

1930-32

SCHOOL OF MATHEMATICS

ECONOMICS (p. 12)

FELLOWSHIPS (pp. 13, 14, 16)

ASSISTANTS (p. 11)

✓ PARTICIPATION IN ADMINISTRATION

SEMINARS (pp. 15, 16)

POLICIES (pp. 4, 17, 18)

PRINCETON UNIVERSITY (pp. 6, 7, 12, 14, 16, 17)

CALIFORNIA INSTITUTE OF TECHNOLOGY (p. 8)

BUILDINGS AND GROUNDS (pp. 12, 15)

TRUSTEES (p. 3)

FLEXNER, A. (pp. 2, 13)

BIRKHOFF, GEORGE (pp. 4, 5)

WEYL, H. (pp. 6, 9, 10, 12, 14, 16, 17)

GÖDEL, K. (pp. 9, 11, 14)

LEFSCHETZ (p. 17)

ALEXANDER (p. 17)

Academic Organization

Academic Personnel

Academic Procedures

Administration

Relations W.O.A.I.

Facilities

Corporation

Biographical

See Digest Veblen-Flexner Correspondence

VEBLEN - Biographical 1930-32

1930-39

FLEXNER, A.

POLICIES

✓ PARTICIPATION IN ADMINISTRATION

Biography

Administration

Academic Personnel

Flexner believed in faculty on Board of Trustees. Probably wanted more than the 3 allowed. Riefler and Stewart resigned from Board of Trustees and made effort to get Veblen to do likewise on ~~this~~ issue. *of faculty participation.*

Interview R. Oppenheimer - 10/14/55

1931

2/2
2/4

/PARTICIPATION IN ADMINISTRATION

Academic Personnel

POLICY

Administration

CONEL, LEROY

Biography

Conel to Flexner (Conel of Boston Univ. School of Medicine) 2/2/31

"...

"I believe you are right in regarding the German universities as most nearly conforming to the highest standards. In the organization of the Institute for Advanced Study you are, however, overlooking the source of their strength and excellence, namely, entire control of academic affairs by the faculty. In your organization the faculty is a submerged fifth, with a long line of officials holding power over them; they are actually called employees in Section 1, Article VI of your by-laws. Your Institute will never enjoy the academic atmosphere which prevails in the German and Scandinavian universities. While in Europe last year I talked with one Norwegian and two German professors who had recently refused offers of high-salaried positions in two of our best universities, principally because here they would not have the academic privileges that they enjoy at home.

"It seems unfortunate that in starting a new institute to emulate the German universities you are not using their plan of organization, but are adopting the American plan which, I believe, is the cause for many of the deplorable conditions you expose in your book, in that directors, deans and presidents, holding almost absolute power over the faculty, must make reports favorable to a supreme board of trustees, thereby advertising their institution and themselves, which is usually the more important to them..."

Flexner to Conel 2/4/31

"Your letter of the second is gratifying and helpful. It is impossible to organize an American university in imitation of the German university, because in Germany there is a ministry which we do not have in the United States. My notion is that the Board of Trustees should perform some of the functions performed in Germany by the ministry, and I am also hopeful that the members of the faculty will be so helpful that their number on the Board will be gradually increased. You must realize that we are making an experiment. Nothing is easier than to change by-laws in an evolutionary spirit.

"..."

File II-5

1931

7/11
7/19

POLICIES

Administration

GENERAL

Educational Institutions

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

VEBLER, C.

Biographical

FLEXNER, A.

Originals Veblen to Flexner on proposal for Board of Trustees; faculty government, terms, faculty, members, etc. Go further than copies in Veblen files. Veblen favored pattern of All Souls (7/19). If I. A. S. to be large, better to make several smaller institutions.

Filed in Vertical File under 7// "V" for Veblen.

F. A., 1/8/57

1931

8/29

GENERAL

Academic Personnel

SALARIES

✓ PARTICIPATION IN ADMINISTRATION

POLICIES

Administration

BOARD

Biographical

Beard to Flexner on decent living conditions for scholars-- if they are not written into the "constitution" they will be defeated by scholars who will devise assistantships and various ways for splitting and reducing funds in the interest of expansion.

Was this the reason why Flexner insisted upon one class of professors?

Beard says further: "Management of property requires organization: two kinds possible--faculty as corporation and board of lay trustees. Theoretically functions of management

and learning can be separated; practically not! Unless clearly defined in the constitution trustees will or may exercise powers over teaching, or will be subjected to outside pressure to do so. As inevitable as fate. Power to employ and discharge must be located somewhere. The right to hold a job irrespective of conduct is impossible. Though devised procedure with respect to removals to assure: definition of issues, open hearing, judgment by peers, and responsibility.

1-11 (Beard, Charles A.)

1931

9/15

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

See Flexner to B. Earle on pressure to crystallize governing principles thus early. (1931). Pregnant--~~xxx~~ nothing will restrain an unprincipled man.

Note filed in Chronological file, 1931, 9/15.

1931

9/26

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

Director Flexner reported in part:

"...

Delicate questions arise in connection with the relations which should exist between director, staff, and trustees. Incidentally I have touched on them in saying that, as a matter of course, the staff will be made up of mature scholars, presumably conscious of the weight that should attach to their utterances and actively participating in the government of the Institute. But the subject is a difficult one, and I am not yet prepared to submit further positive recommendations, though it has received my continuous attention. I am clear that the relationship between the executive officers and the faculty is not usually in America cordial or satisfactory. On the contrary, for one reason or another, the American professorate is unhappy - and it will not enlist the country's best brains in sufficient number until the atmosphere is radically changed. I have already suggested changes of a fundamental character, among them the inclusion in the board of trustees of outside scholars as well as members of its own staff. Whether this is all that need be done to give learning its proper weight in the Institute, I am not at this moment prepared to say. I do say, however, that the Institute exists for the sake of learning and that policies and measures that are inimical to the happy and enthusiastic pursuit of learning are necessarily wrong. It has been urged that trustees should limit their activities to business matters and that faculties should govern all else. In support

of this contention Germany, France, Oxford and Cambridge are cited. But none of these instances is convincing. In Germany, a powerful ministry is in constant cooperation, as it is in occasional conflict with the universities; practically the same is true in France, where, however, the bureaucratic habit is stronger; Oxford and Cambridge do indeed govern themselves, but on three occasions in the last half century Parliament has intervened through Royal Commissions in order to cure some of the defects due to government by exclusively academic bodies. The results of the last Royal Commission were so unsatisfactory that a voluntary commission composed of scholars and laymen has now undertaken the study of the entire problem and has published the first of its reports. Both lay trustees, alone, and teachers, alone, are liable to be one-sided. When the president is the sole link or channel of communication between the staff or trustees, he tends to be autocratic and is unlikely to be widely informed. Our American experience shows the consequences. On the other hand, faculty government would distract scholars and might lead to internal and factional difficulties. We have, as I have said, tried to correct these weaknesses by constituting the Board of Trustees of the Institute out of laymen, academic personages not members of the Institute, and persons chosen from the Institute staff. Thus every relevant point of view should get a hearing. At present, this arrangement will, I believe, suffice. Further steps can be taken, if problems arise, for the solution of which this simple organization is inadequate. I fear, however, that mere organization and rules will not alone achieve our purpose - that of creating a genuine seat of learning. Sympathy, helpfulness, and mutual respect, involving director, trustees, and faculty are all requisite to create an atmosphere free of tension, attractive to men of high attainments and to students of unusual ability.

The schools composing the Institute should each select and admit its own students; no registration office is needed, for under existing academic conditions in

America the possession of a diploma or degree does not indicate whether its owner is fit or unfit for advanced study. They must be discovered by any means calculated to locate them. Such students do indeed exist in America in considerable numbers; but they are not easily found, for already universities bid against each other for them either by offering fellowships freely or by offering part-time employment. I am sure that employment as assistant at this stage of the student's progress is wrong: in a recent report the President of Harvard deplores the fact that of the graduate students of Harvard University 56% are now 'part-time'. I should urge that students be as a rule full-time, though I can conceive of circumstances and conditions which may justify the admission of a thoroughly competent and highly advanced student also otherwise engaged, that fellowships, grants, or more often loans be available for persons of distinctly unusual gifts and promise who cannot otherwise pursue their studies under proper conditions, and that reasonable fees be charged in other cases. The budget and the program should be so carefully controlled that the Institute will for some years at least be independent of receipts from fees. The precise manner of making the annual budget can be determined somewhat later; I am clear that the Institute should not annually spend its entire income, that it should undertake nothing involving a deficit, a procedure that is all too common and with disastrous results. Tentatively each school may work out its budget, and the several budgets can perhaps be harmonized in conferences between the director and the several schools, in preparation for consideration, first, by a budget committee of the Board of Trustees, consisting, perhaps, as at the Rockefeller Institute for Medical Research, of three scholars and two laymen, and finally by the Board as a whole.

..."

Vol. 1, Number 4, Pages 6-8, Appendix to 10/13 meeting

1931

10/22

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

FLEXNER, A.

Biographical

STRAUS, PERCY S.

Flexner to Straus, October 22, 1931.

"I was lunching with Mr. Bamberger yesterday, and he told me that you were still dubious about the wisdom of having members of the faculty on the Board of Trustees... I am firmly convinced that the absurdities connected with our universities would for the most part never have taken place if a few outstanding scholars had been members of the boards of trustees and in position to express their views to the trustees, as they have expressed them to me. Within the last few days two harvard professors have talked to me on the School of Business, as it is, and they have both said that, had the faculty been consulted, the School could never have been organized in its present form. The Harvard Corporation never gave these men, who know what education is, a chance to be heard. Precisely, the same has been said to me by

Columbia professors with respect to the abuses out there. Last Monday night I dined with one of the most distinguished members of the Columbia Trustees. He said that my book was a revelation to him. Had a few distinguished members of the faculty been sitting on that Board, they could not have helped raising questions which ought to have been raised and which were not raised by President Butler...~~DIFFICULTY~~ The autocratic power of the American college president ought to be curtailed. It cannot be curtailed by a lay board. It can only be curtailed if:

(1) The Faculty has a voice in the management of the institution, and

(2) Outside scholars can also criticise the director or anybody or anything else. I don't want to be a Mussolini, but one could almost be if one were dealing with merely a lay board. There is not the slightest doubt in my mind that the government of American universities is going to undergo ~~the~~ in the next twenty-five years a radical reconstruction. We may not have hit off the exact form, but we have made a step towards it. However, this is

a one-sides speech, and I am anxious to hear your side,
so let us get together at our mutual convenience.

"P. S. Note that the number of professors is limited by
the By-Laws to three, though I myself would not be afraid of
a larger number. Further, they are selected. Finally,
we have outside scholars and educators, like Aydelotte,
Carrel, etc. Now, if the outsiders can help us, why can't
the insiders?"

D File, Straus, Percy S.

1931

12/9

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

VINCENT

Biographical

Vincent to Flexner. Suggested "educational control by full professors." Few professors on trustees will lead to factionalism.

Woods Hole managed by college and university men is one of the best administered institutions Vincent knows.

D, Institute Organization

1931

12/17
12/28

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

MAASS, HERBERT H.

Biographical

HARDIN, JOHN R.

FLEXNER, A.

Maass to Hardin, December 17, 1931.

