

1918

✓ GENERAL (PURPOSE)

Corporation

GENERAL

Educational Institutions

See Thorstein Veblen, The Higher Learning in America,
pp. 4-5 for reasons men seek higher learning and conduct
research.

Joe Hare to Aydelotte cites it as original idea of I. A. S.

See D, Denver University

1929-1930

✓ GENERAL

Corporation

For notes on ~~Moody's~~ Moody's, 1929-1930, L. Bamberger
and Macy, see notebook Number 5.

Notebook Number 5

1930-1949

✓ GENERAL (BY-LAWS)

Corporation

Certificate of Incorporation and By-Laws as amended
to and up to 5/20/49.

Filed in Vertical File under "B" for By-Laws.

✓ GENERAL

GENERAL

Corporation

Public Relations

See early part of the 1930 file for various enconia
transmitted by Flexner to Bamberger.

D, Bamberger, Louis, 1930-1936

1930

/GENERAL

Corporation

Working papers: Codicil and letter to Trustees.

Filed in Vertical File under "C" for Corporation.

D, Institute Organization

1930

GENERAL

Corporation

FLEXNER, A.

Biographical

LEIDESDORF

MAASS

Flexner to Aydelotte September 22, 1943, recounting early history of IAS. Met Leidesdorff and Maass first early days 1930. Nothing said as to amount money available but Flexner ~~assumed~~ assumed amount would be adequate. Discussion of longevity and usefulness of individual. Simon founder Rockefeller Institute for Medical Research on \$200,000 a year. When Simon retired nearly 80 years of age Rockefellers had given \$60 million to it.

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

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

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

A, 10/18/56 *AE Lowe*

1930

✓ GENERAL

Corporation

FLEXNER, A.

Biographical

Extract from Dr. Flexner's book on Universities, Oxford University Press, 1930.

Filed in Chronological file under 1930.

A File IAS (T)

1930

1/21

GENERAL

Corporation

FLEXNER, ABRAHAM

Biographical

MAASS, HERBERT

Dr. Flexner to Mr. Maass:

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

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

Source: IAS Trustees - Maass, Herbert H.

1930

4/24

✓ GENERAL

Corporation

PURPOSE

FLEXNER, A.

Biographical

BAMBERGER

HARDIN, JOHN R.

Bamberger to Hardin, April 24, 1930.

"Enclosed draft is one of three copies delivered to me by Dr. Flexner, and intended for our consideration.

"Any time you wish to see me about above, or any other details, kindly phone me."

The draft is undoubtedly one of the proposed letter from the founders to the trustees, since that with the Articles of Incorporation are the matters treated at this time in the Hardin folders.

Another matter which was discussed a little bit later
was the public statement to be issued after the Certificate
of Incorporation had been approved by the state. ~~xxxx~~
~~xxxxxxx~~

JRH Correspondence from May, 1930 to December, 1933

4/24

GENERAL

Corporation

✓ PURPOSE

FLEXNER, A.

Biographical

BAMBERGER

HARDIN, JOHN R.

Bamberger to Hardin, April 24, 1930.

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Another matter which was discussed a little bit later was the public statement to be issued after the Certificate of Incorporation had been approved by the state. ~~XXXX~~
~~XXXXXX~~

JRH Correspondence from May, 1930 to December, 1933

1930

5/7

✓ GENERAL (CERTIFICATE OF INCORPORATION) Corporation

HARDIN, JOHN R.

Biographical

HARDIN, CHARLES R.

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

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

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

1930

5/20

✓ GENERAL (PURPOSE)

Corporation

DEGREES

Academic Procedures

Certificate of Incorporation

"...Purpose...is the establishment...of an institute for advanced study, and for the promotion of knowledge in all fields, and for the training of advanced students and workers for and beyond the degree of Doctor of Philosophy and other professional degrees of equal standing." (p. 17).

Admission of students "with and/or without payment of dues or charges." (p. 19)

Degrees include honorary degrees (p. 19)

Bulletin No. 1

1930

7/7

✓ GENERAL

Corporation

FOUNDERS

FLEXNER, A.

Biographical

Flexner to Veblen. It seems incredible but the fact is that this whole development has taken place since the first of March. My letter in January (1930) was due to fact that I was getting ready for publication the Rhodes Lectures Universities. This was probably true. The codicil probably did not voice the ~~same~~ same plan. The Founders left for Arizona end of January or first of February, and stayed away until March.

V-5

1930

9/17

✓ GENERAL (BY-LAWS)

Corporation

FLEXNER, A.

Biographical

Flexner sends Bamberger, September 17, 1930 a draft of the proposed by-laws to be discussed with Mr. Hardin when they all meet for lunch on the next Monday. He also sends a copy to Mr. Hardin.

D, Bamberger, Louis, 1930-1936

1930

9/24

✓ GENERAL (BY-LAWS)

Corporation

HARDIN, JOHN R.

FLEXNER, A.

Flexner to Hardin, September 24, 1930.

"I am enclosing the copy of Paragraph 2 of the Charter. It seems to me that this is as brief a statement as one can make in the By-Laws regarding the purposes of the Institute." ~~It should be noted that the word "and"~~ He suggests omitting the word "and" in the ~~ix~~ fourth line in the printed copy, making it read, "the purpose for which this corporation is formed is the establishment at or in the vicinity of Newark, New Jersey, of an Institute for Advanced Study, for the promotion of knowledge in all fields, and for the training of advanced students and workers for and beyond the degree of Doctor of Philosophy and other professional degrees of equal standing. "

JK JRH Correspondence from May, 1930 to December, 1933

1930

~~9/29~~ 9/29
~~9/30~~

✓ GENERAL (BY-LAWS)

Corporation

HARDIN, JOHN R.

Biographical

FLEXNER, A.

Hardin to Flexner. Sends him a draft of the by-laws "which I believe will harmonize with the New Jersey legal requirements and which I hope you will find in sufficient correspondence with your own draft to pass muster with you. Do not hesitate to criticize freely in whole or in part." (Drafts not in this file).

JRH Correspondence from May, 1930 to December, 1933

1930

9/30

✓ GENERAL (BY-LAWS)

Corporation

FOUNDERS

The founders signed the letter to Mr. Hardin asking him to attend a luncheon at the Uptown Club, Room 4, Lincoln Building, 60 East 42nd Street, New York City, at 12:30 on Friday, October 10; "after luncheon, it is hoped that the Institute for Advanced Study, with which you have kindly consented to be associated, may be formally organized."

JRH Correspondence from May, 1930 to December, 1933

1930

10/1
10/2
10/3

✓GENERAL (BY-LAWS)

Corporation

HARDIN, JOHN R.

Biographical

HARDIN, CHARLES R.

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

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

This memorandum is acknowledged by his father October 2, 1930, saying that he has had some suggestions concerning the by-laws from Dr. Flexner and Mr. Bamberger. He has ~~now~~ amended the original draft and submits it again to Charles. He sends out the revised draft on the same date to Flexner and Bamberger.

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

JRH Correspondence from May, 1930 to December, 1933

1930

10/7

✓ GENERAL (BY-LAWS)

Corporation

AYDELOTTE, F.

Biographical

HARDIN, JOHN R.

John R. Hardin to Aydelotte, October 7, 1930, enclosing draft of proposed by-laws for the Institute to be considered at the meeting of the Trustees on October 10, 1930.

Letter and by-laws filed in Vertical file under "C" for Corporation.

B

BY-LAWS.

D, Aydelotte, Frank, 1930-1945

1930

10/9

✓ GENERAL (BY-LAWS)

Corporation

MAASS, HERBERT H.

Biographical

HARDIN, JOHN R.

Maass to Hardin October 9, 1930.

Submits nine suggested amendments as follows:

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

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

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

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

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

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

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

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

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

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

JRH Correspondence from May, 1930 to December, 1933

1930

10/10

✓GENERAL (By-laws)

Corporation

See collected Bulletins IAS (forefront) or
Vol. 1, No. 1, P. 2 - Minutes of Organization Meeting - 10/10/30

1. List of Trustees and members of Corporation 15 - identical

Art. I. Sec. 1. Location: at or near Newark: name, Institute for Advanced Study

Art. II. Sec. 1. Annual meeting of members: 3rd Friday in April

3. Special meetings of members may be called by President

6. New members may be elected by majority of members.

Art. III Trustees

Sec. 1. Board of Trustees shall conduct business: 15, to be elected at first meeting and divided into 5 lots of 3 each for terms of 1-5 years respectively. All subsequent terms shall be for 5 years.

Sec. 4. Members of the Faculty, if members of the Corporation, not exceeding at any one time 3 in number, are eligible for election as Trustees.

Sec. 7. Regular meetings of Trustee Board shall be after members's meeting each April, and 3rd Friday each October.

Sec. 8. Special meetings of the Board may be called by President and must be called on request of the Director or any 3 Trustees.

Sec. 9. Majority of all Trustees constitute quorum.

Art. IV Officers:

- Sec. 1. To consist of: a President, a Vice-President, a Chairman, a Secretary, and a Treasurer. To be elected annually.
- Sec. 4. Duties of President: formal business head; exercises general supervision; Chairman of the Executive Committee and ex officio member of all standing committees.
- Sec. 5. Duties of Vice-President: inter alia ex officio a member of all standing committees.
- Sec. 6. Chairman: presides at meeting of Trustees.
- Sec. 7 & 8 Duties of Secretary and Treasurer

Art. V.

- Sec. 1. Standing Committees:
- a. Executive: 4 members, the President, Vice-President & Director
 - b. Finance: 3 members, the President and Vice-President
 - c. Education: 3 members, the President, Vice-President, Director and 3 members of the Faculty
 - d. Nominations of Trustees & Officers: 3 members
- Sec. 2-4. Methods of meeting and responsibilities of these committees.

Art. VI Director:

- Sec. 1. Appointed by Trustees to be responsible, under supervision of Trustees and/or Executive Committee "for administration and current Educational conduct of the Institute, in accordance with its purposes as declared

in the charter of the Corporation. The Director shall be a member and Trustee of the Corporation and shall have the right to attend all meetings of the committees of the Trustees." Shall organize the Faculty, establish courses of study and/or research, and exercise general supervision over the Institute in respect to its educational phases. "He shall have authority with the approval of the Board and/or of the Executive Committee, to make appointments to the Faculty for indefinite terms or for limited periods." Shall submit annual budget at April meeting of Trustees. In case of a vacancy in directorship, a special committee must study and make its report before it can be filled; Director must make an annual report to Trustees.
(all in Sec. 1, Art. VI)

Art. VIII Degrees:

Sec. 1. Director shall submit plans for granting of professional degrees such as Ph.D. with State Board of Education in New Jersey to obtain legal approval.

Sec. 2. Honorary degrees may be conferred by 2/3 of Board on nomination by Director and Faculty, which must be submitted to Educ. Committee for report and recommendation. See Bull #1 - not agreed at session of which submitted

Art. IX Order of Business:

Art. X Provision for amendment of By-laws after vote by majority.

1930

11/17

AYDELOTTE, F.

