

TRUSTEES

✓ DIRECTOR

FACULTY

HUGHES, RAMMOND

Corporation

Administration

Academic Personnel

Biographical

A few remarks from Raymond Hughes', A Manual for Trustees
of Colleges and Universities.

Filed in Vertical File under "H" for Hughes.

✓ DIRECTOR

Administration

Notes on the Director's Fund.

Filed in Vertical File under "D" for Director.

FA, (Elsa Jenkins) 3/19/57)

SCHOOL OF ECONOMICS & POLITICS

/ DIRECTOR

FLEXNER, A.

MITRANY, D.

WARREN

STEWART, W.

RIEFLER, W.

Academic Organization

Administration

Biographical

See interview with Flexner, A. 11/2/55

1932

10/26

10/29

REPORTS

Administration

✓ DIRECTOR

HARDIN, JOHN R.

Biographical

FLEXNER, A.

In approving the Minutes of the last meeting, Hardin asks that the Report of the Director be spread upon the Minutes in full. It had been omitted.

Flexner to Hardin, October 29, 1932.

"I had told Mrs. Bailey to omit the Director's Report altogether, and she insisted that the important sections should appear - a compromise, which I adopted. However, I really believe that you are both right - that as a matter of history the Director's Report should appear in the minutes in full, and I shall attach it to the permanent copy of the minutes of the last meeting."

D File, Hardin, John R.

1932

10/26
10/29

POLICIES

Administration

✓ DIRECTOR

TRUSTEES

Corporation

HARDIN, JOHN R.

Biographical

Hardin to Mrs. Bailey, October 26, 1932.

In proving the Minutes for October 10, 1932, criticizes it because the report of the Director is not spread upon the minutes in full.

Flexner in an allegedly humorous reponse October 29, says that Mrs. Bailey had refrained from doing it at his own order, but that he believes that as a matter of history the Director's Report should appear in the Minutes in full, and he will attach it to the permanent copy of the minutes of the last meeting.

JRH Correspondence from May, 1930 to December, 1933

1933

~~6/11~~
~~8/11~~

8/1

| | |
|---------------|----------------|
| ✓ DIRECTOR | Administration |
| FOUNDERS | Corporation |
| AYDELOTTE, F. | Biographical |
| FLEXNER, A. | |

Flexner to Bamberger, August 1, 1933.

Aydelotte has just been visiting him at Magnetawan, and has spent a good deal of time going over the Institute and its future with Flexner. "In addition to this...I feel that I have in him an 'understudy' whom you and Mrs. Fuld were rightly anxious that I procure. Whatever happens to me, the Institute is safe, for he and I are in perfect accord as to the principles and ideals which underlie the enterprise. ~~Max Fuld~~ We agree further that it is impossible for him to secure the wider personal acquaintance with distinguished scholars and scientists in this country and ~~1/4~~ abroad, which I acquired during my long years at the Rockefeller Foundation. He therefore proposes to spend his summers abroad

for this purpose for several years to come. Thus the Institute will be in possession of the kind of experience which must be enjoyed by an institution which wishes to do something better or higher than is done even by the most famous universities in the world."

D, Bamberger, Louis, 1930-1936

✓DIRECTOR

Administration

GENERAL

Public Relations

FLEXNER, A.

Biographical

EINSTEIN, A.

"To the
President of the United States
Washington, D. C.

Dear Mr. President:

"With genuine and profound reluctance, I felt myself compelled this afternoon to explain to your secretary, Mr. MacIntyre, that Professor Einstein had come to Princeton for the purpose of carrying on his scientific work in seclusion and that it was absolutely impossible to make any exception which would inevitably bring him into public notice.

"You are aware of the fact that there exists in New York an irresponsible group of Nazis. In addition, if the newspapers had access to him or if he accepted a single engagement or invitation that could possibly become public, it would be practically impossible for him to remain in the post which he has accepted in this Institute or in

America at all. With his consent and at his desire I have declined in his behalf invitations from high officials and from scientific societies in whose work he is really interested.

"I hope that you and your wife will appreciate the fact that in making this explanation to your secretary I do not forget that you are entitled to a degree of consideration wholly beyond anything that could be claimed or asked by any one else, but I am convinced that, unless Professor Einstein inflexibly adheres to the regime which we have with the utmost difficulty established during the last two years, his position will be an impossible one.

"With great respect and very deep regret, I am

Very sincerely yours,

Abraham Flexner"

Nov. 4, 1933, McIntyre to Flexner thanking him for his candor and expressing the agreement of the President with his position.

File IV-3

1935
1936

11/12
2/7

DIRECTOR

Administration

AYDELOTTE, F.

Biographical

FLEXNER, A.

The discussions between Flexner and Aydelotte on the proposal to come later of the appointment of an Associate Director who would succeed Flexner evidently began at some time before November 12, 1935, for on that date, Aydelotte in a letter to Flexner indicated that they had spoken early in the fall of a plan of Aydelotte's coming to Princeton on Sunday, November 17 for a few days to look over correspondence and memoranda connected with the early days of the Institute. He asks if that is convenient for Flexner.

Mrs. Bailey replies since Flexner will be away, the conference had better be postponed until December.

Aydelotte wrote Flexner February 7, 1936, acknowledging the minutes of the last meeting and expressing appreciation of the handling of appointments.

"I thought your own report most impressive, and it seems to me exceedingly valuable to have you record in this way the principles upon which the Institute is based and the aims which should constantly be kept before it. I have myself from time to time looked back over your reports which were made at earlier meetings and have been enormously impressed with the body of principles built up in them year by year." He then asks for minutes missing from his files.

File I-7

1935

1/14

SCHOOL OF MATHEMATICS

Academic Organization

MARSHAK

Biographical

BOARD OF TRUSTEES

Corporation

DIRECTOR

Administration

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

1935

4/22

DIRECTOR

Administration

REPORT

10 page report appended to Minutes 4/22/35. It is a long history - notable is fact that Flexner does not allude to conditions in Germany when congratulates IAS on illustrious nature of mathematical faculty. (P. 31)

Vol. 2, No. 3

1935

5/1

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ DIRECTOR

Administration

MITRANY, D.

Biographical

FLENNER, A.

Fleener to Mitraný, May 1, 1935, and also a paper called
"Notes on THE SCOPE AND METHOD OF POLITICAL SCIENCE."

Both are filed together in the Vertical File under
1935 "E" for School of Economics and Politics.

III-23

1934

4/6

✓ DIRECTOR

Administration

VEBLEN, MRS. O.

Biographical

Mrs. Veblen (Elizabeth M.D.) to Flexner:

Mrs. Veblen thinks their "dishwashing lady" should be covered by insurance because according to N. J. Law, IAS is responsible in case of accident for any of its employees. Help on campus (Princeton) are covered by group insurance--she is not in their employment, but paid for by the Institute.

File IV-19

1936-1944

✓DIRECTOR

FACULTY

TRUSTEES

BENEFITS

ECONOMICS

AYDELOTTE, F.

FLEXNER, A.

EINSTEIN, A.

VEBLEN, O.

MAASS, H. H.

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.

1936

1/27

/ DIRECTOR

Administration

POLICY

FLEXNER, A.

Biographical

Flexner to the Board:

"In old institutions it is perhaps wholesome that from time to time quite new personages be introduced as directors but in an institution that is being formed along definite lines and for definite purposes it would be unfortunate if too early in its general career its general policy were abruptly changed. Mr. Bamberger's solicitude about the future has never been absent from my mind. But I have not hitherto felt that we have progressed to the point where a step of the kind he recommended should be taken. We have I think now reached that point. I am further more in my seventieth year and while my health and strength are unimpaired, I cannot close my eyes to the fact that my usefulness may in the course of the next few years be gradually diminished. On the other hand as it seems to be the wish of the Board that I continue in my present post, it would, in my judgment, be a mistake to select a successor as long as the date of my retirement is undetermined." He then suggests the appointment of an associate director upon which he will make a recommendation in April. The Board approved privilege of Director to suggest an associate director as an annual appointment without succession to directorship. (Minutes, j/27/36, p. 15)

Vol. 2, No. 5

1936

1/27

FLEENER, A.

Administration

DIRECTOR

Biographical

The Director reports:

"As I look back over the Institute's history, I confess to some slight amusement with the title which I myself bear. It is clear to me that no man can direct a group of scholars with the eminence we have sought to assemble. I have always insisted that these people should be as autonomous as possible but that word means more to me now than it did when I first used it." From this fine beginning he dropped into a rather pedestrian description of the duties of a Director partly custodial as they are.

Then he repeats the purposes of the organization and comes to a question:

"The question arises as to how purpose is to be translated into action. In an age when different subjects unexpectedly cross their separate boundaries, it seemed to us nevertheless important that somewhere there should be an institution which should be organized in autonomous schools, leaving the members to feel equally free to work within boundaries or to cross lines which led into other territories. Thus far we have had little experience except in mathematics..."

Minutes 1/27/36, p. 3-4, Vol. 2, No. 5

1936

2/7

/ DIRECTOR

Administration

Flexner to Aydelotte.

From the Minutes which I am sending you herewith of Aydelotte you will see the form in which the Associate Directorship went through. "It was impossible to present it without the element of risk which I think is really negligible. I am going to get the Faculty together next week and simply ask them for suggestions. I am not expecting anything of moment from them so that I shall make the nomination practically on my own responsibility."

FA Confidential Files, March 7, 1957

1936

2/7

DIRECTOR

Administration

FLEXNER, A.

Biographical

AYDELOTTE, F.

Flexner to Aydelotte.

From the minutes of Trustees 1/27/36. "You will see the form in which the associate directorship went through. It was impossible to present it without the element of risk which I think, however, is really negligible. I am going to get the faculty together next week and simply ask them for suggestions. I am not expecting anything at the moment from them, so that I shall make the nomination practically on my own responsibility."

I-7

1936

3/6

PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

FLEXNER, A.

Biographical

VEBLEN, O.

Flexner to Veblen, Arizona Biltmore, Phoenix, asking the Faculty again to consider the question which he raised at Faculty meeting on February 10, 1936, to consider the policy of the retirement of the present Director and the appointment of a successor and to suggest names of an associate director who might succeed. He promises to transmit in resume to the Trustees at the April, 1936, meeting ^{any} recommendations the Faculty might have.

He lists his reasons for wanting Faculty consideration at this time. He asks that these reasons and the policy behind them be laid before the Faculty, "So that I could present to the Board both sides of the question. I believe that in this way, the Professors will have a larger share in determining the ^{general} policy than they are likely to have if the

whole question is dismissed until I myself retire."

As to the characteristics of a successful Director, he frankly describes his own.

"In choosing a person, if the Board decides to ~~know~~ take such action, we should, I think, seek not a distinguished specialist, but rather a person of my own type; namely, one who has varied interests and sympathies, a large acquaintance with men and institutions in this country and in Europe and profound respect for scholars and their own individual ways of solving their own problems. This sort of choice seems to me important at this state, while the Institute is gradually expanding. A decade hence, some other type may be more useful; but while I shall present my views to the Board, with whom the ultimate responsibility lies and in my judgment should lie, I shall not, of course, insist upon it."

The postscript asks that the entire letter be read to the Faculty.

Pilys V-1

1946

3/9
2/28
2/9
2/11
2/12

/DIRECTOR

Administration

NOMINATIONS

Academic Personnel

PARTICIPATION IN ADMINISTRATION

Panofsky to Earle, March 9, 1946.

Suggests Henry Allen Moe as Director. "...somewhat less problematic than many of the candidates now on our list."

Stewart February 28, 1946 on receiving note from the Committee indicating that two members of the Faculty are being considered for nomination as Director causes him to nominate Riefler. "It is partly because we know him so well personally that we are likely to overlook his standing outside this community and his distinct qualifications as Director. He has tested administrative ability, a broad scholarly interest and a deep affection for the Institute and an understanding of its problems...Personally he seems to me better qualified than any one on the list of persons already mentioned..."

February 9, 1946

/Lowe suggested in order of preference: Sigerist of Johns Hopkins, Shapley of Harvard and Meritt. His order of preference is inverse as far as qualities are concerned. He puts Meritt third only because he hates to see him lost ~~in~~ to scholarship; therefore, his preference for Sigerist.

February 11, 1946, Panofsky suggests Morse.

Meritt suggests Elegen as the only one he is sure would understand what I try to do with Greek epigraphy. Harbison might. (Meritt's statement, February 12, 1946)

Earle papers, I. A. S.--Directorship, Meetings, etc. 1946 & 1947

1936

10/8

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ DIRECTOR

Administration

FLEXNER, A.

Biographical

AYDELOTTE, F.

Flexner to Aydelette.

The faculty has been having some sessions without me since term opened, and I suspect they will have something to communicate to me between Board meeting and now--but no idea what. Let's have a talk at the Board meeting. (after the Board Meeting).

FA Confidential Files, March 7, 1957

1937

4/6

✓ DIRECTOR

Administration

AYDELOTTE, F.

Biographical

FLEXNER, A.

Flexner to Aydelotte, April 6, 1937.

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

File I-7

1937

10/5

✓ DIRECTOR

Administration

AYDELOTTE, F.

Biographical

FLEXNER, A.

Flexner to Aydelotte, October 5, 1937.

Suggests he stop in before the October meeting.

File I-7

1937

10/8

✓ DIRECTOR

AYDELOTTE, F.

FLEXNER, A.

Administration

Biographical

Flexner to Aydelotte, October 8, 1937.

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

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

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

File I-7

1938

11/25

PARTICIPATION IN ADMINISTRATION

DIRECTOR

FLEXNER, A.

VEBLEN, O.

Academic Personnel

Administration

Biographical

Flexner to Veblen.

Mathematics faculty will have to make up their minds on inviting members. Do they want to spend stipend on Douglas who is fine mathematician but has had breakdown?

IV-20

1939

4/10

/ DIRECTOR

Administration

PARTICIPATION IN ADMINISTRATION

Academic Personnel

EINSTEIN, A.

Biographical

VEBLEN, O.

STEWART, W. W.

FLEXNER, A.

Date of third Faculty dinner presumably social given by
Einstein with purpose Flexner must go.

Stewart Interview, February 6, 1956, p. 2

1882 1939

6/26

✓DIRECTOR

Administration

FLEXNER, A.

Biographical

LEIDESDORF, S. D.

Flexner to Leidesdorf, June 26, 1939.

"Since my conversation with you and Mr. Maass in your office on June 5 I have not only given very thoughtful consideration to what was said on that occasion but I have conferred with my brother Simon, with several disinterested persons here in Princeton, and last Friday I laid the whole matter before Mr. John R. Hardin, asking for his counsel. Mr. Hardin's advice coincided with that which I had previously received from my brother and others. It was to the effect that at the present time I should take no step whatsoever.

"I am sending a copy of this note to Mr. Maass."

D, Leidesdorf, Samuel, D., 1930-1935

1939

7/17
7/23

FACULTY

Academic Personnel

✓ DIRECTOR

Administration

FLEXNER, A.

Biographical

VEBLEN, O.

Copies of letters from Veblen to Aydelotte, July 17, and July 23, 1939:

(July 17): "I have just received a letter from Earle, dated the 13th saying that he had written to you to urge that there should be no hesitation in taking the necessary steps to make a change in the directorship of the Institute this summer. I should like to add my voice to his.

"A further delay would probably not harm me personally more than it would most other members of the faculty, but I fear that it would do the Institute as a whole very considerable harm. To allow the present tense and uncertain situation to

continue is likely to have a bad effect on morale, to divide the faculty into factions, and to cause personal differences which may be hard to heal. All of these dangers will be accentuated by the circumstances of our being brought close together for the first time in the new building. They would be avoided if a new direction were chosen ^{this summer} [there is crossed out material here--the rest follows lacking some of the original sense]. adjust ourselves to the new administration with a minimum of doubt and disturbance.

"It is possible that the present director could successfully stand on his legal right to serve out the year for which he has been formally elected. This however is no reason why the Trustees should not (1) meet to choose their part of a joint committee, (2) call a meeting of the Faculty to choose its representatives on their committee, (3) receive the report of the joint committee and elect the new director before Oct. 1st. The latter, if he could not take formal charge before the following June would have many useful things to do.

"This letter is not too confidential. You are perfectly free to show it to any of the Trustees or the Founders if you wish."

(July 23, 1939): "To confirm what I said on the telephone in answer to your inquiry this afternoon, I should be very glad to come to New York for a conference on the I. A. S. directorship at any time, and to stay for several days if necessary. I hope that the result of such a conference will be an early meeting of the Trustees at which they would appoint 2 or 3 members of a committee to recommend a new director and call a meeting of the Faculty to choose 2 or 3 other members of this committee. This procedure is in accordance with the by-laws which provide for a committee without specifying its membership. The director is elected yearly and the appointment of ^athe committee is justified, even if the present director has not yet resigned, by the general expectation that he will soon retire. If, as I thought you said, Flexner had [has?] indicated to you (or to any one else) an intention of retiring at an early date there is all the more reason for prompt action.

"In any case, there is no reason why the Trustees should not meet when ~~they~~ the Institute is not formally in session, and I should think that it is their duty to meet as soon as a

reasonable number of them are convinced that there is important business to attend to. An informal conference should have the effect of convincing them of this.

"As to a meeting of the Faculty, most members are within easy reach, and two who have gone abroad have left proxies (with Einstein I believe) in view of the possibility of a summer meeting. I think a representative meeting could be had on relatively short notice.

"With regard to this committee I, of course, cannot predict how long its deliberations would last, but if it is in existence before Oct. 1st ~~xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx~~ the next academic year will be much more profitable than it would otherwise be. If the committee's report were ready and acted on by the Trustees by that date everything would be much better both because of the reasons given in my last letter (which are powerful ones in view of the recent [?] behavior of the present director) and because of important decisions which have to be made in connection with the new building."

1939

7/17

DIRECTOR

Administration

VEBLER, O.

Biographical

FLEXNER, A.

AYDELOTTE, F.

Veblen to Aydelotte, July 17.

"I have just received a letter from Earle dated the 13th saying that he had written to you to urge that there should be no hesitation in taking the necessary steps to make a change in the Directorship of the Institute this summer. I should like to add my voice to his.

"A further delay would probably not harm me personally more than it would most of the other members of the Faculty, but I fear that it would do the Institute as a whole very considerable harm. To allow the present tense and uncertain situation to continue is likely to have a bad effect on morale, to divide the Faculty into factions, and to cause personal differences which may be hard to heal. All of these dangers will be

accentuated by the circumstance of our being brought close together for the ~~first~~ first time in the new building. They would be avoided if a new Director were chosen this summer.

"...(lost words) adjust ourselves to the new administration with a minimum of doubt and disturbance.

"It is possible that the present Director could successfully stand on his legal side to serve out the year for which he has been formally elected. This, however, is no reason why the Trustees should not: (1) Meet to choose their part of a joint committee, (2) Call a meeting of the Faculty to choose its representatives on this committee, (3) To see the report of the joint committee and elect the new Director before October 1. The latter if he could not take formal charge before the following June would have many useful things to do. This letter is ~~xxxx~~ not too confidential. You are perfectly free to show it to any of the Trustees or the founders if you wish."

