDELOTTE, F.

Aydelotte to Flexner, October 20, 1942.

Maass and Weed are urging upon the Board that it dispose in some way of the Gest Oriental Library immediately.

D File, Flexner, Abraham

10/23

GEST ORIENTAL LIBRARY

Facilities

✓ MAASS, HERBERT H.

Biographical

Flexner to Aydelotte.

I am not surprised to hear Maass continues to nag you on the G. O. L. but surprised that Weed should support him. As for Maass I had repeatedly during my nine years to sit down on him in the most summary fashion, and unless you do so in the matter of G. O. L. you will find that he will be a bigger nuisance as time rolls on. It is no part of the business of a trustee to dictate the educational policy of a college, a university, or a research institute.

FA Confidential Files, March 7, 1957

WEST ORIENTAL LIBRARY

Facilities

POLICIES

Administration

FOUNDRERS

Corporation

GIFTS

Finance

FILE ✓ MAASS, HERBERT H.

Biographic

Maass to Lydelotte, November 4, 1942.

Expresses astonishment that the grant of the Rockefeller Foundation included a provision that the collection if purchased remain at Princeton University. "Dr. Flemer had always led me to believe that the condition was merely intended to imply that the collection be kept at Princeton and be made available at all times to Princeton University." Princeton should pay the cost of maintenance, since the Library is catalogued as a part of the library of Princeton University.

Also expresses surprise to learn the terms of Miss Swan's appointment as Curator, "and I am quite sure that none of

the trustees realized or appreciated at that time that she was being given a life appointment.

"Apparently the whole situation is in a very bad state, and it may well be that the committee will have to direct its efforts entirely to an attempt to have Princeton, as above suggested, assume the burden of maintenance, or in any event to share the same."

(The Minutes of Susan's appointment make it perfectly clear that she is a permanent member, she is appointed with the T. I. A. A. and retirement at 65. Maass' emacement is a little ill-founded).

East Oriental Library Files--Vault, East Library Committee

WORLD WAR II

PROFESSORS

✓ MAASS, H. H.

AYDELLOTTE, F.

Government Relations

Academic Personnel

Biographical

Maass to Aydelotte criticising of professors and war work.
(See Flexner to Weyl April 4, 1944 or May 4, 1944 regarding
"amateurs") Is happy IAS can be useful--Aydelotte thanks
profusely "it strengthens my hand."

D. Maass, H. H.

173
GENERAL

BUILDINGS AND GROUNDS
69 Alexander Street and
adjacent lot.

✓ MAASS, R. H.

Finance

Facilities

Biographical

Sale for ~~1/1/43~~ \$20,000 reported. P. 4.

Trustees' Minutes, 6/8/43

TAXATION (STATE)

MAASS, HERBERT H.

Government Relations

Biographical

Nearly 1/2 million dollars of inheritance tax paid to the State of New Jersey on the Bamberger and Fuld estates--Maass (p. 2) (Not all, presumably. Other bequests matured later).

Trustees' Minutes, 10/9/47

1944

4/14

DIRECTOR

Administration

POLICIES

MAASS, HERBERT H.

Biographical

Maass to Aydelette, April 14, 1944. There has been a conference of the Nominating Committee of Dr. Moo's office which has provoked Maass to reflection on the Institute's past, present, and future.

"When one considers that since the founding of the Institute in 1920 under Dr. Flexner, ⁴²the Director, there have occurred many changes in the Board of Trustees, some of the newer members of which are ⁴³becoming active in its affairs, and also changes in policy which stem from your succession to the Directorate, it seems to me important that the Board be somewhat more fully apprized than it can be from the ~~independent~~ reading at the infrequent meetings of the Board of Trustees of the Director's report or even the re-study of that report. When the minutes of the meeting are distributed, of the course upon which the Institute embarked under the direction of Dr. Flexner, the changes, if any, which have occurred since you became Director, and the plans for its future activities. With this thought in mind, I have come to the conclusion that it would be well if a small committee of the Board were appointed to make a survey and some recommendations to the Board from which the Trustees can be guided in their future judgment

of the scope, extent and character of the activities in which the Institute should engage.

"Therefore, I have prepared a preamble and resolution, copy of which is enclosed herewith, which I propose to offer at the meeting of the Trustees on Tuesday next, and I hope that ^{it} ~~it~~ embodies will meet with your hearty approval and cooperation."

D. file, Herbert H. Maass, 1939-1946

1744
FOUNDERS (ESTATE)

Corporation

✓ MAASS, HERBERT H.

Biographical

Maass as Institute President made claims against estates of founders (Rockefeller-Foundation-Bamberger fund \$35,000, Library Fund, \$25,000, salaries Veblen and Einstein \$70,000. Total \$130,000 allowed by executors and court.

D, L. Bamberger

5122
Finance

Biographical

MAASS, HERBERT H.

Maass to Aydelotte, May 22, 1944.

The Prudential Insurance Company of America insuring the life of the late Louis Bamberger, has the sum of \$20,041.40 to pay to the Institute in whose favor the insurance policy was written.

D File, Herbert H. Maass, 1939-1946

8/8
8/21

PURPOSE

Corporation

FOUNDERS

FLANNERY, A.

Biographical

✓ MAASS, HERBERT H.

LEIDESDORF, B. D.

Leidesdorf to Hardin, August 8, 1944.

"I think you have molded a splendid tribute to the two founders of The Institute and that no one acquainted with them could have put it in better form. There is, however, a factual error in the last paragraph on page 2, which I think might be corrected.

"You say, 'Before final decision their advisers were many but the model they at last accepted was suggested by their

long time intimate friend, Dr. Abraham Flexner, who was invited to become the head of the educational institution they had decided to endow.' This is not the fact. Originally Mr. Samberger and Mrs. Fuld had conceived the idea of founding a medical school and had asked Mr. Maass and me to investigate both the possibility thereof and the wisdom of its location at Newark. Our investigation finally placed us in contact with Dr. Flexner, who was then entirely unknown to Mr. Samberger and Mrs. Fuld, and he, Dr. Flexner, not alone recommended against a medical school but suggested the plan which ultimately ripened into The Institute for Advanced Study. Mr. Maass and I introduced Dr. Flexner to Mr. Samberger and Mrs. Fuld at this time in order that he might present his views to them, and from this introduction there eventuated a series of Saturday luncheon meetings attended by Mr. Samberger, Mrs. Fuld, Dr. Flexner, Mr. Maass and myself, at which Dr. Flexner's plan for an institute of higher study was developed and ultimately came to fruition through the endowment of the Samberger-Fuld Foundation.

August 21, Leidesdorf to Hardin.

He assents to the final draft of the resolution.

JRH Correspondence from January, 1940 to November, 1945

1944

October-December

PRINCETON (Library)

Relations MAAS

AYDELOTTE, F.

Biographical

✓ MAASS, H. H.

DODDS

WCH, H.

Originals of correspondence Dodds & Maass regarding I. A. S. Trustees gift to Princeton for Firestone, with Maass suggests modifying Aydelotte draft. Other drafts in File Princeton Library.

Correspondence filed in Vertical File under "P" for Princeton.

F. A. 1/8/57

1944

10/5
10/7

| | |
|----------------------------------|--------------------|
| FOUNDERS | Corporation |
| POLICIES | Administration |
| COMMITTEE ON POLICY (TRUSTEES) = | Corporation |
| BENEFITS (RETIREMENT) | Academic Personnel |
| AYDELOTTE, F | Biographical |
| ✓ MAASS, H. H. | |

On October 5, 1944 Aydelotte sent a copy of his proposed report to Maass. (D, Maass) On October 7 he had a telephone conversation with Maass. For the comments which were made by Maass See Chronological File under 1944, 10/5. (Handwritten note of Aydelotte).
(Also filed under first 5 headings above).

A, 10/11/56, File #8

10/11

COMMITTEES (ON POLICY OF TRUSTEES)

Corporation

AYDELOTTE, F.

Biographical

✓ MAASS, H. H.

Copy of Confidential Report to Committee on Policy (evidently designed for Trustees' meeting scheduled for October 20, 1944 which was cancelled by Secretary Edgar Bamberger by letter 10/5/44 because Committee on Policy had not finished its work. This draft had been read by Maass who had suggested insertion of question of permanence of economics research at I. A. S. (pp. 3-4) See Aydelotte's handwritten notes of 10/5/ (File). Note his statement that pp. 10-15 were taken out. They were found in File A, 10/18/56, #9, and have been restored to draft. They appertain to a plan to create a classification of Fellows (superannuate scholars) at I. A. S. There was evidently much opposition to this--no reference to approval by Faculty in Faculty Minutes. Notes of 10/28/44 meeting Veblen & A. with Maass indicate that Maass was prepared (with his Policy Comm.) to recommend retirement of A in 1946 when he would become a "member of the Board of Fellows."
A, 10/18/56, File #51 and #9 -- Filed in #51

10/83

DIRECTOR

Administration

TRUSTEES

Corporation

FLAXNER, A.