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

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

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

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

JRH Correspondence from May, 1930 to December, 1933

1932

1/11

✓PARTICIPATION IN ADMINISTRATION

Academic Personnel

~~GENERAL~~ GIFTS

~~Gifts and Endowments~~ Finance

Trustees approved an amendment to Article III, Section 1 (sic) providing for three faculty members to sit with Board in an advisory capacity for not to exceed three years. No method for their selection was provided. The Trustees had power to amend By-Laws with majority vote on appropriate notice. This amendment does not appear in subsequent prints (1933-1937) of By-Laws, however.

"The Treasurer reported an additional gift from Mr. Bamberger and Mrs. Fuld, the founders, making the total endowment to date in excess of \$5,300,000, whereupon on motion, it was"

1932

7/26

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

GENERAL

Academic Procedures

GENERAL

Educational Institutions

Flexner to Aydelotte (In Germany).

Cautioned him against urging Weyl. He hopes that the Institute "will never make a move without canvassing the experience and possibilities/ of Germany, Italy, France and Scandanavia, and Great Britain. Above all, we must guard against inbreeding. Nothing has harmed Harvard, Yale, Columbia and Chicago more than this vicious practice."

FA Confidential Files, March 7, 1957

1933-1939

PARTICIPATION IN ADMINISTRATION

GENERAL

Academic Personnel

Academic Organization

of

5/4
1933 / Up to the time/the extension of the School of Humanistic Studies and the School of Economics and Politics, the Mathematics ~~Department~~ School was satisfied with school autonomy. In fact, in about 1934, Veblen at one time wrote Flexner that it was time for Flexner to make a beginning in these other schools. But it was the fact that after the initial appointments, further appointments were made that set Veblen out on ~~the~~ a constructive fight to make the Faculty self-conscious qua faculty. Throughout this part of the history, the School of Mathematics was autonomous and selected its own members and its own assistants, although Flexner did the appointing. There was a time when the members and the assistants were referred to the Board of Trustees for approval (Check on that date and note the difference afterwards).

The collision was, evidently, a collision on the total budget, therefore.

(Dictated: No source needed)

dist. to
H. G. G. G.
Nov 1934
but v. p.

1933

1/24
1/25

GENERAL

Academic Personnel

✓ PARTICIPATION IN ADMINISTRATION

"... Flexner to Veblen:

"I shall leave the matter of the nomination of younger men for the American Mathematical Society entirely to you and your associates.

"..."

Flexner to Veblen:

"In organizing the School of Mathematics for the next academic year you and Professor Alexander, who are now on the ground, can feel that you have at your disposal \$15,000 to be used for grants in aid, fellowships, assistants, or loans, as you see fit. I shall at the April meeting of the Board ask a further appropriation of \$5,000 to be placed at your disposal for what you call 'minor appointments'.

"If you will let me know, I will inform the Treasurer as to who the persons are whom you have selected and how and when remittances are to be made beginning with the next academic year.

"For the present I have the feeling that we should in the case of these temporary or short-term appointments avoid titles beyond those included in the actual resolutions of the Board. The experience of the next few years will doubtless help us in deciding details as yet undetermined."

1933

1/26

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

Veblen to Flexner (NYC):

"Many thanks for your letter defining the procedure with regard to junior appointments. I now feel that I understand clearly what can be done in further cases that are likely to arise and also that we are pretty sure to have the right sort of group of younger men with us.

"Your letter to Morse seems to me an admirable statement of policy and I think there is a fair chance that we may be able to live up to it. I enclose herewith a letter from Morse which was awaiting me on my return home last night and also my reply to it which was dictated before I received your letter.

"..."

File IV-21

1933

4/5

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

FLEXNER, A.

Biographical

VEBLEN, O.

BLEICK

GRANT-IN-AID

Finance

Flexner to Veblen (Princ. Univ.):

"I am wondering precisely what qualifications lead you to think that Bleick deserves a grant in aid of \$1,000. Can you send me a line of explanation? There is nothing we can do as to further grants in aid until the Board meets on April 24.

"The question of admitting students is, I think, a simple one. There is a certain amount of money available for grants in aid. This the mathematical group will administer, and I shall simply exercise a formal oversight, as I think I am in duty bound to do. Beyond this you can admit anyone who seems to you thoroughly worth while at his own expense, if such people there be..."

File IV-21

✓ PARTICIPATION IN ADMINISTRATION

FLEXNER, A.

VEBLEN, O.

BLEICK

WILDER

BERNAYS

GRANTS-IN-AID

Veblen to Flexner (NYC):

"...

"I have just heard from Professor Wilder that his leave of absence has been granted by the University of Michigan and that he is ready to accept the grant in aid offered him in my letter of January 7th. I enclose herewith a copy of my letter of January 7th and also a copy of a statement about his salary contained in a letter from him to me dated December 28th. In reply to his last letter I have asked him to send me up to date information on this point.

Academic Personnel

Biographical

Finance

"I am not sure whether it is better for you to correspond directly with Wilder or with the Chairman of his Department, Professor J. W. Glover.

"I agree perfectly with what you say about the admission of students to the Institute and it is on exactly that basis that I recommend that Mr. Bleick be admitted. Whether Mr. Bleick should receive any sort of a stipend is a question which ought to wait until we have had a chance to discuss the question further. I think he should receive one if one is available and if we stick to the program which we discussed a couple of months ago. I think there is no particular hurry about that question but I believe it would be advisable to admit him as a student without much delay.

"In yesterday's mail there was a long letter from Weyl and a short but significant one from Bernays of Gottingen which I should like to discuss with you when I see you."

Flexner to Veblen (Princ. Univ.):

...

"I am very happy indeed that my letter clears up the question about admitting students, - or workers, as I prefer to call them.

"I hope that the weather is good tomorrow so that we can make the trip to Princeton. If it is bad we shall call it off.

"I wonder just what Weyl and Bernays wrote you.

"My mail abounds in complimentary notes about the little bulletin. Without intending to do so, I have evidently done something unusual, - namely, mentioning the professors without a long rignarole about their previous posts and performances. It will appear from my correspondence that it pays not to advertise, contrary to usual academic practice."

File IV-21

1933

NOTES

8/30

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

FLEXNER, A.

Biographical

VEBLEN, O.

EINSTEIN

MAYER

Flexner to Veblen, August 30, 1933.

Postscript to ^a letter. "I should like to have an informal meeting ~~with~~ the members of the staff of the School of Mathematics ~~on~~ October 3, at 10:30 a. m. at Fine Hall in your room. Will you undertake to call the members together? I am afraid that Einstein and Mayer will not return until a few days later, but that will not matter."

V File, Flexner, Abraham

1935-1956

✓ PARTICIPATION IN ADMINISTRATION

SCHOOL OF MATHEMATICS

SCHOOL OF HISTORICAL STUDIES

Academic Personnel

Academic Organization

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

SCHOOL OF MATHEMATICS

Year No. of Meetings

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

minutes h D in.

*Inaugurated October

^

Year No. of Meetings

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

SCHOOL OF HISTORICAL STUDIES

<u>Year</u>	<u>No. of Meetings</u>
1949	2
1950	2
1951	3
1952	3
1953	3
1954	3
1955	3

COMMITTEE ON PHYSICS APPOINTMENTS

1951	2
1952	3
1953	1
1954	3
1955	3
1956	4

1935

1/31

BUILDINGS AND GROUNDS

Facilities

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

VEBLEN, OSWALD

Biographical

FLEXNER, A.

Vehlen (Fine Hall, Princeton) to Flexner:

".... We would not help things much in Fine Hall by reducing our numbers. The only thing/ that would help would be to reduce the quality. If Dirac, Walsh, Siegel, Ward, Zariski, ... were replaced by men of less consequence the congestion would be much less serious.

"What I was so awkwardly trying to urge the other day was, in general terms, merely that our problem is one of dynamics rather than of statics and that therefore the element of time is highly important.

"Even though I read most of the above to you over the telephone, I will send it so that I can say how much I appreciate the kindly and considerate way in which you handle all these questions."

File IV-19

1935

2/27

2/28

✓PARTICIPATION IN ADMINISTRATION

Academic Personnel

VEBLEN, O.

Biographical

FLEXNER, A.

FRANKFURTER, F.

NOETHER, MISS

Veblen has been urging that a mathematician at Bryn Mawr who has not permanent tenure there has been lecturing at the Institute and he wants aid or an appointment given her. Another arrangement has been worked out with the intervention Dr. Billikopf of Philadelphia, probably involving foundation funds. Flexner writes Feb. 27, 1935, that the matter as far as he is concerned is closed. See note filed under Emigres on that date on the general position of the Institute.

Sm
Veblen comes back, says that the professors at the Institute have agreed to set aside \$1500 to be used as a grant-in-aid for the year 1935-36 in case other means of support should fail, that this has been done in recognition of the fact that she has been conducting a seminar at the Institute without compensation and she is one of the ablest mathematicians from Germany.

The postscript of this letter is significant. "It may be that it would be desirable to discuss some scheme by which we would share with Bryn Mawr in the support of Miss Moether and thereby insure the continuance of the present arrangement under which she makes a real contribution to the work of the Institute. Perhaps it would be desirable for me to come in and discuss ^{this} with you a little more in detail." To come in meant to go from Fine Hall to 20 Nassau St.

1955

3/2

PARTICIPATION IN ADMINISTRATION

Academic Personnel

VEBLEN, O.

Biographical

FLEXNER, A.

FRANKFURTER, F.

~~NEOTHER, MISS~~ Bids. Grows,

Facilities

Flexner to Veblen. He suggests Veblen write to Mrs. Manning of Bryn Mawr and suggests she write the Rockefeller Foundation. He also placidly agrees with the solution Veblen has suggested about Miss Neother and says that if this fails "we can put our heads together as to the next best step."

But the argument has worried him and he decides to put his feelings down on paper with regard to Veblen's activities and faculty participation in general. "Let me say a few things on which I have reflected a good deal since our conversation the other day in respect to additional facilities." He thinks this is a matter to interest the Institute and its Trustees from the standpoint of the institution as a whole. He thinks that Veblen should be looking at it, not as a member of the mathematical group "for your influence within the Board will in the long run depend upon your capacity to view the Institute as

a developing concern which ~~in~~ in the near future will take up economics and humanistic studies. This is an important point because, on it, I think, depends the extent to what is erroneously called 'faculty government' is likely to be inaugurated." He goes on to say that faculty government exists nowhere, not in Germany, subject to control by education ministries, nor in Oxford where the fellows deliberate. A university is an anonymous affair"depending for its real program upon a personality." He cites examples.

"Against the judgment of pretty nearly everyone whom I have consulted I am trying the experiment of conducting the Institute with a Board made up of laymen, outside scientists and scholars, and faculty members. How far faculty membership will be influential and how far it will extend in America are going to depend upon the ability of those chosen to forget the particular faculty of which they are members and to live with the Institute as a whole.

Frankfurter gave that movement a distinct setback though whenever anyone has spoken/ to me about him as a 'professor' I have always pointed out that it is unfair to saddle his conduct upon the 'professors' as a whole."

He then asks Veblen whether or not he is prepared to take his time from mathematics to consider the important problem of recruiting for the School of Humanistic Studies and Economics and Politics. "We have in this country a definite tradition of lay management. I think this has not worked perfectly."

"This brings me to the subject of building. I do not know what the Board thinks but I have had experience enough to make a pretty good guess. There are psychological

practical, and prudential reasons why the Institute should in the near future possess a building of its own. For the immediate present we can improvise."

Riefler is willing to take a room adjoining administrative office at 20 Nassau St. As far as mathematics is concerned he turns back to his letter of Jan. 28.