This copy is extracted from a very much amended longhand draft. Part of the material which is crossed out expresses a concern in Veblen's mind about the reaction of Mr. Bamberger and Mrs. Fuld to the pleas for

delay which are sure to be made. In this light he suggests that in such a case the new Director could be chosen this summer and could understudy during the following year. This, however, was eliminated apparently, although it might have been a part of the current letter.

1939

7/20

✓ DIRECTOR

Administration

FLEXNER, A.

Biographical

HARDIN, JOHN R.

Hardin to Flexner, July 20, 1939.

"I have been hopeful of hearing from you re subject matter of our conference before you left for Canada. I feel affirmative action on your part in the direction we discussed should not be delayed until the fall." This is sent to Flexner at Magnetawan, Ontario, Canada, and relates to his resignation.

JRH Correspondence from January, 1947 to December, 1939

1939

7/23

DIRECTOR

Administration

VEBLEN, O.

Biographical

FLEXNER, A.

AYDELOTTE, F.

~~He~~ Veblen from Brooklin, Hancock County, Maine, to Aydelotte.

They have had a telephone conversation, and he writes to confirm their understanding. He expresses himself willing to come to New York for a conference on the Directorship at any time to stay for several days if necessary. "I hope that the result of such a conference will be an early meeting of the Trustees at which they would appoint two or three members of a committee to recommend a new Director and call a meeting of the Faculty to choose two or three other members of this committee. This procedure is in accordance with the by-laws which provide for a committee without specifying its membership. The Director is elected yearly, and the appointment of a committee justified even if the present Director has not yet resigned, by the general expectation that he will soon retire. If, as I thought you said, Flexner had indicated to you (or to anyone else) an

intention of retiring at an early date, there is all the more reason for prompt action.

"In any case, there is no reason why the Trustees should not ~~meeting~~ meet ~~in the~~ when the Institute is not formally in session, and I should think that it is their duty to meet as soon as a reasonable number of them are convinced that there is important business to attend to. An informal conference would have the effect of convincing them of this.

"As to a meeting of the Faculty, most members are within easy reach, and two who have gone abroad have left proxies (with Einstein, I believe) in view of the possibility of a summer meeting. I think a representative meeting could be had on relatively short notice.

"With regard to the committee, I, of course, cannot predict how long its deliberations would last, but if it is in existence before October 1, ~~everything would be much better~~ the next academic year will be much more profitable than it would otherwise be. ~~If~~ The committee's report were ready or acted upon by the Trustees by that date, everything would be much better both because of the reasons given in my last letter which are powerful ones in view of the behavior of the present Director, and because

of important decisions which have to be made in connection with the new building."

There is no evidence of a signature in either letter. These are drafts from which he has apparently written longhand letters.

There are some notes written in pencil in Veblen's handwriting on the back of an envelope postmarked Swarthmore, July 26, 1939, as follows: "Hardin has seen F. Hardin has written him strong letter. If no F. -- answer, he will call meeting of Trustees...Wednesday 8 (another line) between 10th and 15th."

1939

7/29

✓ DIRECTOR

Administration

FLEXNER, A.

Biographical

HARDIN, JOHN R.

Flexner to Hardin, July 29, 1939.

"I have been delayed in replying to your recent note because I have been visiting Mr. Bamberger and Mrs. Fuld at Lake Placid. I am happy to be able to report to you that they both gained greatly already. Mr. Bamberger looks ~~very~~ ~~quite~~ well, and he and I had daily walks and long talks together. Mrs. Fuld has increased in strength and added a few pounds to her weight. She sat up in the evening until ten or half past - something which she has not done since she broke her arm. Both of them are in excellent spirits.

"I discussed with both Mr. Bamberger and Mrs. Fuld, separately and together, the question of my retirement and the manner in which it should be managed. I reminded them ~~that~~ that last winter I had written the Chairman, Mr. Houghton, that the

time was approaching when I wished to be relieved of the directorship and that, as soon as Mrs. Fuld's health permitted, I made the same communication to them. While they regret that the passage of time makes a step of this kind necessary and inevitable, they wish me to do anything which I myself prefer and in the way I prefer. There were a few points on which Mr. Bamberger was insistent.

"'You must retire in a dignified and seemly way', he said, 'so that no one can possibly say that you have been pushed out. The initiative must come from you and not from the Board or from any one else.'

"He expressed his own preference, which coincided with mine, that as little publicity as possible should be given to the fact of my retiring and that the transition should be made in a way that would be most helpful to my successor. As he is returning to South Orange shortly after Labor Day, I arranged to go down about the same time, and we can then take the necessary steps involved in bringing the scattered parts of the Institute to Fuld Hall and attending to other

details. His own preference was that nobody should be told of our decision, but I told him that, inasmuch ~~as~~ I had conferred with you, I felt that I owed it to you to keep you ~~if~~ informed of everything that took place - a view to which, of course, he at once acceded. However, except Mr. Bamberger, Mrs. Fuld, yourself, myself and my wife, nobody is to know anything because inevitably, if the trustees are informed in advance, there will be danger of leakage and gossip. The By-Laws provide that 'a special committee shall be created to consider the appointment of a successor' in case of a vacancy in the directorship, and Mr. Bamberger saw no reason for departing from the orderly course prescribed for the appointment of a successor.

"By mere chance, as I was returning from Lake Placid, I met Mr. Percy Straus in Toronto, and we naturally talked of the Institute - for an hour. I felt perfectly sure from the frankness and length of our conversation that no one has approached him.

"With all good wishes and very high regard, Ever sincerely,"

"P. S. I am sending a copy of this letter to Mr. Bamberger

with the request that he correct me if on any point I have
said anything that does not coincide with his own understanding."

JRH Correspondence from January, 1937 to December, 1939

1939

8/2

✓ DIRECTOR

Administration

FLEXNER, A.

Biographical

HARDIN, JOHN R.

LEIDESDORF, S. D.

Hardin to Leidesdorf, August 2, 1939.

"I have a letter from Dr. Flexner which confirms me in my view that his retirement will come about in the not too distant future without unhappy consequences to the Institute or any of its staff, and without disagreeable publicity. I deeply feel that any hasty action now would be ill-advised and might bring grief to the founders, otherwise avoidable. Haste is not as important as an assured future.

"You may show this letter to Mr. Maass, otherwise, it should be, for the present, subject to the same conditions of confidence which you have imposed upon me."

JRH Correspondence from January, 1937 to December, 1939

1939

8/2

✓ DIRECTOR

ADMINISTRATION

FLEXNER, A.

Biographical

HARDIN, JOHN R.

Hardin to Flexner, August 2, 1939.

"Your letter of the 29th ult. is at hand. It is rather cryptic as to the real nature of your plans, and I cannot but feel that it would have been better to have anticipated possible unfriendly action by pursuing the course I outlined in our last interview. I would not be at all surprised at a development of some unpleasant publicity in advance of your own announcement of purpose.

"With high regard, I am,

"Yours very truly"

JRH Correspondance from January, 1937 to December, 1939

1939

8/7

DIRECTOR

Administration

FLEXNER, A.

Biographical

HARDIN, JOHN R.

Flexner to Hardin, August 7, 1939.

Disavows intention to be cryptic. He wrote Houghton on the same day he wrote to Hardin and said, "I feel more and more that I should like in the autumn at the October meeting to announce my retirement and to ask the Board to set about choosing a successor." It was an accident that he did not include it in his letter to Hardin.

He goes on to say that he is indifferent as to when he retires. I am willing to retire now or as of September 1st or October 1st or, as I said to Mr. Houghton, at the meeting on October 9, "and whenever the date has been settled I shall notify the Trustees, as you and I agreed. As rumors have apparently reached you which have not reached me, I shall be indebted to you, as I know Mr. Bamberger will, if you will give me your judgment as to the date upon which my retirement shall take

place. I shall then communicate the fact to Mr. Bamberger and so announce it.

"I have two desires: (1) to save Mr. Bamberger's feelings; (2) to stop any possible dissension among the professors of the Institute."

JRH Correspondence from January, 1937 to December, 1939

✓ DIRECTOR

Administration

FLEXNER, A.

Biographical

HARDIN, JOHN R.

BAMBERGER, LOUIS

Hardin to Bamberger, August 9, 1939.

"I have had some correspondence, as you know, with Dr. Flexner concerning the matter of his resignation as Director of the Institute." I have replied to him, and enclose his last letter dated August 7. I also enclose my copy of my reply.

"I am gratified at the progress indicated and trust that the Doctor's intention may be announced without any earlier publicity from any other source. I regret that I am not free to talk to Mr. Leidesdorf, which I cannot do without Dr. Flexner's authority."

Hardin to Flexner, August 9, 1939.

"I feel that your decision to retire without indefinite ~~xxx~~ delay is wise. I think a rather prompt announcement desirable that you will present your resignation to the Trustees at their meeting on October 9th, effective immediately. I would incorporate in the resignation an expression of a willingness on your part, pending the selection of a successor, to cooperate with the Trustees as requested.

"If you act promptly I think the desires expressed in your letter, to save Mr. Bamberger's feelings and to stop dissension among the professors of the Institute, would be realized."

JRH Correspondence from January, 1937 to December, 1939

1939

8/11

DIRECTOR

Administration

FLEXNER, A.

Biographical

HARDIN, JOHN R.

BAMBERGER, LOUIS

Bamberger to Hardin, August 11, 1939.

"This is to acknowledge the receipt of your letter of Aug. 9th, enclosing copies of Dr. Flexner's letter of Aug. 7th and your reply, for which please accept thanks. My feeling is that this entire matter will be straightened out to the satisfaction of all concerned.

"Mrs. Fuld joins me with kind greetings."

JRH Correspondance from January, 1937 to December, 1939

1939

8/12

DIRECTOR

Administration

FLEXNER, A.

Biographical

HARDIN, JOHN R.

BAMBERGER, LOUIS

Flexner to Hardin August 12, 1939.

"I take this means to inform you that I shall, at the meeting of the Board to be held October 9, ask to be relieved of my duties as Director of the Institute, effective as of that date.

"I need not say that if, pending the selection of a successor, there is anything I can do for the Institute, I shall be glad to comply with the wishes of the Trustees.

"It is the desire of Mr. Bamberger and Mrs. Fuld that no publicity be given at this time to my imminent retirement.

"For your cooperation in the upbuilding of the Institute you have my heartiest thanks and deepest appreciation."

Flexner accompanies this with a personal letter
which is not any more personal than the formal notification,
except that he sends his best wishes and warmest greetings.

JRH Correspondence from January, 1937 to December, 1939

1939

8/14

✓ DIRECTOR

Administration

FLEXNER, A.

Biographical

HARDIN, JOHN R.

Hardin to Flexner, August 14, 1939.

"This will acknowledge your two letters of August 12th,
both of which I am pleased to have."

JRH Correspondence from January, 1937 to December, 1939

1939

✓ DIRECTOR
FLEXNER, A.
HOUGHTON, A.
STEWART, W.
WEED, L.
MOE, H. A.

Administration
Biographical

8/17
8/25
8/28
8/28
8/30
8/30
8/30
9/11 (1936)
9/22
~~8/4~~ 10/4
10/5
10/14
10/17

Correspondence on the Stewart-Flexner side of
the retirement of Flexner and the succession of Aydelotte.

Filed in Vertical file under D, Director.

S File, IAS General, 1939-42

9/6

PARTICIPATION IN ADMINISTRATION

✓ DIRECTOR

EINSTEIN, A.

EARLE, E. M.

Academic Personnel

Administration

Biographical

Einstein counsels Earle to drop demand for faculty participation in selecting Flexner's successor.

Earle papers (Vertical)

1939

9/11
9/22

✓ DIRECTOR

Administration

STEWART, W. W.

Biographical

RIEFLER, W. W.

FLEXNER, A.

Stewart to Flexner, 9/11/39.

Riefler has committed himself to Faculty to consultation as director successor.

Anne Flexner to W. W. S. and Riefler.

Flexner's doctor fears consequence of his interviewing faculty members regarding succession. She asks them to dissuade him.

S, 1939-1942

1939

9/30
10/4

TRUSTEES

Corporation

✓ DIRECTOR

Administration

FLEXNER, A.

Biographical

STEWART, W. W.

HARDIN, JOHN R.

Stewart to Hardin, September 30, 1939.

Asks whether or not the resignation of Dr. Flexner as Director creates a vacancy on the Board. If Flexner's resignation as Director carries with it automatically his resignation as a member of the Board of Trustees, then it is the desire of the Nominating Committee, of which he is Chairman, to recommend that Dr. Flexner be made a Trustee to succeed himself. Such action would be unnecessary if he hold his Trusteeship by virtue of his election to a regular term.

Hardin to Stewart, October 4, 1939.

He thinks that Section I, Article VI of the By-Laws is very clear. Flexner's resignation as Director does not have any effect on his tenure of office as Trustee. He has been elected for a regular term, which will continue to its termination unless sooner vacated by his death or resignation as a Trustee.

If a successor should be determined upon who is not a member and trustee of the corporation, it would be necessary to qualify the successor for ~~the~~ such position by first electing him as a Trustee.

JRH Correspondence from ~~the~~ January, 1937 to December, 1939

1939
/DIRECTOR

FLEXNER, A.

HOUGHTON, A.

Flexner's last speech and resignation.

Houghton's appreciation and acceptance.

Administration

Biography

1939

10/14

✓ DIRECTOR

STRAUS, PERCY

Administration

Biographical

A. B. H. to Stewart.

Straus raised question as to whether a younger man should
not be made director.

s, 1939-1942

1939

10/16
to
11/16

✓DIRECTOR

Administration

FLEXNER, A.

Biographical

AYDELOTTE, F.

VEBIEN, O.

October 16, Flexner to Dr. and Mrs. Frank Aydelotte, a telegram, "Heartiest congratulations and best wishes. I am extremely happy. 'May the Lord bless you and guide you, and may he let the light of his countenance shine upon you and give you success.'"

October 18, Aydelotte to Dr. and Mrs. Abraham Flexner, a telegram, "Deeply appreciate your warm-hearted telegram. Delighted with report of Dr. Flexner's release. Look forward with humility and enthusiasm the task of carrying out his great dream on foundations he has laid. Marie joins in much love to you both. Frank."

October 17, 1939, Flexner to Aydelotte, "I have been overwhelmed with letters and telephone calls, the former of which I will show you

when you are here. //Everybody concurs with Dodds that no better selection could have been made. You and Marie cannot imagine how happy I am that such is the universal verdict." He is disposing of light correspondence so that Aydelotte would not be bothered with it. "A few little questions about the building have arisen. If they are trivial I take care of them; if anything of moment is involved I shall, of course, leave it to you.

"I had yesterday a long talk with Veblen--brought about quite incidentally--about the dinners and about his advice to Earle not to lunch with me. He had not a word to say in self-defence. He said things, however, not one of which is true. I do not believe that he is wilfully dishonest, but he is a queer duck with what Stewart calls 'a twisted mind,' and I am determined that you shall not be embarrassed by him as I have been embarrassed during the last six months. The way in which ever member of the faculty spoke to Mr. Houghton and the letters and messages I am receiving from them show conclusively, as you will see, that Veblen is absolutely self-deceived. He had, I suspect, not a motive but an ambition, which, fortunately, the Trustees have disappointed. Give my love to Marie and believe me, Ever affectionately, Abraham Flexner. P. S. I am sorry to find that Veblen has talked to you over the telephone about several trivial things, all of which could wait, and

that he has written Larson about them. Veblen was told yesterday not to bother you with trivialities, for in the case of really trivial things I would attend to them, as you had requested, and if they were not trivial we would simply hold them up until you come. It seems incredible that he should have misunderstood anything so plain--but there you have it."

Flexner to Aydelotte, October 19. A lot of letters and telephone calls come in. "They flatter me far beyond anything that I deserve. I am, however, anxious that you should know how widely the choice of the Trustees in making you my successor has been approved; hence the enclosures."

Aydelotte to Flexner, October 20. "Veblen telephoned me about the problem of the lights in the path, which latter I think rather important, and I, therefore, requested that they consult you and Larson and Maass before reaching a decision. I don't mind in the least having such questions brought to my attention. I am glad to save you in any way that I can in regard to such matters, more particularly as Veblen promised to attend to the details." He expresses delight with the messages he has had from Dodds, Gauss, and a number of the members of the Princeton

faculty and the Board of Trustees.

Flexner to Marie Aydelotte, November 14, 1939. He and Anne are packing up to leave for the South. Mrs. Bailey is bringing him two tickets for the "so-called Princeton University concerts" with ~~Mrs. Bailey~~ for the Aydelottes. (meaning here????)

The occasion at which Lotian spoke was warmly praised by him and Aydelotte's performance "with his accustomed dignity and ease."

November 15, Flexner to Aydelotte. He encloses a letter written to him by Sir Llewellyn from All Souls. "It showed fine feeling that he waited until he could get back to All Souls to write me, for he knows how deeply I am attached to that venerable institution, but what pleased me most was the concluding sentence, and that I am communicating in a letter to Mr. Bamberger this morning."

He quotes Dodds as saying to him in a conversation which they had recently, 'You and I have worked together for seven years and you have never done a thing or said a word to which any human being could take any exception, and I believe and indeed I am sure that Aydelotte and I will hit it off as well as you have done.'

"He made one remark which I should perhaps pass on to you, though I know in my heart that it has already occurred to you.

"Aydelotte is stepping...from a college to something more than a graduate school. Hence he will have different problems to deal with and in a sense different kinds of people, but I have such confidence in him that I feel sure that he will make the adjustment at once."

"Surely if ever a man was welcomed by his colleagues and his friends, you are he, and if ever a man started out with the blessings and good will of all concerned, you are he...I hope that you will have a long stretch of happy, successful, and productive work ahead of you, for I said to Dodds that you had one great advantage over me--you are in your own right a scholar and can be one of the humanistic group. I, alas, have never been a scholar, for two years at the Johns Hopkins between 1884 and 1886 do not produce scholarship, though they do produce and did produce a reverence for it which I am now leaving in safe keeping with you!"

Sir ~~Blak~~ Llewellyn's letter is dated October 22, 1939. He has gone up for one day's rest to Oxford from his war work in London. He writes a warm appreciation of Flexner's work, and all good wishes for

his retirement, recognizing that this is not retirement from work, because Flexner will always be busy.

"It must be a very deep source of happiness both to you and to your wife that you have been able to do so much solid, positive good in this world. In these times, when we are fighting for something much more than (though it includes) our own times, and fighting against evils which I had scarcely thought possible, it is for people like myself a very great consolation to have in mind careers like yours...I have to leave Oxford in a very short time, but I wanted to write this letter from All Souls College.

"And just one word more - how glad I am that Aydelotte is succeeding you. Yours ever, E. L. Woodward."