Biographical

WOLMAN, LEO

MAASS, H. H.

AYDELOTTE, F.

Copy of a letter received by Maass from Flaxner DATED
above and copied by Aydelotte in longhand:

"Dear Mr. Maass:

"I have your letter of October 20th. Technically
what I did I had no business to do, but somebody had
to act. For two years no one of the Trustees ever
raised a question regarding Dr. Aydelotte's capacity
or incapacity. The man who set the ball rolling was
Dr. Wolman. There was no use talking things

over with Dr. Aydelotte, for he had been aware of the problem for two years, and I had spoken with him previously and he had done nothing. I could not bring it before the Trustees on my own responsibility. You might have done it or any one of the other trustees.

"My interview with Panofsky took an unexpected turn. He and I had been talking about our families and our vacations. I asked him about his department. He told me that he had one worker, Dr. Frankl. I asked him, 'What about de Tolnay?' He burst out in a rage, 'de Tolnay is a parasite.' I said, 'Parasitesses do not write masterpieces on Michelangelo.' He rejoined, 'I have not spoken to him for over two years and I shall not speak to him again as long as I live.'

"As a matter of fact, Panofsky had a similar experience with Miss Belle Greene. He told me once that she had hurt his feelings. I said to him, 'The Institute needs the Morgan Library, and I am going to make an appointment for you to see Miss Greene. If you don't keep the appointment I shall bring the matter before the Board of Trustees with the recommendation that you be dropped.'

"He kept the appointment and the Institute's relations with the Morgan Library have been most cordial and intimate from that day to this.

"Inasmuch as neither the Director nor any member of the Board of Trustees had taken any action with respect to Panofsky and de Tolnay, I do not regret that the matter came up and that I put the match to the powderbox. I explained the whole situation to my brother, Simon, and it may interest you and the Committee to know that he said that in view of the inactivity of the Director and the Board he was glad that I had done something which was the business of the Director and the Trustees to do long ago. He told me that a somewhat similar case had arisen at the Rockefeller Institute, and he cleared the matter up in 24 hours. I have nothing to apologise for or to regret. The air is clear and the problem definite, concrete and urgent. You are at liberty to show this letter to the entire Committee.

"I need hardly say that if it can be of any use to you or to the Committee I shall be happy to be called upon, though I prefer to say and do nothing until after the Committee has

made its report. I do not intend to attend the Board meeting at which the report is presented. I may add that for the first two years of Dr. Aydelotte's administration I attended the Board meetings regularly and always commended his reports though I never approved their form. When I realize that Dr. Aydelotte was doing nothing, and that he could accomplish nothing, I ceased to attend the meetings of the Board. Some months before his death Mr. Hamburger asked why I did not attend the Board meetings and I explained candidly my reasons. He asked me henceforth to attend and I did so as long as Mr. Hamburger lived. As far as I recall I have attended no meetings since except the meeting held in his memory.

"Sincerely yours,

"Abraham Flexner

"aftercb"

PA Confidential Files, March 7, 1957

1944

11/24

PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

TRUSTEES

Corperation

✓ MAASS, H. H.

Biographical

AYDELOTTE, F.

VEBLEN, O.

Maass to Aydelotte, confirming understanding Aydelotte and
Veblen will be at Maass his office November 28 to meet
Committee on Policy (Trustees'). Committee will go into session
with Aydelotte first, and then decide whether they want to
Ma confer with Veblen.

A, 10/18/56, File #9

FOUNDERS

FLEXNER, A.

✓ MAASS, HERBERT H.

Corporation

Biographical

Biographical

Memorial to Mr. Hamberger and Mrs. Fuld prepared by the Chairman (the appointment of the Committee on Resolutions made at the preceding meeting of the Board was rescinded). This memorial should be carefully studied for conflicts with later statements by certain people as to the origins of the Institute; for instance, Mr. Maass says that and the statement was concurred in by Mr. Leidesdorf that Hamberger was a great merchant (See his statement in interview to the effect that the merchant was really Fuld).

The first paragraph on page 17 outlines the history of the founding of the Institute in which Flexner is given the credit for bringing forward the idea not heretofore seen exemplified or bounded, and persuaded them, and inspired them to perform his will. Read this over carefully on questions of conflicting evidence as to the manner in which the Institute started.

Trustees' Minutes, December 5, 1944, pages 14-18

PRINCETON UNIVERSITY

Relations 6342

DODDS, HAROLD W.

Biographical

AYDELOTTE, F.

LEIDESDORF

✓ MAASS, E. H.

Aydelotte and Dodds had a conference with Maass and
Leidesdorf at Leidesdorf's office, December 13, 1944.
(Aydelotte to Dodds, December 8, 1944).

B File, Dodds, Harold W.

PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

✓ MAASS, HERBERT H.

Biographical

MERITT, B. D.

B. D. Meritt, Secretary of the Faculty to Mr. Maass.

The Faculty has passed two resolutions which they wish to apprise Mr. Maass as well as to thank him and the members of Maass' committee for their visit to Fuld Hall ten days ago and for your talks with us. Resolutions were moved by Einstein:

That

(1) /The Faculty elect from its own members a standing Committee on Policy

(2) That this standing committee now consult with and offer collaboration to the Committee on Policy of the Board of Trustees on matters which intimately affect the welfare of the Institute in connection with the question of the retirement of

Dr. Aydelotte. Passed unanimously. Present: Alexander, Earle, Einstein, Goldman, Lowe, Meritt, Morse, Panofsky, Riefler, Stewart, Veblen, and Weyl.

The Policy Committee elected, consisted of Earle, Einstein, Meritt, and Veblen. Aydelotte will be ex-officio member, except in this particular case which concerns him personally.

Earle # File, "Committee on Policy" 1944-45

12/18

BUILDINGS AND GROUNDS

Facilities

MAASS, HERBERT H.

Biographical

Maass to Aydelotte, replying to Aydelotte's December 15, 1944, suggesting purchase of the entire Maxwell property. Maass is bearish ~~bearish~~ on the purchase. He sees little to be gained by buying acreage in either Plot 2 or Plot 3. It would be better to buy the entire Maxwell property, and this, "I believe to be entirely uneconomical in view of the purchase price involved, and what could be done after the war with a similar amount of money in the construction of a new building or buildings on lands already owned by the Institute. Certainly we have ample acreage on which to develop anything that may be needful for the Institute's future, and the acquisition of the Maxwell property as land for \$160,000 or thereabout, would be unjustified as a real estate investment compared to which would be achieved through using the like amount of our capital funds for building purposes in the future."

D. File, Herbert H. Maass, 1939-1946

PARTICIPATION IN ADMINISTRATION

Academic Personnel

TRUSTEES

Corporation

EARLE, E. M.

Biographical

✓ MAASS, HERBERT H.

Earle to Maass for Policy Committee of Faculty requesting meeting with Policy Committee of Board.

Meritt, I. A. S. (Policy Committee), Vertical

PARTICIPATION IN ADMINISTRATION
(POLICY COMMITTEE)

Academic Personnel

TRUSTEES

Corporation

COMMITTEES (TRUSTEE POLICY COMMITTEE)

Academic Personnel

EARLE, E. H.

Biographical

✓ MAASS, H. H.

Appointment between the two policy committees arranged
between Earle and Maass for above date at Leidendorff's office.

Earle, Faculty Committee Policy

1945

1/19
3/82

BENEFITS

Academic Personnel

AYDELOTTE, F.

Biographical

DOUGLAS, LEWIS

MAASS, HERBERT H.