Biographical

✓ GENERAL

Educational Institutions

Aydelotte was Chairman of ^{an} Advisory Board, or at least was the first member mentioned on its letterhead to The First Choosing-A-Career Conference ~~for~~ for college men and women... June 26, 27, 28 at L. Bamberger and Company, Newark, New Jersey. The rest of the advisory board consisted of presidents and deans of the various colleges and universities in the east middle states and New England.

A letter of November 17, 1930 from Aydelotte to Bamberger indicates that Aydelotte served on the committee at Bamberger's request.

✓ GENERAL (SEAL)

Corporation

On October 13, 1931, the Board of Trustees adopted the design made by M. Turin of Paris as its official seal.

On November 6, 1940, Farrier remarked to Mrs. Bailey that the Institute is using two seals, one in the Treasurer's office, and the other the official corporate seal of the Institute duly adopted (November 6, 1940). This raised a question which Aydelotte submitted to Mr. Hardin who replied on November 15 that while the seal was of no legal importance, he felt it was desirable that both the Secretary and the Treasurer should when the seal was needed use the adopted seal of the Corporation. He felt that the French design was the one duly adopted and recommended uniform usage.

The matter was submitted to Mr. Maass on the question of having the Corporate seal made in a seal press for use by both offices. Maass felt that for purposes of all corporate papers the plain seal "which we have had made is adequate." He thought the fancy seal should be retained for book plates

diplomas, certificates, and so forth, but should not be used to reply to corporate documents. (April 14, 1941) Aydelotte reminded him on April 16 that the Board had reaffirmed its decision in February Board meeting to use the official corporate seal, and said that if Maass continued to feel as he did it would be good to bring it up to another Board meeting. Evidently nothing was done, and the French seal is being used.

D, Seal of the Institute.

1931

1/16

✓GENERAL

Corporation

Preparation authorized of a corporation seal which would double for a
medal.

Vol. 1, Number 2, Page 7, Minutes

1931

1/16

✓ BY-LAWS

Corporation

"It was unanimously agreed that the annual meeting should be held on the second Monday afternoon in April at one o'clock and that the regular meetings should be held on the second Monday afternoon in January and in October, at one o'clock, and that the By-Laws should be altered accordingly."

Vol. 1, Number 2, Page 6, Minutes

1931

2/3

GENERAL (PURPOSE)

Corporation

FLEXNER, ABRAHAM

Biographic al

MAASS, HERBERT

Flexner to Maass:

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

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

Source: IAS Trustees - Maass, Herbert H.

1931

5/31

GENERAL (Purpose)

Corporation

SCHOOL OF ECONOMICS & POLITICS

Academic Organization

ECONOMICS

Academic Activities

SCHUMPETER, J.

Biographical

FLEXNER, A.

See 11-page copy of letter to Flexner from J. Schumpeter at Bonn commenting on nature of I.A.S. (pp. 1-3), theoretical economics (pp.3-6), and what the I.A.S. could accomplish, and suggesting men qualified to initiate and guide development of field (pp. 6-11).

See vertical file under "S"

File IV-6

1931

8/6

POLICIES

✓ GENERAL

FLEXNER, A.

MORAWETZ, VICTOR

Administration

Corporation

Biographical

Flexner to Morawetz on the function of the Institute.

Morawetz has been urging that the Institute undertake planning for education in economics, including the writing of a proper textbook. Flexner makes the point that he chooses to start at the top; experience indicates that much can be accomplished in that way. He cites the enormous influence of the Harvard Law School after its reorganization by Langdell without reference to any changes made in colleges and high schools, as well as the influence of the Johns Hopkins Medical School under the same circumstances. To the latter he attributes the fact that the Rockefeller Institute for Medical Research was made possible. Also, the reorganization

of medical faculties at Harvard, Chicago, and so forth--
all this without touching secondary and collegiate education.

"It seems to me a fact that the best men are self-selected
and enable these high-grade, special schools to succeed.
My contention is that, if we will do this in the faculty of
arts and science, graduates from the Institute for Advanced
Study will go into the college and reform just as graduates
of the reformed colleges will go into the secondary schools
and reform them."

1931

8/11

✓ GENERAL

Corporation

FLEXNER, A.

Biographical

EARLE, E. M.

Flexner to Mrs. Earle, August 11, 1931, at Cheyenne Mountain, Colorado Springs, Colorado.

Sends a confidential draft to Ed of a report that he shall make in October. He asks Mrs. Earle to read it aloud to Ed, and if the doctor permits, discuss it, sending suggestions.

The suggestions are duly sent, approving smallness of plant and personnel, and simplicity and isolation.

With respect to "cooperative" administration, "what does that mean? If it means merely representation of the Faculty on the Board of Trustees, we think that is fine and important; but if cooperative administration implies any large measure of participation by the Faculty in matters of business or even of departmental routine, we are suspicious of its success." [Here an allusion was made to Mrs. Earle's experience in the New School for Social Research in 1920

which made her realize that scholars just can't cooperate in this sort of detail. Robinson believed that there should be little or no administration and that the entire group of scholars could carry on things very simply. ~~There~~ The result was that a few conscientious, hard-working souls were swamped, and their important work suffered, and the rest did nothing. The result was dissatisfaction and inefficiency all around.

"Ed believes that any considerable measure of administrative responsibility has a demoralizing effect on real scholarship, even such duties as generally devolve upon the chairman of a department in the ordinary university, the formal routine of departmental meetings, etc. He believes that what departmental business has to be done should be simplified as much as possible and can and should be conducted at informal luncheon discussions, providing always that the Institute maintains its primary ideal of limited numbers and simplicity of purpose].

"'Faculty government' would seem to us futile and ineffective... scholars should be let alone as much as possible...the ablest of them do not want to be bothered with self government...They would much

prefer to be relieved of all administrative duties, provided the head remain always a cultivated, understanding person who will assume the burdens of government."

They regard the experimental attitude as very important. They are hideously ignorant about mathematics. Ed has only one query. "Isn't mathematics being well done in its non-philosophical aspects, in some of the best technical schools in this country (specifically California Institute of Technology). This is frankly a query."

The letter closes with the hope that Earle can talk with Flexner soon about all of this in which he is very much interested.

In general, they think the plans so far excellent and that the goals you know definitely, such as simplicity and smallness, are of the greatest importance.

D File, Earle, Edward M., 1931-35

1931

9/15

✓ GENERAL

Corporation

FLEXNER, A.

Biographical

EARLE, E. M.

Flexner to Mrs. Earle, September 15, 1931.

"Many thanks for the extremely helpful comments...I have had an extraordinary amount of absolutely inconsistent advice. My own inclinations are naturally with you and Ed, but some distinguished scholars have urged me to formulate a code regulating the relations between trustees, director, professors, etc. I cannot help reflecting that any code that I formulate now would probably be a terrible obstacle a few years hence and that no code will restrain an unprincipled man, who is out of sympathy with the objects for which this institution exists."

D File, Earle, Edward M., 1931-35

1931

9/26

✓ By-LAWS (GENERAL)

Corporation

DIRECTOR'S REPORT

Administration

FLEXNER, A.

Biographical

Flexner submits his confidential memorandum to Hardin and to all the Trustees separately so that they may look it over before the Board meeting of October 13, 1931.

JRH Correspondence from May, 1930 to December, 1933

1931

9/26

✓ GENERAL

The Corporation

POLICIES

Administration

Dr. Flexner reported in part:

"In closing, let me say that I am not unaware of the fact that I have sketched an educational Utopia. I have deliberately hitched the Institute to a star; it would be wrong to begin with any other ambition or aspiration. On the other hand, I have been careful to keep within the realm of the practical. But I do not deceive myself; it will not be easy even to begin on any such basis; it will be harder, as the years pass, to keep to this standard. We shall find ourselves dealing with men and women, not with angels or super-men. Difficulties will arise; disappointments will occur. But we shall be helped, not harmed, by the high level at which we have pledged ourselves to act. In any case, unless we attempted something much higher than is now attained, there would be little reason to attempt anything at all."

Vol. I, No. 4, report appended to Minutes 10/13/31, p. 20.

1931

9/26

✓ PURPOSE

Corporation

POLICIES

Administration

Flexner Reported that: (in part)

" . . . The Institute for Advanced Study will, of course, by reason of its constitution and conception be a research institute; if the members of its staff are not contributors to the progress of knowledge and the solution of problems, there is no sufficient reason for setting it up; but they will also be teachers, men who have chosen a few competent and earnest disciples engaged in the mastery of a subject, precisely as the pupils of all the great masters of the last century - of Clerk Maxwell, Michael Foster, and Vinogradoff in England, of Claude Bernard or Halevy in France, of Helmholtz, Ludwig, and Wilamowitz in Germany - were in the first instance concerned to learn thoroughly physics, physiology, institutions, or Greek, as the case might be. Teaching should, however, be informal; for, if formal, mechanism will be devised; its burden should be light, for, if it is heavy, the teacher has too many pupils or the pupils are unfit. And the students may at times be investigators too, though not prematurely at the price of mastering their subjects.

. . ."

Vol. 1, Number 4, Page 4 - Report of Director

1931

10/9
10/10

✓ GENERAL

Corporation

Walter H. Farrier (in L. Bamberger's office, Newark) to Flexner:

Mrs. Bailey was appointed Ass't Sec'y to the Board on 10/10/30.

"At the meeting to be held next week, it is proposed to amend the by-laws 'so as to provide that the business of the corporation shall be conducted by a Board of Trustees not less than 15 in number.' The corporation's charter prescribes 'not less than 12 nor more than 15.' It seems that this should be amended before the by-laws may be changed. And should not the maximum number of Trustees be specified?..."

"INSTITUTE FOR ADVANCED STUDY
Notes on By-Laws, etc.

Article 3, section 1 prescribes the number of Trustees but there is no mention made as to the number of members. It appears that the number of members should be likewise limited.

Article 4, section 1 stipulates that the officers shall consist of President, Vice-President, Chairman, Secretary and Treasurer. In the Institute's bulletin No. 1 the Director is also listed as an Officer. It appears that the By-laws should be corrected.

Article 4, section 8 states that the Treasurer is to furnish a bond satisfactory to the Finance Committee, but to date there is no notation of such a bond having been furnished. Provision is made for the signing of checks by the Treasurer and by one of five other people. Provision should be made for the signature of an alternate in the absence or disability of the Treasurer.

Article 5, section 1 specifies that the Finance Committee is to be composed of three members in addition to the President and Vice-President. In the Institute's bulletin No. 1, Mr. Leidesdorf's name is included in the Finance Committee in error.

Article 5, section 5 states that the Nominating Committee shall present 'to the organization meeting of the Trustees immediately following the annual meeting of the members, nominations for officers of the corporation.' The word 'organization' should be omitted since the Nominating Committee is to submit nominations for officers each year.

Article 7, section 1 provides that salaries and compensations of officers and employees shall be fixed by the Board of Trustees or the Executive Committee. It appears that it should be determined which group is to exercise this function, and if it has not already been done, that the present salaries and compensation should be officially fixed as provided.

Article 8, section 2 provides that honorary degrees may be conferred by the Trustees 'upon the nomination of the Director and Faculty.' Is it to be necessary that the Faculty concur in the nomination before the Trustees can confer an honorary degree?