A. File, Flexner, Abraham

1939

10/17

✓ DIRECTOR

Administration

TRUSTEES

Corporation

HOUGHTON

Biographical

VEBLEN

AYDELOTTE

Flexner to Aydelotte.

Implies that Veblen had not a motive but an ambition to succeed Flexner.

He had a long talk with Veblen in which Veblen said things which were not true. He is not dishonest, Flexner thinks, but has "a twisted mind."

Flexner determined that Aydelotte shall not be embarrassed by Veblen as Flexner has been.

A, Flexner

1939

11/24

FLEXNER, A.

Biographical

✓ GENERAL

Admin.

← Director

BENEFITS

Academic Personnel

For resolutions of Executive Committee see Vol. 3, No. 11. Pension revised from \$6000 (set by Board 1/9/33) to \$12,000; wife as widowed survivor from \$5,000 to \$6,000; resolution of thanks and created Director Emeritus. (See ratification by Board of Trustees 1/22/40, p. 1.) Also commended Trustees revision of by-laws to make Flexner a life Trustee. At the Annual Meeting of Corporation 5/13/40 Flexner reelected Trustee for 5 years (p.1). Thereafter at the Trustees' meeting of same date (p. 12) Flexner requested amendment of Executive Committee Minutes of 11/24/39 on ground that Life Trusteeships should go only to Founders - Board agreed to amendment.

Vol. 3, No. 11, 12, 13

1939

12/28

/DIRECTOR

Administration

TRUSTEES

Corporation

AYDELOTTE, F.

Biographical

VEBLEN, O.

Aydelotte to Veblen.

Has report for trustees meeting written but believes it would save time for him not to read it but to present points needing action. Proposes cutting various standing committees to report to Board directly in morning. Asks Veblen's advice.

V-6

1940

1/22

✓DIRECTOR

AYDELOTTE, FRANK

First address as Director

Administration

Biography

1940

1/22

FLEXNER, A.

Biography

✓DIRECTOR

Administration

See Executive Committees Resolution accepting Flexner's resignation

Vol. 3, No. 12, P. 1-2 Meeting Jan. 22, 1940

1940

3/29

DIRECTOR

Administration

AYDELOTTE, FRANK

Biographical

Terms of appointment: \$20,000 salary; joint 5 % contribution to TIAA. Expense allowance for entertainment fund to be fixed by Treasurer and Director. Olden Manor rent free. Pension \$10,000; IAS to make up balance over his accumulated TIAA. If Marie survived, pension \$5,000 during widowhood.

Exec. Comm. Intq.

~~Tr. Min.~~ - ~~1/22/40~~ 3/29/40 - pp. 1-2

1940

6/18

GENERAL

Finances

✓ DIRECTOR

Administration

AYDELOTTE, FRANK

Biographical

Aydelotte to Leidesdorf, June 18, 1940.

On Leidesdorf's suggestion, Aydelotte submits his expenses during the time he was at the Institute, but not on salary; that is, until he resigned formally and finally from Swarthmore. He submitted hotel bills, travelling expenses, telephone and telegraph and entertainment, totalling \$2577. for the period.

D File, Aydelotte, Frank, Expenses

1942

1/5

BY-LAWS

Corporation

✓ DIRECTOR

Administration

KIEFFER, PAUL

Biographical

AYDELOTTE

Aydelotte got Kieffer to advise him on proposed changes in by-laws attendant on splitting chairmanship into two offices (President) on Houghton's death.

A 10/18/56, File No. 41

1942

10/15

GEST ORIENTAL LIBRARY

TRUSTEES

DIRECTOR

MAASS, HERBERT

WELLS,

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 /Gest/ 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 Benberger, Chairman; Mr. Hoe and Mr. Veblen.

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

1942

10/15

TRUSTEES

Corporation

✓ DIRECTOR

Administration

Director authorized by Trustees to grant leaves of absence to faculty for war work.

Tr. Min. - 10/15/42 - p. 6

1942

12/7

✓ DIRECTOR

Administration

POLICIES

FOUNDERS

Corporation

See handwritten note attached to letter to Mr. Bamberger,
December 7, 1942:

"First impressed by _____ on the problem in studies
undertaken for Senator Guggenheim. Forgotten young 25-35--
needed for training of _____ students.

Result Gugg Foundation

Follow it with Research Assoc at SW [Swarthmore?]

Saw off at Inst. 1930

Vital for vitality of our higher Educ. Also best for
advancement of ---. Older men such as AF _____ have produced
little. Some have even been of little use in directing young

men. Not complaining.

See first draft Aydelotte's letter, December 7 and comments
(by Flexner--prestige vs. vitality and contribution). ~~Maxxixix~~
Questioning value of appointments made by Institute of older
professors.

See Source.

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

1942

12/22

BENEFITS

Academic Personnel

SALARIES

✓ DIRECTOR

Administration

BUDGET

Finance

AYDELOTTE

Biographical

FLEXNER

Aydelotte to Flexner.

IAS paid Aydelotte no salary, 1939-40 thereby
decreasing deficit. Financial statement.

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

1943-44

BENEFITS

Academic Personnel

COMMITTEES (PENSION)

Corporation

✓ DIRECTOR

Administration

Discussions and decisions on retiring allowances,
February 1943 - January 1944.

Also Special Committee on Pensions, Meetings September 24,
October 5, and December 8, 1943.

Filed in Chronological File under 1943-44.

(file # 56)

A, 10/18/56, Home, Material for Trustees Committee on Institute Policy

1943

9/23

BENEFITS (AGE RETIREMENT)

Academic Personnel

AYDELOTTE

Biographical

FLENER, A.

PROFESSORS

Academic Personnel

✓ DIRECTOR

Administration

Flesner to Aydelotte.

"I believe that when you were appointed it was understood that you would serve until 70, but you are elected annually, as I asked to be, and the Board is under no obligation to re-elect you unless it is pleased with your conduct of the Institute....

"There is however in all appointments a scholastic obligation which is far stronger than a legal or a moral or a supposedly moral commitment. Of ~~As~~ every professor at 65 you are bound to ask what has he done, what is he doing, what can he yet do that is of vital and significant importance to the

field of science or scholarship. That, in my judgment, is the
acid test to which every man who hopes to continue his activity
has to submit, and at this time you are the sole judge."
(Material regarding Lowe retirement).

A, 10/18/56, File #51

1944-47

FOUNDERS (WILLS)

Corporation

✓ DIRECTOR

Administration

First and second drafts Minutes October 9, 1947 etc.

Report Buildings and Grounds--Veblen

Wills of Carrie Fuld Δ (March 20, 1943) and Louis Bamberger
(May 31, 1944).

A, 10/18/56, Board of Trustees

~~4~~ 43

1944

4/14

DIRECTOR

Administration

POLICIES

MAASS, HERBERT H.

Biographical

Maass to Aydelotte, April 14, 1944. There has been a conference of the Nominating Committee of Dr. Moe'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 1930 under Dr. Flexner,^{as} the Director, there have occurred many changes in the Board of Trustees, some of the newer^s members of which are ^{now} becoming 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 apprised than it can be from the ~~infrequent~~ 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~~^{what} embodies will meet with your hearty approval and cooperation."

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

1944

October //

FOUNDERS

DIRECTOR

AYDELOTTE, F.

BAMBERGER, LOUIS

Corporation

Administration

Biographical

Report of the Director, 1944, October, File.

From draft of the Director's report. Aydelotte began having lunch weekly with Mr. Bamberger in Newark in 1941. For two years he labored to lay the bad financial position of the Institute before Mr. Bamberger, and for two years suffered discouragement. Bamberger said he had probably given too much money to the Institute in the beginning and had not watched carefully enough how it was spent. Aydelotte said Bamberger told him he had under consideration other philanthropies to which he might devote a portion of his fortune. At the beginning of 1943 his attitude changed, and he began to reassure Aydelotte as to his intentions. He indicated that he and Mrs. Fuld were taking care of the Institute in their wills, but he preferred not to discuss detailed problems but to leave them to the Director and to the Trustees after

he was gone.

The date of the will in which he made the Institute residuary legatee was February, 1943.

"In November 1940 I presented to Mr. Bamberger and to Mrs. Fuld a long memorandum on the subject of the future development of the Institute. To this memorandum Mr. Bamberger gave me no definite reply. Indeed I expected none....In November 1942 I handed him another letter on the same subject and asked his permission to lay my proposals before the Trustees in order to keep them informed and to get their advice. This Mr. Bamberger asked me not to do for the present and nearly a year later he made the statement which I have quoted above that he expected to provide generously for the Institute but was not yet ready to allow me to discuss its future program with the Faculty and Trustees. Mr. Bamberger had very definite ideas of his own but he had no wish to dictate. He was strongly opposed to the subject of economics and gave his consent originally in my opinion only because he thought our activity in that subject was experimental and could be

terminated at any time. When I explained to him that this was not the case and urged upon him the great potential interest and value of this field, he willingly matched the contribution which I was able to secure from the Rockefeller Foundation for support of our work in that subject for a period of five years. In general Mr. Bamberger gave me to understand that he did not care to participate in the discussion of the scholarly program of the Institute and would prefer to leave the consideration of such matters to the Faculty and Trustees after his death.

"I felt bound to respect Mr. Bamberger's wishes and have accordingly never raised with the Trustees or the Faculty these important questions. Our whole financial future depended upon him. I felt myself responsible for the security of the Faculty, for their salaries and their pensions, and realized, in spite of my impatience, that I had no choice but to wait until he gave us permission to go forward. That permission he has tacitly given us in his will."

A (Attic) Report of the Director, October, 1944

1944

10/11

GENERAL

Academic Organization

✓ DIRECTOR

Administration

BENEFITS

Academic Personnel

AYDELOTTE, F.

Biographical

Part of missing draft of Aydelotte's proposed report of October 11, 1944 which was never given - October meeting of Trustees deferred to December 5, 1944.

Filed in Chronological file under 1944, 10/11.

A Report of Director October, 1944 (Attic) Vertical

1944

10/23

✓ DIRECTOR

Administration

TRUSTEES

Corperation

FLEXNER, A.

Biographical

WOLMAN, LEO

MAASS, H. H.

AYDELOTTE, F.

Copy of a letter received by Maass from Flexner 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 paranoic.' I said, 'Paranoiacs do not write masterpieces on Michaelangelo.' 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 apologize 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. Bamberger 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. Bamberger lived. As far as I recall I have attended no meetings since except the meeting held in his memory.

"Sincerely yours,

"Abraham Flexner

"af:esb"

FA Confidential Files, March 7, 1957

1944

11/6
11/20

PARTICIPATION IN ADMINISTRATION

Academic Personnel

NOMINATIONS

BENEFITS

~~DIRECTOR~~

Administration

There are no official Minutes on luncheon meeting November 6, 1944, as a result of which the memorandum of November 20, 1944, was prepared and presented and approved on the succession to the Director. Neither is there any mention of the proposed retirement of the Director until the meeting of November 20.

At the meeting of November 20, Einstein initiated the question of Faculty approval of proposed Faculty appointments on consultation with the Faculty by the Trustees; majority vote to prevail. He contemplated a change in the By-Laws to provide this to assure such Faculty participation. No action was, however, taken at that meeting.

Faculty Minutes 11/20/44

1944 (?)

11/6 (?)

11/20 (?)

DIRECTOR

Administration

POLICIES

~~Administrative~~ Administration

FACULTY

Academic Personnel

AYDELOTTE, F.

Biographical

Rough handwritten notes by Aydelotte.

Reply
Riefler to Moe

OK by me - clear to ~~fax~~ faculty - can't call off protest

Animus from A F

Dissension started by Trustees
by attack on me

A F & Wolman

Fac [ulty] unified - morale high

A F to Mr. Bamberger

Dissension in faculty will continue

Challenges my whole life; Faculty best answer

Com. did not discuss my report - request not sincere
you said several interested - wrong

Scholars vs. Trustees

Inst. needs explosion

"Honor" - from Trustees not even regret

Endorsement from faculty only reward - can't desert them -
can't call them off

No credit for act. of last 5 yrs. -
Keeping Inst. together

Charge proceeds from faculty - Calamity

Com. should confer with faculty - meeting today - in their hands

Morse citation - death of Birkhoff - Earle - Riefler - Siegel -
de Tolnay

Panofsky review von Neumann

Sch Math & Human Study vs. Econ.

Calamity in choice of new Director - what would you do?

A (Attic) Report of the Director, October, 1944

1944

11/8

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ DIRECTOR

Administration

VEBLEN, O.

Biographical

AYDELOTTE, P.

Copy of Veblen's report of Faculty meeting.

Filed in Chronological file under 1944, 11/8.

A - Report of Director, October, 1944 (Attic)

1944

11/19

/ DIRECTOR

MOE, HENRY A.

AYDELOTTE, F.

Administration

Biographical

Moe to Aydelotte on retirement.

A, 1/29/57

1944

11/20

PARTICIPATION IN ADMINISTRATION

BENEFITS

DIRECTOR

AYDELOTTE, F.

EINSTEIN, A.

WARREN, E.

EARLE, E. M.

MOSE, M.

VON NEUMANN, J.

Academic Personnel

Administration

Biographical

Digest of Minutes of a Faculty Meeting.

The Director did not attend so the meeting was presided over by Professor Veblen. The Secretary presented a memorandum (which appears in the Trustee Minutes of Jan. 19, 1945, pp. 14-15) from the Faculty to the Trustees regarding the proposed retirement of Dr. Aydelotte. This he said was the consensus of the full discussion of Nov. 6 which was a Faculty meeting. The letter was ultimately sent to the Board and incorporated in the minutes of the Faculty formally as it appears in the Minutes but there was a good deal of discussion before this happened.

The question of the age of the Director on retirement and of the Faculty came up in full force and there was no unanimity whatsoever. Professors Einstein, Weyl and Warren took the attitude that the age of retirement of the Director should be greater than that of the Professors, they mentioned 70. Professor Warren went so far as to say

that due to the similarity of the duties of the Director and the Faculty there was no reason to apply the 65 year rule to the Faculty ~~only~~ and only at discretion to the Director.

Professor Earle thought that there should be one rule for retirement for both the Director and the Faculty but he urged that since there have been two exceptions to the application of the 65 rule, both at Mr. Basberger's request, in the case of the Faculty it would be well to provide for an exception in the case of Dr. Aydelotte as Director.

Dr. Stewart favored the insertion of a statement that 65 ought to apply to both Director and Faculty. This was not seconded. Professor Earle felt that the memorandum should be adopted without amendment and that the continuation of Dr. Aydelotte as Director involves the welfare of the Institute and no personal consideration. Morse thought the Faculty should adopt the memorandum as a data of "important evidence" which the Director's ought to have leaving it without recommendation as to specific age for the Director's retirement. Von Neumann, who was not present, sent a letter asking that the memorandum be sent to the Director.

Professor Riefler favored a lower retirement age for the Director than for the Faculty or no retirement age for anybody in which case the status of those Faculty members already retired ought to be reopened. Professor Warren expressed himself as ready to support the suggestion of reinstatement of members already retired.

Here Professor Goldman urged that the Faculty confine itself to the limited objective represented by the memorandum. This was done and the action was unanimous. However, the Faculty resolved that the Director should appoint a committee of Faculty to consider

conditions of appointment in relation to the welfare of the Institute and report back to the Faculty.

File V-1

1944

11/20 (?)

✓ DIRECTOR

Administration

BENEFITS

Academic Personnel

WORLD WAR II

Government Relations

AYDELOTTE, F.

Biographical

Handwritten notes by Aydelotte around November 20, 1944.

1. Retirement

2. Financial history and anxiety

3. War record and research in war time

4. Plans & function - prohibited from talking - function 9-12

5. Bedier - importance of younger scholars - Seminar for all - Role of Director

6. Status for older men

A (Attic) Report of the Director, October, 1944

1944

11/20 ?

| | |
|---------------|--------------------|
| ✓ DIRECTOR | Administration |
| TRUSTEES | Corporation |
| FACULTY | Academic Personnel |
| AYDELOTTE, F. | Biographical |

(Somewhere around November 20, 1944) Rough handwritten notes by Aydelotte on a memorandum noting appointment with Kieffer, Century Club on November 20, of what was apparently a conference with Lewis W. Douglas.

Dissension will hurt Inst. Therefore insist on action to preserve harmony.

Does not want faculty Trustee fight

If I insist on retiring will protect me from criticism, enlarge pension, make handsome references to my work, even

hints at letting us keep house & offices in Fuld Hall.

L. W. D. goes on importance of 65 retiring age for
Director.

Esp. imp[ortant] (?) now plan new era, new Director
should be allowed to plan the future.

F. A. pointed out [I] never discussed my plans (2) In
thinking of good of Inst. should comment frankly with open mind,
deciding I should go or stay according to what is best for
Inst. Made quite clear best for me to retire.

Pointed out issue was not simple due to criticisms, was
not willing by retirement to accept them. L. W. D. professed
not to know what they are.

Would time my retirement work a blow to faculty

L. W. D. great professions as to future of Inst. Sounds
as if he were the man.

He made clear endorsement of faculty meant more than
Trustees. Would work to help, but would not let faculty down. ~~X~~X
(?)

A (attic) Report of the Director, October, 1944

1944

11/20

DIRECTOR

Administration

PARTICIPATION IN ADMINISTRATION

Academic Personnel

VEBLER, O.

Biographical

AYDELOTTE, F.

At a meeting of the faculty, November 20, 1944: Present, Alexander, Earle, Einstein, Goldman, Lowe, Meritt, Morse, Penofsky, Riefler, Stewart, Veblen, Warren, and Weyl. Absent: Dr. Aydelotte, Mitrany, von Neumann. Dr. Aydelotte's absence was excused on the ground of possible embarrassment. Veblen chaired the meeting, and the secretary presented "Memorandum adopted by the faculty of the Institute for Advanced Study" which he said he had written pursuant to the directions of the faculty meeting November 6. Had made himself available to all members of the faculty who had wished to make suggestions since that time. The memorandum is the same as appears in the Board minutes of January 19, 1945, pages 14 and 15, and relates to the faculty's request that Dr. Aydelotte be permitted to serve beyond the age of 65.

Dr. Einstein stated he thought professors ought to be retired at 65, but a separate rule ought to apply to the director, namely a higher age, and suggested the memorandum contain a recommendation to this effect. Weyl agreed with him.

Einstein also said that the faculty ought always to give a majority vote after being consulted by the trustees before the appointment either of a professor or a director. "He thought that the faculty were better qualified to judge about such appointments, and that a recommendation should be made to the trustees to change the constitution or rules of procedure so as to make this faculty participation effective."

Professor Warren stated that he believed that there should be no difference between the provisions governing the retirement of professors and the director. The directors should not have ~~an~~ an option beyond the age of 65 unless the professors do.