Board of Trustees meeting, January 19, 1945, considered a report of the Policy Committee ~~has~~ of the Board of Trustees recommending, among other things, that the motion of the present Director to retire at age 65 had been considered, and that after an extensive period of consultation, with ~~the~~ individual members of the Faculty and also ~~a~~ ^{with} Committee of the Faculty subsequently, it had been decided to extend beyond age 65 the term of the present Director who should retire on his 67th birthday which would occur in October of 1947. There was much discussion, and, obviously, great dissention over this proposal. It was recognized that the Trustees had established the age of 65 for retirement of Faculty members, and that the Directors should, likewise, retire at 65 in the future, but that the confused circumstances engendered by the war and the financial conditions as well as scholastic considerations made it peculiarly difficult to

consider the replacement of Aydelette at that time. Aydelette, himself, said that he doubted that an extension of service of such a short period of time, that is two years, would be profitable to the Institute itself, and that he would want to consider further before saying it would be acceptable to him. This followed discussion as to whether or not retirement should be at 65, or, as the Policy Committee recommended, on the 67th birthday. In view of the conflict, the Board ultimately laid the matter on the table, and required that the Board meet again at a special meeting in a month's time and decide the matter. Members of the Policy Committee signing the report were Lewis Douglas, Maass as Chairman, Leisendorff, Leo Wolman, and Henry Allen Koe.

At the meeting on March 2, the minutes of the previous meeting were corrected in a manner which showed Lewis Douglas as critical of the reflection of the discussion in the previous minutes, and Maass placing with a prepared statement which set forth in moderate terms the reasons why the Policy Committee recommended the action. Age 65 was decided upon as the retiring age for all future Directors, and the Policy Committee ~~recommended~~ recommended termination of Aydelette's services as Director to occur on October 1 at the beginning of the academic year in 1947. This was carried.

Minutes Trustees, January 19, March 2, 1945

1/22
1/29

AYDELOTTE, F.

Biographical

MAASS, H. H.

EARLE, E. N.

Earle to Hardin, January 22, 1945.

Asks for an appointment with Hardin to discuss Institute matters, and says he is seeking the interview with the knowledge and consent of Dr. Aydelotte.

Maass to Hardin, January 29, 1945.

Encloses the copy of the report of the Committee on Policy presented at the last meeting of the Board at which Hardin was unable to be present.

"At the conclusion of the meeting, Dr. Aydelotte seemed very reluctant to accept the Committee's recommendation, but I believe he has since altered his point of view and informed me yesterday that he was now reconciled to accepting it.

Accordingly, it is proposed ~~xxxxxxxxxxxx~~ that a meeting of the Board of Trustees be held on March 2nd next at 4:00 o'clock, in order to approve the report and have the selection committee therein recommended appointed.

"A substantial majority of the trustees prefer that this meeting be held in New York and have suggested that it be held at 4:00 o'clock that afternoon at Mr. Leidesdorf's office. Will this be convenient for you, or do you prefer to hold it in Newark?"

JRH Correspondence from January, 1940 to November, 1945

2/28
12/24

1946

PARTICIPATION IN ADMINISTRATION

Academic Personnel

AYDELOTTE, F.

Biographical

✓ MAASS, HERBERT H.

Aydelotte to Maass, February 28, 1945, in regard to his retirement;
and Maass to Aydelotte, December 24, 1946, regarding same.

Filed in Chronological File under 1945, 2/28.

A File, Herbert H. Maass

3/13
3/15

FOUNDERS

Corporation

GIFTS

Finance

✓ MAASS, HERBERT H.

Biographical

HARDIN, JOHN R.

Maass to Hardin, March 13, 1945.

He has been approached by a Mr. H. Spencer Miller and a Mr. Eisner of South Orange who hoped to raise a fund to take over the Banberger homestead and convert it into a cultural park for the value of the land at \$75,000.

Since that time he has received a visit from a broker by the name of Abeles. He represents a syndicate who is willing to pay \$225,000 for the land for garden type apartments and wants an option for 6 months to have a topographical survey made. Maass asks whether Hardin can advise him as he knows nothing about the merits of the land and its value.

March 15, 1945, Hardin to Maass.

He thinks \$75,000 is a ridiculous price and that \$225,000 is more like it, maybe sale for \$200,000 on proper terms would be good, but he does not believe that anyone should have a 6 months' option.

The estate of Mrs. Fuld, he understands, has had an appraisal made by a real estate operator which figures up to \$190,400.

"You need not worry because of asking me about this matter. What I am writing you has given me no personal trouble, although I think the information is sufficiently accurate for your purpose. While you do not inquire of me concerning that angle, I personally think it would be a mistake for the Institute to put the land under option at any price. These are active days in real estate and the property is, I think, sufficiently attractive to be sought for by development builders. Abeles is rather an active individual and if he has really interested a group at this time he is not likely to be scared off by a refusal of option."

JRH Correspondence from January, 1940 to November, 1945

3/18

145
DIRECTOR

Administration

EARLE, E. H.

Biographical

✓ MAASS, H. H.

Earle to Maass, March 22 29, 1945.

"It has been a very painful and disagreeable experience for me during the past winter to seem to disagree with you and Mr. Leidesdorf concerning Institute policies. I think you know from an earlier experience six years ago that in everything which I have done I have had only one motivation, namely, the welfare of the Institute and the preservation of the high ideals for which it was founded. In 1939, fortunately, we were agreed on both ends and means. In this instance, although you and Mr. Leidesdorf had the same basic ~~amx~~ motives, there was unfortunately some difference of opinion concerning means. It is always distasteful to me to engage in what may be described as political activities because they interfere with my scholarly work...I am sure you would not wish me to refrain

from discussing frankly w/ ..."

Maass to Aydelette, April 10, 1945.

Assures him he understood Earle's motives. Happy "that we were able to meet the situation which confronted us in a manner which I believe to be a happy compromise, and I hope that all concerned will accept it in the same spirit as you indicate in your letter."

Earle files, Institute--1944-1945 - General Correspondence

3/29
4/10

EARLE, E. M.

Biographical

✓ MAASS, HERBERT H.

Earle to Maass, March 29, 1945.

On decision regarding retirement of Aydelotte. Cites agreement in 1939 with Maass and Leidesdorf; deplores recent disagreements. Maass to Earle, April 10, cordial and constructive.

Earle, I. A. S. 1944-5

April

ECONOMICS

Academic Activities

✓ MAASS, H. H.

Biographical

AYDELOTTE, F.

Notes Aydelotte indicating Maass asked him to insert matter of Bamberger's opposition to economics and its temporary nature at Institute supports further the view that Maass was strongly pro-Aydelotte (10/7) at that time. Probably when Aydelotte rolled up the heavy artillery of faculty he became slightly disaffected. Maass would not accept Aydelotte's report of April 1945 and was appointed Chairman of Committee to review and revise it with Weed and Aydelotte. Key to chronology in faculty meeting 11/6/44. Aydelotte had told faculty of his position with Board--would retire).

PROFESSORS (EMERITUS)

Academic Personnel

GENERAL

Public Relations

AYDELOTTE, P.

Biographical

MAASS, HERBERT H.

Aydelotte to Maass enclosing copy of proposed release to explain emeritus status of Veblen, Einstein, Lowy, Herzfeld, and himself as referred to in Bulletin about to be issued. (Released?)

D, Maass

TRUSTEES
DIRECTOR
MAASS, HERBERT
AXELLOTTE, FRANK

Corporation
Administration
Biographical

After Director presented his report Mr. Maass moved and Mr. Schamp seconded the motion that the report be not filed, but that the Board be given copies for consideration and that a temporary committee of three (Wood, Axelotte, Maass) present a report on the recommendations contained therein. The revised copy of the Director's Report is an appendix to these minutes.

Tr. Min. 4/20/45 - p. 5

4/20

PARTICIPATION IN ADMINISTRATION

Academic Personnel

TRUSTEES

Corporation

AYENLOTTE, F.

Biographical

✓ MAASS, H. H.

See pp. 4-5 Director's Report (appended) outlining plan for submission of all appointments to faculty before Board consideration.

Trustees' Minutes 4/20/45

4/20

TRUSTEES

Corporation

COMMITTEE ON APPOINTMENTS
(Maass, Ch./ Aydelotte
and Reed)

Corporation

AYDELOTTE, F.

Biographical

✓ MAASS, HERBERT H.

After Maass refused to accept Aydelotte's report to the Board a committee was appointed by him to read and winnow it, consisting of some men as appointed to Committee on Nominations. Report changed radically and Committee on Nominations resulted apparently as suggestion of Aydelotte who had really suggested Director and faculty make appointments.

A 10/18/56 #45, A 10/18/56 #51, A 5/17/56 #3

4/20
5/3

TRUSTEES

Corporation

✓ MAASS, H. H.

Biographical

AYDELOTTE, F.

See file for rejected portion of Aydelotte's report to
Trustees - 4/20/45

A, 10/18/56, Steno Report of Minutes 3/2/45 etc. *File # 45*

GIFTS

HARDIN, JOHN B.

✓ MAASS, H. H.

AYDELOTTE, P.

Finance

Biographical

Maass and Aydelotte to Hardin, Leidesdorf, and Schaap,
Executors of the will of Louis Bamberger, April 24, 1945.