"...there was a question among some of the Trustees whether the combination in Fine Hall would work. I thought it would work and it has worked and nobody now has any doubts on the subject. The only questions I have discussed with you and Eisenhart is the possibility of a small wing or utilizing the basement of Fine Hall, the latter now having been ruled out as impractical." He thinks that an additional building on the Princeton campus would be rejected by ~~the~~ both Boards of Trustees but Veblen is free to try it out by testing the sentiment of the Building Committee of the Board itself. "For nothing that I say in this letter has anything more than my personal views with which I am acquainting you in order that you may think the thing over and thereafter advocate on your own responsibility any course that you think wise. Do not lose sight of the fact that the more money at this stage that we put into buildings, the less income there is available for men.

"Do you recall saying that 'If we had pursued anyother course than that which we had pursued, the Institute would have been a 'flop', this I do not see.--...I am much more afraid of 'flopping' through bigness than through smallness. I agree with Justice Brandise that size in itself is bad, and nowhere is it worse than in Institutions of learning and research."

"...I am writing you as a Trustee, not as a prôfessor in mathematics, and I should not even write if I were not anxious that in the long run there should be more professors

on the Board but that must necessarily depend on winning confidence--a task to which I have devoted myself with all the ingenuity that I possess ever since I first met Mr. Bamberger. I have always been candid with him, as I have with the Board, but I realize that every Board must be educated by experience to trust those upon whom responsibility mainly falls."

1935

10/8

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

SCHOOL OF MATHEMATICS

Academic Organization

Flexner attends meeting of mathematics faculty and asks
that one of its members be appointed to keep in touch with
the others and with him to report on current problems.
Suggestion approved. Von Neumann appointed for current year.

V's
Sug

School of Mathematics Minutes

1935

10/8

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

FLEXNER, A.

Biographical

October 8, 1935, Faculty meeting Flexner requested that desires opinions of the group should be reported to him systematically. In consequence Minutes have been and still are being kept of Faculty meetings, and are given the Director

Veblen's History

1936

1/31
3/25

✓ PARTICIPATION IN ADMINISTRATION

SCHOOL OF HUMANISTIC STUDIES

CAMPBELL, SANDY

STILLWELL, RICHARD

DOWNEY, ROBERT EMORY GLANVILLE

Princeton U.

Academic Personnel

Academic Organization

Biographical

Rel. work

Morey to Flexner, January 31, 1936.

Complains about release of information by Institute to newspapers that Sandy Campbell was appointed Field Archeologist by the Trustees at its January meeting. Morey says this embarrassed Campbell greatly, since his leaving Wellsley for the Antioch excavations had not been arranged and could not take effect until after July 1, 1937 in any event, and also could not begin his service until the Antioch excavations were resumed.

Miss Avery of Wellsley had said in a three-cornered arrangement that they would offer Campbell a position at Wellsley in archeology,

but would release Campbell if the Institute came to a decision in February. They, therefore, were not prepared for any news Campbell was leaving to be made/public at that time.

Flexner to Morey , March 19, 1936, regarding Wilb&r.
Mrs. Bailey has talked with Morey and informs Flexner on his return to the office. "I think your proposition an extremely generous one and am delighted to accept it, for I hope that the two departments can pull together cooperatively so perfectly that the world at large will never know whether a particular individual belongs to the Institute or to the University. We have fairly well accomplished this in mathematics, and I hope ~~y~~ that we can do fully as well in McCormick."

Morey to Flexner, March 25, 1936. Encloses the ~~xxxxxxxxxx~~ scholastic records of Richard Stillwell and Robert Emory Glanville Downey, "as something that you will doubtless wish to have for your records in view of their entering the Institute on grants for the fiscal year 1936-1937." (Stillwell stayed until 1942; Downey until 1940). "I may add to the telephone conversation which we had that I had talked over the proposed arrangement with Panofsky

before I called you, and found him in entire agreement." (This is ironical. Flexner didn't know that anyone at the Institute had been consulted by Morey, nor did he consult anyone, nor have the scholastic records of either man when he apparently agreed to them.

Downey and Stillwell are both research men rather than teachers with fine Classical training, and will be used at Antioch. Stillwell was in charge of the excavation at Corinth. Morey plans if the excavation at Antioch is renewed to use Stillwell as the supervising architect and the general editor of the annual reports.

Flexner in acknowledging this letter on March 26, says he had assumed that Panofsky and Morey had discussed it. (Apparently Meritt was away at this time, better check on this though because Meritt was supposed to have been unhappy over the Institute's financing Princeton's Antioch excavations and research). (away)

How

D, Morey, CR.

1936

2/12

POLICING

Administration

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

FLEXNER, A.

Biographical

PANOFSKY, ERWIN

After the meeting with faculty, Panofsky wrote Flexner apologizing for speaking out against successor to Flexner in his own image ("Vertreter") and in the fear that when the master's hand is gone the successor would "assert himself."

Flexner to Panofsky, February 12, 1936 giving reason for suggestion: "...inasmuch as my term of service is bound to be relatively brief and is occupied with the working out of a technique, it is important both for the schools and the Institute as a whole--if what I have done is ~~any~~ sound -- that my successor should be thoroughly saturated with my ideas. If in this way we can procure continuity over a period of say 15 or 20 years, then the third director can come in entirely new and able to survey critically what we have done, making with the cooperation of the staff such changes and such ~~developments~~ as the general academic situation and the possibilities of

A, 10/18/56 Section of IAS off. file on Panofsky | personnel suggest."

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

FLEXNER, A.

Biographical

VEBLEN, O.

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

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

whole question is dismissed until I myself retire."

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

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

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

File V-1

asks for individual members.

1936

3/6
3/14
10/9
11/2

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

FLENNER, A.

Biographical

RIEPLER, W.

VERLEN, C.

Correspondence ~~has~~ between Fleener and Faculty on degree of
Faculty participation in administration.

Filed in Vertical File under P, Participation in Administration.

V-2 File

1936

3/14

✓PARTICIPATION IN ADMINISTRATION

Academic Personnel

FLEXNER, A.

Biographical

RIEFLER, W.

VEBLEN, O.

Letter from Riefiler and Veblen to Flexner 3/14/36 in regard to
an understudy and successor to ~~Vehkenn~~ Flexner.

Filed in Chronological File under 1936, 3/14.

S File, Faculty Meetings

1936

3/31

PARTICIPATION IN ADMINISTRATION

Academic Personnel

FLEXNER, A.

Biographical

Flexner to Faculty: Only once in a third of a century of effort in dealing with higher education had he found "my main obstacle [to] lie with trustees. It was the faculties who with their instinct for self-preservation blocked the way."

1938

10/8

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

FLEXNER, A.

Biographical

AYDELOTTE, F.

Flexner to Aydelotte.

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

FA Confidential Files, March 7, 1957

1936

10.9

✓PARTICIPATION IN ADMINISTRATION

Academic Personnel

FLEXNER, A.

Biographical

RIEFLER, W.

VEBLER, O.

Letter from Riefler and Veblen to Flexner, October 9, 1936, in regard to a successor and understudy for Flexner.

Filed in Chronological File under 1936, 10/9;

S File, Faculty Meetings

1937

9/27

9/29

PARTICIPATION IN ADMINISTRATION

Academic Personnel

BUDGET

Finance

Aydelotte to Flexner:

"You ~~may~~ may count on me for the meeting on October 11th. I think the idea of a Budget Committee an extremely wise one. As the expenditures of the Institute increase in volume, the complexity and making of the budget is going to be a more and more complicated matter requiring careful and prolonged consideration.

"I also approve of the reserve, although there are times when, in my opinion, it is not advisable to accumulate a reserve. The income from securities fluctuates up and down, and the work of an institution can be kept on a more even keel if reserve funds are accumulated during a period of prosperity and spent during periods of depression. I dare say you have this in mind, but am not quite clear whether it is provided for by the wording of the resolution."

Flexner to Aydelotte:

"You know college faculties. They will spend anything they can lay hands on, and

probably for the most part to good purpose, but, on the other hand, the head of an institution has to look to the future, and even to the distant future, and with that in mind has to reserve something for a rainy day even though a fine immediate use could be found for it."

Source: A File IAS (home)

1938

1/10

POLICIES

Administration

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

TRUSTEES

Corporation

FLEXNER, A.

Biographical

MERITT, BEN

Meritt sends to Flexner, January 10, 1938, several communications, all inveighing against professors on boards of trustees: Nicholas Murray Butler (Columbia) to Chancellor J. H. Kirkland, May 20, 1915; Arthur T. Hadley (Yale) to Kirkland, May 25, 1915; H. A. Garfield (William College) to Kirkland, May 26, 1915; Charles W. Eliot (Harvard) to Kirkland, June 4, 1915; Henry S. Pritchett (The Carnegie Foundation for the Advancement of Teaching) to Kirkland, May 20, 1915.

Nicholas Murray Butler said that in the nineties his aid had been requested in ending the abuses of the proprietary professional schools in New York State where the boards of trustees were composed largely or wholly of members of the

teaching staff. Low teaching standards chief aim--largest possible income for the teachers, for the smallest possible amount of work. Butler drafted and caused to be introduced into the Legislature an amendment to the statute which made it illegal for any person other than the president of a university, school, or college to be a member of the board of trustees, if he were at the same time a member of the teaching staff or otherwise in receipt of an income from the institution. There was no debate. The legislation was enacted, subsequently to be dropped from time to time.

Hadley cited to Kirkland that when Mr. Taft, a member of the Board of Trustees accepted a professorship at Yale he resigned from the Trustees at once. Baldwin, a professor, when elected Governor, having thereby become a member of the Board ex officio, wrote that since he was unwilling to resign his professorship he must be excused from attending the meetings of the Board of Trustees.

Garfield of Williams College, wrote that while they did not have to deal with the question, he disapproved of the appointment of ~~the~~ member of faculty to a place in the Governing Board. His own feeling was dictated by the experience of

the Standing Committee of his old school, St. Paul's Concord. There several masters have been members of the committee, and it proved to be a serious embarrassment.

Eliot cited the case of Professor Ephraim W. Gurney, Professor of History, chosen a member of the President and Fellows of Harvard College by that Board, the election being consented to by the second Governing Board, the Overseers. Eliot favored his election, Gurney accepted it because Eliot did, and because Gurney sympathized with ~~xxxxxxxxxxxxxxxxxxxx~~ Eliot and knew the problems of converting Harvard College into Harvard University. In Eliot's opinion, about the most excellent person who could have been found who could try the novel experiment, but within two years, he insisted in resigning as Fellow, because he became satisfied that it was an undesirable thing to have any Professor in the Governing Board. Eliot agreed with him. Eliot said that since 1866 the second Governing Board, the Board of Overseers, has filled through elections by the Alumni, and no Professor in activity has been chosen to that Board, though several retired professors and three retired presidents, James Walker, Thomas Hill and Charles W. Eliot himself, had been elected members of that Board.

He thinks that Kirkland's situation would be different with only one governing board, and doubts the wisdom of placing any faculty member on that board.

Pritchett of Carnegie Foundation told Kirkland that the problem of placing a member of the faculty on the governing board was one much debated in late years (1915) and recently introduced at Cornell. "There are reasons against it and there are strong reasons in favor of it provided the member so nominated is elected by the faculty." Pritchett thought it was a good ~~experiment~~ experiment to try, and ought to result "in a quickening of the relations between the faculty and the trustees."

D, Institute - Organization

1938

1/15

POLICIES

Administration

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

AYDELOTTE, F.

Biographical

WEED, LOUIS H.

PLEXNER, A.

See Vertical File Policies for Aydelotte-Flexner
correspondence on election of faculty trustees.