Earle said that there should be retirement at 65 for both director and faculty, but he urged that since there was no retirement age provided in a rule for the director, and since they had made two exceptions to the application of the 65 year rule for the faculty

(both at Mr. Bamberger's request [page 2]) he would prefer to leave the retirement rules to be settled later and not bring the formulation of a rule in handling the present question of Aydelotte's continuing in office.

Professor Stewart recommended amending the memorandum to provide that the age of 65 ought to apply to both director and faculty. There was no second. Professor Stewart maintained he did not believe that retirements should be settled on a personal basis.

Earle favored the adoption of the memorandum and said that the continuation of the present director "does not involve any personal basis."

Veblen agreed with Einstein that more authority ought to be conceded to the faculty, but favored conveying the memorandum to the trustees as an expression of confidence in Aydelotte. He reminded the faculty that the legal situation required election of the director each year.

Morse favored the adoption of the memorandum.

Von Neumann (absent: by letter) agreed with the views expressed in the memorandum.

Einstein returned to the charge that an age should be recommended by the faculty, possibly age 70, for retirement of directors. Warren favored such an action to be embodied in the memorandum "for he thought it would then make a negative vote fall on the question of principle rather than on the question of person. He observed that the memorandum was easy to vote for, but hard to vote against without danger of misinterpretation" (page 5).

Professor Riefler favored a lower retirement age for the director than for the faculty, or alternatively no retirement age for anybody in which case the question of status for those faculty members already retired ought to be reopened. Warren said that he was ready to support consideration of reinstatement of members already retired.

Professor Goldman commenting on the general lack of agreement about rules of retirement brought the question down to the proposed memorandum and suggested leaving the larger problems until later.

The memorandum was then voted upon, Stewart and Warren not voting as a matter of principle.

Riefler asked the director to appoint a committee of faculty to consider conditions of ~~tenure~~⁴⁸² in relation to the welfare of the Institute. Seconded by Stewart. Penofsky moved and Alexander seconded that the motion of Riefler be amended by including appointments and tenure. That was lost; whereupon Riefler's original motion carried by 10 to 1.

Source File V-1

1944

11/24

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ DIRECTOR

Administration

TRUSTEES

Corporation

MAASS, H. H.

Biographical

AYDELOTTE, F.

VEBLEN, O.

Maass to Aydelotte, confirming understanding Aydelotte and
Veblen will be at ~~xxxx~~ 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
~~xx~~ confer with Veblen.

A, 10/18/56, File #9

1944
1945
1946
1946

11/29
10/26
3/5
2/27

✓ DIRECTOR

PARTICIPATION IN ADMINISTRATION

TRUSTEES (BOARD

STEWART, WALTER

Administration

Academic Personnel

The Corporation

Biographical

Candidates suggested for Director of the IAS.

Filed in Vertical File under D, Director.

S File, IAS General

1944

NOTES

12/11

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

1944

12/11

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ DIRECTOR

Administration

BENEFITS

Academic Personnel

The Director reproved the Faculty for representing diverse views in their conferences with the members of the Trustees who had conferred on the Director's retirement with them on December 1, and suggested that the Faculty should meet before such opinions are presented to the Trustees.

Einstein

✓ Veblen suggested the appointment of a Committee on Policy to match that of the Board of Trustees to effectuate the communication directly with the Trustees. Stewart said he thought there should be no communication with the Trustees on the part of the Faculty except through the Director, and it was agreed that this, generally, was true, except in this case where the Director, himself, was involved.

The Policy Committee elected Earle, Einstein, Meritt, and Veblen.

Faculty Minutes, 12/11/44

1944

12/11

PARTICIPATION IN ADMINISTRATION

Academic Personnel

BENEFITS

✓ DIRECTOR

Administration

AYDELOTTE, F.

Biographical

Dr. Aydelotte made the following statement at the Faculty Meeting 12/11/44:

"On the question of my offer to retire at 65, in view of the fact that this retirement age was prescribed for the Faculty the Trustees reached no decision. The Committee on Institute Policy, which is considering the problem, made no report. At a meeting on Nov. 28, I informed the Committee that many members were strongly opposed to my retirement, as Professor Veblen knows, that while I was ~~not~~ prepared to retire as I had suggested, the Committee could not make a recommendation to the Trustees without hearing the views of the Faculty on this question. According^{ly} the members of the Committee spend Friday, Dec. 1, at the Institute for the purpose of holding consultation with members of the Faculty. Since that time I have had no official word from the committee, but informally I have been given to understand that the impression produced upon the minds of the Trustees by their interviews with the Faculty was a confused one, that many other concerns, individual and departmental, as well as general matters of Institute policy were urged upon the

Trustees and that effect was to produce the impression that the Faculty was discontented and far from unified. Under these circumstances it seems to me that some further statement of the views of the Faculty is in order at this time.

"There are many matters of Institute policy more important than the matter of my retirement of which the members of the Faculty hold strong views. While I do not wish to stifle discussion, I must say that it seems to me that this is not the appropriate moment to raise such questions. The development of sound procedures for the government of the Institute must necessarily take time. To try to settle all the questions of the future in one year is certain to produce only confusion and to provide unlimited opportunities for any individual who may wish to draw a red herring across the trail. We cannot fight on all fronts at once. Sound strategy demands that the Faculty stick to the one question at issue. I am sorry that this should be a personal question and one in which I am concerned. I can only say that I place myself at the disposal of the Faculty and the Trustees, and that I shall not be willing to continue unless I receive convincing evidence that I have the support of both groups."

1944

1945

POLICIES

PARTICIPATION IN ADMINISTRATION
(COMMITTEE ON POLICY)

COMMITTEES (POLICY)

NOMINATIONS

✓ DIRECTOR

EARLE, R. W.

VEBLEN, C.

AYDELOTTE

12/17
12/23
12/31
1/10
1/20
1/26
5/11

Administration

Academic Personnel

Administration

Biographical

First meeting of the Committee, December 17, 1944. Earle suggested Siefler be co-opted and Earle was delegated to ask him

to serve. (Refused December 18).

[those present]

"There was considerable discussion concerning Institute policy, which everyone felt already existed in fact and in practice and is documented by formal statements of the Founders, the first and second Directors, and the Board of Trustees. No definitive and recent formulation of this policy has, however, been made in a single document, and it was suggested, therefore, that the present Director might well draft a statement restating the purposes of the Institute for the benefit of the Faculty and Board of Trustees..." *

Marie was directed to communicate with Haass and ask for a meeting of the two committees to discuss Aydelotte's retirement.

"There was further discussion of the future appointment of new members of the Faculty as a matter of basic policy. Mr. Aydelotte expressed his determination, so long as he is Director, to appoint new members to the Faculty only upon recommendation of the school concerned, with competent outside

advice and with full participation of representative of the other Schools of the Institute, as well as with final approval of the Faculty as a whole."

(See Aydelotte's copy of the original draft of ~~these~~ minutes providing that Veblen because of his eminent qualification through long service at the Institute should help Aydelotte draft the statement on policy, was subsequently changed putting the burden on P. A. alone. This would indicate something in the nature of a quid pro quo was exacted of the Director for the support of the Committee on Policy.)

December 23, 1944, Kiefler refused for "the state of his health and other matters of personal convenience".

"Mr. Aydelotte presented for the consideration of the Committee a statement on Institute Policy, which was discussed at considerable length. As the statement was merely tentative, a number of changes were suggested for Mr. Aydelotte's consideration. He proposed to submit an amended statement to the Committee at a future meeting.

"Mr. Veblen read a brief memorandum in which he pointed out the essential differences between the Institute for Advanced Study, on the one hand, and a university or research institute, on the other..."

December 31, 1944. Earle reported the Committee had invited to meet with the Trustees' Committee on January 10. There was further informal discussion of a memorandum which Mr. Aydelotte prepared on Institute policy.

January 10, 1945. "This joint meeting of the Faculty's and Trustees' Committees on policy was devoted to a full and frank discussion of the issues which face the Institute in connection with the possibility that Mr. Aydelotte might be retired on his sixty-fifth birthday. The Faculty group strongly urged that for no reason whatsoever should the Board of Trustees consider Mr. Aydelotte's retirement at this time."

January 20, 1945. The Committee discussed Aydelotte's report of the meeting of the Trustees of January 19.

January 26, 1945. "This meeting was devoted to a further discussion of the question of Mr. Aydelotte's retirement, but no definitive decisions were taken."

February 26, 1945. The meeting was devoted to a continuance of previous discussions of the question of Mr. Aydelotte's retirement which is to be passed upon at a meeting of the Board of Trustees on March 2.

May 11, 1945. "A lengthy discussion was held concerning the advisability of making appointments of members of the Institute for a period of more than one year. It was unanimously agreed that special cases would arise from time to time in which the interests of the Institute would be best served by extending membership to distinguished scholars who, for one reason or another, might not be eligible for appointment to the faculty, and whose presence at the Institute as members would contribute to the advancement of the intellectual life of the Princeton community."

"It is therefore recommended that the faculty consider favorably at its next meeting the question of authorizing such appointments, subject to whatever conditions it may care to specify." (These minutes are in an envelope in the file signed in ink by Marie. This is a total of the record.)

(Envelope transferred to O file Faculty Committee on Policy)
(The last minute indicates some compromise in the tough bargain which was exacted of the Director).

(cont. next page)

Marie File, Faculty Committee on Policy, 1944-1945

Aydelotte presided at all meetings of the Committee Policy except the joint one with the Trustees' Committee. Haas was not present at that--only Leidesdorf, Nee, Wolman, Douglas, with Harlo, Einstein and Veblen, and Merritt.

Veblen was present at all meetings of the Faculty Committee except on that of February 26, 1945 when he was ill and when, apparently, no action was taken.

* (p.2) Resolution first provided Veblen would work with Aydelotte on this. See Aydelotte's copy memorandum 12/17/44 in A, 10/18/56, File #9.

1944

12/31

PARTICIPATION IN ADMINISTRATION

✓ DIRECTOR

FLEXNER, A.

AYDELOTTE, F.

Academic Personnel

Administration

Biographical

Frank Aydelotte handwritten notes--either during or after or before a Faculty Committee on Policy meeting.

1. How answer Flexner's charges.

A asserts conspiracy between Flexner, Douglas and Wolman.
Lists Flexner's real grievances.

Veblen & Einstein

Lowe and Herzfeld

War Work

Schaap on Board

Wes

de Tolnay & Parofsky

Too many outside activities

Miss Eichelser \$4,000

--- --- gift of \$2,000

2. Leidesdorf: why not let situation alone?

M. & L. pro -- Douglas and Wolman con -- Moe?

Don't raise question of who's running Institute
Emphasize Mr. Bamberger's wishes.
Policy later
Live and let live with members of Faculty
Miss Bamberger's comments*

3. Revise Policy Statement.

* I. A. S. liable to lose another inheritance. (quoted by A
elsewhere)

quoted

A, 10/11/56, File #9

1945

1/2
Revised 4/9

✓ DIRECTOR

Administration

POLICIES

PARTICIPATION IN ADMINISTRATION

Academic Personnel

BENEFITS

Policies of the Institute regarding scholars.

Memorandum filed in Chronological file under 1945, 1/2.

Earle, IAS, 1945, Pol. Com. of Faculty

1/9 (?)
1/10 (?)

PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

TRUSTEES

Corporation

AYDELOTTE

Biographical

Handwritten notes of Aydelotte's entitled Moe. (Evidently Moe's advice to Aydelotte to attend a meeting of the Trustees' Policy Committee on January 10, 1945) ~~(Notes attached to Trustees' Minutes of January 19, 1945)~~

Answer Trustees and ask advice.

Mind changed by faculty--Maass gave hint of faculty opposition. I thought so too. Find I was wrong. No discussion things (Riefler, Stewart, Warren). Willing to take medicine but glad to remain for constructive work.

Faculty 65, Director 70.

visit

Find whole opposition proceeds from AP. Plots--
clandestine visits to Princeton and V to Stewart--Miss Bamberger's
comment (may lose another bequest) Attack on FA's reputation.

Dissension: none in faculty-- important in
Board--M and L versus vs. Douglas and Wolman. Moe deciding
vote.

(page 2)

Dissention caused by my retirement disastrous (Quote
Riefler)--scandal.

Fac. position: why not let good healthy situation alone.
Not easy to run--FA can do it--Plans: faculty resentment
[not Brookings ?? (uncertain)]

Can do more for Inst. by staying than by retiring.

AF charges before Com Jan. 9

FA right to attend and answer.

May obviate fac. com.

Reputation regardless of retirement.

page 3

AF's bitterness

Veblen and Einstein

Lowe and Herzfeld

War work

Schaap on Board

WCS

Miss Eichelser--4000--2000

de Tolnay--Panofsky

FA--outside activities

send Maass facts
about salary increases

FA rather than fac. Com. Jan. 10

If Com. not willing to see us together. Reputation more important than continuation.

AF vs. FA opposite in all respects.

Ed must decide between us

+++++

Fac opinion

Financed management

Selection of scholars ~~xxxx~~ AF 50 %

~~xxxxxxxx~~

Administrative skill

If you do not world of scholars will

Note: This memo is undated in handwritten draft. Copy not exact letter for letter. These notes in their original form are to be

attached to the Trustees' Minutes of January 19, 1945.)

Source: PA 10/18/56, File No. 56

1945

1/19

DIRECTOR

Administration

BENEFITS

Academic Personnel

AYDELOTTE, F.

Biographical

Faculty Committee Board not to permit F. Aydelotte to retire at 65.
(p. 14-15). Committee of Trustees on Policy recommended appointment of a Selective
Committee to choose successor to Aydelotte (p. 9-11).

Minutes 1/19/45 Vol. No.

1945

1/19

COMMITTEE ON I. A. S. POLICY

✓ DIRECTOR

AYDELOTTE, F.

Academic Personnel

Administration

Biographical

Jane Richardson's notes on discussion of 2~~k~~ Interim Report of Committee above date (no attributions). Consensus that Director retire in October, 1947, and that search for new Director begin immediately.

A, 10/18/56 Committee on IAS Policies

1945

1/19

✓DIRECTOR

Administration

BENEFITS

Academic Personnel

AYDELOTTE, F.

Biographical

The Committee said "it deems it inexpedient in view of present aconditions" to adopt Director's recommendation for his and all Director's retirement at 65. It recommended:

1. Age 65 retirement of Directors.
2. Trustees provide for Dr. Aydelotte's retirement on 67th birthday. This will continue him in office until October, 1949. 1947
3. Appointment of "Selection Committee" for successor's nomination -- 5 Trustees to consult with Faculty & Others, etc. (pp.8-11).

Committee recommended also that Dr. Aydelotte be given facilities for continuation of his work at Institute and same pension as Dr. Flexner (p. 14).

The Faculty Resolution 11/20/44 was read asking for extension of Aydelotte's tenure (p. 14).

Discussion by Board:

Since the next 5 or 10 years will be critical to I.A.S., some of Trustees felt that Aydelotte should retire presently; others at the end of 5 years. (Ibid.)

Minutes 1/19/45

1945

NOTES

1/22

DIRECTOR

Administration

PARTICIPATION IN ADMINISTRATION

Academic Personnel

EARLE, E. M.

Biographical

MERRITT

VEBLEN

AYDELOTTE, F

Earle to Veblen, transmitting a six-page memorandum, presumably addressed to the Trustees on behalf of the Faculty, asking that Aydelotte's term not be terminated after his 67th birthday in October of 1947. He has undertaken this job because Meritt has lost his mother and is out of town. He sends the memorandum to Veblen for corrections and smoothing out, as he is leaving town.

*(no vid) hand found
it was*

What appears to be the final version of the memorandum is dated January 26, 1945, and ~~it~~ though there has been no indication ~~it~~ in the Minutes that it was presented to the Trustees, it undoubtedly was transmitted, and shows for the

first time the Faculty position as opposed to the position ultimately adopted by the Board of Trustees.

Following is a brief of the points made.

It recites the appeal of the Faculty adopted November 6, 1944, and submitted to the Board of Trustees, asking that the 65 year old age of retirement rule applied to Faculty should not be applied to the present Director. The members of the Faculty, "have now been informed that at its next meeting the Board of Trustees intends to act upon a proposal of its Committee on Policy, and that Dr. Aydelotte will be retired on his 67th birthday, October 16, 1947."

If the 65-year rule had been applied to Dr. Aydelotte, he would have terminated his directorship in June, 1946. The procedure contemplated by the Board of Trustees would give him only an additional ~~additional~~ academic year. "This, in the opinion of the Faculty, would not be sufficient to safeguard what they consider the welfare of the Institute."

Pointing out that there has not heretofore been a fixed

age of retirement for the Director and officers of the Institute, they also say that there is no universally established procedure as regards the retirement of Presidents and officers of other research institutions or of our great universities. They question the advisability of establishing and ~~enforcing~~ enforcing a rule on retirement at the present time; although it certainly is within the province of the Board of Trustees to prescribe an age of retirement for the future officers and directors.

Conceding that the Trustees have the right and responsibility in this matter, the Faculty feel that they are vitally concerned, and "in a position to judge those matters which directly affect its scholarly activities. On the basis of this experience, they are convinced that a change in administration at the time proposed would have an adverse, and possibly disrupting, influence in the life of the Institute."

Not only has the Faculty great affection for Dr. Aydelette. This was not their principal reason for the resolution of November 6, 1944, but they assert that the affairs of the Institute "are now being conducted in a manner that corresponds

to the wishes of its founders and to its very raison d'être.
"Dr. Aydelotte understands the specific character of that
'advanced' and therefore unregimented research which the
Institute is supposed to promote; he has established a
policy of frank equity which has enabled the members of the
Institute, both as individuals and as a body, to pursue their
work with a feeling of responsibility and, consequently, with
maximum effectiveness. Without being presumptuous, the
Faculty feel entitled to say that the scholarly achievements
of the Institute under Dr. Aydelotte's administration have
been substantial."

They go on to say that the next few years will be more
critical to the Institute than to other institutions of
higher learning in America. The Institute is still young, and
will have to face post-war problems as a young institution.
It needs a proper body of precedence and procedures. Vacancies
caused by the retirement of Faculty members will have to be
filled. The financial situation of the Institute offers the
first opportunity for expansion, since the establishment of
the School of Humanistic Studies and the School of Economics
and Politics in 1935. "These inter-related problems cannot be

solved without a continuity of policy." Conceding that eventually the appointment of a new Director will have to be faced, they urge that Aydelotte should be given a chance "to consolidate his work during the next crucial years." Not only do we feel that we owe this to him, who up to now has had his hands full with keeping the vessel afloat under adverse conditions, but we do believe at this juncture no other course can give a comparable assurance of success.