A formal matter promising that they will re-assign and re-deliver to the executors any or all of the bonds and stocks and other property which you have assigned or delivered, or may hereafter assign or deliver to the Institute in distribution of the residuary estate for the purpose of enabling the executors to make payment of any debt of the decedent, or any inheritance or estate tax which they cannot otherwise meet.

JRH Correspondence from January, 1940 to November, 1945

X5/2 5/10
5/11

GIFTS

✓ MAASS, HERBERT H.

HARDIN, JOHN R.

Finance

Biographical

Maass informs Hardin he has an offer of \$162,500.00 for the Orange property, net really \$171,000.00 gross with the commission.

For the stock of the Halsey Cedar Corporation he is offered \$325,000, subject to the brokerage commission. He and Leidesdorf have discussed the two and both think they should be accepted.

On May 11, Hardin agrees, and on the same date sends Leidesdorf a copy of Maass' letter dated May 10 and a carbon of his letters noting agreement.

JRH Correspondence from January, 1940 to ~~XXXXXXXXXX~~ Nov., 1945

5/22

TRUSTEES

Corporation

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ MAASS, HERBERT H.

Biographical

WEED

AYDELOTTE

Hetty Goldman said attitude of Maass and Weed was very insulting toward Aydelotte (and faculty itself) at faculty meeting. She and other members became enraged at their rude and callous disregard of Aydelotte's sensibilities and their failure to observe "common courtesies."

Interview with Hetty Goldman, 7/12/57

5/22

PARTICIPATION IN ADMINISTRATION

Academic Personnel

POLICIES

Administration

TRUSTEES (BOARD)

Corporation

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

SCHOOL OF MATHEMATICS

Biographical

✓ MAASS, HERBERT H.

VINER, J.

WEED

VEBLEN, O.

Meeting of the faculty, the Director, and Professors Maass and
Weed with the Board of Trustees in regard to new appointments.

Filed in Chronological File under 5/22/45

Minutes Faculty Meeting, May 22, 1945, File V-1

7 1945

5/22

TRUSTERS

Corporation

ECONOMICS

Academic Activities

NOMINATIONS

Academic Personnel

✓ MAASS, H. H.

Biographical

See Maass' statement regarding appointments in economics:
"Founding of School of Economics was something he could
understand because it had been thoroughly discussed by Board..."
It might have more to offer world than other schools. (Takes
up cudgels at faculty meeting for the economists, really).

Faculty Minutes

1945

10/15

HOUSING

Facilities

LOWE, E. A.

Biographical

AYDELOTTE, F.

MAASS, BENJAMIN H.

Aydelotte to Maass, October 14, 1945.

Lowe has a chance to sell his house for \$30,000 cash. This represents a profit. It is to be sold to Zworykin of the R. C. A. Corporation. Vehlen thinks the Institute should buy the house, and thus retain control of it. If the house were sold to Zworykin, Lowe would expect to insert in the Deed the recapture clause which is part of the contract for all professors houses. He asks Maass' advice.

Maass to Aydelotte, October 17, 1945.

"I hardly think it was intended that the Institute finance the erection of houses by professors with the idea that they would ultimately make a profit on the sale thereof,

but rather

but rather that such profit, if available, should accrue to the benefit of the Institute. In other words, if a professor wants to dispose of his house, I think it should be turned over to the Institute at the cost thereof to him, and thus leave the Institute free to determine whether to sell the house to Dr. Everykin or anyone else, thus getting the profit for its own benefit. This, I think, is one of the reasons why the reapture clause was placed in the contracts. It may well be that we should not apply this rule in the case of Professor Love, but I think the whole subject matter should be discussed at the Trustees' meeting on Friday."

D File, Herbert N. Maass, 1939-1946

10/17

POLICIES

Administration

HOUSING

Facilities

LOWE, R. A.

Biographical

MAASS

Maass thinks Lowe should ~~in~~ not be permitted to sell his
~~name~~ home to Zworykin for a profit. Institute should get the
profit if any. Reapture clause in part designed to prevent
such a contingency, he thinks.

D. Maass

1946

1/7

GENERAL (NEW JERSEY BATTLEFIELD PARK) Government Relations

TAXATION

✓ MAASS, H. H.

Biographical

MORSE

AYDELOTTE, F.

In accordance with Aydelotte's wishes, Morse who was going to see Brakley the next day on the Battlefield Park will say that Aydelotte and the Standing Committee have under consideration a possible gift to the Park Commission of 12 acres bordering the lower end of Blackwell Smith property. It is specially understood that the gift would have formally to be made by the Board of Trustees, and Morse will transmit to Brakeley the conclusions of Aydelotte regarding appropriate plan for the park. Mr. Bamberger promised to inform Mr. Maass and Mr. Liedsdorf of the reasons back of this. (Bamberger was meeting with Morse Panofsky and Riefler), and to inform the Standing Committee of

the reaction of Maass and Leidesdorf.

Action on the New Jersey tax on the inheritance from Mr. Bamberger was discussed at length. Morse recalled that Aydelotte had already discussed with Gabrielson "the possibility of amending the State laws regarding inheritance on philanthropic institutions," so that they might be exempt without an antecedent gift from the State. It was hoped that such a law might be passed retroactively as far as the Institute was concerned. Aydelotte's and Morse's suggestion that Gabrielson be asked to act as an agent in presenting such a measure to the Legislative Committee was not approved by Mr. Maass who obtained information from Mrs. Thompson which led him to believe that more influential representatives could be employed than Mr. Gabrielson. The Legislature was about to convene action should be prompt. Mr. Bamberger was asked to take the matter up with Mr. Maass as Chairman of the Executive Committee and Mr. Schaap as one of the Executors of the Bamberger estate and to find out what action was contemplated.

Riefler urged it was desirable to act with the approval of such institutions as Princeton University and other state institutions of like character, and in consultation with local officials and representatives of the State Legislature. But Morse pointed out that such approval could not be obtained in the short time before the Legislature convenes and that if action is to be taken it will have to be taken without such general approval. "The Standing Committee acts in this instance merely as a medium to transmit the views of Dr. Aydelotte to urge the importance of some action in this matter and to cooperate with Mr. Bamberger in obtaining a full and mutual understanding of the question among the Standing Committee, the Trustees, and Mr. Bamberger's executors.

Standing Committee is acting to transmit Aydelotte's views and to cooperate with Mr. Bamberger in obtaining full and mutual understanding of the question among the Standing Committee, the Trustees and Mr. Bamberger's executors, the last mentioned of whom have full authority to take action.

D, Minutes Standing Committee of the Faculty, 1940-1946

3/20

TAXATION (NEW JERSEY INHERITANCE)

Government Relations

BATTLEFIELD PARK (GENERAL)

Government Relations

SALARIES

academic Personnel

MORSE, MARSTON

Biographical

✓ MAASS, H. H.

Morse to Aydelette regarding above.

Report on Executive Committee Meeting, March 20, 1946.

Filed in Chronological File under 1946, 3/20.

A, 10/18/56, Dr. Aydelette

SCHOOL OF MATHEMATICS

Academic Organization

PAULI

Biographical

✓ MAASS

AYDELOTTE

Maass to Aydelotte (in Switzerland).

Persuade Pauli to return. offer \$15,000.

D. Maass

1946

October - November

DIRECTOR

Administration

FLENNER, A.

Biographical

FULTON, JOHN F.

STRAUSS, LEWIS L.

✓ MAASS, HERBERT N.

AYDELOTT, F.

Fleener and Fulton are in correspondence. Fleener tells Fulton (October 23, 1946) that when Strauss accepted the Trusteeship at the Institute, he wrote and asked Fleener if he could see him sometime. Fleener replied cordially, any time in New York, and has never heard since from Strauss.

Fleener comments in a letter to Fulton October 30, 1946, "Surely he should have withdrawn immediately [Strauss should have withdrawn immediately] from the Chairmanship of the Committee to select a new Director of the Institute." when he had been made a

member of the President's Atomic Energy Commission.

Fleener raises the question as to the Board's permitting Aydelotte to retain his offices in Fuld Hall (December 30, 1946, Fleener to Fulton).

Fleener to Fulton, December 27, 1946. "I was shocked" to read about Aydelotte's proposed office. "What does this mean? It can mean only one thing - that he and Weiss will continue to run the Institute. No self-respecting scholar or scientist will take the directorship if Aydelotte is an occupant of Fuld Hall. I think it is going to be necessary to take public steps to put an end to this scandalous situation and I am not afraid to do it.