A, Confidential Files, 3/7/57

1938

1/15
1/17

POLICIES

Administration

AYDELOTTE, F.

Biographical

FLEXNER, A.

WEED

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

See handwritten copies of Flexner to Aydelotte and
Aydelotte to Flexner.

Filed under Policies in Vertical File. ("P")

FA Confidential Files, March 7, 1957

1938

2/21

PARTICIPATION IN ADMINISTRATION

Academic Personnel

TRUSTEES

Corporation

FLEXNER, ABRAHAM

Biographical

Flexner to Aydelotte:

"I have not shown your letter or Weed's to the New York trustees who are uneasy, but I mean to do it some time when the opportunity favors."

Source: IAS - A File - (home)

1938

11/25

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

FLEXNER, A.

Biographical

VEBLEN, O.

Flexner to Veblen.

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

IV-20

1939

1/23

NOMINATIONS (p. 7)

Academic Personnel

✓PARTICIPATION IN ADMINISTRATION (pp. 4-13)

PRINCETON UNIVERSITY (p. 6,7)

Relations WOI

FLEXNER, A. (pp. 4-10)

Biographical

VEBIEN, O. (p. 10)

WEED (p. 10, 11)

CARRELL (p. 11)

SABIN (p. 11)

RIEPLER (p. 12)

Flexner on autonomous schools. Protests against idea
it is disorder. Comments on Faculty government.

Trustees' Minutes, 1/23/39

1939

1/23

/PARTICIPATION IN ADMINISTRATION

Academic Personnel

FLEXNER, A.

Biographical

Flexner at end of discussion of faculty participation said that he had no objection to faculty meeting whenever it desired, but that he would not attend such meetings any more than he had attended school meetings; he felt it would interfere with freedom of discussion.

Trustees' Minutes, 1/23/39, p. 13

1939

1/23

/PARTICIPATION IN ADMINISTRATION

Academic Personnel

PRINCETON UNIVERSITY

Relations W.O.A.I.

Director's report on participation by foundations of schools as separate
entities pp. 5-9, discussion by Trustees pp. 10-13

Tr. Min. - 1/23/39 - pp. 5-9 and 10-13

1939

1/26

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

CARREL, ALEXIS

Biographical

Letter from Carrel to Flexner, January 26, 1939,
regarding a report that the Director gave.

Filed in Chronological File under 1939, 1/26.

D File, Carrel, Alexis

1938

1/27

PARTICIPATION IN ADMINISTRATION

Academic Personnel

TRUSTEES

Corporation

FLEXNER, ABRAHAM

Biographical

Flexner to Aydelotte:

"Thank you very much for your letter of the twenty-third, which I think is a very creditable performance, considering that you were your own secretary, using your own portable, and writing on a train, moving a mile a minute or more. It is very reassuring to me, particularly as I have had a letter to substantially the same effect from Weed, and you two would certainly know, if anybody knows.

"Your feeling about anti-Semitism completely coincides with mine. In the thin air of the Institute there is no such thing, and, though of course there may be a few Princeton alumni and may be an occasional Princeton trustee who feels it, they are so few and far between that they need no more be considered than anti-Catholics or anti-anything else. The fact is that the Princeton trustees have been so cordial to me personally and to the Institute that I feel as much at home with them as I do with our own trustees.

"Weed questions our present Board because he is of the opinion that it may be unwise to have any faculty members on the Board. I think he is misled by the fact that at Baltimore the trustees and the faculty belong to the Maryland Club or the University Club, that from the founding of the University the closest personal relations have existed between the two groups, and that no suspicion has ever arisen on the part of the faculty that the trustees were doing things in the dark. On the other hand, as you well know, there are institutions in the East and doubtless elsewhere in which the relations between faculty and trustees are far from ideal. The trustees regard the faculty more or less as hired men, and the faculty are suspicious that the trustees may be putting things over on them. In order to avoid any such state of feeling I suggested that we should treat our faculty members just as we treat members of the Rockefeller Institute or Swarthmore College or Johns Hopkins University. The scheme has worked perfectly, for certainly neither Veblen nor Riefler has ever spoken or acted like a representative of the faculty. They have both maintained precisely the same objectivity that has been characteristic of yourself and Weed and others.

"Faculty election or rotation would, I am afraid, introduce complications. Election would mean faculty meetings and might lead to wire-pulling and favoritism so that the faculty member chosen to be trustee might be from the standpoint of the Institute the least rather than the most desirable person.

"There are objections to rotation: (1) it would take a long time until we got around. In a faculty of fifteen if each member served three years, it would be fifteen or twenty years before a man got a second chance. During his first term he would in all likelihood keep still, for he would know too little of the Board to be useful and just about the time he became more or less familiar with our way of doing things he would pass out and another stranger come in. (2) Election would sooner or later introduce faculty politics - a thing which I dread. (3) There are only a relatively few members who have any interest in being trustees or who could be of the slightest service. Certainly not above four of our present fifteen professors could possibly make the slightest contribution

or be of the slightest use. What, for instance, would be the sense of asking Einstein to waste his time by becoming a trustee, and what good would either the Board or the faculty get out of it? The same is also true of most of the others. On the ~~other~~ other hand, there are a few level-headed, practical professors like Veblen, Riefler, Earle, and Meritt, who have the double gift of scholarship and practicality. They also enjoy the respect of their fellow-professors. Veblen's first term - five years - will expire in 1939. Had we had rotation and a shorter term, he would have been out just at the moment when his flair for building makes him most useful. Riefler is of permanent use, especially on the Finance Committee. It chanced after the meeting the other day that M r. Bamberger speaking of the Board singled out Riefler as one of the professors upon whom the Finance Committee placed very great reliance. Wouldn't it be a pity to adopt any kind of machinery that deprived us of his presence on the Board?"

Source: A File IAS (home)

1939

1/30

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

VEBLEN, O.

Biographical

FLEXNER, A.

Flexner coldly tells Veblen mathematics faculty should settle one thing: How to keep relations with Fine Hall mathematicians. There is no possibility of library at Fuld Hall at present--problem then of utilizing library of Fine Hall. Suggests he (Flexner) will consult with Veblen and someone else not mentioned when mathematics faculty has decided.

1939

1/31

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

VEBLEN, O.

Biographical

Corrects Minutes 1/23/39 to show emphasis on autonomy
of 3 schools which Mrs. Bailey didn't have.

IV-20

1939

2/1

TRUSTEES

Corporation

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

RIEFLER, W. W.

Biographical

FLEXNER, A.

Riefler to Bailey, amplifying notes for his statement on Veblen's suggestion for faculty participation in administration. He had stated it as it appears in the Minutes with the additional statement: "With respect to the current problem raised by Professor Veblen, namely, the desirability of greater faculty participation in administration, he had not finally made up his mind. He had had no previous experience with academic administration when he came to the Institute, but in general had been sympathetic at that time with the concept of faculty participation." This is crossed out in pencil, and there are further amendments in what appears to be Riefler's handwriting. He was persuaded to change his statement for the Minutes.

D, Riefler, Winfield W., 1934-1949 1939

1939

2/3

PRINCETON UNIVERSITY

Relations WOAI

GENERAL

Facilities

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

SCHOOL OF MATHEMATICS

" organization

The discussion turned on a letter from Flexner dated January 30, directed to Veblen requesting that the School of Mathematics "discuss the way in which it can keep up its active relationship with the Princeton mathematical group after Fuld Hall is ready for occupation. When you come to a conclusion I shall be happy to talk with anyone or more of you who may be charged with explaining your ideas."

After discussion:

(1) It was understood that original plans for space in Fuld Hall for S. M. was the same as that incorporated in the final plans; a large room for each of the six professors with an adjacent room for his assistant, a room for the Associate, two rooms for secretarial and publication purposes, and a number of additional rooms which can be used for temporary members.

(2) It was voted to request that definite rooms be now assigned individually to members of the permanent staff.

✓ (3) It was understood that our general policy will be to hold mathematical lectures and seminars in Pine Hall, and that we desire that facilities in Pine Hall be provided so that we can continue without interruption our present relations with students and faculty of the University.

✓ (4) In order to carry out the program of cooperation with the University, and also to cooperate in many informal ways not to be enumerated, it is requested that a sufficient number of suitable rooms in Pine Hall be assigned to the School of Mathematics of the Institute. It is desired that each professor may if he wishes spend a part of each day in consultation with students and professors of the University. Most practicable that the assignment of rooms should be to the School rather than to individuals, but sufficient room should be allowed so that individuals will not interfere with each other, and there should be the possibility of holding small seminars or lectures without interfering with the other uses of Pine Hall.

(5) It is presumably best to leave it to the Mathematics Department of the University to say how much of the space in Fine Hall can be allotted to the Institute, which is presently occupying three large and six smaller rooms, and sharing in the use of the Professors' Room as well as the other common rooms.

(6) Although the Physics Department of the University has no control over Fine Hall, it has a vital interest in the arrangements that are being made. Therefore it might well be consulted.

Veblen and von Neumann appointed as a committee to draw up the conclusions of the meeting and to confer with Flexner.

Minutes, School of Mathematics (Director's Office)

1939

2/6

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

FLEXNER, A.

Biographical

ALEXANDER

EINSTEIN

Hetty Goldman said Flexner was so abusive of faculty when Alexander said Princeton University A-S that faculty were horrified. To talk to Einstein particularly as though he were an inferior was shocking, but Flexner did. I asked why it was so important to faculty that Flexner recognize the charge and she was at a loss to respond.

Goldman Interview, July 12, 1957

1939

2/23
3/15

~~PARTICIPATION IN ADMINISTRATION~~

Academic Personnel

Biographical

FLEXNER, A.

EINSTEIN, A.

GOLDMAN, H.

MOORE, H.

Correspondence on degree of faculty participation in administration.

Filed in Vertical File under P, Participation in Administration.

V-2 File

1939

3/15

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

WARREN

Biographical

EINSTEIN, A.

Unsent philosophical memo from Warren to Einstein on whether there is a faculty at I. A. S.

Filed in Chronological file under 1939, 3/15.

Photostat of a copy lent to Beatrice M. Stern by W. W. Stewart

1939

3/15
3/30

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

Mimeographed copy letter of March 15 with note signed by Einstein, Goldman and Morse and signed carbon of letter 3/30 Morse and Einstein in Stewart's file confirming Veblen's record and therefore Flexner's lie of 5/22/39 on comment of faculty on minutes 1/23/39. But see Veblen's lie (V-1) that "several meetings faculty after February 6, 1939 called" with idea "of discussing matters" of which no records were kept. He made no reference to action which Riefler and Stewart say was taken: "Flexner must go."

Furthermore, quotes hearsay that Flexner was heard to say after meeting of February 6, 1939 that no further faculty meetings would be held. Not established therefore.

And note that math faculty's decisions of 2/3/39 gave no hint of any question being raised by them of general discussion of relations with Princeton which he had previously ordered Veblen not to undertake with mathematics faculty. (Oct., Nov., 1936)

1939

3/30

✓BARTICIPATION IN ADMINISTRATION

Academic Personnel

EINSTEIN, A.

Biographical

MORSE, M.

Correspondence on degree of Facilty participation in administration.

Filed in Chronological File under 1939, 3/30.

S File IAS General, 1939-42

1939

4/1

✓ FACULTY PARTICIPATION

POLICY

FLEXNER, A.

VEBLEN, O.

RIEFLER, W.

MORSE, M.

GOLDMAN, H.

EINSTEIN, A.

EARLE, E. M.