"If this statement has a tone of urgency, it is because the Faculty are jealous that the ideal~~s~~ for which the Institute was established, and to which ~~ix~~ its members are committed, be kept alive. The Faculty believe that Dr. Aydelotte's ~~xxxxxx~~ proven and competent leadership is needed to perpetuate the achievements of the past five years; to solidify the cooperation among the Director, the Faculty, and the Board of Trustees; ~~xxxxxx~~ and by establishing sound practice, to make the organization of this little republic of scholars as stable, yet flexible as it ought to be. We, therefore, respectfully but very urgently request that the Board of Trustees extend Dr. Aydelotte's term of office ~~xx~~ for a period of time ~~xxxx~~ sufficient to accomplish this end, and to assure

continuity of administration and policy during the critical phase upon which we now enter. We are confident that only the most imperative reasons--none of which is apparent--would lead the Board of Trustees to overrule the considered opinion of the Faculty.

"The Faculty could adduce further reasons for the retention of ~~the~~ the present Director. They have not done so because they have named a Committee on Policy, which is authorized at any time to meet with the Board as a whole, or with any of its members, and to set forth the Faculty's views on this vital matter."

January 26, 1945, See Faculty message to Trustees on proposed 1947 retirement of Aydelotte.

Veblen's File, "Committee on Policy

1945

2/1

✓ DIRECTOR

Administration

PARTICIPATION IN ADMINISTRATION

Academic Personnel

AYDELOTTE, F.

Biographical

MORSE, MARSTON

Faculty Standing Committee was informed by Aydelotte that he was going to take a vacation. Standing Committee was to run I. A. S. during his absence.

Memoranda filed in Chronological file under 1945, 2/1.

Meritt, ~~✓~~ I. A. S., ~~Filed Chronological~~

1945

2/2

PARTICIPATION IN ADMINISTRATION

Academic Personnel

TRUSTEES

Corporation

✓ DIRECTOR

Administration

AYDELOTTE, F.

Biographical

Draft of a further statement to trustees opposing retirement of Aydelotte. Apparently on Aydelotte's typewriter, but dated at end as sometimes V. or economists did. Faculty did not transmit it to Trustees and no minute concerns it or date.

Filed in Chronological File under 1945, 2/2.

A, 10/18/56, File No. 5

1945

2/2

✓ DIRECTOR

Administration

POLICY

PARTICIPATION IN ADMINISTRATION

Academic Personnel

BENEFITS

^{file}
A resolution was submitted to the Trustees regarding the retirement of Aydelotte.

See a four-page memorandum attached to the 1945, 2/2 Chronological File.

Sent to V. with letter from Earle 1/22/45 asking him to
check & show to faculty as he (Earle) has to be out of town.
But no evidence it was ever sent to or received by Tr.

Earle, Pol Com. Fac. 1944-5

1945

2/28

✓ DIRECTOR

Administration

TRUSTEES

Corporation

BENEFITS

Academic Personnel

AYDELOTTE, F.

Biographical

Aydelotte to Maass.

Aydelotte said Maass raised the question of Aydelotte's position last spring (April, 1944) as a result of which Aydelotte concluded it was best to offer to retire at 65, but he found that the faculty didn't agree.

Attached to Minutes of March 2, 1945.

DIRECTOR

Adm
Corporation

AYDELOTTE, F.

Biographical

Aydelotte to Maass. He writes to ask that Maass excuse him from attendance at the next Board meeting, the following Friday. "Since I am to be the subject of discussion it seems to me that this discussion will be freer if I am not present." He states that he feared the members of the Faculty might object to his continuing beyond 65 when Maass raised the question of his position at the Institute last spring. He found himself in agreement with Maass' position because he himself had been compelled to administer the 65 year age limit in Faculty requirements so rigidly.

"It now appears that the view of the Faculty is exactly the opposite. Instead of wishing me to retire at 65 they would like me to continue for some years beyond that age." He says the Board may decide that this is not wise but he is willing to abide by whatever decision the Board makes and he will continue to interest himself in the Institute as he has since 1930.

"The most important single responsibility of the Board of Trustees is to find a Director who could command the confidence of the Faculty and carry out the purposes of the Founders of the Institute. As I Trustee I share that responsibility and shall do anything I can to fulfill it once you settle the question of my own tenure of office. In the solution of that problem it does not seem proper that I should participate."

1945

3/2 x2/x

✓ DIRECTOR

Administration

BENEFITS

Academic Personnel

AYDELOTTE, F.

Biographical

Policy Committee of Trustees accepted amendment to its report of 1/19/45 to effect that Aydelotte should retire on October 1, 1947, "which would conform to the beginning of the academic year." (Minutes 3/2/45, p.2)

Discussion ensued in which there was evidence of conflict. No change in academic policies of I.A.S. contemplated at this time. Beneficial to I.A.S. for Dr. Aydelotte to continue now and retire 10/1/49.47

A Lewis Douglas on behalf of Policy Committee, reemphasized that its recommendations stemmed from belief.

1. Broad policy of retirement at 65 for both Director and Faculty should be established.

2. Embarrassment to new Director would not ensue ^{as} or if he had to administer long-range policies he had no hand in formulating.

3. Overlong delay in retirement of present Director would adversely affect chance of getting a competent successor.

Douglas said minutes of 1/19/45 did not clearly disclose ~~discuss~~ discussion, and so Mr. Maass had prepared a statement. (See p. 3-4). This emphasized that while 65 should be retirement age of Director, retention for a short period of incumbent would enable chair to appoint a Committee to select a successor. It was not to be understood that I.A.S. would "stand still," but that if policies were initiated it would be by Board of Trustees and the new Director would assume his duties subject to them. Also, as soon as chosen he should come and work with Aydelotte so that there would be continuity.

Minutes 3/2/45

3/29
4/10

1945
/DIRECTOR

Administration

EARLE, E. M.

Biographical

MAASS, H. H.

Earle to Maass, March 2~~a~~ 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 ~~xxx~~ 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 Aydelotte, 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

1945

4/13

✓ DIRECTOR

Administration

A copy of a list with bibliographical data of the
Nominating Committee of the Institute with the following
names--these were for Director: *Tw*

- Charles E. K. Mees, Scientist, 63.
- Lewis L. Strauss, Financier, 49.
- Paul Kieffer, lawyer, 64
- John Alexander Mackay, President Princeton Theological
Seminary, 56
- Wilmarth S. Lewis, Scholar, 50
- Florence E. Bamberger, Educator

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

1945

4/17

✓ DIRECTOR

*Administration
Corporation*

LEWIS, WILMARTH

Biographical

FULTON, JOHN

Lewis to Fulton.

Thanks him for his sponsoring Fulton to membership on the I. A. S. Board of Trustees. He has a few comments on the new Director--MacLeish and Sherwood wouldn't do, "much as I like and admire..."

Lewis Douglas is a most attractive man. It would be great pleasure to serve with you and him, Weed and Moe.

Fulton - Wilmarth Lewis

1945

4/20

TRUSTEES

Corporation

DIRECTOR

Administration

NOMINATIONS (Faculty)

Academic Personnel

"NOTE: In accordance with the resolution of the Trustees that a committee should be appointed to consider the Director's Report as presented on April 20, 1945 and to make recommendations to the Trustees, Mr. Hardin appointed a committee of three, consisting of H. H. Maass, Chairman, Dr. Weed and Dr. Aydelotte. This Committee has studied the report carefully. It is clear that the Trustees had interpreted some of the statements as having a meaning quite different from that which the Director intended. Since the main point to the report was the suggestion of a sounder procedure than we have followed hitherto in making new appointments, it seemed best to the Committee to confine the report to that subject and to omit the statements to which exception had been taken. The report as presented herewith has been approved by the Committee.

H.H.Maass
Chairman"

Tr. Min. 4/20/45 Appendix

1945

4/20

DIRECTOR

Administration

REPORTS

Maass' statement as Chairman of Committee to consider
Director's report before acceptance. Appendix.

Trustees' Minutes, 4/20/45, page 8 ff.

4/20

TRUSTEES

DIRECTOR

MAASS, HERBERT

AYDELOTTE, FRANK

Corporation
Administration
Biographical

After Director presented his report Mr. Maass moved and Mr. Schaap 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 (Weed, Aydelotte, 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

1945

4/24

✓ DIRECTOR

Administration

COMMITTEES (TRUSTEES)

Corporation

AYDELOTTE, F.

Biographical

Aydelotte ✕ for Hardin, April 24, 1945.

Informs members of the Selection Committee appointed by
Hardin: Moe, Aydelotte, Douglas, Fulton, Leidesdorf, Maass,
and Schaap.

JRH Correspondence from January, 1940 to November, 1945

1945

10/24

DIRECTOR

Administration

AYDELOTTE, F.

Biographical

HARDIN, JOHN B.

WEED, LEWIS H.

FULTON, JOHN F.

*RUSSELL JOHN
DOLLARD CHARLES*

Weed to Fulton, October 24, 1945.

Says the only members of the Committee on Selection of a Director who know what a Director should be are Fulton and Douglas. "I remember that I objected to Aydelotte being on the committee but your good friend, Mr. Hardin, insisted on his appointment."

Weed suggests as new Director John Russell and Charles Dollard, both products of Fred Keppel's tutelage. Russel with Keppel for 5 years when taken away to be special assistant to Conant. Dollard followed Russel in Carnegie and did an equally magnificent job.

Both in the Army during the war under General Frederick Osborn's
"Special Services." Neither an academician, both qualified in
academic administration.

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

1945

10/26

PARTICIPATION IN ADMINISTRATION

Academic Personnel

TRUSTEES

Corporation

✓ DIRECTOR

Administration

MOE, HENRY ALLEN

Biographical

Letter to Faculty I. A. S. on Trustee Committee on
Selection new Director asking members faculty to suggest names,
either individually or as faculty.

J. R. H. papers

1945

10/26

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓DIRECTOR

Administration

MOE, H. A.

Biographical

AYDELOTTE

Moe to Aydelotte--draft letter to faculty suggesting confidential nature of deliberations on Aydelotte's successor--Aydelotte's suggestions. Aydelotte's note Meritt suggested to Moe as Aydelotte's successor 1945 November. Letter above date sent faculty in file.

A, 1/29/57

1945

11/10

GENERAL

Administration

✓DIRECTOR

PARTICIPATION IN ADMINISTRATION

Academic Personnel

GENERAL (European)

Educational Institutions

^{The}
 7 ERNST H. KANTOROWICZ, University of California, a publication of
 Western College Association. An address. Kantorowicz had ^{attended} three
 universities in ~~Germany~~ in Germany, Berlin, Munich, and Heidelberg.
 The experience and description of administrative organization was
 derived from not only those, but from what he understood from colleagues
 of the universities in Switzerland, Austria, Pre-Fascist Italy,
 Czecho-slovakia, Poland, Scandanavia, Holland. The nature of the
 universities in these countries, but particularly of the German univer-
 sities which he knows best to secondary education is the point finally
 made in the pamphlet, but it is the important one. General education in
 the country was offered by the Gymnasium, the Realgymnasium, or the
 Oberrealschule (high schools), the level of which was extremely high
 with 9 years of ~~Greek~~, 7 years of English and French, 6 years of Greek,
 Latin

9 years of history, 6 years of geography, 7 years of mathematics, and so forth. When students went on to education beyond the highschools, they were few in number, indeed, and with those who had determined to become professional educators or professional scientists, etc.

In Germany population 65,000⁰⁰⁰ before 1933, there were only 23 universities at that time with slightly more than 60,000 students and about 1550 full professors, plus 260 professors emeriti.

There were in 1925-6 no more than about 20,000 freshmen matriculations which Hitler reduced to 15,000. Total student body in all the 23 universities was slightly more than 60,000.

The German universities were bodies of almost complete self-administration. They were state endowed and depended upon ^{self-}administrative education. Frankfurt and Cologne were exceptions as they were more or less city endowed, while in Hamburg state and city coincided. As a rule the ministers of education of the various German states administered the funds directly. The ministry was decisive so far as the creation of new chairs or new institutes was concerned. The faculties were responsible for the filling of a vacant chair. The full professor, and he only received his final appointment from the state through the

the Ministry of Education

Minister of Education. In the smaller states ministry would negotiate financial, personal or organizing matters directly with its university. The ministers had full knowledge of local conditions. ~~XXXXXX~~ Prussia, however, had 13 universities distributed over a wide area, and appointed to each university a representative of ~~administrative~~ education the Kurator. Strictly speaking, the Kurator did not belong to the university unless he was at the same time an honorary professor and lectured in this capacity. He was the Deputy of the Ministry. Acted as the intermediary between the university and ~~the~~ ministry, but could not and did not interfere with the self-administration of the university. He had to lay out account of the government funds, basing upon the accounts of the controller (Rechnungsrat). He had to report to Berlin about the desirability of a new chair or a new institute and about similar issues. The author does not know whether his staff of a secretary and a typist which was more or less fused with that of the controller of the university should be added to the administration of the University or with that of the ministry of education. ^{to}

With the other clerical or administrative help to be discussed in the following, the total for a library, excluding medical institutes, ~~clerk~~ and hospitals, and the library staffs (often the libraries were half-

independent or even communal institutions) would hardly have exceeded 25 persons.

The self-administrative qualities of the university derived from the following circumstances and organization. The student came presumably of his own free will, and registered in the courses which he wished to take, since professors were not bound to repeat courses within specified periods of time, and had what is called "complete teaching freedom". Students moved about between the universities with freedom to get the courses which they wished. The Quaestura was the center of administration with regard to students. It was housed in Heidelberg, for instance, in one small room, and kept the necessary records, and so forth, ~~xxxxxxx~~ of 2,500 to 3,000 students with a staff of 5 or 6 clerks who were only moderately busy in Kantorowicz's words. ~~xxxxxxx~~ It was with the Quaestura that the students registered when they came to the university.

The Bedel was the essential indispensable functionary who performed the daily routine in the universities. There was one Bedel to each ~~lx~~ of the 4 or 5 faculties, and sometimes only a half a Bedel because of the smaller faculties: ~~long divinity, or say law, philosophy, divinity and science,~~ So that 2 or 3 Bedels would be found at a normal

university. At academical ceremonies the Bedels, their maces shouldered would march at the head of the procession. They were far more than runners or messengers of the faculty. They made the arrangements for inter-faculty issues, inter-faculty meetings, ^{for} examination and many other things. "You/ would find the Bedel, a blue folder in his hand, rushing about the university 12 hours a day." Arrangements for examinations for Ph.D. and other needs of students and faculty would be discussed with the Bedel and would resolve the questions of appointments, times, and so forth, and let the individuals concerned know about them. He instructed the Deans of the faculties and the Rector of the University who were usually quite unfamiliar with the daily routine of their offices what they were expected to do. He was their remembrancer. The Bedel made all arrangements for them. He handled his office without clerical help or typewriter. Kantorowicz estimates that a staff of 5 or 6 clerks would be needed to file and register officially all the issues which the Bedel handled. He was a very authoritative person.

The Rector of the University depended largely on the efficiency of his Bedel for the daily routine of the university. He was called "His Magnificence." Here Kantorowicz quotes Benjamin Ide Weller? Wheeler quoting Max Weber in Germany around 1909 or 1910 who said that, "The

German university is a Democracy within an autocratic state; whereas the American university is an autocracy within a Democratic country." The German rector of the university compares to the American college president, approximately as Mr. Truman to Mr. Stalin. He was not an administrator by profession; he was in administrative matters a layman. He was a scholar annually elected by the professors from among the professors. The office rotated in ^{two} four or five faculties, and within the faculties it alternated usually according to age, that is, according to the numbers of years which a scholar had belonged to the faculty as a full professor. Similar proceedings were observed with regard to the Deans of the ~~xxxxxx~~ Faculties who changed also annually. Neither the Rectors nor the Deans received an extra salary except a very small sum for representation. It may have amounted to \$400 for the Rector and \$150 for the Dean at the normal sized university.

The Rector might or might not have had experience in his duties before becoming a Rector. He was in each case, however, supported by the Pro-Rector who would act in his illness, absence, or death, and assisting with the duties of his office. The Dean of a Faculty who was elected by the faculty of a school was also similarly supported by the Pro-Dean. To the Senate there belonged ~~ex officio~~ the Rector and Pro-Rector as well as the 4 or 5 Deans and Pro-Deans who gathered together ~~ix~~ formed also

the "Inner Senate" the Cabinet, so to speak. The Senate proper was further composed of 2 or 3 professors of each faculty who likewise alternated in cycles of 2 years. They were joined by one or 2 representatives of the Privatdozenten and extraordinary professors. At the meetings of the Senate there was the custom, at least at Frankfort, that the youngest member had to utter his opinion first so as to exclude bias.

The Rector could also count on the advice of the Counsellor of Accounts, the Comptroller, an experienced state official, who had to account for the funds and who, to some extent, was an intermediary between the university which expended the funds and the Ministry of Education which granted them, unless the Ministry was represented by the Kurator in case of a large state. The Counsellor of Accounts, the Comptroller, had a small office with 2 or 3 clerks and 2 typists. The Rector had a secretary and a typist girl. The Deans had no secretary, and it would depend upon the size of the faculty whether the Dean would have one typist or one-half a typist or ~~xxxx~~ none at all.

(Source: "How the Pre-Hitler German Universities were Run" by

~~Hans~~ H. Kantorowicz)

Ernst

1945

11/26

PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

AYDELOTTE, F.

Biographical

EARLE, E. M.

PANOFSKY, IRWIN

~~KA~~ ALEXANDER

Earle, Panofsky, and Alexander appointed Faculty Committee on successor to Director by Aydelotte, *cf. memo*

Director's letter to Mbs Fac. "In accordance with the request of the Fac. I have consulted with certain members of each school and met to appoint the following Committee on the Directorship, Pps Alexander, Earle & Panofsky. Fac mem Nov 4, 1946 P 143

Meritt, I. A. S.

1945

12/13

PARTICIPATION IN ADMINISTRATION

✓ DIRECTOR

BUDGET

MORISON, SAMUEL ELIOT

Academic Personnel

Administration

Finance

Biographical

Professor Earle proposed the appointment of Professor Morison to the School of Economics and Politics. In the discussion Weyl commented unfavorably on Morison's history of Columbus. The debate centered around the competence of Morison in his field, and the appointment was supported by Veblen and Morse on the excellent character of Morison's maritime histories. The Faculty recommended the appointment, finally, with Weyl dissenting.

Director announced his departure from the Institute with the joint Anglo-American committee of inquiry on Palestine, and informed them that the standing committee, consisting of Professors Morse, Chairman, Panofsky, and Riefler would represent him, assisted by Mr. Gilmore Stott, a former Rhodes Scholar acting as assistant to the committee. In addition, Edgar Bamberger, Secretary of the Board of Trustees, will visit the Institute weekly and consult the Committee on Buildings and Grounds.

As to the question of budgeting, it was decided that each School must be given a statement of the budget at its disposal well in advance of departmental meetings.

D, Faculty Minutes, 1939-1947

1945

12/13

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ DIRECTOR

Administration

The Director announced he was going to be absent to participate on the joint Anglo-American Committee on Inquiry on Palestine and told them that the Standing Committee, consisting of Morse, Chairman, Parofsky and Riefler, would represent him during his absence. Gilmore Stott would act as assistant to the Committee, and Bamberger (Edgar) would come down at least once a week to confer with the Committee on Buildings and Grounds.