"I have never heard from Mr. Strauss. Can you write him and suggest that he get in touch with me? One thing is sure - the Institute must be saved."

Fulton's reply is non-committal, and there is no further evidence of correspondence on the subject.

John F. Fulton, Institute for Advanced Study, 1942-47

DIRECTOR

Administration

MOE, HENRY ALLEN

Biographical

✓ MAASS, H. H.

Moe to Maass resigning from I. A. S. Trustees.

A, 1/29/57

10/13

MOE, HENRY ALLEN

Biographical

✓ MAASS, H. H.

Moe resigns as Chairman of the Trustees' Committee on the Institute's next Director on the ground that he cannot do the job conscientiously and fulfill his duties as the Secretary of the Guggenheim Foundation at the same time.

He also resigns from the Board of Trustees of I. A. S. on the same ground.

A. File, Henry Allan Moe

1946

10/30
11/2

COMMITTEE (ON SELECTION OF DIRECTOR)

Academic Personnel

AYDELOTTE, F.

Biographical

✓ MAASS, H. H.

STRAUSS, LEWIS H.

MOE, HENRY ALLAN

Maass' letter to Aydelotte commenting on Moe's inactivity and asking Aydelotte to withdraw from committee. Note Aydelotte's refusal 11/2/56. Faculty committee ~~is~~ appointed by Aydelotte with Maass' approval.

Filed in Vertical File under Aydelotte.

F. A., Confidential Files, 3/7/57

10/30

TRUSTEES

Corporation

COMMITTEES

Academic Personnel

DIRECTOR

Administration

✓ MAASS, H. H.

Biographical

AYDELOTTE, F.

Maass to Fulton, October 30, 1946.

Confesses he made a mistake in appointing Aydelotte to the committee to consider his own succession, because his presence hampers discussion. Maass, after conferring with Strauss, wrote asking Aydelotte to withdraw from the committee, at the same time asking Dr. Weed to accept membership on the committee.

John P. Fulton, Institute for Advanced Study, 1942-47

12/17

GENERAL (SABBATICAL LEAVE)

Academic Organization

COMMITTEES (EXECUTIVE)

Corporation

AYDELOTTE, F.

Biographical

✓ MAASS, S. H.

Aydelotte to Maass. Copies to members Executive Committee.

Maass has cancelled meeting of Executive Committee scheduled for 17th by a message through Leidesdorf sent December 16. Aydelotte has wired members. Takeup matters on agenda; formal confirmation of Professor Thompson's appointment, which was already agreed to; leave for Alexander calendar year 1947 at half salary (Principle of Sabbatical leave approved by Trustees early, he said); and to say he announced at last meeting of faculty for the term his definite intention to retire on October 16, 1947. Informs Maass he and Mrs. Aydelotte last summer bought 88 Battle Road "...it seemed to me much more dignified and clear-cut to make this announcement which will soon doubtless become public property." Informed faculty of

Maass' Com. invitation to continue to keep offices at Puld
Hall extended two years ago and is moving in with Dr. Lowe.

7 v-6

12/17

DIRECTOR

Administration
~~Separation~~

PARTICIPATION IN ADMINISTRATION

Academic Personnel

AYDELOTTE, F.

Biographical

✓ MAASS, H. H.

Aydelotte to Maass, December 17, 1946.

"I thought it best at the last meeting of the Faculty for the present term to review the arrangements which had been agreed upon for my retirement as of October 16, 1947 and to state that I definitely proposed to retire on that date. It may interest you to know that we last summer purchased a house in Princeton... While the arrangements for my retirement have, of course, never been kept secret, it seemed to me much more dignified and clear-cut to make this announcement which will doubtless soon become public property.

"I informed the Faculty of the very kind invitation of your committee two years ago that I should continue to keep my offices at the Institute after my retirement. It seems most

convenient for me to move in with Professor Lowe who will need less and less space as he completes his work and who can, therefore, make more and more room for me."

John M. Fulton, Institute for Advanced Study, 1942-47

1946

12/24

PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

✓ MAASS, H. H.

Biographical

AYDELOTTE, P.

Maass to Aydelotte regarding retirement--reproof.

Filed in Chronological File under 1946, 12/24.

A, Maass, Herbert H.

OFFICERS

Corporation

OFFENHEIMER, R.

Biographical

FRANKFURTER, F.

MAASS, H. H.

FULTON, J. H.

WEED, LEWIS H.

Fulton to Maass, February 3, 1947.

He is writing on a delicate matter. He understands that Strauss has been approached about becoming Chairman of the Board if and when Maass withdrew. This was before his appointment to the Atomic Energy Commission. He indicated that he would take over when Maass withdrew. There is a fairly strong sentiment in the Board that so long as he is devoting himself to the Atomic Energy Commission, it would be unfair to him and the Institute if he took the responsibility of Chairman. The

next few years will be very critical for the Institute. We should have a Chairman who can be readily at hand and give the time and energy needed. "Until you took over, things were handled in a very autocratic fashion. Now it has become possible to have discussion and we always feel free to turn to you when we have something on our mind. I would not have dared, for example, to write a letter of this sort to your predecessor."

Another reason why Strauss might defer the chairmanship is that he is a newcomer. Weed has been with the Board a long time, since its beginning. "He would make a forceful chairman who would have three years to go before his retirement at six sixty-five." Probably everybody on the Board and Oppenheimer also, would appreciate Weed's chairmanship, everybody except Aydelette.

"One thing we did not foresee is that Oppenheimer is a very close personal friend of Felix Frankfurter and as soon as Oppenheimer approached him, Frankfurter let down his hair and brought up all the tribulation which he once had with the Institute. He then went to Lewis, who unfortunately had not

yet been informed of the action of our committee, but reacted quickly, told Oppenheimer that the Frankfurter episode was a thing of the past, that the Institute Trustees were a forward-looking group, that they would work with him in the fullest cooperation, and that this would be ~~the~~ true whoever was appointed as Chairman of the Board. I think there would be some doubt in Oppenheimer's mind as to whether Strauss would have the time to give to it, but I don't believe that he would feel concerned on any other ground. They evidently saw a good deal of one another's work during the war and there is a strong feeling of mutual admiration.

"Weed is unaware that I am raising the question of Strauss' chairmanship and I have discussed the matter with no one save Lewis, who told me several days ago about his conversation with Oppenheimer and about the Frankfurter episode."

John H. Fulton, I. A. S., 1942-47

February 6

OFFICERS

Corporation

OPPENHEIMER, R.

Biographical

FRANKFURTER, F.

✓ MAASS, H. H.

FULTON

Maass to Fulton, writing from the Villa Hermosa, Palm Springs, California. He is away on vacation. He has not kept touch with Institute matters or with what has been done respecting Oppenheimer, and "therefore, the comment you make with respect to his having discussed his prospective appointment with Judge Frankfurter comes as a complete surprise to me. If he did so, I can readily understand, in the light of past history, why Judge Frankfurter 'let his hair down' and probably discouraged O. from accepting the appointment. I am delighted to learn that Dr. Lewis was thereafter consulted by O. and helped to clear his mind as to the status of affairs at the Institute.

"Now with respect to the subject matter of your letter, I shall, of course, except it in complete confidence. It is only by a complete exchange of views that all of us who are so interested in the future of the Institute can bring about what is best for it. Of course, I have no knowledge of what the nominating committee may contemplate in respect of the appointments to the various offices and were they to suggest Strauss for an important office, I doubt whether he would consider accepting it at this time in view of his present preoccupation with the affairs of the Atomic Energy Commission. Certainly, unless he were able to give all the time required of the job, his appointment would be most inexpedient. Personally, I have felt for a long time that as I occupied both the office of Chairman of the Board and President of the Institute it would be beneficial were the Committee to nominate a new president and permit me to remain as Chairman of the Board, for I think such a change would fortify the management and operation of Institute affairs. No one has a greater admiration for Weed than I have and I think his nomination to either office would tend greatly to benefit the Institute.

"I did hear some remote suggestion that Dr. Ayclotte had intimated a desire to be named Chairman of the Board, but such an appointment, I think, would be most inappropriate and tend to complicate the administration of affairs. At this great distance, and particularly since I am out of touch with the whole situation, it is impossible for me to take a firm attitude in respect of the matters to which your letter refers, but I have herein outlined my general views which I hope largely accord with your own."

He then asks for information as to what is happening on the Oppenheimer appointment.

John M. Fulton, Institute for Advanced Study, 1942-47

OFFICERS

Corporation

OPPENHEIMER, R.

Biographical

FRANKFURTER, F.

MAASS, H. H.