Academic Personnel

Administration

Biographical

"In the brief letter signed by Einstein and myself (not in files) and sent out at the request of Einstein, an erroneous impression was conveyed of the conversation which Dr. Flexner had with Einstein and myself. I understand this from Dr. Flexner, who states that the substance of what he said is as follows:

" The professors are the natural and logical advisers of the Trustees of the Institute!

" I am glad to add this in the form of a correction. I would tell this to you person-

ally but am down I fear for a day or two more with a cold. I hope you will tell your immediate colleagues of this.

As ever,

Marston Morse"

This is not a signed copy but is an original which ~~pro~~ports to be a copy.

Morse to Ben (Meritt) April 1, 1939

1939

4/10

DIRECTOR

Administration

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

EINSTEIN, A.

Biographical

VEBLEN, O.

STEWART, W. W.

FLEXNER, A.

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

Stewart Interview, February 6, 1956, p. 2

1939

5/22

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

"The report submitted by me at the last meeting, in which I discussed among other things the fundamental differences between the Institute and a college or a university and the ways in which these differences affect the organization of the Institute, was sent to the professors of the various schools who, I am told, met at dinner three times for its consideration. The results of their discussion were in line with what was contained in the report itself. I had said in the report:

'At long intervals some point of general interest may arise on which the professors should be brought together and consulted and their views or conflicting views should be transmitted to the Trustees.'

"The only comment made on the report was a reiteration of this sentence. To this comment I venture to add that the professors are the natural and logical advisers of the Trustees. On the other hand, the responsibility for the conduct of the Institute remains in the last instance with the Trustees whose freedom to take advice, to select among various suggestions, or to act on their own responsibility cannot and should not be formally abridged.

"Nothing in the internal situation of the Institute or in world conditions now calls, in my opinion, for any change whatsoever. The Institute is a happy group of scholars,

happy themselves and happy in their coöperation with younger men here and elsewhere. To the preservation of this spirit we should dedicate ourselves anew whenever we come together, for the phenomenon is a more or less unique one, but its perpetuation depends on the realization by every person in the organization of the high ideals of the Founders and the devoted coöperation of all who have been brought together to realize these ideals. On the other hand, in the event of a world catastrophe ~~which~~ we can readjust and still preserve the professors and the conditions which make them happy and effective workers. 'Sufficient unto the day is the evil thereof.'"

1939

6/18

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

EARLE, E. M.

Biographical

EINSTEIN, A.

VEBLEN, O.

RIEFLE, W.

STEWART, W.W.

Earle's letter to Maass and Leidesdorf on ~~administrative~~
administrative matters in which faculty is interested; choice
of new Director, new appointments, Faculty, Trustee
representatives and comments thereon, budget.

Vertical File, Earle-1

1939

6/18

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

EARLE, E. M.

Biographical

MAASS, HERBERT H.

Earle to Maass.

Not faculty proposals, but Earle's:

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

5 Budget to be prepared by Dir. Fac + Tr. action

Earle papers

1939

6/18

✓ FACULTY PARTICIPATION

POLICY

BOARD OF TRUSTEES

FLEXNER, A.

VEBLEN, O.

RIEFLER, W.

MORSE, M.

GOLDMAN, H.

EINSTEIN, A.

EARLE, E. M.

MAASS, H.

AYDELOTTE, F.

See FACULTY PARTICIPATION - Academic Personnel

Academic Personnel

Administration

Corporation

Biographical

18 June 1939.

(No addressee)

"In view of the possibility that there will shortly be some changes in the administration of the Institute for Advanced Study I am submitting certain suggestions which it is hoped will receive the serious consideration of the Trustees. Although they are not in any formal sense proposals from the Faculty, they do, I am confident, represent the best judgment of the majority of my colleagues.

"1. Choice of the New Director. It appears to us that the position of a new director would be immeasurably stronger if he were to be chosen by a joint committee of faculty and trustees. The proposal for a joint committee is by no means a radical procedure in the academic world; just recently the new president of Brooklyn College was chosen in this manner. As the qualifications of the director involve both administrative ability and scholarly accomplishment, they should be scrutinized by both trustees and faculty who have special knowledge of these fields. A choice made in this manner would have unanimous and enthusiastic support. Although we are confident the faculty will be consulted in any case, we nevertheless feel that the proposed procedure would be most satisfactory. The members of the faculty to serve on the proposed committee should be elected by the faculty at large and should not include members of the faculty who also happen to be members of the Board of Trustees. This is of course, a frankly democratic procedure; speaking only for myself, I feel that democracy is a way of life and state of mind which is being increasingly justified in the world at large and that, in particular, it might have avoided some of the worst ills of which the Institute is now suffering.

"2. The Trustees should take into consideration the advisability of setting a retirement age for the staff of the Institute, including members of the Faculty and the Director. It would seem advisable for a number of reasons to set the same retirement age for the Director as is set for members of the Faculty.

"3. Appointment of Future Members of the Faculty. There is the strongest sort of feeling that future appointments should be made by the Trustees only upon the nomination of the Faculty as a whole. Neither the Faculty nor the Trustees should be put into the position of ratifying or of rejecting as a matter of course the choices of the Director. Appointments to the Faculty involve almost entirely the question of scholarly accomplishment (including those qualities of character which make for a satisfactory member of an academic community), of which, it will be generally admitted, the Faculty is the most likely, as a general rule, to make the best considered decisions. In rare instances there may be reasons for departing from the procedure, although such would not seem to be the case. It might be added that the Institute has had most success where it itself has followed this method of appointment, namely in the School of Mathematics. As each new appointee will be a member of the Faculty of the Institute community, he should not be nominated solely by the School of which he is to be a member.

"4. Faculty Trustees. There are at present three members of the Faculty who happen to also be members of the Board of Trustees. They are not representatives of the Faculty who are on the Board and are therefore in an anomalous position. If there are to continue to be members of the Faculty on the Board of Trustees--as we hope there will be--they should be there as representatives of the Faculty. If they are not to be truly the representatives of their colleagues, it would appear the wiser not to have them

on the Board at all. It might be wise to have members chosen by the Faculty at large even though the choice be made with some reference to representatives for all three Schools. The number of the Faculty-Trustees need not be fixed but might be altered with the changing needs.

"5. The Budget. It is our profound prediction that by cooperation of the Director, the Trustees, and the Faculty in the preparation of the budget, it will be possible to effect substantial economies, to assure the best possible utilization of the Institute's funds, and to assure a minimum of personal favoritism. In this same connection the Trustees could be assured that expenditures would be made with sole consideration for the welfare of the Institute.

"There is in the faculty of the Institute an extraordinarily fine body of men, possessed of loyalty, technical competence, and a large measure of good sense and sagacity. It would be unwise for the Institute to overlook these very wise and sensible assets." Memorandum is initialled in ink by EME and on the lower left-hand portion of the page it says in ink to Maass, to Aydelotte, in the same handwriting

1939

9/6

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

EINSTEIN, A.

Biographical

EARLE, E. M.

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

Earle papers (Vertical)

1939

9/21

PRINCETON UNIVERSITY

GENERAL

✓ PARTICIPATION IN ADMINISTRATION

SCHOOL OF MATHEMATICS *fac mty*

Relations WOAI

Facilities

Academic Personnel

Academic Organization

Note Faculty meeting on this date before the term begins. Von Neumann was asked to consult with Flexner about securing aid of the State Department to facilitate Dr. Gödel's return to the United States.

Alexander was authorized to negotiate with Dean Eisenhart about keys and telephones for the rooms in Fine Hall assigned to the Institute, and also about the payment of the janitor for work in connection with the Tea Club. (Evidently being continued by Veblen).

Institute rooms in Fine Hall were not to be assigned, but insofar as possible Morse and Veblen should work in Room 108, Einstein and Alexander in Room 109, and Weyl and von Neumann in 111, reserving Room 110 for general use. Thus the Institute had four rooms.

Veblen was asked to negotiate for bus service between Pine and Fuld Halls, and to take up the question of footpaths to Fuld Hall with the Buildings and Grounds Committee.

The Library Committee was told to look up its old report to Dr. Flexner about an appropriation for a mathematics library, brush it off, and present it to the meeting of the Trustees on October 9.

Minutes, School of Mathematics, 9/21/39 (Director's Office)

1939

October

✓PARTICIPATION IN ADMINISTRATION

Academic Personnel

FLEXNER, A.

Biographical

RIEFLE, W.

For work sheets on the Faculty-Trustee resolution at Flexner's
departure, see Source.

S, I. A. S., Faculty Meetings

1939

10/9

POLICY

Administration

FLEXNER, A.

Biography

✓PARTICIPATION IN ADMINISTRATION

Faculty

Final report to Trustees:

After a period devoted to the joys of the academic life which has no administrative responsibilities, Flexner says:

"I was, I believe, correct in saying in the 1931 memorandum that delicate questions arise in connection with the relations which exist between Director, staff and Trustees. I made certain suggestions of an experimental nature, in respect to some of which I took a certain risk against the advice which I might have followed. In so far as experience has proved me wrong, my successor should do differently. I have not changed my mind as to the impracticability of faculty government...[it] would not only result in the waste of time and energy on executive and mechanical details, but...it never has existed anywhere in the academic world."

Vol. 3, No. 10, P. 9 Minutes - 10/9/39

1959

10/22

✓ PARTICIPATION IN ADMINISTRATION

MITRANY, DAVID

EARLE, E. M.

Academic Personnel

Biographical

See Mitrany to Earle about date with his reference to
spokesman for School of Mathematics.

Vertical File Earle-1

1939

November

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

Aydelotte asked faculty for nominations for a Standing Faculty Committee to consult with him. Goldman, Lowe, Herzfeld & Morse letters in file.

Veslin Stewart Goldman 1st Comm. 40
Propety more Becker 2nd

A, 10/18/56, Faculty Committee (File #40)

1939

11/24

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

FLEXNER, A .

Biographical

The Committee to prepare draft of resolution on the retirement of Flexner consisted of Aydelbttte, Riefler, Veblen, and Lowe.

D, Minutes Faculty, 1939-1947

1940-1944

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

AYDELOTTE, F.

Biographical

These notes refer to allusions to faculty government made by Aydelotte in the Reports of the Director at the Board meetings between 1940 and 1944.