Faculty Minutes, 12/13/45

1946
✓ DIRECTOR

Administration

List of candidates for directorship to succeed Aydelotte.

Filed in Chronological File under 1946.

S-4

1946

2/4
2/27
3/5
11/12

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ DIRECTOR

Administration

EARLE, E. N.

Biographical

STRAUSS

Earle to Faculty.

On selection of preference among 5 candidates including Strauss (whose name came in through faculty? Earle? Correspondence shows friendly relationship). *Goldman said Vukobratovic did.*

Letters of above dates filed in Chronological file under 1946, 2/4.

Earle, I. A. S., 1944-5

1946

2/4

✓ DIRECTOR

Administration

MOE, HENRY ALLEN

Biographical

PANOFSKY

STEWART

BRONK

RIEFLER

Memoranda.

Panofsky suggests Moe for Director (3/9/46); Stewart transmits appraisal of Bronk showing he is out of depth when out of his science 3/6/46. Stewart suggests Riefiler 2/28/46. Lowe suggests (1) Sigerist of Johns Hopkins, (2) Shapley of Harvard, (3) Meritt of I. A. S. (2/9/46); Panofsky suggested Morse (2/11/46); Meritt preferred Blüger (2/12/46).

Earle, I. A. S., 1944-5

1946

2/4

PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

Suggestions for people for appointment to the Directorship of
the Institute.

Filed in Chronological file under 1946, 2/4.

S File, General IAS

1946

3/6

✓ DIRECTOR

Administration

PARTICIPATION IN ADMINISTRATION

Academic Personnel

MORSE, MARSTON

Biographical

Morse to Meritt, March 6, 1946. (Meritt is in England at Oxford).

Informs him that the faculty luncheon resulted in a reduction of three candidates in the list of possible suggestions for director. Remaining names were Blegen, Bronk, Mason, Oppenheimer, Strauss.

The Faculty committee consists of Earle, Alexander and Panofsky.

School of Humanistic Studies Files I

1946

NOTES

4/12

✓ DIRECTOR
OPPENHEIMER

Administration
Biographical

BRONK

VEBLEN

STRAUSS, L. L.

Veblen to Strauss, April 12, 1946.

"Von Neumann told me about his conversation with you in which the names of several candidates for the Directorship of the Institute were brought up. Of these names it seemed to us on further consideration that Bronk and Oppenheimer are ~~WERE~~ the only possible ones. All of the others are too old except Condon, whom we both know very well and do not consider temperamentally or intellectually suitable for the job.

"Oppenheimer seems to me to have so many of the qualifications that I would have very little misgiving about the future of the Institute if he were chosen. Von Neumann is not as favorable to Oppenheimer as I am, although he has great admiration for him as a scientist. The general opinion

among the faculty is that Oppenheimer would be very welcome as a colleague.

"Both von Neumann and I would be very happy to see Bronk chosen. In the first place he has, like Oppenheimer, already achieved a pre-eminent position as a creative scholar. We would rather take our ~~chances~~ chances with such a man than with one who lacked the qualifications even though he had the other desirable qualities. In the second place, Bronk has shown good capacity as an administrator and getting along well with other people. We have particularly flattering testimony as to his success in working ~~with the Army~~ for the Army. In the third place, Bronk is the foreign secretary of the National Academy of Sciences, and will be on this account in close touch with Washington and with international questions of a kind significant to the Institute. We are convinced that in the future the Institute must depend to a very considerable extent upon the national government for support.

"After saying this, I am going to take the chance of weakening it by the suggestion that it might be wise to

experiment with the continuation of the type of administration which has been in effect during Aydelotte's absence; namely, to vest the functions of the Director in the hands of a 'standing committee.' This method of administration seems to us to have been very satisfactory. The only drawback has been a certain disinclination by the standing committee to make decisions in the Director's absence which might seem to infringe on his prerogatives. The chairman of such a committee might be called, following European precedence, the Rector rather than the Director. He should not serve for more than two years. It would be an essential part of such a scheme that the President of the Institute should, like Mr. Maass, continue to take an active interest in its administration.

+ Chem /
"Quite apart from this particular suggestion, I think it would be desirable for the members of the standing committee to attend meetings of the Board of Trustees and of the Executive Committee of the Board; and also for the president and perhaps other members of the Board to attend meetings of the faculty. There are no differences in interest

between the Trustees and faculty, but there are sometimes difficulties in mutual understanding.

"In this connection I may remark that I think the suggestion reported by von Neumann that the Institute ought to keep one or two rooms available for Trustees visiting in Princeton is an excellent one. May I add that I should be very happy to reserve a room for you at the Nassau Club if you will let me know when I may expect your long-promised visit to Princeton. The accommodations at the club are rather austere, but it is a good center from which to see Princeton.

"Von Neumann asked me to say that he intends to write you before very long. In the meantime, he agrees substantially with what I have said."

Veblen's files

1946

October - November

DIRECTOR

Administration

FLEXNER, A.

Biographical

FULTON, JOHN F.

STRAUSS, LEWIS L.

MAASS, HERBERT H.

AYDELOTTE, F.

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

Flexner 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.

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

Flexner 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 Maass 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

1948

10/13

DIRECTOR

Administration

MOE, HENRY ALLEN

Biographical

MAASS, H. H.

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

A, 1/29/57

4

1946

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

1948

10/31

✓ DIRECTOR
FULTON, JOHN F.

Administration
Biographical

Fulton sent a list of suggestions which he is ^sending to
Maass and Louis Strauss. Sends to Lewis the following names:
Julian Boyd, Detlev Bronk, Will Feller, J. Robert Oppenheimer,
Linus C. Pauling, Louis N. Redanaur, Wendell W. Stanley.

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

1946

11/4

/ DIRECTOR

Administration

CONTRACTS

Government Relations

RESEARCH

Acad. Procedures

MOE, HENRY ALLEN

Biographical

THOMPSON, HOMER A.

Meritt presented Homer Armstrong Thompson for nomination. Morse and Veblen willing to take immediate action; Earle and Weyl advocated postponement.

Morse reported on possible offer of the Naval Research to supply funds for pure ~~sex~~ research provided the project was sponsored by a member of the Faculty of the Institute and a contract made by the Institute. Panofsky questioned advisability of cooperation in research with a military organization. Von Neumann, Veblen and Morse likened it to the Computer Project, the only difference being that the project was in pure science on a topic initiated by Professor Morse and the proposed recipient. The research will be done whether

the grant is received from the Navy or not, but the grant will facilitate the research and assist with the financial burden.

Earle reported Moe's resignation without answer to the faculty committee letter of March 5, 1946. Report on formal appointment by Director of Committee on Succession: Alexander, Earle and Panofsky, And appendix containing Committee's letters February 4, 1946 (to Faculty on candidates), March 5, 1946 (to Moe asking for meeting), March 5, 1946 (to Faculty reporting on narrowing to five names by Committee).

Faculty Minutes, / 11/4/46

1946

11/4

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ DIRECTOR

Administration

Comment: Appendixes, February 4, 1946, March 5, 1946, show that Faculty Committee on Succession, Alexander, Earle and Panofsky, did not mention Strauss among the nine being considered on February 4. By March 5, the names had been reduced to five with Strauss among them. Eliminated in the meanwhile were Shapley, Osborn, Harbison.

Faculty Minutes 11/4/46

1946
to
1947

11/4

1/27

✓ DIRECTOR

Administration

PARTICIPATION IN ADMINISTRATION

Academic Personnel

COMMITTEES (ON SELECTION TO DIRECTOR)

EARLE, E. M.

Biographical

STRAUSS, LEWIS L.

FORRESTAL

Letters (photostated) on the above headings filed in
Vertical File under "P" for Participation in Administration.

Institute for Advanced Study--Directorship, Meetings, etc. 1946 & 1947

1946

11/7
11/11

✓ DIRECTOR

Administration

PARTICIPATION IN ADMINISTRATION

Academic Personnel

From Alexander, Earle, and Panofsky to Meritt, November 11, 1946.

"Mr. Lewis Strauss, Chairman of the Trustees Committee on the directorship has sent us a letter, a copy of which is enclosed.

"You will note that he requests that we indicate an order of preference as among the five candidates which we have suggested to him for the consideration of the trustees. The five mentioned in our letter of March 5 to you are the following:

- "Professor T. C. Blegen
- "Dr. Detlev W. Bronk
- "Professor Edward S. Mason
- "Er. J. Robert Oppenheimer
- "Mr. Lewis L. Strauss.

"Of course, there is no reason why further names should not be considered if you so desire, but your committee is reluctant

to assume so grave a responsibility and wishes further instructions from the faculty. These instructions we hope to receive at an early meeting to be called by Dr. Aydelotte; meanwhile, however, we hope you will give the matter serious consideration."

From a copy of a letter from Strauss to Earle, November 7, 1946.

"I am very much obliged indeed for your letter of November 4th. It now develops that I will have to leave here the end of this week to join my associates on the Atomic Energy Commission for a tour of Oak Ridge, Los Alamos and Hanford. That will mean that I shall not return until nearly the end of the month. Since so much time has already elapsed, it is probably wise to make as much progress as possible in the very early future. I wonder, therefore, whether I could persuade you and your colleagues, Professor Alexander and Professor Panofsky, to meet again and to give me the benefit of your current consideration of the subject in a memorandum in which you would discuss the individuals in the order of your preference.

"I have had the advantage of an informal conversation with Dr. Aydelotte and with several members of the Trustee's Committee,

but I do not intend to have a meeting of the Trustee's Committee until after my return. Naturally, I will consider in confidence any part of your memorandum which you may care to 'classify' in that respect.

"Looking forward to the opportunity of seeing you again as soon as possible after I get back from the coast, and hoping in the meanwhile to have some word from you (which my secretary will forward), I am,"

Meritt, Faculty Business, Vertical

1946

11/7
11/21

✓ DIRECTOR

Administration

PARTICIPATION IN ADMINISTRATION
(COMMITTEE ON DIRECTOR)

Academic Personnel

STRAUSS

Biographical

EARLE

COMMITTEES

Academic Personnel

Strauss asks that Alexander, Panofsky and Earle meet and give him benefit of their current consideration in a memo discussing the individuals in the order of your preference.

Earle's response: Faculty hasn't finished its discussions but finds itself dilemma; eager to comply with rating candidates in preferential order but felt it could not be done with full justice to the faculty, the trustees, and the candidates. Furthermore, a new name, Linus Pauling, seems especially worth of serious consideration. Best way to

exchange information and attitude toward candidates is in full and frank discussion ~~among~~ between the faculty and Trustee Committees. Earle hopes Strauss may claim a visit, Selfish though the hope may be.

D, Directorship (Committee on) Faculty

1946

11/12

✓ DIRECTOR

Administration

Letter from Alexander, Earle and Panofsky to Meritt,
November 12, 1946, regarding the consideration of five
trustees as candidates.

Letter filed in Chronological file under 1946, 11/12.

Meritt: I. A. S.

1946

11/18

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ DIRECTOR

Administration

The Committee reported that Strauss had asked for a statement of preferences in order. Riefler suggested that they not do this in writing, and that the two Committees, Faculty and Trustees, should meet, pointing out that the question would not be furthered by ranking of candidates at that time.

Aydelotta urged that other names be proposed to the Committee, and with the support of Panofsky recommended Dr. Linus Pauling; James Phinney Baxter, President of Williams College.

Riefler asked that discussion of candidates for the Directorship be as detailed as the consideration given the members of the Faculty. The discussion was put over until the next meeting.

Faculty Minutes, 11/18/46

1946

11/20 11/20
12/3

✓ DIRECTOR

Administration

FULTON, JOHN

WEED, LEWIS H.

VEBLEN, O.

BRONK

Fulton to Veblen, November 20, 1946, regarding his suggestions for the new Director.

Fulton to Veblen, December 3, 1946. with an additional suggestion.

Letters filed in Chronological file under 1946, 11/20.

John Fulton's Files, I. A. S., 1942-4

1946

12/6

PARTICIPATION IN ADMINISTRATION

Academic Personnel

/DIRECTOR

Administration

STRAUSS, LEWIS L.

Biographical

AYDELOTTE, F.

Aydelotte to Strauss.

At a faculty meeting December 2 it was decided no useful purpose could be served by ~~max~~ preferential listing of candidates.

D, Committee to Select Director

1946

12/13

✓ DIRECTOR

Administration

VEBLEN, O.

Biographical

FULTON, JOHN M.

OPPENHEIMER, R.

Veblen to Fulton, December, 13, 1946.

Comments on Dunham whose name was raised by Fulton.

"I think he is a good man, but not quite of the caliber of the three who now seem to me to be the most promising candidates, - namely Bronk, Oppenheimer, and Pauling. I think that any ~~of~~ one of these three would be a brilliant solution of our problem."

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

1946

12/13

✓ DIRECTOR

Administration

TRUSTEES

Corporation

PARTICIPATION IN ADMINISTRATION

Academic Personnel

Alexander, in the absence of Earle, reported that it has not been possible as yet to arrange for a personal interview with Strauss, but he has expressed himself as very much in favor of Professor J. R. Oppenheimer, and has asked for the opinion of the Faculty.

Professor Meritt expressed "the hope that no one too intimately associated with the atomic bomb would be appointed, and that the new Director would have the interests of all three Schools at heart in order to maintain the balance between them."

D, Faculty Minutes, December 13, 1946

1946

12/17

✓ DIRECTOR

*Administration
Corporation*

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.

1947

PARTICIPATION IN ADMINISTRATION

✓DIRECTOR

VEBIEN, O.

STRAUSS, L. W.

MERRITT

MORSE

Academic Personnel

Administration

Biographical

Veblen nominated Strauss for Director with a long, and she thought, facetious, speech. That was how and why his name appeared on list. Veblen himself was a candidate, she recollected; so were Morse and Meritt.

Hebty Goldman Interview, July 12, 1957

1947

DIRECTOR

Administration

BLEGEN, THEODORE CHRISTIAN

Biographical

OPPENHEIMER, R.

Biographical

BRONK, DETLEV WULF

MASON, EDWARD SAGENDORPH

PAULING, LINUS CARL

ARNOLD WOLFERS, ARNOLD OSCAR

Biographical data from Who's Who in America regarding
the above-named men.

Filed in Chronological file under 1947.

Earle, E. A. S., 1944-5

1947

1/14

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ DIRECTOR

Administration

STRAUSS, LEWIS L.

Biographical

EARLE, E. M.

Earle to Aydelotte (in Florida).

Two long conversations with Strauss: ^{if} ~~as~~ his committee accepts his recommendations they will choose a Director from among the ~~of~~ persons suggested by the Faculty.

Earle

And/Mrxa urges Aydelotte to go to meeting Committee 1/24 or 1/25 to forestall a dark horse.

Suggests liaison with Harold Dodds to prevent his learning only when public does.

D, Committee to Select Director

1947

1/15

✓ DIRECTOR

Administration

EARLE, E. M.

Biographical

Earle to Strauss, January 15, 1947.

Committee

Request for/~~SKKKKK~~ to meet with ~~thax&xxxxxxx~~ Strauss
regarding candidates.

"For what it may be worth, I should like to give you my own preferences, which I have heretofore refrained from doing. On the whole, I should prefer Bronk to Oppenheimer, partly because I think a man of fifty is a little more likely to have stability of judgment than a man almost ten years younger, and partly because I know/ and have considerable admiration for Bronk. On the other hand, I feel that any of the four persons we have discussed would be satisfactory."

Earle papers, I. A. S. - Directorship, Meetings, etc. (1946 & 1947)

1947

1/21

✓ DIRECTOR

Administration

EARLE, E. M.

Biographical

STRAUSS, LEWIS L.

WOLFERS, ARNOLD

Earle to Strauss, January 21, 1947.

Earle suggests Arnold Wolfers, Master of ~~Rx~~ Pierson College at Yale, for director and gives biographical details. Says ~~X~~, like Blegen and Mason, his interests are closely related to the School of Economics and Politics. Does not pretend to express consensus of faculty opinion, but points out, "The introduction of Professor Wolfers as a candidate stresses the importance of canvassing the situation with the utmost care before a definite decision is made. I am going to make some further discreet inquiries concerning Wolfers and may want to telephone you later in the week."

~~XXXXXXXXXXXX~~

Wolfers suggested by Notestein of Yale University.

On the same date, Earle wires Aydelotte, "After talking with Riefler and others have serious reservations concerning candidate Notestein suggested. Writing Strauss but would recommend caution this name until you return here."

(There is no letter in the file indicating that he wrote Strauss withdrawing his suggestion. Shot from the hip.)

Earle papers, Institute for Advanced Study, Directorship, Meetings, etc., 1946 & 1947

1947

2/3

DIRECTOR

Administration

COMMITTEE (ON SELECTION)

Corporation

COMMITTEE (FACULTY-ON SELECTION)

Academic Personnel

AYDELOTTE, F.

Biographical

Aydelotte reported Trustee Committee discussion on selection of his successor: no decision yet but Trustee Committee followed lines of Faculty Committee consideration. A. Believed Trustee Committee would consult with Faculty. This was changed to reat that Trustee Committee had decided to keep their deliberations confidential for time being but Aydelotte believed they would discuss with Faculty.

D, Draft, Faculty Minutes

1947

W/M 2/3

DIRECTOR

Administration

TRUSTEES

Corporation

AYDELOTTE, F.

Biographical

Aydelotte reported that the members of the Trustees Committee on the selection of his successor had agreed to keep their preliminary discussions confidential. Dr. Aydelotte expressed confidence, however, that the matter would be settled in agreement with the wishes of the Faculty.

Question of Professor Einstein's as to whether a time limit has been set on the selection of a successor to the Directorship could not be answered with precision. Aydelotte believes there will not be much overlap, if any, between his own tenure and the selection of his successor.

D, Faculty Minutes, 2/3/47

1947

3/21
3/27

✓ DIRECTOR

Administration
Corporation

OPPENHEIMER, ROBERT

Biographical

WEED, LEWIS H.

FULTON, JOHN

The cancellation of the Trustees' meeting for Saturday, March 29, has made me wonder if Oppenheimer is going to take the job. The delay is probably connected with the delay in the Senate confirmation of the President's nominations for the A. E. C. The Board should act promptly. It is the end of March.

Fulton to Weed, March 27, 1947.

He conferred with Oppenheimer who wishes the Board would make up its mind. He will come to the Institute only if both the faculty and the Board want him, but Strauss has made it clear to him that Strauss' approach to Oppenheimer was unofficial.

Fulton - Lewis Weed

1947

April
September

TRUSTEES

Corporation

✓ DIRECTOR

Administration

MAASS, H. H.

Biographical

FULTON

AYDELOTTE

Original correspondence on the meetings and tactics.
Aydelotte to L & M re nominations. Possibility of Strauss
being Made Chairman instead of V. G. 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

4/1

✓ DIRECTOR

OPPENHEIMER, R.