FULTON, J. W.

Fulton to Maass, February 13, 1947.

Thanks him for his letter. Oppenheimer made an inquiry which Lewis (Wilmarth Lewis) handled very adequately, but Lewis is apparently out of the country on his way to Melbourne and will not be back until early in April.

"I don't know what the Nomination Committee may recommend but Oppenheimer apparently gained the impression that Strauss was to be the next Chairman of the Board. I don't know whether this is likely to influence his decision, but I think he should

know that this is still under consideration and I am glad to know you feel that wecd might be an appropriate person to assume this responsibility while Strauss is serving on the Atomic Energy Commission.

"It would be very awkward if Aydlatte were made chairman of the Board. He does not have a flair for administration and I feel sure that he would multiply the difficulties which develop from time to time between the chairman of the Board and the Director of the Institute."

Meanwhile, there is nothing we can do until the Oppenheimer's decision is made.

John M. Fulton, I. A. S., 1942-47

OFFICERS

Corporation

OPPENHEIMER, R.

Biographical

FRANKFURTER, F.

✓ MAASS, H. H.

FULTON, J. H.

WEED, LEWIS H.

Weed to Fulton February 15, 1947.

Acknowledges his letter of February 13, enclosing Maass' letter of February 8. He thinks it is wise to have the chairmanship and the presidency held by two different individuals. "The important thing is the Chairmanship of the Board, and I feel most strongly that under no circumstances should Aydelette be elected to this post. I thought that Strauss would be ideal for the job, living as he did in New York City. The comments made by Lefty Lewis and

Dean Acheson, regarding Strauss' ability, have shaken me and if perchance he is confirmed as a member of the Atomic Energy Commission I should feel that he was excluded from any office in the Institute.

"As I have told you several times, I have no desire to assume additional burdens. It would be most convenient if the active officer of the Board of Trustees lived in New York, where he would be available for visits to Princeton. This, of course, is not essential but desirable.

"As for Oppenheimer, I doubt very much if he will accept, and I hope that he does not delay his decision unduly. After all, he has had almost a month now and a forceful individual should be able to make up his mind in that time."

John M. Falton, I. A. S., 1942-47

TRUSTEES

CORPORATION

DOUGLAS, LEWIS W.

Biographical

✓ MAASS, HERBERT H.

Douglas offers to resign because he will be unable to attend any meetings of the Board at the Institute.

Aydelotte to Leidesdorf, March 13, 1947. Aydelotte thinks the resignation should be accepted "on the same principle that we accepted the resignation of Governor Lehman some years ago."

Aydelotte to His Excellency the American Ambassador, London, England, April 23, 1947. The Board of Trustees refuses to accept the resignation.

D File, Lewis W. Douglas

April
September

TRUSTEES

Corporation

DIRECTOR

Administration

✓ MAASS, H. H.

Biographical

FULTON

AYDELOTTE

Original correspondence on the meetings and tactics.
Aydelette to L & M re nominations. Possibility of Strauss
being Made Chairman instead of V. C. which he doesn't recommend.
(4/15/47) Suggests deferral of any changes in nominations.

A, 10/18/56 Board of Trustees, October 9, 1947

1947

4/11
4/28

70

HOUSING

Facilities

SALARIES

Academic Personnel

AYDELOTTE, F.

Biographical

✓ MAASS, HERBERT H.

MILLER, BERNETTA

DASHKEY

SCHAAP

April 11, 1947, Aydelotte to Maass. Schedule of rents
Ninesville Housing ranging from \$60 to \$75 for a one-bedroom
to a three-bedroom apartment, including water, cost of fuel
for heating and cooking, light, garbage pickup and care of
grounds. Each apartment has a Goldspot electric refrigerator,
gas range, and is heated either by a furnace or a space heater.
Occupant handles furnace except in the dormitory. Rents fixed

from April 1, 1947 to June 30, 1948 after which subject to adjustment by Trustees.

Represents joint consensus of Veblen, Miller, Riefler, Panofsky, Morse, Stewart and himself.

These are competitive with University apartments renting at \$40 which are held down by G. P. A. restrictions.

Veblen does not agree. Wants meeting. Not concerned about the amount of rent as about the question of admitting secretaries to these apartments.

April 21, Aydelette to Maass. He speaks free of rent for Miss Miller who manages the project and who Aydelette wants to have her apartment rent free.

April 23, Maass to Aydelette. Thinks too much is being made of the allocation of the work housing, but ~~xxxxxxxxxx~~ he and Leiferdorf agree that a business survey is necessary in

the hope of saving some charges applicable to Fuld Hall, the grounds, the apartments and other outbuildings.

Aydelette agrees but thinks that it will result in more cost if it is done. The help at the Institute is getting less and the help at the University doing the same things. He understands Wes Bauncey may be leaving. Thinks salaries of the Institute are lower than those of the University and wants power given to him and Schaap to make adjustments. (April 2, 1947)

Oppenheimer is coming in May to look over the Institute.

Maass agrees that Aydelette and Schaap may look over the salary situation with power.

D, Maass, 1947-

DIRECTOR

Administration

OPPENHEIMER, R.

Biographical

MAASS, HERBERT H.

Press announcement made by Herbert Maass, President of the Board of Trustees of the Institute, that Oppenheimer was chosen at a meeting of the Board last week to replace Frank Aydelotte, Director since 1939. "Mr. Maass said the announcement was not made until Dr. Oppenheimer could end his commitments with the University of California and formally accept the Directorship...Dr. Aydelotte reached the retirement age of 65 in 1945, but was asked to remain in office until his 67th birthday October 16, 1947."

Oppenheimer, 42, became an Assistant Professor of Theoretical Physics at the University of California when he was 25. He made his reputation as a physicist four years later with his mathematical theory which outlined the method by which energy was transmuted into matter when non-material gamma rays from thorium C were fired at terrific speed at the heart of an atom.

In 1934 he was co-author of the Oppenheimer-Furry revision of Dirac's theory of the electron, and in 1942, was put in charge of planning, organizing and directing the Los Alamos Laboratories where work done by scientists elsewhere was coordinated to produce the first atom bomb.

Clipping, Herald Tribune, April 17, 1947

TRUSTEES

Corporation

AYDELOTTE, F.

Biographical

✓ MAASS, HERBERT H.

FULTON, JOHN F.

Much bickering as usual between Aydelotte and Maass at the I. A. S. Trustees' meeting. "Aydelotte, the generous fellow, has Santa Claus instincts, and wants to give bonuses to some of his advisors." (Page 4, Volume 24).

Maass was deaf to him and hard as nails. Strauss has just been confirmed with Lilienthal for the A. E. C. Argued friend (Strauss a good friend of Taft and tried to pull him off the attack on the confirmation but failed.

Aydelotte is taking his resignation very hard. Everybody at the I. A. S. is delighted about Oppenheimer.

Fulton's Diary

7/15

OPPENHEIMER, FRANK

Biographical

AYDELOTTE, P.

✓ MAASS, H. H.

Aydelotte to Maass, July 15, 1947.

Tells him that/^a ~~she~~ New York Daily News reporter has sought information about Frank Oppenheimer and maintaining silence.

D, Maass, 1947-

1947
GIFTS

SIVIAN, LEON J.

AYDELOTTE, P.

✓ MAASS, HERBERT H.

Finance

Biographical

Maass to Aydelotte, October 7, 1947.

He acknowledges correspondence with Attorneys Schmid and Bourne regarding the will of the late Leon J. Sivan. There is no question but that the Institute can accept the estate within the purposes described in the will. "This seems to be the first 'break' which the Institute has received by way of additions to its endowment from outside sources, and I assure the Trustees will all be delighted."

A File, Herbert H. Maass

✓ MAASS, HERBERT H.

Biographical

AYDELOTTE, F.

Maass to Aydelotte, October 1, 1947.

He approves printed invitations for the Aydelottes' reception to the Oppenheimers, but refuses to stand with his wife at the head of the receiving line. "I rather think that we would ~~rather~~ prefer to remain in the background, although, of course, we will do all that we can to contribute to the success of the occasion."

A File, Herbert H. Maass

10/30

DIRECTOR

Administration

SALARIES

Academic Personnel

OPPENHEIMER, R.

Biographical

✓ MAASS, HERBERT H.

Oppenheimer to Maass, October 30, 1947, a letter confirming the terms of his appointment as Director and as Professor of Theoretical Physics in the School of Mathematics. "And that this appointment is expected to hold until my 65th birthday in 1969." (The appointment apparently is mentioned as a single one for both positions.)