Article 10, section 1 provides that the by-laws may be amended by a majority vote of the members or of the Trustees at any meeting, provided notice is given. It appears that either of these groups should be empowered to amend the by-laws, but not both, especially

in view of the fact that the members may attend meetings by proxy and the Trustees may not.

The Minutes of the meeting of October 10, 1930 indicated that Mr. Louis Bamberger was elected 'President of the Board.' However, Mr. Bamberger was elected President, there being no such office as 'President of the Board.' This same wording appears on the Institute's letter-heads.

Walter H. Farrier

/s/ WHF
3/16/31"

Flexner to Farrier, 10/10/31:

"Thank you very much indeed for your extremely painstaking study of the Certificate of Incorporation, the By-Laws, and other documents. I am sure that all members of the Board will appreciate your efforts to harmonize the two fundamental documents. In respect to some of the items, I think I can explain. In other details, I would suggest that you confer with Mr. Hardin, in whose office the Certificate of Incorporation was drawn and the By-Laws put in shape.

"Article III, Section 1.

It was my understanding from Mr. Hardin - though I ~~may~~ have been mistaken - it was not necessary to limit the Trustees to the same number as the Members.

Article IV, Section 1.

Mr. Hardin explained that the need of having both Trustees and Members was a technicality of the New Jersey law, which is of no practical importance. That being the case, the only way to avoid confusing ordinary readers was to lump the officers in the Bulletin and not to try to distinguish Trustees, Members, and officials of the Institute. Perhaps on the letterhead it might be well, when we get new stationery, to call Mr. Bamberger, President, and omit the words, 'of the Board', as we do in the case of Mr. Houghton. The letterhead was worded in that way, so that communications that really belong to the Director would come to him rather than to Mr. Bamberger.

Article IV, Section 8.

I have no knowledge on the subject of the bond, nor do I know what is the practice in the event of the absence or disability of the Treasurer.

Article V, Section 1.

Mrs. Bailey discovered that Mr. Leidesdorf's name should not have been included in the Finance Committee, and it will be omitted in future publications. In the Minutes of the Meeting of January 16, 1931, page 1, his name was omitted.

Article V, Section 5.

Mr. Hardin can probably explain why the word, 'organization', was used and what ought to be done about it.

Article VII, Section 1.

I believe that it was intended that either the Trustees or the Executive Committee might fix a salary.

Article VIII, Section 2.

It was intended that no honorary degree could be conferred by the Trustees except upon the nomination of the educational authorities.

Article X, Section 1.

In reference to this, I suggest that you consult Mr. Hardin.

"The Minutes of the Meeting of October 10 ought to be changed so as to show that Mr. Bamberger was simply elected President.

"In reference to Mrs. Bailey, two separate actions were taken. She was appointed to serve during the pleasure of the Board or of the Executive Committee and the next paragraph shows that she was elected until the next annual meeting. The latter was a superfluous act."

Source: D Farrier, Walter H.

1931

10/13

✓ BY-LAWS

Corporation

Due notice having been given, the following amendments to the By-Laws were adopted:

Section I of Article II of the By-Laws of the Corporation was amended so as to read as follows:

"The annual meeting of the Members of the Corporation shall be held on the second Monday in April, in each year."

Section 7 of Article III of the By-Laws of the Corporation was amended so as to read as follows:

"A regular meeting of the Board shall be held immediately after the adjournment of the annual meeting of the Members, and other regular meetings of the Trustees shall be held on the second Monday in January and the second Monday in October, in each year."

Minutes of the Annual Meeting of the Members of the Corporation,
10/13/31

1931

10/13

COMMITTEES
(Site)

Corporation

/GENERAL

Committee of four on site authorized renewal of lease for office at 100 East Forty-Second Street authorized at \$2300 per year.

Vol. 1, Number 4, Page 2, - Minutes

1931

12/9

GENERAL

Educational Institutions

✓ GENERAL

Corporation

VINCENT, GEORGE E. (Rockefeller
Foundation Emeritus?)

Biographical

FLEXNER, A.

Vincent to Flexner on the memorandum of September ~~26~~ 26, 1931.

He is obviously critical.

Size and scope. He thinks the small beginning, mathematics and economics, are clear enough until one finds that the latter is to include "political theory, ethics and other subjects that are involved therein." He thinks this would call logically for anthropology, social psychology, social philosophy at least. He asks if Flexner isn't proposing a school of the social sciences? If he is a good, well-rounded one would run to a lot of money, especially on a full-time, high salary-scale basis.

Resources present and future. He can't judge the memorandum without knowing what amount will be forthcoming for endowment.

He does not think it would be possible to found the initial mathematics-economics combination on \$250,000 a year, to say nothing of building buildings. His question is not prompted by curiosity, but that he may more competently advise.

A research and teaching policy. On research and teaching policy he is uncertain--as to how except in numbers the Institute will differ from the best kind of university graduate school in its teaching function. Suggests excellent seminars with small numbers of students to meet informally with first-class investigator-teachers. He is unable to see how students will be recruited unless it is allowed them to attach themselves to investigators as research assistants. He thinks enough of that would in the end exclude the other type and transform the institution into a research institute. It is a subject for experiment.

Universities as maelstroms. Disagrees with Flexner's general criticism of the universities, both in the memorandum and in Universities. He is a little sarcastic at Flexner's assumption that such things as cross communication between the

disciplines and social life and interest in something other than a man's discipline are not possible in a university.

He also thinks that Flexner will not be able to get the men he wants because the universities treat them so well there is only one edge which Flexner might have and that would be higher salaries.

He is critical that the site has not been chosen, and recommends connection with the University so that library ~~xxxxxxxx~~ functions, etc. do not have to be duplicated. Cites the Athenium Club in Pasadena to be used jointly by the staffs of Mt. Wilson, the Institute of Technology, and the Huntington Library and the Art Museum. Thinks this would be very good.

Academic freedom. He questions that academic freedom will be any more realizable at the Institute than in ~~the~~ a university.

It is the complaint of solid men of affairs which would affect the benefactors, and Vincent thinks that the founders of the Institute would be as ready to listen to it as any other philanthropist are.

He questions whether the Institute will attract the kind of students it wants, and says it will be entirely dependent upon the facilities for research under distinguished leaders, concluding properly that the teaching side will be much less of an inducement. He thinks Flexner is right in providing fellowship and loan funds. "You could not compete without them."

He suspects that engineers, lawyers, advertising men, bond salesmen, industry representatives generally will look with more favor on the \$10,000 to \$12,000 university salary because of its steadiness.

Congratulates Flexner on travel for the staff as a sound idea. Raises a question as to whether the Institute will be coeducational.

Suggests administration is a good subject for experiment. "Why not try education, control by the full professors? Woods Hole managed by college and university men is one of the best administered institutions I know. Selecting a few members

of the staff to sit on the Board has its drawbacks in envy and suspicion. Anyhow your idea of a minimum of management and regulations is refreshing and encouraging."

In his acknowledgment, December 11, Flexner made appropriate comments under each heading, saying under Administration: "Arnett urged the University of Chicago some years ago to take the step I am taking. He saw both as officer and trustee the chasm between the two bodies, namely, the faculty and the trustees."

D, Institute - Organization

1931

12/14
~~EXXX~~ 12/28

GENERAL (BY-LAWS)

Corporation

COHN, ALFRED E. (Hospital of the
Rockefeller Institute)

Biographical

BEARD, CHARLES

FRANKFURTER, F.

FLEXNER, A.

re-
Cohn's letters on his proposed draft of the by-laws of the Institute. (Not in files). Contain his statement that Frankfurter and Beard approved of Cohn's draft of by-laws "not only in principle, but in detail//...We corresponded with each other and discussed in person not only each several ~~them~~, but the accompanying letter as well; both expressed our united convictions."

(So far no copy of these jointly submitted by-laws has turned up, nor has Flexner's correspondence with Cohn respecting them appeared).

Judging from the letter of December 14, Cohn:

(1) Eliminates Education Committee with the remark that not a committee, but the Director gets the Institute started;

(2) "Freed the faculty from the control of power, inevitably, inalienably, inextricably tied to money...A small representation, a minority, never in history established any rights." He apparently plumps for ^{full} academic freedom and leadership.

(3) "I have crossed out everything about degrees...They're another source of corruption anyway."

Frankfurter File I (History Files)

GENERAL

Academic Personnel

GREGG, ALAN (Rockefeller Foundation)

Biography

PURPOSE

Corporation

Gregg to "J. L. ... 12/14/31

"Another inadequacy in your statement which comes much nearer being, in view of the importance I attach to it, an omission than an inadequate accentuation, is the topic of the form of recruitment and selection of personnel. Such knowledge as I have of human institutions makes me think that this is more important as a topic than the subjects the Institute may adopt as fields of work. It is almost as important as the persons since it is the way of finding persons, and it is one of the most certainly effective of the conditions of work in an institution. Your statement seems weak to me, not because it does not say how you are going to select and recruit men, but because it does not acknowledge adequately the importance of this phase of your future. The ways by which a man is going to be acknowledged as a valuable member of the Institute for Advanced Study would interest me more than any other phase of your present exposition. It is evident that recruitment and selection of personnel will be markedly different at the outset from the recruitment and selection at a later period. Your reference to borrowing and your opinions thereon seem to me to be well taken, and I would add that in borrowing from American universities

by means of two and three year leaves of absence, which would give individuals a highly desirable period of reflection, study and writing, might be added to what you imply about borrowing from foreign institutions.

"I am more in sympathy with your sensitiveness to the defects of existent universities than with your assumption that the remedy lies in a new form of organization. You express this feeling in part when you say 'I fear that mere organization and rules will not alone achieve our purpose'. But is it not your major assumption that the different conditions of life to be secured by a difference of organization will produce the desired result? It would seem to me that your fear lies very close to the major assumption you make in proposing a new form of organization. Perhaps that is as it should be and it is well thus to have continued a solicitude for the real *raison d'être* of the Institute.

"Your presentation stresses the faults of university life in such a way as to make it reasonable to assume that the Institute for Advanced Study is organized as a protest. What if the nature of university life were to improve independently of your proposed organization? Would it still have something peculiarly useful to do and to be? I would make this point clearer, and I suspect that the best argument here lies in the possible easy freedom of the Institute to create chairs for new subjects or able individuals (cf. Collège de France), a peculiar function that will perhaps always be laborious and even inhibited in the university.

"My main concern in forecasting the future of such an institute as you propose

would be its viability. It is easy enough to father such an undertaking - by whom and how is it going to be mothered? What influences, tendencies, and needs can you safely assume as constantly nourishing the organism you propose to create?

"..."

Flemer replies Dec. 16, 1931

"..."

"3. Libraries - do you think that I take the library problem lightly? I should say that it is giving me more thought than any other single detail.

"The library problem depends partly on location; it will be solved by equipping with books - and of course, journals, though I do not say so - for the several schools; out of these, the Institute library will ultimately grow."

"I can add for your private ear that the location of the Institute will be decided more upon the basis of library facilities than anything else.