In discussing the importance of the study of fundamental problems of economics and politics and the fall in the realm of the social sciences (problems of national and international economic and ~~xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx~~ political degradation) he said: "The pressure of the times is tremendously upon us to seize the moment and move forward rapidly in our work. Nevertheless, my own instinct is to move slowly, to do nothing in haste, to announce no far reaching program, to attempt at this moment no expansion. Personally, I propose to make no recommendations of importance until I have had the time for much longer and more thorough study of the problems of the Institute as a whole. I wish to discuss it fully with Dr. Flexner, with my colleagues on the Faculty and the Board of Trustees, and with friends in the scholarly world outside..." (Trustees Minutes 1/22/40, p. 5)

In discussing the grants that have been given in recent years and in grants that are being given in the near future Aydelotte says: "I realize that these grants-in-aid, some for one year, some for two, three, or four years to come, do not represent a final solution of our financial problem. We shall take care to make no new commitments beyond the date for which financial support is assured, and I shall meanwhile in cooperation with the faculty study measures whereby we may either secure further financial support at the expiration of the present gifts or...reduce our expenditures so as to keep our budget in balance. The relief from seeing our financial affairs thus placed upon a sound footing is to me inexpressible, and I am deeply grateful to Mr. Bamberger and to Dr. Flexner and the members of the faculty and the Board of Trustees who have worked so manfully this year to bring about that result." (Trustees' Minutes, Appendix I, Report of the Director, May 13, 1940, p. 6)

He said also: (Minutes 5/19/41) "Mr. Maass, Chairman of the Committee on Buildings and Grounds, reported the completion of the fourth floor of Fuld Hall and the opening of the lunch-room on the fourth floor within a fortnight under the direction of the faculty, the Institute assuming no obligation in connection with its operation." (Trustees Minutes 5/19/41 p. 2)

A letter of resignation by Mr. Stewart from the Board of Trustees is incorporated in the minutes of May 19, 1941--Annual Meeting-- following which is made the statement in the minutes: "On motion, Mr. Stewart's resignation was regretfully accepted, effective at the close of the meeting May 19, 1941. In connection with Mr. Stewart's resignation comment was made that it should nevertheless continue to be the policy of the Institute to have certain scholarly and scientific members on the Board of Trustees." (Minutes of the Annual Meeting of the Trustees, May 19, 1941, p. 2) minutes 1941

In a report given on the School of Mathematics, Aydelotte said: "Dr. Flexner has in previous reports frequently indicated the extent to which he depended upon Professor Veblen's advice in the organization of the School and the selection of professors. I learned accidentally from President Karl Compton of the Massachusetts Institute of Technology that the idea of a research institute of mathematics on a more modest scale had been in Professor Veblen's mind before the Institute for Advanced Study was thought of. The foundation of the Institute and his own appointment to the staff gave Veblen the opportunity to collaborate in carrying out his original idea upon a more generous and adequate scale." (Trustees' Minutes, October 14, 1941, Appendix, Report of the Director, p. 1)

In the Director's Report of October 15, 1942, Aydelotte said: "The faculty, after long consideration, voted last year to establish the position of Librarian of the Institute, which should be held in turn by members of the different schools, the Librarian receiving no extra compensation and not being expected to do any routine work. He is in fact chairman of the Library Committee, which is made up of a representative of each of the three schools, to supervise the purchase of books and have general oversight of the library. Professor Weyl has been elected the first Librarian, with Professor Lowe and Professor Earle the additional members of the Library Committee." (Minutes of the Regular Meeting of the Trustees, October 15, 1942, p. 5)

(Also from the same Minutes, p. 6) "The arrangement by which the librarianship be held by members of the Institute faculty in turn without salary and without the expectation of any routine work was likewise unanimously approved." (Minutes, Oct. 15, 1942, p. 6)

In concluding his report "the Director alluded to the monthly faculty luncheons, to which members of the Board of Trustees are most cordially invited. Dr. Fulton attended the luncheon on October 4th. The dates so far fixed for the future are Monday, November 1st, and Monday, December 6th. Any members of the Board who find it possible to be in Princeton on either of those dates are most cordially invited to lunch with the faculty and participate in their discussion of Institute affairs." (Trustee Minutes, October 5, 1943, pp. 4-5)

In dealing with the pension matter "Mr. Leidesdorf raised a question as to whether the remaining members of the faculty understood clearly the arrangements made for their retirement and their pensions, so that the Board would not in the future be confronted with similar problems. Professor Veblen explained that at a meeting of the faculty held the day before, the whole question had been discussed fully and a resolution had been passed thanking the Director for the manner in which he had worked out his proposals to the Trustees for faculty pensions and retiring allowances." (Minutes of the Trustees meeting, January 25, 1944, p. 3)

Aydelotte had been talking about the desirability of having as permanent members of the Institute staff men who were interested in the interaction of one phase of a subject upon another in contrast to those men who were highly specialized. He went on to say, "I reserve for later meetings of the Board the translation of these principles into definite recommendations. I raise these questions now because I hope the Board will be thinking about them. I hope that in the future development of the Institute the Board and Faculty will act as a unit and that any move we make will be preceded by the fullest and freest discussion between the two groups." (Minutes of the Trustees Meeting, April 18, 1944, pp. 7-8)

Minutes of above ^{dates} ~~sources~~ as designated.

1939

11/24

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

AYDELOTTE, F.

Biographical

First of regular meetings of the faculty, November 24, 1939.

A committee of threemembers of the faculty, one from each school, to confer with the Director on all problems concerning the Institute, though not so stated, including material arrangements in Fuld Hall. The faculty's first task was to appoint a committee composed of Aydelotte, Riefler, Veblen, and Lowe to revise wording of resolutions on Flexner's leaving. Subsequent meetings of standing committee and faculty meeting mainly concerned with initiation of regular lunches at Fuld Hall, library management, and material details of similar nature.

Faculty Minutes, 11/24/39

1939

11/27

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

AYDELOTTE, F.

Biographical

RIEFLER, W. W.

WARREN

STEWART

EARLE, E. M.

Division
Aydelotte to Stewart, November 27, 1939, asking him to consult Riefler and Warren individually or collectively as to whom they would suggest to represent the School of Economics and Politics "on this committee." Aydelotte is sending a similar request to Earle to ask his advice and thinks it useless to try to reach Mitrany. Suggests Stewart reach Riefler and Warren by phone and confer with him on it.

Since ~~Y~~ Aydelotte is reaching the members of the School of Mathematics and the School of Humanistic Studies that week, he

wants the suggestion as promptly as possible from the
School of Economics and Politics. There is no memorandum in
the file as to ~~wkx~~ who was suggested.

S-15 (SEP, Faculty Meetings)

1940-1955

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

Votes of professors in absentia counted if position
represented by letter.

Faculty Minutes (no date given)

1940

9/25

✓ PARTICIPATION IN ADMINISTRATION

GENERAL (SECRETARIAL)

Academic Personnel

Personnel

Aydelotte reported that a secretary to American
Committee for International Studies had been added to staff
of I. A. S. (Mrs. Hartz?)

Faculty Minutes, 9/25/40

1940

5/3

TRUSTEES

Corporation

NOMINATIONS

Academic Personnel

✓ PARTICIPATION IN ADMINISTRATION

FOUNDERS

Corporation

RIEPLER, W. W.

Biographical

STEWART, W. W.

Biographical

VEELEN, O.

Aydelotte to Bamberger and to Flexner suggesting Bamberger, Moe, Douglas & Rosenwald, reserving nomination of Schaap till later. To Flexner suggesting that 3 faculty members who will probably resign 5/22/40 should remain on committees of Trustees. Not sent. Handwritten notes in file indicate Bamberger objected to resignation of 3 at once--suggested Board keep Stewart. Notes indicate Veeelen under pressure Aydelotte to resign and "wavering."

A, 10/18/56, Misc. #2

1940

5/3

/PARTICIPATION IN ADMINISTRATION

Academic Personnel

Question of whether Dr. Weinberg could cook in Fuld Hall kitchenette. No! But he could keep his milk in the ice box. Key in front office. Kitchenette locked.

Faculty Minutes, 5/3/40

1940

9/24

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

AYDELOTTE, F.

Biographical

VEBLER, O.

Aydelotte informs Veblen, September 24, 1940, that he is about to make a permanent book for the minutes of meetings of the faculty, and he should like the record to go back to the very beginnings of the Institute. "Would you be willing, when time serves, to consult any notes that you have and prepare for me the best minutes you can of those early meetings, including names of those present, any discussion, and actions taken? In any case where your own memory may fail you, perhaps you can get information from other individuals who were present."

*Note discrepancy of V's reference to meetings held Spring 1939 -
minutes discussed -*

D File, Veblen, Oswald

1940

9/25

✓ ~~GENERAL~~
PARTICIPATION IN ADMINISTRATION

Academic Personnel

Faculty agreed radio could be purchased to be played
"properly on Saturday evenings."

Weyl asked to take charge of bus schedule.

Teas began in common room September 19, 1940. (Faculty
wives' committee).

Lunches served generally on concession by Mrs. Dilks.

Later (not Board Room) Lunch room opened to wives for
lunch parties. Later opened to friends and families to
promote Mrs. Dilk's revenue. (9/21/42)

Faculty Minutes, 9/25/40

1940

9/25

GENERAL

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

Faculty lunch club organized. President: Aydelotte,
Secretary: Morse. 3 Faculty lunches per academic year.
Provided for \$10 dues. Later assessed all Faculty members
(some evidently didn't come in).

Faculty Minutes, 9/25/40

1941

4/21

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

HOUSING

Facilities

The faculty passed resolution asking Trustees to provide housing for visiting members.

Faculty Minutes, 4/21/41

1941

4/21

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

TRUSTEES

Corporation

Board meeting Fuld Hall, May 19, 1941. Faculty invited
to tea in afternoon.

Faculty Minutes, 4/21/41

1941

4/21

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

BUILDINGS AND GROUNDS

Facilities

At the Faculty meeting of April 21, the Standing Committee through Professor Meritt reported that following arrangements be made for Faculty facilities in the Board Room: That the private dining room be reserved strictly for the use of the members of the Board and Faculty and for their guests. It should also be used for Faculty and Board meetings, and for Faculty and Board luncheons and dinners, and for the entertainment of guests of the Faculty or Board when a private room is desirable. The members of the Faculty should lunch together in this room three times each term, on the first Thursday of each month at one o'clock. It was suggested that the room be opened by a Faculty dinner, to be held Saturday, May 3, or Monday, May 5, 1941, as soon as the fourth floor was ready for use.

The Committee also recommended that the Faculty should hold regularly scheduled meetings twice each term, one on the opening day, and one on the day near the close of the term, to be fixed by the Director in consultation with the members of the Standing Committee.

The Faculty also recommended action by the Board of Trustees to provide apartments for visiting scholars. D, Minutes Faculty, 1939-1947

/PARTICIPATION IN ADMINISTRATION

BY-LAWS

STEWART, WALTER W.

Academic Personnel

Corporation

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

5/19

TRUSTEES

Corporation

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

STEWART, W.W.

Biographical

Letter of resignation of Stewart as Trustee

Mtg. of Corp. - 5/19/41 - pp. 1-2

9/22

BUILDINGS AND GROUNDS

Facilities

PARTICIPATION IN ADMINISTRATION

Academic Personnel

The Standing Committee reported through Professor Meritt on the assignment of space in Fuld Hall and 69 Alexander Street. After tentative disposition of available space, it became apparent that Fuld Hall would not accommodate all needs unless three members of the League of Nations staff could be accommodated in the Board Room. This would make way for the use of regular rooms by members of the Institute. The Standing Committee recommended such disposition, and this would involve the taking of Faculty lunches in the regular lunch room. The report was not adopted, but the matter was referred back to the Committee for re-study and power to act. Dr. Aydelotte invited the Faculty to hold the monthly lunches at his home if it became necessary to use the Faculty lunch room for the League.

D Minutes Faculty, 1939-1947

1941

9/22

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

Board room on 4th floor assigned for year to League of Nations staff.

Faculty Minutes, 9/22/41

11/26

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

LIBRARY

Facilities

AYDELOTTE, F.

Biographical

Aydelotte to Meritt, November 26.

Aydelotte has consulted with the members of the Standing Committee about Meritt's suggestion that the Common Room of the Institute should be used for a meeting of the heads of the New Jersey branches of the Committee to Defend America by Aiding the Allies and has also discussed it with other members of the Faculty.

"While all, or certainly most, of the members of the Faculty are thoroughly in sympathy with the purpose of the Committee to Defend America by Aiding the Allies, it is extremely likely that our permission might be asked in the future for the use of the Common Room for propagandist organizations concerning which Faculty opinion might be divided.