STRAUSS

Administration
~~Corporation~~

Biographical

Excerpt from the Diary of John F. Fulton, M. D.,
Tuesday, April 1, 1947.

Filed in Chronological file under 1947, 4/1.

✓ Fulton, John F., Diary, Sterling School of Math

1947

4/12

BUDGET

Finance

✓ DIRECTOR

Administration

AYDELOTTE, F.

Biographical

Aydelotte to Leidesdorf, April 12, 1947.

Trustees had set aside \$4,000 for an entertainment fund at the time of Aydelotte's appointment. It did not make use of the fund because the Institute budget was out of balance; then came the war and there was no opportunity to entertain much. He puts in a bill for \$3,400. for the academic year 1946-1947 to reimburse his own household budget for entertainment expenses. He also passed on caterers' bills to Miss Miller in the sum of \$301.25.

D File, Aydelotte, Frank, Expenses

1947

4/17

✓ 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

1947

4/19

OPPENHEIMER, R.

DIRECTOR

Biographical

Administration

"Dr. Oppenheimer's work

"His name is Dr. J. Robert Oppenheimer, but his friends call him 'Oppy'. He is one of America's best in theoretical physics, but he is a lively human. People take to him. He has a prodigious talent for work, and yet has a genius for grasping the right solutions. A scientist among scientists, he is also what is commonly called a practical man. And he has a streak of wit.

"This remarkable man, who reaches his 43rd birthday next Tuesday, was Director of the Los Alamos Laboratories where the atom bomb was put together and first exploded. He made the main decisions in the New Mexico desert, and of him the War Department said: 'He is to be credited with achieving the implementation of atomic energy for military purposes.' Ever since that time he has been in the forefront of struggle in the dilemma of the atom.

"One reads with quick thrill that Dr. Oppenheimer has

been appointed Director of the Institute for Advanced Study at Princeton, New Jersey. This is important news, an appointment that is strikingly fit. We congratulate all parties in the certainty that Dr. Oppenheimer's work has now only begun."

New York Herald Tribune editorial, April 19, 1947

1947

4/19

PRINCETON

GENERAL

✓ DIRECTOR

Public Relations

Administration

Memorandum regarding above filed in Chronological file under
1947, 4/19.

D, Robert Oppenheimer Appointment

1957 1947

7/7

✓ DIRECTOR

Administration

AYDELOTTE, F.

Biographical

VEBLER, O.

OPPENHEIMER, R.

Aydelotte to Veblen. Marie wants to move out of Olden Manor by the middle of July, though he actually said to the Oppenheimers that we could not promise to get out until September. Nevertheless, we are going to move as soon as the house is properly painted.

V-3

1947

8/3

✓DIRECTOR

Administration

OPPENHEIMER, R.

Biographical

Oppenheimers to come to Princeton to take up residence
August 8. Aydelottes had moved and gone to Waterford. (Richardson,
Jane, to Maass, July 25, 1947)

D, Maass, 1947-

1947

10/8

DIRECTOR

AYDELOTTE, F.

OPPENHEIMER, R.

SIEGEL

Administration

Biographical

List of problems Oppenheimer inherits.

Filed in Vertical File under "D" for Director.

A, 10/30/56, IAS

1947

10/29

✓ DIRECTOR

Administration

AYDELOTTE, F.

Biographical

OPPENHEIMER, R.

FULTON, JOHN

Fulton to Oppenheimer, October 29, 1947.

The Trustees have handled the situation of Aydelotte as Director Emeritus, unfortunately, from Oppenheimer's viewpoint. "I earnestly hope that you are not being embarrassed by his apparently unwillingness to withdraw from the administrative picture. You have extraordinary tact..." He offers help in the event the situation becomes more difficult.

D, Fulton, John

1947
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 ~~xx~~ 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.

In Feb 1954 Maass demanded copy of RO's contract of employment apparently in connection with the hearings.

D File, Herbert H. Maass, 1947-

1947

12/8

PARTICIPATION IN ADMINISTRATION
GEST ORIENTAL LIBRARY
DIRECTOR
BUDGET

Academic Personnel
Facilities
Administration
Finance

The Director asked whether there were other matters which the Faculty wished to have discussed with the Trustees, and Morse suggested raising the salaries of the assistants, and perhaps of the stipends, even if this involved a reduction in the memberships of the Institute.

The Director reported that the invitations extended to Professors Bohr, Pauli, Chernias, and X Yakawa had been accepted; that Mr. William Bradley had been appointed as Superintendent of Buildings and Grounds, and that progress was being made with the plans for new buildings adjacent to Fuld Hall; that "the insoluble problem of what to do with the Gest Library was being valiantly attacked."

The Director also reported that he was taking up with the Trustees the matter of creating a special fund to be used in experimenting with new activities not falling within the province of the existing Schools of the Institute. He proposed that the new Standing Committee of the Faculty should

act as an advisory body on the use of the fund, and
suggested that the Faculty might wish to elect its members.

D, Faculty Minutes, December 8, 1947

1947

12/16

AE GENERAL (DIRECTOR'S FUND)

Administration

GENERAL (DIRECTOR'S FUND)

Finance

✓ DIRECTOR

Administration

Notes on the Director's Fund. Piled in Chronological
File under 1947, 12/16.

From D Office

1947

12/16

DIRECTOR

Corporation
Administration

TRUSTEES

Dr. Oppenheimer requested that the responsibility for authorizing construction be fixed by the Trustees. It was agreed that Mr. Leidesdorf take such responsibility and submit plans to Executive Committee.

Tr. Min. 12/16/47 p. 4

1948-1953

STIPENDS

~~DIRECTOR~~ (Fund)

SCHOOL OF ECONOMICS AND POLITICS

SCHOOL OF MATHEMATICS

Academic Personnel

Administration

Academic Organisation

An accounting running from the years 1948 to 1953:

Academic Year 1948-49

Appropriation

\$20,000

Commitments

| | | |
|-------------------------------|-----------------|---------------|
| Kenneth Burke (2nd term) | \$1,200.00 | |
| Francis Fergusson (full year) | 6,000.00 | |
| Max Radin (law(2nd term) | <u>5,000.00</u> | <u>12,200</u> |

\$ 7,800 Balance

Balance carried over to the academic year 1949-50, and
the appropriation again was \$20,000 making a total for expenditure

See note 1/25/48
list 1000 w/o
residence req.

of \$27,600 with the balance.

Commitments for 1949-50:

| | | |
|--|---------------|---------------------|
| E. Auerback (romance languages School of Historical Studies) | \$4,000 | |
| E. R. Curtius (medical literature and literatures (full year) | 4,000 | |
| -- S. D. Leake (six weeks) (medical papyri) | 900 | |
| Radin (2nd term) (law) | 5,000 | |
| (Special) Psychology Conference | 1,044.20 | |
| Legal Conference | 192.92 | |
| Greenbaum Conference | <u>135.79</u> | |
| | | <u>15,272.91</u> |
| | | \$12,527.09 Balance |

Academic year 1950-51

Appropriation

Balance from 1949-50

| |
|------------------|
| \$20,000.00 |
| <u>12,527.09</u> |
| 32,527.09 |

| | | | |
|--------------|---------------------------|--------------|------------------|
| Commitments: | George Kennan (full year) | | |
| | Department of State | \$15,000 | |
| | A. Chakravarty (2nd term) | | |
| | Sch. Historical Studies | 2,500 | |
| | J. Palfrey (full year) | | |
| | Columbia, Atomic-Energy | | |
| | Commission-(A. E. C.) | | |
| | Sch. Historical Studies | <u>2,250</u> | <u>19,750.00</u> |
| | | | \$12,777.09 Bal. |

At the end of the fiscal year 1950-51 there was a balance of \$12,777.09, and further accounting except for 1951-52 in which \$13,750 were committed out of \$32,777.09 for Jerome Bruner (Psychology), Chauncey D. Leake (medical papyri), David Levy (Psychiatry), Father Jean de Menasce (School of Historical Studies), John Palfrey (School of Historical Studies) and Edward Tolman for three weeks (was paid nothing). The balance at the end of that year was \$19,027.09, total expenditure for the same appropriation for 1952-53 was \$39,027.09 of which the accounting is not put down in detail, of which \$4,112.00 was expended only for one person, David Levy, leaving a balance

of \$34,915 for fiscal 1953-54 with a new appropriation, making ~~\$54,915~~ \$54,915.

1953-54 Kennan had \$5,000; Perry Miller had (philosophy) history of ideas) had \$3,250; George Wald (biology in the School of Mathematics) had \$900; Morton White (philosophy) had \$2,083.34; Chauncey Leake had \$1,000 and the "cheson conferences accounted for \$4,000 which left a lax balance of \$28,638.07.

The commitments for 1954-55 were for Isiah Berlin (literary criticism) ~~\$4,000~~ \$4,000; George Kennan (School of Historical Studies) \$5,000; Jean Paiget \$3,000 (psychology); and Hans Wallach (psychology both charged to the School of Mathematics) \$6,500; making a total of \$18,000, leaving a balance in fiscal 1954-55 of \$8,277.17.

D, Director's Fund

1948

✓ DIRECTOR (Fund)

Administration

GENERAL

Academic Organization

GENERAL

Academic Activities

GENERAL

Foundations

PRINCETON UNIVERSITY

Relations WOI

See Directors' Report (1948-53) for use of Directors' Fund to
extend field of studies beyond those represented on Faculty (P. 24 ff)

Report of the Director on I.A.S. (1948-53) Publ. 1954 Pamphlet

1948

1/28

| | |
|---------------|--------------------|
| ✓ DIRECTOR | Administration |
| GRANTS-IN-AID | Academic Personnel |
| BARON, HANS | Biographical |
| ELIOT, T. S. | |

See letter for terms. Research grant \$1450 for 6 months to Baron. \$1,000 from Director's Fund for Eliot without requirement for residence.

Meritt, Faculty Business, Vertical

1948

8/17

✓ DIRECTOR

Administration

HOUSING

Facilities

OPPENEHIMER, R.

Biographical

Oppenheimer to Leidesdorf, August 17, 1948.

On maintenance and furnishing of Olden Manor.

D, Leidesdorf, S. D., 1948 1946-

1948

11
2/16

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

TRUSTEES

Corporation

✓ DIRECTOR

Administration

ECONOMICS

Academic Activities

Report on School of Economics and Politics.

Also note minutes.

Filed in Vertical File under "E" for School of Economics
and Politics.

D. S. E. P.

1948

11/24

~~DIRECTOR~~

Corporation
Administration

POLICIES

First draft of minutes of Director's report on School of Economics and Politics to Trustees with comments School of Economics and Politics but filed in file below. Not in final form attached to Minutes. He favors ordering of knowledge presently available rather than research to acquire more knowledge.

Draft is filed with this memo in Vertical File under "D" for Director.

D, Humanistic Studies

1948

12/7

PARTICIPATION IN ADMINISTRATION

✓ DIRECTOR

MEMBERS

ELIOT, T. S.

Academic Personnel

Administration

Academic Personnel

Biographical

Director reported his farewell talks with T. S. Eliot and said Eliot thought he would probably come back in 1950. (But he didn't).

Faculty Minutes, p. 203

1948

12/7

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ DIRECTOR

Administration

DYSON

Biographical

Director requested authorization...to budget \$9000 for stipends during next 5 years for Dyson, "then Commonwealth Fellow. Authorization granted. (School of Mathematics had approved 12/3/48).

Solicited ideas and suggestions from Faculty.
(By 4/19/49 Minutes read: "Director announced" appointments for three years. (p. 207)

Faculty Minutes

1949

4/15

~~DIRECTOR~~

TRUSTEES

↳ Corporation
↳ Administration.

The Director recommended, and it was moved and carried by the Board, that an Academic Committee be appointed to serve as a semi-formal channel by which the Trustees could familiarize themselves with the academic work of the Institute. He felt this would serve more purpose than the Director making a report annually.

Tr. Min. 4/15/49 p. 3

1949

4/15

THE BOARD

Corporation

✓ THE DIRECTOR

Administration

COMMITTEE (Academic)

Academic Personnel

Academic Committee created on recommendation of Director to act as semi-formal channel so that Trustees may be informed of the Institute's work.

1949

4/19

PARTICIPATION IN ADMINISTRATION

Academic Personnel

BUDGET (FACULTY BUDGET)

Finance

✓ DIRECTOR

Administration

Budget presented by the Director for the fiscal year 1949-50,
and suggested the Faculty study it and that the next year the
Standing Committee help the Director in preparing the budget.

Faculty Minutes, 4/19/49

1949

5/6

GENERAL

Corporation

OFFICERS

DIRECTOR

Administration

Nominating Committee reported that:

By-laws require revision, because (1) in considering nominations of officers for the Board and Corporation, and in considering nominations to membership on the Board, they find (a) by-laws as written are not entirely consistent with each other; (b) not consistent with established practices; (c) in need of other improvements.

An example: By-laws provide that Director shall be selected annually and is a member of both the Board of Trustees and of the Corporation. Actually the Director has been given a permanent appointment and has not served as a member of either the Corporation or the Board.

Also recommended offices of President and Chairman be separated and duties be defined.

Mr. Maas resigned and Mr. Lewis Strauss was elected President.

Report accepted 5/20/49

Vol. 5, No. 20, Report of Nominating Committee

1949

6/9
8/1

OFFICERS

Corporation

TRUSTEES

✓ DIRECTOR

Administration

STRAUSS, LEWIS

FULTON, JOHN P.

OPPENHEIMER, R.

HAASS, H. H.

A copy of the statement of Strauss, June ~~8~~ 9, 1949, on his testimony June 8, 1949, before the Joint Committee of the Congress of the Atomic Energy Commission. In this statement Strauss discloses the events in a meeting of the Atomic Energy Commission at which he was the sole dissenter to send radio active isotopes to foreign countries, and he does a terrific job in this statement.

Strauss sends the mimeographed copy of the statement to Fulton. Fulton replies to Strauss, July 18, 1949.

"I am very glad to have it because many of your friends were profoundly disturbed ~~was~~ by the fact that you testified first, against your chairman and later, against Robert Oppenheimer for whom I had assumed you had a high regard scientifically.

"The summary of your testimony makes your position clear, but I am not satisfied that as a ~~non-scientist~~ non-scientist you are in a position to take issue with Robert Oppenheimer whose background in these things places him ~~in~~ in a position to speak with authority.

"In the circumstances, I assume that you propose to withdraw from the Atomic Energy Commission and I would suppose, also, from the Board of Trustees of the Institute for Advanced Study."

Fulton sends a copy of his letter to Strauss to Haass.

Maass to Fulton, July 22, 1949, taking violent exception to Fulton's position, and saying that the matter is not so much scientific as it is legal. Nor does he believe that in the execution of a man's duties he must resign if he differs with his colleagues.

"In so far as any difference in point of view between Lewis Strauss, member of the Atomic Energy Commission, and Robert Oppenheimer, citizen, (not Director of the Institute for Advanced Study) may go, this certainly does not affect the relationship of either of them to the Institute. As I reflect upon the matter, I am inclined to believe that your letter must have been written in haste and that while it may express your personal view, it should not have contained your suggestion regarding the resignation of Lewis Strauss as President of the Institute, unless you had reason to feel that a majority of the Board of Trustees concur in your attitude.

I, for one, would certainly not do so, and I doubt, if the whole matter were laid before the Board, that many or perhaps any of the other Trustees would concur with you."

Fulton to Maass, August 1, 1949.

"The thing that has upset so many of Strauss' one-time friends is that he should have chosen to attack David Lilienthal in a public hearing at a time when Mr. Lilienthal was under outrageous attack by that scurvy fellow, Hickenlooper.

"...the issue involved was not a legal one but a question requiring mature judgment of an experienced scientist. Louis Strauss elected to pontificate in a field \neq that was not his own, and it has left an extremely sour taste in the minds of those who know the facts.

"ⁱⁿ view of what has happened I don't think Robert Oppenheimer will ever feel comfortable as Director of The Institute for Advanced Study so long as Mr. Strauss continues on our Board of Trustees. I repeat, however, that this is a purely personal reaction and I send it to you without consultation with any other Board member."

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

10/3

PARTICIPATION IN ADMINISTRATION

~~DIRECTOR~~

GENERAL

RESEARCH

Academic Personnel

Administration

Government Relations

Academic Procedures

The Minutes disappear and become the briefest of memoranda. In this memorandum it is stated that the: "Decision with reference to contracts embodied in attached letter." This is hardly true, and certainly not adequate. See letter September 26, 1949 attached hereto.

"September 26, 1949

"Dear Mr. Chadwell:

(This letter has already been copied and is in the file.)

From Oppenheimer to Chadwell regarding contracts with government.

Faculty Minutes, 10/3/49 p. 211, letter is on page 212.

1950

11/20

PARTICIPATION IN ADMINISTRATION

Academic Personnel

SCHOOL OF MATHEMATICS

Academic Organization

DIRECTOR

Administration

POLICIES

The Faculty decided that in the future the election of permanent members would follow the same procedure as that of Faculty members; that is, proposal at one meeting, formal action subsequently. Therefore, they went through the procedure of voting these appointments, the appointments of Bigelow and Goldstein voted previously, November 14, 1950, without notice at the November 20 meeting.

Faculty Minutes, 11/20/50

1950

12/29

GENERAL

Personnel

~~ADMINISTRATIVE~~ / DIRECTOR

Administration

Director announces engagement of H. K. Fleming at \$9,000 a year as General Manager, and termination of the salary of William Bradley as of January 1, 1951, with unstated arrangement for terminal pay for latter.

Exec. Comm. Minutes, 12/29/50

1951

5/4

TRUSTEES

Corporation

GENERAL (BY-LAWS)

✓ DIRECTOR

Administration

BUDGET

Finance

The members revised the By-Laws to provide for the election of additional honorary trustee without vote, and provides that they may serve on committees of the Board by appointment, but shall not vote.

The Trustees revised the provisions of Article VI, Section 1 on the Directorship, making ~~him~~ him a member ex-officio of the Corporation and of all committees of the Trustees (not of the Board of Trustees itself), and clarifying his position on appointments--after consultation with the Faculty on short-term members; with the approval of the Faculty and the Board or Executive Committee for appointments to the Faculty.

Revises budget procedure.

The Board also deleted the provision (Article III, Section 5) providing for Faculty-Trustees.

The Board discussed on Rosenwald's suggestion, but did not act upon a proposed revision establishing age limits and non-successive terms for Trustees, deferring it to the next meeting.

See discussion, page 3, on the dropping of the provision for an annual report by the Director; suggested by Director with the support of Aydelette, Maass; show of opposition by Strauss.

Note Strauss' feeble and innacurate statement that provision for Faculty-Trustees is in Articles of Incorporation, page 3. (Veblen?)