(2) "As Director I shall be expected with the advice and consent of the Trustees, to determine and execute academic policy for the Institute as a place of learning and study."

(3) My salary has been fixed at \$20,000 a year.

(4) T. I. A. A. contributions of 5 per cent each, additional payments by the Trustees to assure Oppenheimer a pension of \$12,000, or

to provide his wife should he predecease her, either in active service or after retirement, ^{with} for the pension of \$6,000 per year.

(5) The Trustees to allow the use of Olden Manor during the period of his active directorship, and an expense account that shall exceed under no circumstances \$5,200 in any one year. He confirms and requires ~~an~~ Maass to initial and return the copies so that it may be in the files in the event the parties on the Trustees' side making the appointment might not be there at a time when he should wish to rely upon their words.

D File, Herbert S. Maass, 1947-

1947

12/3

✓ MAASS, HERBERT H.

Biographical

GEST ORIENTAL LIBRARY

Facilities

Maass to Oppenheimer, December 3, 1947, acknowledging copy of Oppenheimer's letter of December 2 to Dr. Fulton.

"I am quite sure that Dr. Fulton was fully aware of all the conditions under which we received the subvention from the Rockefeller Foundation to purchase the Gest Library. It is because of the conditional limitation upon this subvention, as well as the lack of use of the Library by the Institute, that I have been trying for over five years to correct a situation which was brought about both by the purchase of the Library at a time when it was useless to the Institute and of the limitation placed upon its use by the Rockefeller Foundation.

"I have already suggested to the Committee, of which Dr. Fulton is the head, that if the Institute does not plan Oriental studies, that it would be best that the Library be turned over to Princeton under any conditions that may be approved by the Board of Trustees of the Institute; preferably, however,

that we be repaid our expenditure in connection therewith."
(A businessman's reaction).

D, Gest Oriental Library, Transfer

1/2
4/22
4/23

OFFICERS

Corporation

TRUSTEES

✓ MAASS, H. H.

Biographic al

STRAUSS, LEWIS

FULTON, JOHN F.

Fulton to Lewis, April 21, 1948.

Comments on his surprise at the recommendation of the Committee to re-elect Maass for five years. "This must have been a move to keep Strauss from taking over at a time when he is completely preoccupied; but the vote puts both the Trustees and Maass himself in a very awkward position..." Here he alludes to pushing Aydelotte out on the basis of age and re-electing a 70 year old Chairman. It might have been better to give Maass a one-year appointment as Chairman, but a five-year appointment seems entire/inconsistent. (Aren't the

officers elected annually? -- My observation).

Fulton notes there is barely a quorum, and that the vote ought to be re-phrased. Maass, apparently, expressed freely embarrassment at the time of the meeting.

"Having said all of this, let me reiterate that I personally should much prefer Maass to Strauss."

"I was fascinated by John Hancock. Although I probably should not say this, it is nice to have in our midst a good Anglo-Saxon who knows something about investment banking."

Lewis to Fulton, April 22, 1948.

The first I heard of Maass' reappointment was when it was proposed. The Nominating Committee knew nothing whatever about it. "As I recall it, we were both appointed to this Committee." He suggests this is no time for a rumpus, let's take it up quietly with Oppenheimer. Oppenheimer is doing a superb job.

Fulton to Lewis, April 23, 1948.

He has sent a copy of both of these letters to Weed.

He said, "The whole thing seems to me even more fantastic if there had never been a meeting of the Nominating Committee. You, Leidesdorf, and Rosenwald were the Nominating Committee this year and my impression is that Leidesdorf was the Chairman. He should certainly have gone through the motions of calling a meeting of his Committee, otherwise the proposal stands as a pure farce. I am quite content to leave the whole thing in your hands as you have a way of dealing with such things with consummate tact."

John F. Fulton, Institute for Advanced Study, 1948-49

MAASS, HERBERT H.

Biographical

OPPENHEIMER, R.

Oppenheimer to Maass, March 1, 1949.

"It is only by chance that I know of your birthday tomorrow, but I am grateful for that in that it gives me an opportunity to send you my most cordial and friendly good wishes.

"I know that this Institute is only one of your many interests, and only one of the institutions to which you have been devoted and which is in debt to you. But a word from me in thanks for the indispensable help without which we could not now be operating at all may just be appropriate. I hope there will be many birthdays, that they will be happy birthdays, and that, as the years pass, you will look back on your contributions to the Institute for Advanced Study with pleasure and with pride."

To which Maass responded with thanks: "My interest in and devotion to the Institute has been heightened over the last two years by knowledge of the fact that I was a party to inducing

you to become its Director. The progress it has made and will continue to make under you is inspirational to me and I am sure a source of great satisfaction to you." (March 2, 1949)

D₅ Maass, 1947-

6/9
8/1

OFFICERS

Corporation

TRUSTEES

DIRECTOR

Administration

STRAUSS, LEWIS

Biographical

FULTON, JOHN F.

OPPENHEIMER, R.

✓ MAASS, H. H.

A copy of the statement of Strauss, June 9, 1949, on his testimony June 8, 1949, before the Joint Committee of the Congress of the Atomic Energy Commission. Also letters from Fulton to Strauss, July 18, 1949, Maass to Fulton, July 22, 1949, and Fulton to Maass, August 1, 1949.

For memorandum containing these items, see Chronological file under the above date or any of the above headings except John F. Fulton, I. A. S., 1948-49 one checked here.

2/26

1950
GENERAL (NEW JERSEY BATTLEFIELD PARK)

Government Relations

BY-LAWS

Corporation

✓ MAASS, H. H.

Biographical

OPPENHEIMER, R.

Maass acknowledges an unfound letter from Oppenheimer from Palm Springs, California. He comments on Oppenheimer's report to him of the Board meeting of February 20, 1950 on By-Laws saying that the new Committee should for the third time seek to define the responsibilities of the faculty, Trustees and Director clarifying what are now undefined areas of power and responsibility with a no man's land "here, there and elsewhere which can be illuminated." They were to have a two-day meeting in April for which he will return.

About the Battlefield he said the Institute could well afford to give away 30 acres but not any of the plots outlined in the request since they ~~of~~ (1) affect Institute's ingress and egress from Institute land and are highland. Suggests Institute's Real Estate Committee should confer with representatives

of the state and agree upon a gift which would deprive the
Institute only of the least desirable part of the acreage
requested and a minimum acreage to be decided to the state after
the location has been fixed.

D, Maass, 1947-

10/25

FOUNDERS

Corporation

✓ MAASS, HERBERT H.

Biographical

See Maass' letter to Driscoll, above date, claiming:

"I am one of the founders of the Institute for Advanced Study and have been Chairman of the Board since 1942."

Trustees' Minutes, October 20, 1950

10/26

TRUSTEES

Corporation

✓ MAASS, HERBERT H.

Biographical

FULTON, JOHN

LEWIS, WILMARTH

Fulton to Lewis.

Maass read Wilmarth Lewis' letter at the meeting commenting on the bankers on the Board of Trustees. He was pale and lost weight and was irritable. Fulton opined he was about to have a "vasco-motor accident." Aydelotte "looked as though he had had some kind of serious physical reverse." Maass gave a great play to Lewis' letter, and seemed very angry that the faculty was implying the bankers were exceeding their prerogatives. Fulton speculates about how Maass got the copy. (Lewis doesn't answer that in his return). Oppenheimer and Fulton did everything they could to "placate the old man."

Fulton - Wilmarth Lewis

12/1

12/29

1950

TRUSTEES

Corporation

POLICIES

Administration

KANTOROWICZ

Biographical

STRAUSS

✓ MAASS

OPPENHEIMER

At meeting Executive Committee December 1 nomination of Kantorowicz presented. Debate, apparently on his action in oath controversy. Strauss apparently opposed--Meeting adjourned with understanding that if President did not confirm appointment within next few days, Executive Committee adjourned session should be called. It was on December 29th and the vote to confirm on motion of Strauss was unanimous--Maass opposed separate minutes and sought to obscure fact that debate was serious. He submitted his own draft of minutes to Oppenheimer (1/2/51) coalescing minutes to obliterate debate and fixing final action as at 12/1/50.

John Fulton questioned aides memoires of Oppenheimer on both meetings 1/26/51 and the omission of substantive debate. Leary informed him of Maass' action, and Fulton subsided with statement he considered meeting 12/29/50 "probably the most important that we have had since I joined" the Board in 1942. (2/2/51)

D, Notices Drafts- ~~{either Nominations or Minutes}~~

✓ MAASS, HERBERT H.

Biographical

Maass had his stroke some time between the May 4 and the
October 25, 1951 Board meetings.