I find that the weight of Faculty opinion...is that it would be unwise to use the public rooms of the Institute for a meeting of what ~~xxx~~

is distinctly a propagandist organization. Members of the Faculty feel furthermore that it is fortunate that the question has come up in relation to an organization with which we are all in agreement, since this will make refusal easier if we should have a request from a group of which most of us disapproved.

" The Institute differs from a college or university in that we have no undergraduate body to which we are bound to present both sides of controversial issues. Instead our Faculty and members constitute a small group of people who are experts on a wide variety of subjects. These men will have strong opinions on many controversial questions and will and should individually occupy positions of leadership and influence wide sections of public opinion. Just because of this fact the use of the public facilities of the Institute for a propagandist purpose is likely to have more significance, and it is for this reason all the more important that we should avoid giving the public any impression that the Institute as a body is committed to any particular point of view on a controversial question.

"This is my interpretation of the prevailing opinion in the Faculty, and for that reason I suggest that it would be better not to hold your meeting next week in the Common Room of the Institute, but to arrange to have it instead at your house or at any other convenient place."

The whole question is one which Aydelotte believes should be discussed by the entire Faculty at the next meeting.

D File, Benjamin D. Meritt

1941
1942

12/15
4/6

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

BUILDINGS AND GROUNDS

Facilities

Four public meetings approved for Common Room by Faculty.

Another meeting refused because Earle on West coast and couldn't advise on sponsoring appropriate member of a school must sponsor a public meeting.

Faculty Minutes, 12/15/41 and 4/6/42

1941

12/15

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

BUILDINGS AND GROUNDS

Facilities

EMIGRES

Academic Personnel

The standing committee reported earlier action in posting a notice to keep dogs out of Fuld Hall and 69 Alexander Street. It also has considered the situation of members of the Institute who are still technically counted as citizens of enemy countries. It proposed the collection of full data regarding these people. ~~and this information is to be made available on call to the Princeton Police or the F. B. I., and the Institute should ask government authorities for advice as to just what limitations should be placed on freedom of action of members of this group...~~

Faculty Minutes, 12/15/41

1942

2/9

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

MEMBERS

STIPENDS

Aydelotte announced group meetings regarding memberships for next year. Pointed to danger of allowing a member to stay too long; five year maximum, he asked.

Faculty Minutes, 2/9/42

1942

2/9

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

EMIGRES (ENEMY ALIENS)

Strict regulation regarding travel of enemy aliens.
Difference in status of Hungarians and Austrians on campus.
Rectified (5/1/42) by University apparently by I. A. S.
intervention).

Faculty Minutes, 2/9/42

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

GIFTS

Finance

FOUNDERS

Corporation

Faculty prepared accept gift autographs Declaration of
Independence.

Faculty Minutes -- Standing Committee February 28, 1942.

1942

5/1

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

WEYL

Biographical

Weyl appointed first Librarian of IAS.

Faculty Minutes, 5/1/42

✓ PARTICIPATION IN ADMINISTRATION

BY-LAWS

RIEFLER, W. W.

Academic Personnel

Corporation

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

9/21

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

GENERAL

MEMBERS

List of war services by Faculty members. List members reduced to 38: and appendix also.

Faculty Minutes, 9/21/42

1942

12/7

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

SCHOOL OF HUMANISTIC STUDIES

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

stipends

Aydelotte: predicament of humanities in war recognized.
Agreed that they be favored in extending stipends. Take initiative
by inviting members through notifying proper bodies: i. e.,
President Elliot of Purdue.

Faculty Minutes, 12/7/42

1932 1942 1/1/43

12/24

✓ PARTICIPATION IN ADMINISTRATION

GENERAL

ECONOMICS

FLEXNER, A.

AYDELOTTE, F.

Academic Personnel

Government Relations

Academic Activities

Biographical

Aydelotte letter of December 24, 1932 (not found) reached him and surprised and relieved him. Flexner has never believed in part-time arrangements with Washington.

"Your action now enables me to do some things for you which it has been impossible for me to do hitherto."
This statement was underlined in pencil by Aydelotte.

See 9/28/42

See FA's letter 12/22 to AF

is subject A 10/14/56 & 56
not it.

FA Confidential Files, March 7, 1957

✓ PARTICIPATION IN ADMINISTRATION (COMMITTEES)

Academic Personnel

The new Standing Committee consists of Einstein, Herzfeld, and Warren. Lowe continues as Secretary.

D, Minutes Faculty, 1939-1947

1943

12/18

PARTICIPATION IN ADMINISTRATION

Academic Personnel

PUBLICATIONS (GENERAL)

Publications

Report and discussion of IAS publications.
Mathematics more interested in funds for stipends (they were well taken care of). Humanists needed funds for publications. Economists had other sources for publications. Cost of octavo page without illustrations or special type averaged \$5 per. No IAS imprint.

Faculty Minutes, 12/18/43

1944-1950

SCHOOL OF MATHEMATICS

Academic Organisation

PROFESSORS (EMERITI)

Academic Personnel

✓ PARTICIPATION IN ADMINISTRATION

AYDELOTTE, F.

Biographical

OPPENHEIMER, R.

Professor Herzfeld attended no faculty meeting after his retirement July 1, 1944; had attended regularly before.

Lowe, on the other hand, attended after his retirement regularly until the meeting of October 8, 1947, the second which Oppenheimer as Director-elect attended. Thereafter never did.

Einstein and Veblen, emeritus 1944 and 1945 respectively. Continued to attend regularly until fall of 1950 when Veblen's windfall ceased after five years. Thereafter neither attended except Veblen once by invitation (3/11/52) to present his case against permanent members as intermediate appointments to professorships.

Aydelotte was evidently still dominated by School of Mathematics. Pauli and Siegel both attended faculty meetings beginning December 13, 1945 after both had been offered professorships. (But Pauli had never accepted permanent professorship; Siegel had in fall of 1945) Pauli continued to attend until he returned to Zurich with Oppenheimer's coming. Policy continued to be uneven. Lowe ceased coming. But Einstein and Veblen attended regularly though professors emeriti until Stewart retired. Perhaps question of continuing attendance of Stewart came up. When Siegel, Veblen and Einstein all ceased attending?

R. O. was informal on other side; Montgomery, Fais and Selberg attended meetings by invitation from November 14, 1950 on, though they became professors ex only July 1, 1951.

Faculty minutes first listed those present at meeting February 9, 1942; previously mentioned only number.

Note: Bulletins listed professors emeriti as they reached 65-- for academic year following birthday.
Faculty Minutes.

1/24

1944
/ PARTICIPATION IN ADMINISTRATION

Academic Personnel

BENEFITS

SALARIES

At the Faculty meeting of January 24, 1944, all were present except Alexander, Goldman, Mitrany, and Riefler.

Aydelotte reported the meeting was called at the request of Professors Lowe and Einstein to discuss retirements and pensions.

He recounted the history:

(1) All letters of appointment sent to members of the Faculty uniformly specified age 65 as retirement, "but in many cases intimated that the period of active service could be prolonged by mutual agreement." Trustees have decided in so small a faculty there should be a uniform age for retirement with exceptions only in very unusual cases.

The first three appointments to the Institute faculty

provide for very generous pensions. Those following specify merely 10 per cent contribution to TIAA, five per cent by ~~XXXX~~ each. The Trustees 18 months ago on suggestion of the Director began to study the whole question, and discovered that for two-thirds of the Faculty, the accumulations under TIAA would be entirely inadequate.

Trustees decided that the first three cases could not be maintained on scale for all Faculty members; therefore, fixed \$4,000 as a minimum, the Institute to make up the deficit in the case of members of the Faculty who retire during the next few years, and increasing payments to the TIAA IN other cases where needed, on agreement with the member of Faculty to make a similar increase in his contribution.

These arrangements are uniform for the Faculty except for:

(a) In the cases of Herzfeld and Lowe who have important researches nearing completion for which special research funds have been provided. The Trustees were able to

do this from the surplus income accumulated during 1942-1943, so that these research funds will not be a drain on any future budget of the Institute.

(b) Einstein and Veblen for whom arrangements have been made for them to remain in active service for some years after 65 with the necessary funds to come from an anonymous source, thereby involving no extra budget burden on the budget.

Future appointments: Director instructed by the Trustees to recommend at the time of appointment suitable arrangements for retiring allowance for the individual concerned to be built up by joint contributions by the Institute and the individual to the TIAA. The Trustees recognized that $\frac{1}{2}$ in the case of an older man where the sum required in contributions is unduly large, the salary may have to be lower in order to afford a larger contribution from the Institute.

Discussion. Einstein deplored that "it had not been from the beginning so arranged that there should be a rigid rule for age of retirement." Consensus--there should be a

fixed and formal age. No vote taken.

Lowe produced his complaint in writing (p. 55). He deplored what he called the lack of understanding according to regular institutional rules of provisions for ~~salaries~~ benefits and age of retirement, and also brought in for the first time the question of unequal salaries. He proposed a motion for a small faculty committee to study the question of retirement and pensions, but was persuaded to withdraw it. Instead, on Earle's suggestion, it was moved and seconded the Faculty record a vote of thanks to the Director for the way in which he has worked out his proposals to the Trustees for Faculty pensions and retirement allowances.

Veblen stated it would be no breach of confidence if, as a Trustee, he added a note to the effect that there had been "profound misunderstandings among the Trustees on both the problems of retirement and pensions." The solution worked out by the Trustees was a great victory for the academic tradition and its liberal interpretation--more than might have been expected under the circumstances.

With respect to Lowe's strike at unequal salaries, he said the principle of equal salaries had never been accepted by the Trustees; although he, personally, had always favored it.

The Director disavowed responsibility for past inequalities, and announced his intention to make salary perquisite, age of retirement, and pension clear to new appointees, and have the entire agreement down in writing.

The discussion which followed indicated that the beef was more directed toward inequality of salaries which professors accepted without knowing others were getting higher salaries, rather than benefits, although he accused the first Director of having given assurances sometimes by implication which were ambiguous.

*He knew
had TIA*
The Director wiggled out by saying that though he had been a Trustee, he had never known of the misunderstanding on the part of the Faculty. Morse clarified by saying implications in the future, legal as well as ethical, should be made clear. Earle pointed out, "the absolute financial

impossibility of carrying through now to a complete satisfaction of some of the more lavish promises of early days."

(Comment: In this discussion, Flexner was made a devil to relieve feelings, not with justice to what had been done, said, and written with regard to appointments and salaries). All the letters of appointment I have seen specified age 65 with extension on mutual agreement. See Lowe's interview that he had no legal case for such extension since this language was in his appointment. His beating the drums for the consideration of an ethical commitment was completely fortuitous.)

Faculty Minutes, 1/24/44

1944

4/3

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

~~DIRECTOR~~ TRUSTEES

Corporation

The Director announced that the Trustees would hold their meeting in Princeton on Tuesday, April 18, "and outlined plans so that members of the Faculty and members of the Board of Trustees might have the opportunity to become better acquainted on that occasion."

(Implication was of a new reign. Practical matter of inability of Bamberger previously to come to Princeton because of age might have been mentioned).

Faculty Minutes 4/3/44

4/13

✓ PARTICIPATION IN ADMINISTRATION

TRUSTEES

AYDELOTTE, F.