"4. Recruitment and personnel as against subjects. They cannot really be separated. If one decides upon Sanskrit, one cannot do Sanskrit unless a first-rate Sanskrit scholar is available. If a first-rate scholar is available, that makes Sanskrit available. I do not see why 'recruitment and selection of personnel' should ever be different than it is at the start. After thirty years Simon selects people at the

Institute precisely as he selected them at the beginning. He does not keep anyone who is not first-rate. He will go to the ends of the earth to get anyone who is first-rate. He will not take a person unless the subject is important. He will not take a subject unless a first-rate person is available. For twenty years he has been thinking of the subject of plant pathology. Only within the last year has he found the right man. I do not see, as I say, how the two things can be severed..

"5. I should not call the new Institute 'an organization'. I should insist that it is a very, very different conception of purpose and that the differences of organization which I describe follow from the differences of purpose. Should the organization be changed in the direction of existing organizations it would unquestionably hurt the purpose. This memorandum has been read by scholars and scientists all over the world. I think you would be amazed if I could tell you the names of the men who would like to be associated with it. What attracts them primarily is its purpose and of course the easy-going type of organization necessary to realize that purpose. Had I conceived it in terms of organization primarily, I do not think it would have interested any of them.

"..."

1932-39

FLEXNER, A.

Biographical

JONES, THOMAS

BROOKINGS

Educational Institutions

GÖTTINGEN

PILGRIM'S TRUST

Foundations

✓GENERAL

Corporation

Excerpts from "A Diary with Letters 1931-1950" by Thomas Jones

See FLEXNER, A. - Biographical

1932

1/11



BY-LAWS

Corporation

Amendment Article III, Section I ~~of~~ on Faculty representative
(changed to advisory) — not more than 3 for a period of

3 yrs.

Read & previous changes —

Sec 1. Article B of Cp shall be conducted
by a Bd of Tr 15 in all. In addition, mbs of the faculty
not exceeding three in all shall sit with the Bd in an
advisory capacity to serve for a period of 3 years —

(D. By Laws)

1932

1/11

✓ GENERAL (BY-LAWS)

Corporation

Article III, Section I, amended, apparently to limit some
Trustees to term of 3 years. (See full print).

Trustees Minutes, 1/11/32

1932

1/12

✓ GENERAL (BY-LAWS)

Corporation

HARDIN, JOHN R.

There had been several amendments of By-Laws (See Source Below for them). On January 12, 1932, Hardin to Flexner:
"We require a certification of parts of the by-laws for filing...I am not absolutely confident that the copy of the by-laws that I have is as finally adopted. If on comparison with these by-laws you should find any changes will you be good enough to re-write the entire paper, incorporating the by-laws in their correct language."

D File, Hardin, John R.

1932

4/7
4/9

POLICIES

Administration

✓ GENERAL

Corporation

STRAUS, PERCY S.

Biographical

FLEXNER, A.

Flexner has had a luncheon with a number of scientists, together with Straus.

Straus to Flexner, April 7, 1932.

"I have read with interest Professor Ely's letter, and agree with him that institutions for economic research, or an institute for higher education, would be better if associated with a university. I hope we may be able to achieve that for your baby in the not too distant future. Sometime or other, I should like to discuss my plan with Professor Ely, but before doing so, I must try to crystallize it more by contact with such men of science as I met at your luncheon."

Flexner to Straus, April X 9, 1932.

He doesn't understand what Straus means by the association of the Institute with a university. "If you mean neighborly, intimate, personal, inorganic relations, I should think both parties would profit greatly. This has been the experience of the Royal Institution and the Lister Institute in London, etc...If a formal, definite, legal, organic association is contemplated, I should think the Institute would be absolutely destroyed. It would inevitably sink both in personnel and in spirit to the level of the graduate school of the larger institution and could do very little to elevate the larger institution which would really absorb it. We want and need neighbors, but we want absolutely to preserve our identity, and this is not only my view but the view of both President Hibben and Dr. Trowbridge, Dean of the Princeton Graduate School, with whom I have had a confidential talk.

"As a matter of fact, Ely's own affiliation with Northwestern University amounts to nothing. He has his own board, his own funds, and makes his own policy."
D File, Straus, Percy S.

VEBLER, OSWALD

Biographical

FLEXNER, ABRAHAM

✓GENERAL

Corporation

Flexner to Veblen:

"Thank you for yours of June 28. I note the paragraph which you quote, in your letter to Eisenhart. Inasmuch as there is no urgency, the question which you raise is one that can be deferred until we have abundant opportunity to talk it over among ourselves and the Princeton people. In general, starting upon a new enterprise, I have the feeling that all we can do at the outset is to define clearly our goal. Other questions, such as those you touch upon, need not be settled in advance. We can consider concrete instances, as they arise, and thus perhaps in course of time discover the best way of dealing with them.

"In answer to your question as to the date of announcement I should say that we shall have to sidestep a definite statement until the autumn. I have found that I can satisfy people's curiosity by saying that we are giving favorable consideration to the vicinity of Princeton. No one has pushed me beyond that point. Eisenhart and I have agreed that we will issue a statement as close to October 1 as is feasible."

File V-5

1939 1932

10/11 ~~11/20~~

✓ GENERAL

Corperation

PRINCETON

Relations WOAI

EINSTEIN, A.

Biographical

VEBLEN, O.

FLEXNER, ABRAHAM

Flexner ^{in Virginia} to Aydelotte, November 20, 1939.

Flexner sends to Aydelotte the original New York Times story dated October 11, 1932, of the formal announcement of the opening of the Institute, the appointment of Einstein, Veblen, and Mayer, the cooperative arrangement with Princeton University and carrying photographs of Flexner, Einstein, and Fine Mathematical Hall.

Filed under Public Relations. To be returned to Aydelotte's Institute File in his Transfer Case.

There is also a copy of a New York Times editorial presumably of the same date which begins: "At last the dream of Dr. Abraham Flexner has

come true." And quotes from page 217 of the book on Universities American, German. Among other things the editorial says, "President Lowell, in discussing the founding of Johns Hopkins, said that President Gilman would have done better to confer no degrees, if the main object was to develop original thinkers, 'men expected to contribute deeply to knowledge, who cannot be very numerous in any generation.' It is understood to be the purpose of the Institute not to confer degrees--habitually at any rate--but simply to give opportunity to the most promising and earnest advanced students, under the ablest scholars and scientists to push beyond the present limits of human knowledge...Princeton must be especially pleased to have near its own democratic doors, a place where, as President Wilson once said in describing the perfect place of learning, 'calm science may sit ascetic, not knowing if the world passed, if only the truth came in answer to her prayer.'

"The Institute will not carry in its title the memory of its founders, but they are to be congratulated upon seizing such an opportunity to establish and perpetuate such a Fellowship of Scholars."

A File, IAS, (T)

✓ PURPOSE (Graduate School ?)

Corporation

POLICY

Administration

APPLICATIONS

Academic Personnel

See Flexner to Veblen, 10/26/32 :

"I feel very certain that persons who have not exhausted the opportunities of our graduate schools are not going to be the kind of persons you or Prof. Einstein wish to accept except in very unusual circumstances."

File IV-21 (Filed Veblen)

1933

✓ GENERAL (PURPOSE)

Corporation

AYDELOTTE, F.

Biographical

INSTITUTE

Publications

See an 8-page memo for Christian Science Monitor as origin and beginnings of I.A.S. Cites Flexner's "dream" (See p. 217 Universities-Aydelotte's authorship.)

A File, I.A.S. (Home)

1933

1/18

FOUNDERS

Corporation

FLEXNER, A.

Biographical

HARDIN, JOHN B.

✓ EXECUTIVE COMMITTEE

Corporation

Flexner to Hardin, January 18, 1933.

Encloses a notice of meeting of the Executive Committee for January 28, 1933, and saying that it is just prior to the departure of Mr. Benberger and Mrs. Fuld for Arizona for the purpose of dealing with two appointments.

JRH Correspondence from May, 1930 to December, 1933

1933

3/17
3/20

✓PURPOSE

Corporation

POLICIES

Administration

FOREIGN

Academic Personnel

Flexner to Veblen:

"...

"I have been giving a good deal of thought to our conversation of the other day, namely, as to the development of the mathematical group. It seems to me that we must leave open the question of expansion for the reasons which I gave you at that time. There is another consideration, however. We have got to fulfill two functions, namely - (1) enable our professors to continue their research under the most feasible possible circumstances; (2) enable them to train a few young men, mainly Americans. If we can not, in other words, make an American contribution to mathematics, the contribution which we can make by taking care here and there of a foreigner will be very slight. We have got to do what the Germans did during the 19th century, namely, make American Wissenschaft respectable. That is our prime and essential function. Hence we must look about among our 120 millions of Americans for young men who may be worthy of development.

"..."

Flexner to Veblen:

"Being housebound by the storm yesterday I got to thinking about my note to you, dated March 17. I wondered if you would interpret it as meaning that I am at all nationalistic. Of course, I am not, but I do not see how we can lose sight of the fact that, whatever we may do for foreigner/s, we must try to develop American culture and civilization. Take yourself and Alexander, for instance. Is it not something that we can give two Americans like you the opportunity to do the best that lies within you? Would we be doing as well if we had instead of you two German Jews, let us say, for whom God knows I should like to do everything in my power? Where shall we draw the line? I do not know. Perhaps no two persons would draw it in the same place, but this I know that, if America is to be worth while, we must in the course of time create an American culture comparable in volume and value to English culture, France culture, Italian culture, and German culture. We can only do this if in the main we seek out Americans and give them every opportunity. Meanwhile, I think we should lose no opportunity to supplement what Americans can do by drawing sometimes temporarily, sometimes permanently, upon the best that other nations have produced."

File IV-21

1933

3/29
4/4
4/5

✓ BY-LAWS (GENERAL)	Corporation
FLEXNER, A.	Biographical
HARDIN, CHARLES	
HARDIN, JOHN R.	

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

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

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

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

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

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

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

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

John R. Hardin to Alexner, April 5, 1933.

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

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

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

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

Proposed changes are in file in parallel columns

JRH Correspondence from May, 1930 to December, 1933

1933

4/7

✓ GENERAL (By-laws)

Corporation

FOUNDERS

Mr. Maass to Dr. Flexner:

"I think Mr. Hardin's first objection as to the necessity for having a President and a Vice-President to conform to the New Jersey statute can readily be met by a By-law provision requiring that the same person shall hold the office of Chairman and President and the same person shall hold the office of Vice-Chairman and Vice-President. To cover this, I would suggest that Section 1, of Article IV, be amended to read as follows:

"The officers of the Corporation shall consist of a President, a Vice-President, a Chairman, and a Vice-Chairman, a Secretary and a Treasurer, provided, however, that the person elected to the office of President shall also be the Chairman of the Board and the person elected as Vice-President shall also be the Vice-Chairman of the Board.