See Special Meeting of Members of the Corp., 10/25/51, p. 2

10/31

BUILDINGS AND GROUNDS

Facilities

TRUSTEES

Corporation

PRINCETON UNIVERSITY

Relations WOAI

WEED, LEWIS H.

Biographical

FULTON, JOHN F.

✓ MAASS, H. H.

Letter from Weed to Fulton, October 31, 1952.

Filed in Chronological File under 1952, 10/31.

Fulton, John F., Correspondence, Sterling School of Math

DIRECTOR

Corporation

✓ MAASS, HERBERT H.

Biographical

VEBLEN, O.

FULTON, JOHN F.

STRAUSS

SMYTHE, HARRY

Veblen to Fulton from Switzerland, bitterly inveighing against the Chairman's plan to call a meeting to see if the I. A. S. should retain the Director. Veblen is boiled up about it. He talks of academic freedom at length. He ~~says~~ says he has written to Maass telling him exactly what he thinks of it.

Wilmarth Lewis expresses his thought that such an action would destroy the Institute. He says he thought Veblen's letter to Maass was a corker. It changed Maass' mind. Veblen suggested replacing Strauss with Harry Smythe.

One of Fulton Files

OPPENHEIMER, ROBERT

Biographical

STRAUSS

✓ MAASS, HERBERT H.

VEDLEN, O.

FULTON

LEWIS, W.

Letter from Fulton to Wilmarth Lewis, August 3, 1954.

Filed in Chronological file under 1954, 8/3.

Fulton File, Wilmarth Lewis

GENERAL

FOREIGN

SITE (Buildings & Grounds)

FOUNDERS

GEST ORIENTAL LIBRARY

PRINCETON UNIVERSITY

GENERAL

REPORTS

FLEXNER, A

STEIN

MAASS, HERBERT

VEBLEN, OSWALD

OPPENHEIMER, ROBERT

GOTTMANN, JEAN

LEIDESDORF, SAMUEL, D

ELLIOT, T. S.

TOYNBEE, ARNOLD

LEVY, DAVID M

BIRKHOFF, D

EICKELSER

WEYL, HERMAN

Academic Personnel

Facilities

Corporation

Facilities

Relations W. O. AL I.

Academic Organization

Corporation

Biographical

(See FLEXNER, A., Biographical - Interview of 10/31)

FORNERS

Corporation

✓ MAASS, H.

Biographical

EINSTEIN, A.

"I deleted two paragraphs before this copy was written, and when I delivered the speech I deleted the marked portion on page 3."

Maass Interview 11/17/55

See Vertical File MAASS, H.

SCHOOL OF ECONOMICS & POLITICS

Academic Organization

TRUSTEES

Corporation

FOUNDERS

MAASS, H.

Biographical

LEIDESDORF, S.

FLEXNER, A.

AYDELOTTE, F.

RIEFLER, W.

FRANKFURTER, F.

Interview with Messrs. Maass and Leidesdorf 11/17/55

EINSTEIN, A.

See Vertical File INTERVIEWS

12/19

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

SALARIES

Academic Personnel

BENEFITS

INVESTMENTS

Finance

REPORTS

✓ MAASS, HERBERT H.

Biographical

LEIDESDORF

FLEXNER, A.

AYDELOTTE, P.

EINSTEIN, A.

Interview with Messrs. Maass and Leidesdorf, December 19, 1955.

Filed in Vertical File under Interviews.

Interview with Messrs. Maass and Leidesdorf, 12/19/55.

1958

1/30

PARTICIPATION IN ADMINISTRATION
school OF ECONOMICS AND POLITICS

FLEXNER, A.

MAASS, H.

LEIDESDORF, S.

Academic Personnel

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Biographical

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Academic Personnel

AYDELOTTE, F.

Biographical

OPPENHEIMER, S.

MAASS, HERBERT S.

Interview with Jane Richardson Hapes, February 20, 1956.

Filed in Vertical File under Hapes Interviews.

Interview with Jane Richardson Hapes, February 20, 1956

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Biographical

MILLER, BERNETTA

EINSTEIN, A.

MAASS, HERBERT H.

AYDELOTTE, F.

FLEXNER, A.

VON NEUMANN, J.

Interview with Bernetta Miller, March 15, 1956.

Filed in Vertical File under Miller Interviews.

Interview with Bernetta Miller, 3/15/56

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INSTITUTE HISTORY

Institute History

✓ MAASS, HERBERT H.

Biographical

Telephone conversation with Mr. Maass, May 24, 1956.

Filed in Vertical file under Maass and Leidesdorf
Interviews.

Telephone conversation with Mr. Maass, May 24, 1956.

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ECONOMICS

SCHAAP

FARRIER

BAMBERGER , LOUIS

FULD

HARDIN

BAMBERGER, EDGAR

LEIDESDORF

✓ MAASS

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Biographical

Interview with Messrs. Schaap and Farrier, May 29, 1956,
in the Board room at Bloomingdale's, New York City.

Filed in Vertical File under Schaap and Farrier Interviews.
Interview with Schaap and Farrier, 5/29/56

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PARTICIPATION IN ADMINISTRATION
COMMITTEES (NOMINATING)
ECONOMICS
NATIONAL BUREAU OF ECONOMIC RESEARCH
SCHOOL OF ECONOMICS AND POLITICS
SCHOOL OF MATHEMATICS
VINEY
WALTER STEWART
DAMENBERG
RIEFLER
FRANKFURTER
FLEXNER
AYDELOTTE
OPPENHEIMER
✓ MAASS

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Academic Activities
Foundations
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Biographical

Interview with Walter W. Stewart, May 31, 1956.

Filed in Stewart Interviews in the Vertical File.

Interview with Stewart, 5/31/56

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FLEXNER, A. 2, 3

HARDIN, J. R. 3

STEWART, W. W. 3

Interview with Mr. Aydelotte, September 21, 1956.

Filed in Vertical File under Aydelotte Interviews.

Interview with F. A., Sept. 21, 1956

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✓ MAASS (P. 2, 5)

MERRITT (P. 3)

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AYDELOTTE (P. 5)

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Dinner table conversation with Miss Goldman, 9/28/56
Filed in Vertical File under Goldman Interviews.

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JOHNS HOPKINS
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BEST ORIENTAL LIBRARY
PARTICIPATION IN ADMINISTRATION
INSTITUTE HISTORY
PRINCETON UNIVERSITY
FLEXNER, A.
LEIDESDORF
BLUESTONE
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VEBLEN
HARDIN
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Interview with Abraham Flexner, October 24, 1956.
Filed in Vertical File under Flexner Interviews.

Interview with Flexner, 10/24/56

1957

4/11

✓ MAASS, HERBERT H.

biographical

Maass died April 11, 1957. Herald Tribune and New York Times articles in file. Special notice inserted in the vital statistics column by Strauss and Leidesdorf: "The Institute for Advanced Study records with profound sorrow the passing of Herbert H. Maass, Trustee and guiding hand since the Institute's founding in 1930 and Chairman of the Board since 1942. With wisdom and understanding he led the Institute through its formative years and brought it to maturity."

June 13, 1957, Oppenheimer transmitted copy of a testimonial to Mrs. Maass written by, Oppenheimer thought, Admiral Strauss. Printed and embellished by Mr. Conkright of the Princeton University Press. Statement: "The officers and trustees of the Institute for Advanced Study record with profound sorrow the death of their colleague, counsellor, friend, and chairman, Herbert Halsey Maass. Adviser to the generous founders from the birth of the idea of which the Institute is the crystallization, he was associated with it from its beginnings. The Institute became the chief interest of his widely ~~diversified~~ diversified career and he gave freely and

unstintingly of his time, energy, and thought to its welfare and growth. Ever accessible to its faculty and officers, his sound judgment, meticulous taste, and devoted concern for its well being were employed over the years in fostering the purposes for which the Institute was established and in making secure the foundation upon which it is reared.

"Though his personality and principles have made an enduring impress upon the aims and policies of the Institute, his absence from our meetings will long be sadly noted, and we will carry the recollection of him in our hearts.

"It is ordered that this minute be permanently inscribed in the records of the Institute and that a copy suitably prepared be offered to his widow with the sympathy and condolences of his associates who mourn his passing."

D, Maass, 1947-

1957

4/12

TRUSTEES

Corporation

✓ MAASS, HERBERT H.

Biographical

Article from the New York Times of April 12, 1957, on
death of Herbert Halsey Maass on April 11, 1957.

Article Filed in Chronological File under 1957, 4/12.

New York Times, 4/12.

1957

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