Minutes of the Annual Meeting of the Corp., May 4, 1951

1951

5/4

PARTICIPATION IN ADMINISTRATION

Academic Personnel

TRUSTEES (HONORARY)

Corporation

✓ DIRECTOR

Administration

The issue of the By-Laws with all amendments to May 20, 1949 was amended as follows:

An amendment of Section I, Article 3 providing in addition to the note that the two founders should be honorary members, where honorary trustees may be elected at the annual meeting of the Corporation, they may meet with the Board and participate in deliberations but shall not vote. They may be appointed to serve on committees of the Board but shall not vote.

(2) The elimination of Section V of Article 3 which provided that members of the faculty, if members of the Corporation, shall be eligible for election as ~~tax~~ trustees.

(3) An amendment to Section I, Article 6 reading as follows: "The Trustees shall appoint a Director of the Institute

who shall be responsible under the supervision of the Trustees or the Executive Committee for the administration and academic work of the Institute in accordance with its purposes as declared in the Charter of the Corporation. The Director shall be a member ex-officio of the Corporation and of all committees of the Trustees. He shall be responsible for communicating to the Trustees views of the faculty on all matters affecting the Institute. He shall organize the faculty of the Institute, and determine, in consultation with the faculty, the admission of members and the employment of staff, and exercise general supervision over the Institute in respect to its academic phases. He shall have authority, with the approval of the faculty, and with the approval of the Board or the Executive Committee, to make appointments to the faculty for indefinite terms or for limited periods. It shall be the duty of the Director to ascertain from the Treasurer the amount of income which will be available during the next academic year and to receive from each School its recommendations as to its needs and plans for the coming year. These recommendations shall be considered and amended as may be deemed advisable by the Director and the

Chairman of the Board and then submitted to the Budget Committee with power to amend. In case of a vacancy in the Directorship a special committee shall be created to consider the appointment of a successor. No action shall be taken for the election of a successor until after the report of such committee."

(Removes the Director as a member of the Corporation and a trustee. Makes him sole channel between the faculty and the Trustees. Shall consult with the faculty in determining the admission of members and the employment of staff, and presumably also in exercising general supervision over academic phases. Shall have authority with the approval of the faculty and of the Board or Executive Committee to make appointments to the faculty for indefinite terms or for limited periods. Relieved from making an annual report.)

D, By-Laws

1951

5/4

✓ DIRECTOR

Administration

TRUSTEES

Corporation

FACULTY

Academic Personnel

The last sentence providing for the preparation by the Director of an annual report was discussed, and it was decided that the Director reported continually to the Trustees and that it was implied that it was not necessary for a public report to be issued. The Director pointed to the preparation of the factual account then in preparation or to the proposed 25th anniversary bibliography of the Institute which would be commemorated with a listing of the publications of all the members.

There was also discussion on the authority of the Director to appoint Faculty only with the approval of the Faculty. Dr. Weed suggested that this should be changed to after consultation with. Dr. Oppenheimer said he believed the proposed revision was better; that is, namely, with the approval which was an addition also, since it would be

impracticable to proceed with an appointment in the face of Faculty opposition.

Rosenwald then offered his resolution, page 4. "The Board of Trustees of the Institute for Advanced Study believes that limitations on the age of Trustees and limitations on the continuous length of service of the Trustees are desirable in such a custodial body. Within the next five years, such limitations should be incorporated in the by-laws." The matter was discussed, and one of the members of the sub-committee was reported by Mr. Strauss as having been against it. The matter was put over until the next meeting.

Corporation Minutes Annual Meeting, May 4, 1951

1951

11/13
~~10/13~~

PARTICIPATION IN ADMINISTRATION

Academic Personnel

/ DIRECTOR

Administration

PUBLICATIONS GENERAL

Publications

The Director invited comment on a typewritten statement which had been distributed to the Faculty entitled "The Institute for Advanced Study, Some Introductory Information." He explained the reasons for preparing the statement, and indicated the scope of its use as our publication. There was some general, favorable comment, and members of the Faculty agreed to submit editorial suggestions if they had any in writing to the Director.

Faculty Minutes, 11/13/51

1953

9/28

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ DIRECTOR

Administration

SELBERG, ATLE

Biographical

Professor Selberg was elected new Faculty Secretary.
(First note of an election).

Faculty Minutes, 9/28/53

1953

11/4

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ DIRECTOR

Administration

KANTOROWICZ, ERNST

Biographical

MORSE

SELBERG, ATLE

Starting with November 4, 1953, the Director plans to be away for approximately a month. Administrative committee consisting of those mentioned above will be in charge, and one of them will be in the Director's office for an hour, a stipulated hour, each Monday, Wednesday and Friday.

D, Memoranda to Staff and Members

1954

7/13

✓ 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

1954

10/1

OFFICERS

Administration

✓DIRECTOR

Administration

Discussion as to re-election of officers and director resolved by a motion for a "packaged deal" which the Chairman declared carried. In view of latter fact, members present made it unanimous to save embarrassment in press.

December

✓ DIRECTOR

Administration

PARTICIPATION IN ADMINISTRATION

Academic Personnel

The Directorship has changed from ^{being} a member of the Corporation and a member of the Board of Trustees ~~and a member~~ ex-officio ~~of all~~ committees with the right to attend all meetings of the committees of the Trustees to the following:

"The Director shall be a member ex-officio of the Corporation and of all committees of the Trustees. He shall be responsible for communicating to the Trustees views of the faculty on all matters affecting the Institute."

He determines in consultation with the Faculty the admission of members and the employment of staff and "exercises general supervision over the Institute in respect to its academic phases. He shall have authority after consultation with the Faculty and with the approval of the Board or the Executive Committee to make appointments to the Faculty for indefinite terms ~~or~~ or for limited periods."

By-Laws adopted December, 1954

1955

11/18

TRUSTEES (3)

Corporation

SALARIES (2, 3)

Academic Personnel

Participation IN ADMINISTRATION (2)

✓ DIRECTOR

Administration

MITRANY, D. (1)

Biographical

FLEXNER, A. (1, 2)

FRANKFURTER, F. (2)

BAMBERGER, L. (2, 3)

AYDELOTTE, F. (2)

Interview with Oswald Veblen, 11/18/55.

Filed in Vertical File under Veblen Interviews.

1955

11/21

✓ DIRECTOR (3)

Administration

Interview with Oswald Veblen, 11/21/55. (One of 2 interviews
of this date)
Filed in Vertical File under Veblen "nterviews.

SCHOOL OF MATHEMATICS (7)

Academic Organization

APPOINTMENTS (1, 5)

Academic Personnel

PARTICIPATION IN ADMINISTRATION (2, 3, 5, 9)

GENERAL (6, 7)

Administration

DIRECTOR (3, 6, 7)

FRANKFURTER (1, 8)

Biographical

RIEFLER, (1, 3, 8)

STEWART (3)

EINSTEIN (5, 6)

FLEXNER, (5, 6, 7, 8, 9)

VEBLEN (interview)

Interview with Professor Veblen, 12/1/55.

Filed in vertical file under Veblen Interviews.

1955

12/1

VEBLEN, O.

Biographical

EINSTEIN, A.

Administration

~~DIRECTOR~~

Interview with Professor Veblen, 12/1/55.

Filed in Vertical File under Interviews.

Interview with Professor Veblen, 12/1/55

1956

1/13

GENERAL

Corperation

TRUSTEES

~~DIRECTOR~~

Agministration

VEBLER, O.

Biographical

MOE, HENRY ALLEN

STRAUSS, L. W.

AYDELOTTE, F.

FLENNER, A.

Interview with Professor Veblen, January 13, 1956.

Filed in Vertical File under Interviews.

Interview with Professor Veblen 1/13/56

1956

2/6

SCHOOL~~S~~ OF ECONOMICS AND POLITICS

LEAGUE OF NATIONS

PARTICIPATION IN ADMINISTRATION

✓ DIRECTOR

HOUGHTON

STEWART, W. W.

ELEXNER, A.

TOYNBEE

ELIOT

Academic Organization

Government Relations

Academic Personnel

Administration

Biographical

Interview with Walter W. Stewart, February 6, 1956.

Filed in Vertical File under Interviews, Stewart.

Interview with Walter W. Stewart, 2/6/56

1956

2/20

✓ DIRECTOR

PARTICIPATION IN ADMINISTRATION

AYDELOTTE, F.

OPPENHEIMER, R.

MAASS, HERBERT H.

Administration

Academic Personnel

Biographical

Interview with Jane Richardson Mapes, February 20, 1956.

Filed in Vertical File under Mapes Interviews.

Interview with Jane Richardson Mapes, February 20, 1956

1956

5/7

✓ DIRECTOR

Administration

BOARD OF TRUSTEES

Corporation

FULTON, JOHN

Biographical

OPPENHEIMER, ROBERT

WEED, LEWIS H.

VEBLEN, O.

AYDELOTTE, F.

STRAUSS, LEWIS W.

VON NEUMANN, JOHN

KENNAN, GEORGE

EINSTEIN, ALBERT

Interview with Dr. John Fulton, May 7, 1956.

Filed in Vertical file under Fulton Interviews.

1956

5/7

✓ DIRECTOR

SWARTHMORE

BLANSHARD, BRAND (MRS.)

ATSLLOTTE, F.

Administration

Educational Institutions

Biographical

Interview with M^{rs}. Brand Blanchard, May 7, 1956.

Filed in Vertical File under Minnie Blanchard Interviews.

Interview with M^{rs}. Blanchard, 5/7/56

1956

5/29

FOUNDERS
GENERAL
INSTITUTE FILE
✓ DIRECTOR
GIFTS
ECONOMICS
SCHAAP
FARRIER
BAMBERGER
FULD
HARDIN
BAMBERGER, EDGAR
LEIDENDORF
NAASS
STRAUS
FLINKER
AYDELOTTE
STRAUSS

Corporation
Facilities
Institute File
Administration
Finance
Academic Activities
Biographical

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

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

✓DIRECTOR
ARCHEOLOGY
PRINCETON
TEACHING
MEMBERS
assistants
AYDELOTTE
MERITT, B. D.
FLEXNER, A.
DAUNCEY, MRS.
CLEMENT
SHOE
GERY, WADE
DE TOLNAY
KANTOROWICZ
CHERNISS
THOMPSON
PANOFSKY
FRANKL
HERZFELD
LOWE
CAPPS
SIEGEL

Administration
Academic Activities
Relations WOAI
Academic Procedures
Academic Personnel

Biographical
Biographical

Interview with Professor Meritt, June 7, 1956.
Filed in Vertical File under Meritt Interviews.

1956

6/21

PRINCETON UNIVERSITY (8, 9, 10)
 HARVARD UNIVERSITY (1)
 MATHEMATICS (2, 7, 14)
 E. O. P. (5, 6)
 APPOINTMENTS (2, 3, 4, 5)
 SALARIES (3)
 FACULTY (10, 11)
 SCHOOL OF MATHEMATICS (5, 9, 14, 15)
 SCHOOL OF HISTORICAL STUDIES (14)
 JOHNS HOPKINS UNIVERSITY (7, 8)
 ✓ DIRECTOR (10, 11)
 TRUSTEES (11)
 RESEARCH (13)
 HORSE (1, 5, 8, 10)
 BIRKHOPP (1, 4)
 WHITNEY (2)
 STEWART (2, 3)
 FLEISS (3, 7, 8)
 COOGL (3, 5)
 MAYER, WALTER (3)
 SIGORL (5)
 BIGHLOW (5, 6)
 ELIOT, T. S. (7)
 STRAUSS (10)
 EARLE (10)
 BOREL (15)

Relations WPAI
 Academic Activities
 Academic Personnel
 Academic Organization
 Educational Institutions
 Administration
 Corporation
 Academic Procedures
 Biographical

VIELEN (1, 2, 4, 5, 8, 13)
 DODDS (2)
 WARREN (2, 3)
 VON NEUMANN (3, 5, 6)
 FLATONK (3)
 WILNER, NORMENT (4, 6)
 WHEL (5, 8)
 RINDSTEIN (6, 8, 11, 12, 16)
 VIKER (9, 10)
 ANNELOTTE (10, 11)
 OP-INKKIMER (15)

Interview with
 Horse, 6/21/56.

Filed in Vertical
 File under
 Horse Interviews)

1956

6/27

PARTICIPATION IN ADMINISTRATION

Academic Personnel

MEMBERS

MATHEMATICS

Academic Activities

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ DIRECTOR

Administration

WEYL, HERMANN

Biographical

BIRKHOFF, GEORGE

FLEXNER, A.

ALEXANDER, JAMES W.

Interview with James W. Alexander, June 27, 1956.

Filed in Vertical File under Alexander Interviews.

Interview with Alexander, 6/27/56

1956

7/12

✓ DIRECTOR

Administration

POLICIES

COMMITTEES

GIFTS

Finance

GENERAL (TAXES)

Government Relations

BY-LAWS

Corporation

TRUSTEES

FACULTY

Academic Personnel

PARTICIPATION IN ADMINISTRATION

REPORTS

Academic Procedures

OPPENHEIMER, R.

Biographical

VEBLEN, O.

STRAUSS

AYDELOTTE

KANTOROWICZ

Interview with Dr. Oppenheimer, July 12, 1956.
Filed Vertical under Oppenheimer Interviews.

1956

9/21

✓ DIRECTOR

Corporation

PARTICIPATION IN ADMINISTRATION

Academic Personnel

SWARTHMORE

Educational Institutions

AYDELOTTE, F.

Biographical

MAASS, H. H.

LEIDESDORF

FLEXNER, A.

HARDIN, J. R.

~~NAME~~ STEWART, W. W.

Interview with Mr. Aydelotte, September 21, 1956.

Filed in Vertical File under Aydelotte Interviews.

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

1956

9/25

| | |
|--|-----------------------|
| ECONOMICS (P. 1, 4, 5, 10, 11, 13, 14, 16) | Academic Activities |
| ✓DIRECTOR (P. 6) | Administration |
| SCHOOL OF HUMANISTIC STUDIES (P. 6, 7) | Academic Organization |
| PRINCETON UNIVERSITY (P. 7, 8, 11) | Relations WOA |
| PARTICIPATION IN ADMINISTRATION (P. 9, 13) | Academic Personnel |
| POLICIES (P. 12) | Administration |
| BUILDINGS AND GROUNDS (P. 6, 7, 15, 16) | Facilities |
| ROCKEFELER FOUNDATION (P. 16, 18) | Foundations |
| STEWART, W. W. (P. 1, 5, 13, 14) | Biographical |
| FRANKFURTER (P. 2, 5, 9, 17) | |

GLAY (P. 4)
RIEFLER (P. 4, 6, 8, 9, 10, 13, 14, 15)
WOLMAN (P. 4, 17)
VINER (P. 5, 8)
AYDELOTTE (P. 6)
VEBLER (P. 1, 16)
STRAUS (P. 7)
PANOPSKY (P. 7)
SCHROEDINGER (P. 7, 8)
OPPENHEIMER (P. 9, 17)
WARREN (P. 10, 11, 16)
BUCHANAN, NORMAN (P. 11)
FEIS (P. 13)

Interview with Mr. Stewart, September 25, 1956
Filed in Vertical File under Stewart Interviews.

1956
10/12

✓ DIRECTOR

GENERAL

ROCKEFELLER

CARNEGIE

STEWART, W.W.

AYDELOTTE, F.

FLEXNER, A.

Administration

Foundations

Biographical

Interview with Walter Stewart, October 12, 1956.

Filed in Vertical File under Stewart Interviews.

1956

10/24

✓DIRECTOR

JOHNS HOPKINS
BUILDINGS AND GROUNDS
GEST ORIENTAL LIBRARY
PARTICIPATION IN ADMINISTRATION
INSTITUTE HISTORY
PRINCETON UNIVERSITY
FLEXNER, A.
LEIDESDORF
BLUESTONE
MAASS
VEBIEN
HARDIN
VON NEUMANN
ALEXANDER
DODDS
MOREY
AYDELOTTE
WARREN
STEWART

Administration
Educational Institutions
Facilities

Academic Personnel
Institute History
Relations WOAI
Biographical

Interview with Abraham Flexner, 10/24/56.
Filed in Vertical File under Flexner Interviews.

Flexner Interview, 10/24/56

1936

11/29 X

ECONOMICS

Academic Activities

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ DIRECTOR

Administration

STEWART, W. W.

Biographical

Memo (W. W. Stewart) on Work of Economists--with attached documentation not for attribution.

It is filed in the Vertical File under E for Economics and Politics.

W. W. S.

12/12

SCHOOL OF MATHEMATICS

Academic Organization

MATHEMATICS

Academic Activities

PHYSICS

DIRECTOR

Administration

MEMBERS

Academic Personnel

VEBLEN, O.

Biographical

MONTGOMERY

AYDELOTTE

FLENNER, A.

Interview with Dr. Veblen, December 12, 1956.

Filed in Vertical File under Veblen Interviews.

1957

4/17

✓ DIRECTOR (2)

Administration

GOTTMAN (1, 2, 3)

Biographical

FLEXNER (1)

BAILEY (1)

STEWART (2)

VEBLEN (2)

MITRANY (2, 3)

LERAY (2, 3)

OPPENHEIMER (2, 3)

EINSTEIN (2, 3)

After dinner conversation with Jean Gottman.

Filed in vertical file under Gottman Interviews.

1957

2/16

JOHNS HOPKINS

Educational Institutions

/DIRECTOR

Administration

RISHKE

RICHTER, KURT

Biographical

WEED, L. R.

FULTON, J.

JENKINS, AUGUSTA

McALLISTER, BARRY

Interview with Kurt Richter and Mrs. Leslie Richter,
February 16, 1957.

Filed in Vertical File under Richter Interviews.

197

5/3

BENEFITS (1, 2, 3)

SALARIES (1)

FACULTY (2)

TRUSTEES (2, 3)

✓ DIRECTOR (2, 3)

ECONOMICS (4, 5, 6, 7)

SCHOOL OF ECONOMICS AND POLITICS (4, 5, 6, 7) Academic Personnel

SCHOOL OF HUMANISTIC STUDIES (5)

WOLMAN (1, 2, 4, 7, 8)

AYDELOTTE, (1, 2, 3, 8)

DR TOLRAY (1, 2, 3)

FANOPNEY (1, 2, 3)

BARIE (2)

VERLEN (2, 5)

MOE (2)

FLERNER (2, 3, 8)

WIDENH (3)

CLAY (7)

VINER (6)

WARRER (6)

HANDEGGER (3, 5)

STEWART (4, 6, 7, 8)

RIFLER (4, 5, 7)

MASS (5)

OPPENHEIMER (5)

Academic Personnel

Corporation

Administration

Academic Activities

Academic Organization

Biographical

Interview with Wolman, 5/3/57.

Filed in Vertical File under
Wolman Interviews.

1948

11/18

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

DIRECTOR

Administration

Summary of informal suggestions which Director told Trustees was available on request. Original Draft in file: this is final corrected draft which is filed in Chronological File under 1948, 11/18. Discussion was had at Board but Minutes don't indicate it.

D, School of Humanistic Studies Correspondence (1)