"Coming now to the further point regarding the status of Mr. Bamberger and Mrs. Fuld, if I correctly understand the attitude of Mr. Bamberger and Mrs. Fuld, it is their purpose to participate in all deliberations of the Trustees and the various committees. I do not understand that they are concerned with the right to vote but merely with a desire to voice and express their views. Such being the case, provided the situation is thoroughly

understood by Mr. Bamberger and Mrs. Fuld, and they approve the same, would require that Section 1 of Article III be revised to read as follows:

'The two founders of the Institute shall be Honorary Members of the Board of Trustees for the terms of their respective lives. Upon the death of either or both of the founders, the office of Honorary Trustee shall cease and no other person or persons shall be elected thereto. The Honorary Trustees shall meet with the Board of Trustees and with each and every Committee of the Institute and participate in the deliberations of the Board and of the several Committees.'

Source: IAS Trustees - Maass, Herbert H.

1933

4/24

✓ GENERAL By laws

Corporation

By-laws amended Art. VIII

Nominations for honorary degrees or the medal as made by the Director and Faculty may be awarded by Board by 2/3 vote of entire Board but not at meeting in which presented.

Medals first included here. Given but not awarded
in gold by Ex. in divided vote to this.

1933

4/24

✓GENERAL

Corporation

By-laws amended: Art. V:

Standing Committees shall be

1. An Executive Committee of 4 members in addition to Chairman, Vice Chairman and Director
2. Finance Committee - 5 members
3. Committee on Nominations of Trustees and Officers - 3 members

All to be appointed by Chairman

Vol. 1, No. 12, P. 3 Minutes of Members of the Meeting of the Corporation - 4/24/33

1933

4/24

✓GENERAL

Corporation

Article IV By-laws revised to provide that President and Chairman shall be the same person and shall be a member ex officio of all standing committees. He shall perform all functions of both offices.

1933

4/24

✓GENERAL

Corporation

Director reported:

New York office (100 East 42nd Street) to be vacated before June 1, 1933 and headquarters moved to Princeton.

Vol. 1, No. 13, P. 2 Trustees Minutes - 4/24/33

1933

10/12

✓ GENERAL

Corporation

FLEXNER, A.

Biographical

EARLE, E. M.

Flexner to Earle, October 12, 1933.

The

//~~XXXXXXXXXX~~meeting of the Board of Trustees on October 9, 1933, was one "at which for the first time the subject of the School of Economics and History was discussed. Walter Stewart was present, and I previously had asked him to think the thing over and give us his views. They coincided with the views which have been gradually maturing in my own mind, namely, that we cannot begin in economics and history with a group of seasoned and distinguished persons as we have begun in mathematics...but that we shall have to take younger men and give them opportunity to show what is in them. So far I had gone on my own thinking. Stewart went further. He made the point, that, inasmuch as economists have almost all published things, they have committed themselves to one form or another of economic thinking, whereas the economic world in which we are now living should be re-examined and not particularly from an economic point of view but from an historic point of view. He was strongly

in favor, therefore, of starting off in the field of history with younger men, who would find themselves able to delve into the economic aspects of historical study. He is reading your book on The Baghdad Railway and likes it very much. Miss Sabin and I both spoke of you as having known you from our own personal experience and as having been recommended to us by Professor Beard. I thought you would be interested to know that things are moving and that your name has actually been mentioned to the Board in connection with the next school which we shall organize within a reasonable period of time - no hurry.

D File, Earle, Edward M., 1931-35

1933

11/13
11/14
11/15

✓GENERAL
EINSTEIN, ALBERT
STEWART, WALTER
FLEXNER, ABRAHAM
MAASS, HERBERT

Corporation
Biographical

Mr. Maass to Mrs. Bailey:

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

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

Flexner to Maass:

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

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

...

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

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

Maass to Flexner:

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

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

Source: IAS Trustees - Maass, Herbert H.

1934

3/25

✓GENERAL

Corporation

FLEXNER, A.

Biographical

EARLE, E. M.

Earle to Flexner, March 25, 1934, apparently on a suggestion from Flexner that a mathematical economist might be the person who should start the school.

He thinks that, "without any exception of which I know, our present-day economists are not by training or experience or results likely to contribute much to the solution of the present-day world-wide confusion. Also they have sacrificed their claim to public confidence..."

A well-trained mind might capably investigate the problems of today. Economics is no fearful and wonderful mystery.

"I have confidence in the ability of a well-trained historian to branch out into other fields." He cites the case of Beard originally interested in historiography, who, when he set to work on a biography of Alexander Hamilton unearthed materials on

the Constitution "which, as you know, profoundly changed the course of historical and political research in America. [and even made a deep impression on lawyers and the law]."

He counsels not placing too much reliance upon the statistical method or with these who are afflicted with metaphysical abstraction—"a besetting sin of the professional economist." The School of Mathematics ϕ is always there for the economists to draw upon.

D File, Earle, Edward M., 1931-35

1934

4/9

✓ BY-LAWS (GENERAL)

Corporation

FOUNDERS

FLEXNER, A.

Biographical

HARDIN, JOHN R.

Flexner to Hardin, April 9, 1934.

At the last meeting of the Board, both the President and the Vice-President were unavoidably absent. Mr. Bamberger suggested that the By-Laws be so amended as to permit the election of two Vice-Presidents, thereby making as certain as possible that a regular officer would be in attendance to preside at the meetings of the Board.

A change in the By-Laws to this effect will be submitted at the forthcoming annual meeting.

A further change in the By-Laws will be suggested, that in place of the Committee on Site, which is not a standing committee, a standing Committee on Buildings and Grounds be appointed, consisting of 3 members with the usual ex-officio members. JRH Correspondence from January, 1934 to December, 1936

1934

4/23

✓ GENERAL

Corporation

By-laws amended to provide for another Vice President (Vice Chairman included) and a fourth standing committee (on Buildings and Grounds).

³⁵
1935

12/11

✓ GENERAL (PURPOSE)

DEGREES

FLEXNER, A.

VEBLEN, O.

TAUB, A.

GIVENS, W.

Corporation

Academic Procedures

Biographical

Digest of Flexner's letter^{to Veblen} of December 11, 1935 relating to a discussion which Eisenhart, Veblen, and Flexner had on the question of admission to the Institute of other than post-doctoral members.

Filed in Chronological File under 12/11/35.

File IV-20

1935

12/18

✓ GENERAL (PURPOSE)

DEGREES

FLEXNER, A.

VEBLEN, O.

TAUB, A.

GIVENS, W.

RIDENOUR

BLEICK, W.

PRINCETON UNIVERSITY

Flexner to Veblen in regard to giving Ridenour a full-time post

as instructor.

Filed under 1935, 12/18

Chronological file

File IV-20

Corporation

Academic Procedures

Biographical

Relations WOA I

1935

12/18¹¹ and
12/23

✓ GENERAL (PURPOSE)

DEGREES

FLEXNER, A.

VEBLER, O.

TAUB, A.

GIVENS, W.

RIDENOUR

BLEICK, W.

HIRSCHFELDER, DR. J. L.

PRINCETON UNIVERSITY

Corporation

Academic Procedures

Biographical

Relations WOI

Letters from Veblen to Flexner and Flexner to Veblen

Source: IV-20

Filed in Chronological file, 1935, 12/18

1935

12/27

✓ GENERAL (PURPOSE)

Corporation

DEGREES

Academic Procedures

FLEXNER, A.

Biographical

VEBLEN, O.

TAUB, A.

GIVENS, W.

RIDENOUR

BLEICK, W.

HIRSCHFELDER, DR. J. L.

PRINCETON UNIVERSITY

Relations WOAI

Veblen to Flexner.

"I appreciate your remarks about the part-time arrangement, and although my experience does not agree with that which you cite, I hope that you will find me accepting the decision in the same loyal spirit in which it is taken. Indeed, I did not suggest the meeting of the mathematical group at which your letter of December 11 was discussed, but merely circulated your letter for the information of my colleagues."

1938

1/10

✓GENERAL

Corporation

W. Farrier to Flexner:

"1. The Treasurer should meet with the Finance Committee, but should he be a member thereof?...The Treasurer, of course, should attend Finance Committee meetings, but if he were actually one of the committee, he would seem to be in the paradoxical position of being under his own supervision, directing himself, and reporting to himself.

"2. How many individuals, in all, are to be members of the various committees?
/Are ex-officiis members, etc. actually members of the committee?/"

"3. Does a majority of the members of a committee constitute a quorum for the transaction of business?"

"4. Should the By-Laws permit attendance of Members by proxy?"

"...I feel, where the Institute is concerned, that 'they' place where on I stand is holy ground/'"

Source: D Farrier, Walter H.

1936

10/23 10/24

TRUSTEES

Corporation

✓ GENERAL

Certificate of Change of address was executed, citing action of the Trustees 13th October, 1936, changing the location of the principal office of the corporation from 602 Center Street in the Village of South Orange in the County of Essex, to 20 Nassau Street, Borough of Princeton, County of Mercer.

Ad D. File, Certificate of Change of Location of Principal Office

1937

1/25

✓ GENERAL

Corporation

POLICIES

Administration

GENERAL

ACADEMIC Procedures

FLEXNER, A.

Biographical

Flexner ~~em~~ repeats his preachment to the Board:
"The Institute is not a university and, though it must never hesitate to profit by university experience, it is under no obligation whatsoever to imitate university procedure. The one question we need to ask in reference to any specific proposition is: will it help our work or hinder it if we do this or that? If it promises to help our work, we should exhaust our ingenuity in finding a way to do it. If it is indifferent or likely to hinder our work, we should under no circumstances endeavor to do it...

"There are as a matter of fact only three other institutions, as far as my knowledge goes, which belong in the same general

category as the Institute for Advanced Study: (1) the institutes founded by the Kaiser Wilhelm Gesellschaft, which have, however, been largely ruined by the present German government; (2) the Rockefeller Institute for Medical Research, which for more than thirty years has been the leading influence in this country in medical teaching and research; (3) the College of France in Paris, which has a history of centuries of usefulness behind it."

Flexner says that when one considers the present annual budget of the Institute, \$290,000 in comparison with the budget of a university like Harvard or Columbia or Yale which exceeds ten million annually, we have cause to congratulate ourselves on what we have obtained "in the way of productive scholarship and training with the cautious expenditure of a very modest sum."

More appretaining to the need to protect the Institute with its small but distinguished faculty from being bit away by other institutions; in other words, he finds salaries low. He alludes to two salaries which can be raised on a normal basis (to the normal basis) on which we started.
Trustees' Minutes, 1/25/37, pp. 6-7

1937

5/13

PRINCETON UNIVERSITY

✓ GENERAL

MEMBERS

FACULTY

EMIGREES

FLEXNER, A.

Relations WOAJ

Cooperation

Academic Personnel

Biographical

Flexner to Dodds, May 13, 1937.

"Recurring to our conversation in Prospect regarding the make-up of the Institute from various points of view, it may be worth your while to have a brief statement of interesting facts in your possession.

"The Institute was founded by a Hebrew, Mr. Louis Bamberger, and his sister, Mrs. Fuld. In the letter addressed to their Trustees on June 6, 1930, they stipulated that in its conduct the Institute should be cooperative and tolerant. There are

fifteen Trustees, ten of whom are Christians, five Jews, all of whom were business associates of Mr. Bamberger, except myself. The Chairman of the Board is Mr. Houghton, former ambassador to Germany and Great Britain. The members of the faculty have been called and the workers in the schools have been admitted on the broad basis stipulated by Mr. Bamberger and his sister in founding the Institute. How has it worked out in practice?

"The staff of the Institute numbers twenty-six, of whom fourteen are permanent professors. Of the twenty-six, nineteen are Christians, seven are Jews, five are refugees driven from Germany by the Hitler regime. There are four secretaries: two Catholics and two Protestants.

"There are fifty-eight workers or students, almost every one of whom holds an academic post. Of this number, forty-nine are Christians, nine are Jews, nineteen are foreigners coming from the following countries: Belgium, China, Czechoslovakia, England, France, Germany, Holland, Italy, Norway, Poland, and Spain. Of these nineteen foreigners about ten are refugees, partly Jews, partly Christians, who object to the

existing regimes in Germany and Poland, mainly Germany. Thirty come from American universities, to which in almost every case they will return. The universities are as follows: Chicago, Columbia, Cornell, Duke, Harvard, Johns Hopkins, Illinois, Lehigh, North Carolina, Northwestern, Princeton, Purdue, Tulane, Yale, University of Washington, and Massachusetts Institute of Technology.

"The object of the Institute is primarily the elevation of American scholarship. The foreigners whom we have brought here permanently are priceless from the point of view of their eminence and of the services which they will render during the next few years in training young Americans because many of them represent subjects which have hitherto not been cultivated in the United States. The contact between the foreign students and the American students has been most stimulating and fruitful.

"Among the students who come are professors, associate professors, associates from universities either in this country or abroad, and these men are for the time being not only receiving stimulus from both the Princeton and the Institute permanent

groups, but they are themselves giving courses which no one in either the Princeton faculty or the Institute faculty is particularly qualified to give. I happened the other day to attend a mathematical conference conducted by Professor Murnaghan, one of the Institute workers who is professor of mathematics at the Johns Hopkins University. The lecture room was crowded not only with workers in the Institute and advanced students in the University but by practically the entire mathematical faculties of the two institutions.

"A similar statement may be made regarding a paper read quite recently by Professor Mitrany of the Institute before the Philosophy Forum of the University in Murray Dodge Hall. The room was crowded. Among the auditors were a few townspeople, a number of graduate students in government, economics, and philosophy of the University, a few members of the Institute, and practically the entire Philosophical Faculty of the University. The session lasted from eight to ten, but I learned the next morning that Mitrany and a few members of the faculty kept it up after the rest of the audience had left until two the following morning.

"I have the feeling that the informal cooperation which is taking place goes far beyond what I myself am conscious of and will inevitably lift the level of American scholarship, as these men either return to their own positions or are promoted to positions elsewhere.

"Finally, it is of interest to know, as I am told, that there is practically no competition for posts between the Graduate School of Princeton and the Institute. The graduate students are men who are candidates for their Ph. D. degrees and usually go into minor teaching posts. The men working in the Institute are mostly persons who have taught for a number of years and who have necessarily dropped behind more or less. They come here in order that they may bring themselves up-to-date. It is of course natural, and it is a source of satisfaction that the Institute has been in position from time to time to relieve really promising young Princeton scholars and teachers in order that for a year or more they may be able to devote themselves unreservedly to further study and research. Every year one of the younger Princeton mathematicians has been thus helped. The same process is not beginning $\frac{1}{2}$ in the Department of Art and

Archaeology, and I hope that with the progress of time it may extend to other departments. You may be sure that no grant will be made except on the basis of merit and on the recommendation of the President of the University and of the Dean of the Graduate College."

D File, Dodds, Harold W.

1937

9/29

GENERAL

✓ GENERAL (By-LAWS)

FLEXNER, A.

Finance

Corporation

Biographical

Straus has objected to a proposed change in the by-laws providing for the establishment of a reserve fund each year.

does

Flexner replies September 29, 1937, that it is not become a reserve added to endowment, but becomes a reserve which can be used by the Board when it must. He points out that all institutions during the depression suffered because they had no such reserves, but the General Education Board having such provision in the by-laws in which is the essential point of Straus' objection, had money to expand in the depression. He also cites Chancellor Kirkland at Vanderbilt University who had the same provision in his by-laws. He had terrific struggles maintaining it, but he did it. Swarthmore also has it in its by-laws.

D File, Straus, Percy S.

1937

10/11

✓ BY-LAWS

BUDGET

Corporation

Finance

Copy of proposed By-Law revisions for a Budget Committee
and for a specific percentage reserve annually.

Filed in Vertical File under "B".

Also other copy dated 1/27/37.

S-1 (Riefler)

1937

10/11

SCHOOL OF MATHEMATICS

✓ GENERAL

VEBLER, O.

Academic Organization

Corporation

Biographical

See page 2 of Source below for the effect of Veblen's
teaching at the University of Washington.

Trustees' Minutes, 10/11/37, p. 2

1937

10/11

✓ GENERAL (BY-LAWS)

Corporation

Article IV, Section 4, duties of the Chairman amended to provide that he shall "In collaboration with the Director... consider recommendations for the budget of the next academic year." Previously the Chairman had been written in for the duties of the President in the original by-laws per Article IV, Section 4.

Article V. The Budget Committee is added which makes 5 standing committees. The Budget Committee to consist of 3 members in addition to the Chairman, Treasurer and Director ex-officiis. No professor Trustee shall be a member.

"The Budget Committee shall submit the budget of expenditures proposed for the next academic year to the Board of Trustees at the regular meeting in April."

Article VI, The Director. The latter part of the original provision after the ~~waxkd~~ words "limited periods" reads as follows: "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." Then the provision for the vacancy in the Directorship follows as it was. Adopted.

Trustees' Minutes, 10/11/37, pp. 12-13

1937

10/11

~~GENERAL~~ (BY-LAWS)

Corporation

Transmitted with the notice of the October, 1937 meeting of the Trustees are two pages of proposed amendments to the By-Laws.

These amendments are in papallel columns, and are filed in the source mentioned below.

JRH, Correspondence from January, 1937 to December, 1939

1937

10/13

10/15

✓GENERAL (SEAL)

Corporation

BAMBERGER, LOUIS

Biographical

FLEXNER, A.

MAASS, HERBERT H.

Flexner to Maass.

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

D, Maass.

1939

1/23

✓ BY-LAWS (GENERAL)

COMMITTEES

Corporation

Academic Personnel

Suggested to exclude provisions for members ex-officiis
except for Chairman and Founders.

5/22/39 Tabled P. 9

Trustees' Minutes, 1/23/39, p. 15

April - May

✓ GENERAL

Corporation

FOUNDERS

BAMBERGER, MISS LAVINIA

Biographical

DODDS, HAROLD W.

It is apparent from the arrangements made by Flexner that the founders were not going to participate in the cornerstone ceremony, though not conclusively that they were not to be present. On April 15, 1939, Flexner wrote Dodds: "This is just a reminder of the date...May 22 for the laying of the cornerstone at noon. The ceremonies will be extremely simple, and you will be the only speaker, but I wish very much that this may be in evidence to the outside world of the strong bonds that are being forged between the University and the Institute." Again on April 19 receiving Dodds' acknowledgment saying that he would make a very brief speech and expressing no pleasure at having to do so Flexner reminds him again he will be the only speaker.

On May 4, Flexner writes Lavinia Bamberger telling her

about the ceremony, the presentation of keys by the Chairman of the Committee on Buildings and Grounds to the President of the Board of Trustees with appropriate remarks by both to be followed by President Dodds who will speak briefly. He tells her her part and what she is to say.

"It is the wish of the Committee on Buildings and Grounds and of your brother and Mrs. Fuld that the final touch of spreading the mortar on the cornerstone, usually performed by a member of the family of the donor or donors, should in this instance be performed by you. Mr. Bamberger is very much pleased that the Committee has asked you to do this, and I hope that you will make no objection." (May 4, 1939)

 [FLEXNER ?] Advises Houghton of his part as President in receiving the keys and that he will be expected to make a few appropriate remarks. They will all then adjourn to Princeton Inn for luncheon.

Letters of invitation besides to these are to Aydelotte and Mrs. Aydelotte, Dr. and Mrs. ~~Franz~~ Tren Broeck, The Rev. John A. Mackay (Seminary), Mr. Fredrick Larson,

Professor Earle and his wife, and the Mayor of Princeton, Charles R. Erdman, Jr. and his wife.

See the file for the list of guests invited to lunch and those invited to the laying of the cornerstone as well.

D, Cornerstone Laying, Fuld Hall

1939

5/8
5/9
5/10

GEST ORIENTAL LIBRARY

Facilities

✓ GENERAL (BY-LAWS)

Corporation

MAASS, HERBERT H.

Biographical

FLEXNER, A.

Maass to Flexner, May 8, 1939.

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

Flexner to Maass, May 9, 1939.

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

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

Maass to Flexner, May 10, 1939.

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

D File, Herbert H. Maass, 1939-1946

5/13

GENERAL

Corporation

FOUNDERS

See file for the list of invitees.

In the cornerstone was a copper box with the following in it: photographs of Mrs. Felix Fuld, Mr. Felix Fuld, Mr. Louis Bamberger, Miss C. Lavinia Bamberger, Trustees of the Institute at the Organization Meeting on October 10, 1930, copy of the letter addressed by the founders to their Trustees June 6, 1930, Certificate of Incorporation and By-Laws of The Institute for Advanced Study, Bulletins 1-8, and a photograph of 69 Alexander Street (Flexner to Maass, May 13, 1939).

Maass suggests there should be a rag copy of the New York Times dated specially prepared for the purpose also included, and asks whether Einstein or some other member of the Faculty might not be expected to make a few remarks at the dedication ceremony which is to consist of a few words by the Chairman of the Committee on Buildings and Grounds, the Chairman of the Board, President Dodds, and Miss C. Lavinia Bamberger (for the actual laying of the stone).

Flexner suggests that Einstein should speak briefly at the luncheon preceding the cornerstone laying, and that, apparently is what was done.

D File, Corner Stone Laying - Fuld Hall

1939

5/22

✓ BY-LAWS

Corporation

TRUSTEES

Copy of suggested by-laws on ex-officio member limitation.

Filed in Vertical File under "B" for By-Laws.

S-1 (Riefler)

1939

5/22

✓ GENERAL

Corporation

Speeches at Cornerstone Laying ceremony.

Filed in Vertical File under "C" for Corporation.

D File, Cornerstone Laying - Fuld Hall

1939

5/22

OFFICERS

Corporation

COMMITTEES

/BY- LAWS

Officers of committees, pp. 9-10

Amendment of By-Laws to reduce number of ex officio members of committees tabled
p. 9

Tr. Min. - 5/22/39 - pp. 9-10

1940

11/12
11/15

✓ GENERAL (SEAL)

Corporation

AYDELOTTE, F.

Biographical

HARDIN, JOHN R.

Aydelotte to Hardin, November 12, 1940.

Aydelotte recites the ~~axi~~ circumstances of the adoption of the seal designed by Monsieur Turin in the Board meeting October 13, 1931. Aydelotte finds that Mrs. Bailey has been using the Turin seal while Mr. Leidesdorf's office has continued to use the earlier one which he had had prepared before the formal action of the Board on the official one which is also on the bookplate.

Mr. Farrier has told Aydelotte that he thinks in order to be legal he thinks the words Corporate Seal should be added, and Aydelotte asks Hardin whether the seal can be used exactly as it is legally, or whether it should have these words included.

Hardin to Aydelotte, November 15, 1940.

There is no legal importance to the question . He thinks it is desirable that both the secretary and the treasurer should use the same seal, the adopted seal. He does not answer the question as to whether or not the words Corporate seal should be included, but simply says that it is a custom of corporations to adopt a seal.

JRH Correspondence from January, 1940 to November, 1945

1941

2/24

GENERAL

Corporation

Resolution re one seal for IAS

Tr. Min. - 2/24/41 - p. 2-3

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓BY-LAWS

Corporation

STEWART, WALTER W.

Biography

Dr. Stewart resigned from Board of Trustees "My view is that the faculty and the Trustees have quite separate and distinct functions to perform and that any overlapping of membership always runs the risk of creating confusion and misunderstanding."

Vol. 3, No. 18, P. 2, Minutes

1941

12/22

✓ BY-LAWS

Corporation

FOUNDERS

HARDIN, J. R.

Biographical

MAASS, H. H.

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

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

~~XXXXXXXXXXXX~~

D-- By-Laws

12/22

GENERAL (BY-LAWS)

Corporation

AYDELOTTE, F.

Biographical

HARDIN, HOHN R.

Aydelotte to Hardin, December 22, 1941.

"I am delighted to know that you are willing to serve as Chairman of the Board and I am very pleased to tell you that Mr. Maass will also be glad to serve as President of the Corporation in accordance with the arrangement which I outlines to you over the telephone this morning."

~~XXXXXXXXXXXXXXXXXXXX~~ He encloses a draft of the changes in the By-Laws which seem to him to be needed (Not in file). He comments on them as follows: There has been a provision in the by-laws providing that the President of the Corporation or the Chairman of the Board should make an annual report, but it has been the almost invariable custom to depend on the Director for this report, and I have consequently omitted this section. In addition to the changes concerning officers I have altered the regulations under

committees to allow both the President and the Chairman to be ex-officiis members and have inserted the regulations concerning the Nominating Committee which I mentioned to you.

JRH Correspondence from January, 1940 to November 1945

1941

12/23



GENERAL (BY-LAWS)

Corporation

AYDELOTTE, F.

Biographical

HARDIN, JOHN R.

Hardin to Aydelotte, December 23, 1941.

~~Hardin to Aydelotte, December 23, 1941. Hardin informs Aydelotte as to the method of notifying the Trustees of the proposed changes, and also says that further correspondence notice should include any action to designate the Secretary of the Trustees, Edgar S. Bamberger, as the Secretary of the Corporation.~~

Hardin informs Aydelotte as to the method of notifying the Trustees of the proposed changes, and also says that further correspondence notice should include any action to designate the Secretary of the Trustees, Edgar S. Bamberger, as the Secretary of the Corporation.

JRH Correspondence from January, 1940 to November, 1945

12/29

✓ GENERAL (BY-LAWS)

Corporation

AYDELOTTE, F.

Biographical

HARDIN, JOHN R.

Hardin to Aydelotte, December 29, 1941.

Hardin satisfied Aydelotte's confusion. There is a secretary to the corporation who is elected by the corporation. Under the By-Laws the secretary (Section 6 Article III) is to be elected by the Trustees. In this circumstance, the Secretary for the Trustees keeps the record of the Trustees meetings, the Secretary of the Corporation keeps the Minutes of the Corporation meetings. However, he says Aydelotte cannot take this matter up with the Board of Trustees at the next meeting because he has not made a proper announcement of his intention to do so.

JRH Correspondence from January, 1940 to November, 1945

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. 4/

1942

1/5

✓ BY-LAWS

Corporation

KIEFFER

Biographical

Kieffer to Aydelotte on By-Law revisions.

Filed in Vertical File under "B" for By-Laws.

A, 10/18/56, Report, January, 1942 *File # 41*

1942

1/5

✓ BY-LAWS

Corporation

Ampton's

Proposed revision after ~~Hardin's~~ death.

Filed in Vertical File under "^B~~S~~" for ^{BY-LAWS.} Corporation.

A, 1/29/57

KN 1942

1/5

✓ BY-LAWS (GENERAL)

Corporation

Edgar S. Bamberger, Secretary of the Board of Trustees, gives notice of the following suggested changes in the By-Laws to be considered by the Trustees on January 26, 1942/

Article IV

OFFICERS

Sec. 1. The officers of the Corporation shall consist of a President, a Vice-President, a Chairman, a Secretary and a Treasurer.

Sec. 4. The President shall preside at all meetings of the Corporation, shall execute the formal documents authorized by the Board, and shall have authority to affix the seal of the Corporation thereto whenever required and direct its attestation by the Secretary or other person designated by the Board or the Executive Committee for that purpose. The President shall be a member ex-officio of all standing committees.

Sec. 5. The Vice-President shall perform the duties of the President in his absence or disability, and perform such other duties as may be directed by the Board or the Executive Committee.

Sec. 6. The Chairman shall preside at all meetings of the Board of Trustees. He shall be ex-officio a member of all standing committees.

Sections, 2, 3, 7, 8, and 9, no change.

Article V

COMMITTEES

Sec. 1. There shall be five standing committees:

(a) An Executive Committee, of four members in addition to the President, the Chairman, and the Director, ex-officiis.

(b) A Finance Committee, of five members in addition to the President, the Chairman, and the Director, ex-officiis.

(c) A Budget Committee, of three members in addition to the President, the Chairman, and the Director, ex-officiis. No professor Trustee shall be a member.

(d) A Committee of three members in addition to the President, the Chairman, and the Director, ex-officiis, on the nomination of Trustees, Officers, and members of the standing committees. Each member of the Committee shall serve three years, one member shall be replaced each year, and no member shall be eligible to succeed himself. The senior member of the Committee shall act as Chairman.

(e) A Committee on Buildings and Grounds, of three members in addition to the President, the Chairman, and the Director, ex-officiis.

Sec. 5. Same as at present except that lines 6 and 7 be amended to read "nominations for officers of the Corporation and for members of the standing committees."

Sections 2, 3, 4, and 6 unchanged.

JRH Correspondence from January, 1940 to November, 1945

GENERAL (By-Laws)

Corporation

COMMITTEES

By-Law amendments, minutes Spec. Mtg. of Corporation.

Hardin's election as Chairman vice Houghton.

Hardin did not realize he did not have
power to elect Stog Co. - Tried in 1943
and got stopped - Now can then nominate -
Be elected

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓BY-LAWS

Corporation

RIEFLER, W. W.

Biography

Prof. Riefler resigned from Board of Trustees because, "I have felt for some time that the responsibilities of a Trustee were difficult to reconcile with those of a member of the faculty."

1942

9/2
9/5

✓ GENERAL

Corporation

FOUNDERS

AYDELOTTE, F.

Biographical

Aydelotte to Bamberger, September 2, 1942.

Asks for his comments on resolution passed by the Trustees at the April meeting to the effect that they would be glad to meet regularly in Newark if that would make it easier for the foundersto attend.

Bamberger to Aydelotte, September 5, 1942.

"In view of the fact that a resolution was passed at the last Trustees meeting (my understanding) to hold meetings in Newark for an indefinite period. [This was not a complete sentence in original letter]. It would be very agreeable for me if the meeting is held in Newark."

D, Bamberger, Louis, 1937-1944

1943

2/26

ROCKEFELLER

Foundations

STIPENDS

Academic Personnel

SALARIES

Personnel

✓ GENERAL

Corporation

HOUSING

Facilities

The Director notified the Executive Committee that the Rockefeller Foundation had made a new appropriation to the Institute providing up to \$70,000 for its work in economics during the two-year period beginning July 1, 1943, as outlined in their letter dated February 19, 1943, appended. They referred back to the previous grant made evidenced by letter of April 4, 1940, which provided for a refund to the Rockefeller Foundation of 35 per cent of any balance, and of the balance specifically which remained in the Economics Fund as of June 30, 1943. The Director reported Mr. Damberger had waived his right to a similar refund, and had also agreed to continue his contributions of \$35,000 a year for two years beginning July 1, 1943.

The Committee fixed stipends at \$10,000 for the School of Humanistic Studies, \$14,000 for the School of Mathematics, less \$9,750 contributed by the Rockefeller Foundation,

making a net charge of \$4250 on the Institute budget for this School of Mathematics, or for the year 1943-1944.

The Director presented the petition of the janitors and maids in Fuld Hall for an increase in salary. The Committee left the matter to the Director and Miss Miller, with power, provided that the salaries should be in line with those paid at Princeton University.

The Committee considered Panofsky's request for change in the conditions under which he acquired the lot for his house, asking for an annual rental of \$1 per year instead of purchase at \$1500. The Committee granted the request.

The Committee approved the request of members for permission to cultivate Victory gardens on Institute land.

The Committee discussed a change in the name of the Institute, and decided it was better to make no change. It was suggested that Mr. Kardin discuss the whole matter with Bamberger.

Minutes, Executive Committee, February 26, 1943

1943

5/14

5/20

✓ BY-LAWS

Corporation

TRUSTEES

COMMITTEES (EXECUTIVE)

FLEXNER, A.

Biographical

AYDELOTTE

Aydelotte to Weed as Chairman Nominating Committee.

*More
also
added*

Suggests By-Laws provide 5 members Executive Committee and adding Edgar Bamberger to Executive Committee because Flexner is so rarely able to come, and if anyone else is absent meetings are uncomfortably small.

Also By-Laws limit service on Nominating Committee to three years. Weed therefore off. Aydelotte suggests Douglas succeed as Chairman and Fulton be added.

To this Weed suggested leaving Exec. Com. same size but dropping Flexner 5/20/43.
D, Nominating Committee

1943

12/14

✓ GENERAL

Corporation

WOLMAN, Leo

Biographical

MOE, HENRY ALLEN

Moe to Aydelotte.

"Dr. Wolman raised the question about discussions concerning the future of the Institute. Mr. Leidesdorf and I said that you had been carrying on these discussions with members of the Board and just hadn't ~~eg~~ got around to Dr. Wolman yet. I suggest you do so as soon as you conveniently can. Wolman has some ideas of his own, and in particular wants to be sure that discussions on the matter of the future of the Institute are under way."

D File, Henry Allen Moe

1944

3/12

✓ GENERAL (PURPOSE)

Corporation

FOUNDERS

FLEXNER, A.

Biographical

AYDELOTTE, F.

On death of Louis Bamberger, Aydelotte wrote obituary for Newark Sunday Call and News, both containing sentence:
"He (Louis Bamberger) and his sister, Mrs. Fuld, saw instantly the merit of Dr. Abraham Flexner's proposal for an institute devoted to advanced research beyond the doctor's degree."

D, Bamberger, Louis

1944

~~1/22~~
7/26/44

BY-LAWS

Corporation

*Suggested
Revisions.*

Filed in Vertical File under "B" for By-Laws.

Not acted upon

(See Files:

*# membs stg. Com. may be changed by vote of Trustees
New Com. shall present mem. for stg. Com. also -
(formerly only for mems, tr. & officers)*

Trustees Meeting

1944

8/8

8/21

✓ PURPOSE

Corporation

FOUNDERS

FLEXNER, A.

Biographical

MAASS, HERBERT H.

LEIDESDORF, S. D.

Leidesdorf to Hardin, August 8, 1944.

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

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

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

August 21, Leidesdorf to Hardin.

He assents to the final draft of the resolution.

JRW Correspondence from January, 1940 to November, 1945

1944

~~4/18~~ 12/5

✓ GENERAL

Corporation

FOUNDERS

FLEXNER, A.

Biographical

HARDIN, J.

See pp. 4-8 for Hardin's (Flexner's ?) memorial to L. Bamberger
with history of origin of IAS.

Trustees' Minutes ~~April 18, 1944~~

1944

12/5

GENERAL

The Corporation

FOUNDERS

See minutes of December 5, 1944 on official record of Trustees regarding founding of Institute and precedent history.

Volume IV, #18, Minutes Dec. 5, 1944 (page 15 ff)

1946

4/29

PARTICIPATION IN ADMINISTRATION

academic personnel

NEW JERSEY BATTLEFIELD PARK

Government Relations

TAXATION

✓ GENERAL (NAME)

Corporation

BANDINGER, LOUIS

Biographical

Aydelotte reported the New Jersey Legislature had appropriated \$100,000 for the Battlefield Park. The Institute had taken no question action on a grant of land to the Park. "The action of the State on the question of the Institute's taxes will, of course, have some bearing on the size of the Institute's gift." In this connection and also because of the constant confusion of the Institute for Advanced Study with Princeton University, it was suggested that the name of the Institute might be changed to 'The New Jersey Institute for Advanced Study.' This name was that Mr. Louis Samberger had favored. An alternative suggestion was 'The Mercer Institute for Advanced Study.'

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

1946

5/23

✓ GENERAL (By-Laws)

Corporation

on Nominations

The Committee recommended an amendment to the By-Laws whereby the offices of President of the Corporation and Chairman of the Board of Trustees be united and that the offices of the Vice-President ~~of~~ of the Corporation and Vice-Chairman of the Board remain unchanged. Recommendation approved unanimously, in violation of Veto.

Seemed by the drop.

no drop of amendments since presented. Thus Mess exercised
powers not given him?

1947

5/19

✓ GENERAL (NAME)

Corporation

Aydelotte to Maaass.

Wants to talk to Maass about altering name of the I. A. S. to the New Jersey I. A. S. "which would be a distinct step forward."

Also see references to same subject Exec. Com. 1/26/43
+ In mtg 4/18/44

X FA Confidential Files, March 7, 1957

1948

4/15

✓ BY*LAWS

Corporation

Article V, provision for the Executive Committee was changed to provide that it should be comprised of the whole membership of the Board of Trustees with a chairman, vice-chairman and Director as members ex-officio. "At any meeting of the Executive Committee four members of the Committee shall constitute a quorum for the transaction of business."

By-Laws as amended to and up to May 20, 1949. Filed in Vertical File under "B" for By-Laws.

1948

4/15

✓ BY-LAWS

Corporation

Article V, Sec. 1, subsection (a) amended to enlarge the membership of the Executive Committee to consist of all members of the Board of Trustees with four required for a quorum.

Maass, Chairman is ex-officio a member. The Director was appointed to membership on no committee.

Trustees' Minutes, April 15, 1948

1948

6/8

✓ GENERAL (BY-LAWS)

Corporation

TRUSTEES

COMMITTEES

Extract from Minutes of special meeting of I. A. S.
June 8, 1943 filed in Chronological File under 1948, 6/8.

Extra copy from D Files.

1949

5/6

✓ GENERAL (By-Laws)

Corporation

It was felt that the by-laws in a number of ways were inconsistent and that a Committee should be appointed to rewrite the by-laws. It was suggested that the Chairman and the Director be on the Committee.

Tr. Min. 5/20/49 Appendix

1949

5/20

✓ GENERAL (By-Laws)

Corporation

"It was moved and carried to amend Section 1 of Article IV of the by-laws as follows:

RESOLVED that Section 1 of Article IV of the by-laws of the Corporation be amended by placing a period after the word 'Treasurer' in such section and striking out from such section the following language appearing after the work Treasurer, to wit:

'Provided however, that the person elected to the office of President shall also be the Chairman of the Board, and the person elected as Vice President, shall also be the Vice Chairman of the Board', and substituting therefor the following:

'The office of President and of Chairman of the Board may be held by different persons or by the same person, and the office of Vice President and Vice Chairman may likewise be held by the same person or by different persons.'"

1949

X5/2X 5/20

BUDGET

Finance

✓ GENERAL (BY-LAWS)

Corporation

Budget procedure prescribed in By-Laws as of that date (Probably adopted previously): Director ascertains from Treasurer estimated income during next academic year; receives from each school its recommendations as to its needs and plans. These considered and amended as may be deemed advisable by the Director and the Chairman of the Board. Then submitted to the Budget Committee with power to amend.

Certificate of Incorporation and By-Laws for the Institute for Advanced Study as Amended to and Including May 20, 1949 (Filed B under)

BY-LAWS, GENERAL

1949

5/20

/ BY-LAWS

Corporation

COMMITTEES

Provision for the Executive Committee returned to the original provision of four members in addition to the Chairman, Vice-Chairman and Director.

By-Laws as amended to and up to May 20, 1949, Filed in Vertical File under "B" for By-Laws

1949

5/20

GENERAL (BY-LAWS)

Corporation

See amendment certificate of incorporation and by-laws to and including May 20, 1949.

Institute
A File, / ~~Reidermeister-Rhodes Office~~

1950

2/26

GENERAL (NEW JERSEY BATTLEFIELD PARK)

Government Relations

✓ BY-LAWS

Corporation

MAASS, H. H.

Biographical

OPPENHEIMER, R.

unavailable

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

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

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

D, Maass, 1947-

1950

4/25

✓ BY-LAWS

Corporation

FACULTY

Academic Personnel

TRUSTEES

Corporation

LEWIS, WILMARTH S.

Biographical

Lewis to Oppenheimer, April 25, 1950 regarding above headings.

Extra Copy from D Files filed in Chronological File under 1950, 4/25.

Extra Copy from D Files

✓ BY-LAWS

Corporation

COMMITTEES (COMMITTEE ON RE-WRITING)

~~THE~~ Corporation

ROSENWALD

LEWIS, WILMARTH

Lewis to Rosenwald.

Rosenwald is Chairman of Committee to Re-Write the By-Laws. Lewis is bothered by the present confused state and so is Oppy. "Soon there will be nine trustees who are being held over because we have not decided whether or not there is to be a retiring age or whether members of the faculty shall no longer be on the Board." Understands that the last meeting of the Board at which he was not present, Maass violently attacked Wilmarth Lewis' letter to Oppy. Lewis would make only one change--to limit the number of honorary trustees.

D-Trustees' Committee on By-Laws

1954

December

✓ BY-LAWS

Corporation

Drops from Article VI, the provision theretofore contained that the Director shall prepare and submit to the Board of Trustees an annual report which shall fully cover the year's work and accomplishments.

On the other hand, it reinstates a provision in Article IX that the Director shall make a report at all meetings of the Trustees, a provision which does not appear in the copy of the By-Laws as amended to May 20, 1949.

*Director ~~remains~~ a Trustee ex officio only -
no annual election of - Art 6 with consent of Trust. Art 12*

Certificate of Incorporation and By-Laws, adopted December, 1954, which is filed in Vertical file under "B" for By-Laws

1954

Dec.

✓GENERAL (By-Laws)

Corporation

Vertical ^{"B"} ↗ By-laws with Amendments adopted 12/54

File D Articles of Incorporation

1955

4/5

/GENERAL

Corporation

25th anniversary commemorated at dinner at Fuld Hall, April 5, 1955.

A. File, Institute for Advanced Study

1955

4/19

GENERAL (PURPOSES)

Corporation

In writeup of Institute for The World Book Encyclopedia of Field Enterprises, Inc. submitted by Mrs. Russell, it is stated catagorically: ~~XXXXXXXXXXXX~~ "An Institute for post-doctoral research, providing facilities for advanced study and independent research, within the scope of the activities of the Institute, to a limited number of scholars in the fields of mathematics, mathematical physics, and historical studies..." 30 permanent members of which 15 constitute the faculty, and approximately 100 temporary members in residence each year appointed for one or two year term. The library contains some 40,000 volumes. "The Institute is not officially connected with Princeton University; but publishes jointly with it the Annals Of Mathematics, Annals of Mathematics Studies, and Princeton Mathematical Series."

D, Institute, Listing of

1955

8/30
9/1

GENERAL (DEPARTMENT H. E. W.)

Government Relations

GENERAL

Corporation

Ernest V. Hollis, Chief of College Administration, Department H. E. W., to Oppenheimer, proposing to drop listing of the Institute in H. E. W.'s higher education directory because its program is post-doctoral and research in character rather than instructional in the sense of offering courses for credit or degrees.

Oppenheimer to Hollis, September 1. Disagrees and for following reasons asks continuation of listing: (1) I. A. S. chartered as an educational institution, (2) Explicitly so designated by legislation in New Jersey, (3) I. A. S. regards itself as an educational institution, (4) Counsel informs us that legislation exempting grants for fellowships is applicable to our members in part on the basis of the educational element involved in their membership, (5) I. A. S. designated in 1946 by the Attorney General as one of the educational institutions which was approved for the attendance of non-quota immigrant students, (6) As an institution of higher education I. A. S.

designated in 1950 as a sponsor of the exchange-visitor program by the Department of State.

Furthermore, designations have assisted members in obtaining visas, Fulbright and Smith-Mundt grants to defray their expenses.

D, Institute, Listing of

1956

1/13

GENERAL

Corporation

TRUSTEES

DIRECTOR

Administration

VEBLER, O.

Biographical

MOE, HENRY ALLEN

STRAUSS, L. W.

AYDELOTTE, F.

FLEXNER, A.

Interview with Professor Veblen, January 13, 1956.

Filed in Vertical File under Interviews.

Interview with Professor Veblen 1/13/56

1956

~~13/9~~ 7/9

✓ GENERAL (PURPOSE)

Corporation

POLICIES

Administration

GENERAL

Academic Personnel

NEUMANN, SIGMUND

Biographical

Dinner table conversation with Sigmund Neumann.

Filed in Vertical File under Neumann interviews.

Dinner table conversation with Neumann, 7/9/56

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.

1957

1/26

✓ GENERAL

Corporation

Article from the Christian Science Monitor, January 26, 1957,
"Scholars at Work With No Interruptions". By Carol B. Hewitt.

Article Filed un Chronological File under 1957, 1/26.

Source Above.