Academic Personnel

Corporation

Biographical

Aydelotte in a memorandum to the members of the faculty :
"In accordance with my promise, I give herewith a list of the trustees who are expected for the Board meeting in Fuld Hall on Tuesday, April 18: E. Bamberger, Flexner, Fulton, Hardin, Maass, Moe, Rosenwald, Schaap, Veblen, Weed, Douglas."
He has suggested to the trustees who will arrive at Fuld Hall at 12:15 that they lunch informally with members of the faculty in the regular dining room. He suggests members of the faculty who are free meet the trustees in the Common Room at 12:15, form small groups, and proceed to luncheon at their convenience. Veblen and Meritt will introduce members of the Board and faculty who do not know each other. Aydelotte himself will be engaged with a meeting of the Finance Committee which takes place in his office at 12:15. The Board meeting convenes at 2:15 in the Board room.

1944

5/1

PARTICIPATION IN ADMINISTRATION

Academic Personnel

MEMBERS

Discussion of implied obligations of I. A. S. in matter of permanent appointments. Aydelotte felt there were strong arguments for and against permanent membership of non-faculty rank. Promised to seek prior approval of "Faculty" before making any such appointment. Discussion. ~~Not seconded.~~ *seconded*

Faculty Minutes, 5/1/44

1944

9/18

✓ PARTICIPATION IN ADMINISTRATION

PRINCETON UNIVERSITY

ARCHEOLOGY

Academic Personnel

Relations WOAI

Academic Activities

Princeton Society of Archeological Institute of America
declined use of common room for lectures this year with thanks.

Faculty Minutes, 9/18/44

11/6
11/20

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

NOMINATIONS

BENEFITS

DIRECTOR

Administration

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

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

Faculty Minutes 11/20/44

1944

11/8

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

VEBLEN, O.

Biographical

AYDELOTTE, F.

Copy of Veblen's report of Faculty meeting.

Filed in Chronological file under 1944, 11/8.

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

1944

11/13

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

EINSTEIN, A.

Biographical

MOE, HENRY ALLEN

✓ Moe to Aydelotte, November 13, 1944.

"Please tell me what Professor Einstein wants to talk to me about. If it be about scholars and scholarship, I should be delighted. But if it be about Institute affairs, I shall decline; for I have very strong views that individual Trustees should not discuss ~~instituti~~ Institutional policy with individual staff members. Such discussions should all go to you. (I hope you agree with this.)"

D File, Henry Allen Moe

1944

11/20

✓PARTICIPATION IN ADMINISTRATION

BENEFITS

DIRECTOR

AYDELOTTE, F.

EINSTEIN, A.

WARREN, E.

EARLE, E. M.

MORSE, M.

VON NEUMANN, J.

Academic Personnel

Administration

Biographical

Digest of Minutes of a Faculty Meeting.

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

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

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

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

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

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

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

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

File V-1

1944

11/20

DIRECTOR

Administration

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

VEBLEN, O.

Biographical

AYDELOTTE, F.

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

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

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

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

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

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

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

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

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

Morse favored the adoption of the memorandum.

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

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

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

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

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

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

Source File V-1

1944

11/24

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

TRUSTEES

Corporation

MAASS, H. H.

Biographical

AYDELOTTE, F.

VEBLEN, O.

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

A, 10/18/56, File #9

1945
1946
1946

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

DIRECTOR

Administration

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

TRUSTEES (BOARD

The Corporation

STEWART, WALTER

Biographical

Candidates suggested for Director of the IAS.

Filed in Vertical File under D, Director.

S File, IAS General

1944

December

POLICY (STATEMENT OF AYDELOTTE)

Administration

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

See draft corrected by someone (a faculty member?) with
4 pages notes--and an anti-Flexner bias.

A, 10/18/56, File #9

1944

12/5

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

LIBRARY

Facilities

PRINCETON UNIVERSITY

Relations WOI

Eleven conditions were established by the Faculty in a memorandum of above date in connection with a possible gift to the University Library:

1. Faculty and Members of the Institute to have the same rights in the Library as members of the Princeton Faculty.
2. That an Institute Faculty Room should be set aside in the building plainly marked by suitable inscription as dedicated to the Institute Faculty in consideration of our gift to the building.
3. Members of the Library Staff to be specifically and plainly informed of the status of Institute Faculty. It was further suggested that some suitable statement of those terms be included in the Princeton catalog in connection with the description of the Library.

4. Members of the Institute Faculty to have the same priority in the making of photostats as members of the Princeton Faculty.

5. Members of the Institute Faculty to have the right to make suggestions as to the possible purchase of books.

6. The question was raised as to whether the Institute should have a representative on the Princeton University Library Committee, but this suggestion was questioned by many members of our Faculty.

7. That this gift should mark the end of our payments for Fine Hall. It was suggested that there might be a reciprocal arrangement of rooms in Fine Hall for our mathematicians and rooms at the Institute for Princeton University Faculty. The retention of some room in Fine Hall was thought to be important.

Was it?

8. Stack permits for Institute Faculty on the same basis as those for Princeton University Faculty.

9. It was suggested that the Princeton University catalog might well contain some general statement concerning intellectual cooperation with the Institute.

10. Access to seminar rooms and special libraries on the same terms as Princeton Faculty.

11. Accommodations in McCormick Hall for members of the Institute working on the history of art on same terms as Princeton Faculty.

D, Princeton University Library

1944

12/5

PRINCETON UNIVERSITY

Relations WOAI

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

Payments I. A. S. to Princeton for ~~Elk~~ Fine Hall went on into academic year 1944-45. Faculty I. A. S. insisted that I. A. S. payments stop with gift to Firestone Library.

gift paid actually during fiscal 1948

F. A., 1/8/57, Vertical Princeton (1944 Oct.-Dec.)

1944

12/11

✓ PARTICIPATION IN ADMINISTRATION

PRINCETON

LIBRARY

Academic Personnel

Relations WGA

Facilities

The Director reported that the Trustees had approved payment of \$500,000 to Princeton for the library. The Director's report makes it apparent that the ~~Trustees~~ Faculty first suggested a special room in the library marked for the Institute as a permanent mark of the Institute's contribution, with which the Trustees had agreed.

The Faculty suggested that the grant ~~mark~~ mark the end of our payments for the use of Fine Hall. That "accommodations in McCormick Hall for members of the Institute working on the history of art should, as far as feasible, be arranged on the same terms as those for the Princeton Faculty." (p. 77)

Panofsky moved that the Institute should be represented on the Library Committee of Princeton University. Lost by 11-1.

Faculty Minutes, 12/11/44

1944

12/11

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

BENEFITS

Academic Personnel

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

Einstein

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

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

Faculty Minutes, 12/11/44

1944

12/11

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

BENEFITS

DIRECTOR

Administration

AYDELOTTE, F.

Biographical

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

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

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

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

1944

12/11

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

MAASS, HERBERT H.

Biographical

MERITT, B. D.

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

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

That

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

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

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

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

Earle * File, "Committee on Policy" 1944-45 Also Minutes 12/11/44.

1944

12/11

✓PARTICIPATION IN ADMINISTRATION

Academic Personnel

BENEFITS

AYDELOTTE

Biographical

Report of the director at faculty meeting December 11, 1944, stating that the trustees had made no decision at their meeting on January 19, 1944 on the faculty recommendation regarding the retirement of Dr. Aydelotte. The director said the trustees' committee on policy had made no report. "At a meeting on November 28, I informed the committee that ~~ax~~ many members of the faculty were strongly opposed to my retirement, and I insisted, as Mr. Veblen knows, that while I was prepared to retire as I had suggested, the committee could not properly make a recommendation to the trustees without hearing the views of the faculty on this question. Accordingly the members of the committee spent Friday, December 1, at the Institute for the purpose of holding consultations with members of the faculty. Since that time I have had no official word from the committee, but informally I have been given to understand^{net} the impression produced upon the minds of the

trustees by their interviews with the faculty was a confused one, but many other concerns, individual and departmental, as well as general matters of Institute policy were urged upon the trustees and that the net effect was to produce the impression that the faculty was discontented and far from unified. Under the circumstances it seems to me that some further statement of the views of the faculty is in order at this time.

"There are many matters of Institute policy more important than the question of my retirement upon which the members of the faculty hold strong views. While I have no wish to stifle discussion, I must say that it seems to me that this is not the appropriate moment to raise such questions. ~~There are many matters of Institute policy more important than~~ The development of sound academic procedures for the government of the Institute must necessarily take time. To try to settle all the questions of the future in one year is certain to produce only confusion and to provide unlimited opportunities for any individual who may wish to draw a red herring across the trail. We cannot fight on all fronts at once. Sound strategy demands that the faculty stick to the one question at issue. I am sorry that this should be ~~a~~ a personal question and one in which I am concerned. I can only say that I place myself at the disposal of the faculty and the trustees and that I shall not be willing to continue unless I receive convincing evidence that I have the support of both groups." (File V-1 ^(No further minutes on this subject in file V-1))

1944
to
1945

12/17

5/11

✓ PARTICIPATION IN ADMINISTRATION
(POLICY COMMITTEE)

Academic Personnel

EARLE, E. M.

Biographical

Copies of minutes of the Standing Committee on Policy of the
Faculty taken from the Earle Files.

Filed in Vertical File under "P" for Policy Committee.

1944

1945

12/17

12/23

12/31

1/10

1/20

1/26

5/11

4/6

POLICIES

✓ PARTICIPATION IN ADMINISTRATION
(COMMITTEE ON POLICY)

COMMITTEES (POLICY)

NOMINATIONS

DIRECTOR

EARLE, E. M.

VEBLEN, O.

AYDELOTTE

Administration

Academic Personnel

Administration

Biographical

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

to serve. (Refused December 18).

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

(cont. next page)

Earle File, Faculty Committee on Policy, 1944-1945

Aydelotte presided at all meetings of the Committee Policy except the joint one with the Trustees' Committee. Maass was not present at that--only Leidesdorf, Moe, Wolman, Douglas, with Earle, Einstein and Veblen, and Meritt.

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

* (p. 2) Resolution first provided Veblen would work with Aydelotte on this. See Aydelotte's copy memorandum 12/17/44 in A, 10/11/56, File #9.

12/18

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

TRUSTEES

Corporation

EARLE, E. M.

Biographical

MAASS, HERBERT H.

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

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

1944

12/23

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

RIEFLER, W. W.

Biographical

EARLE, E. M.

Earle reported at Faculty Policy Committee meeting that Riefler declined to serve on Policy Committee on December 18 for reasons of health, activities, etc.

Earle, Faculty Committee on Policy

1944

12/31

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

FLEXNER, A.

Biographical

AYDELOTTE, F.

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

1. How answer Flexner's charges.

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

Veblen & Einstein

Wes

Lowe and Herzfeld

de Tolnay & Panofsky

War Work

Too many outside activities

Schaap on Board

Miss Eichelser \$4,000

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

2. Leidesdorf: why not let situation alone?

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

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

3. Revise Policy Statement.

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

quoted

A, 10/11/56, File #9

1945

1/2

COMMITTEES (POLICY)

Academic Personnel

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

Memo faculty Policy Committee on faculty participation.

Meritt's Files, 5/26/56, IAS, Committee on Policy

1945

1/2
2/2

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

AYDELOTTE, F.

Biographical

Draft of proposed report to Board--Aydelotte's credo on faculty participation. Filed in Vertical File under "A" for Aydelotte.

Draft of Faculty statement on Aydelotte's retirement (never used?) Rewritten by Aydelotte?

A, 10/18/56, Salary Material

1945

1/2
Revised 4/9

DIRECTOR

Administration

POLICIES

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

BENEFITS

Policies of the Institute regarding scholars.

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

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

145

1/2
1/25

/PARTICIPATION IN ADMINISTRATION

Academic Personnel

MERITT, B. D.

Biographical

EARLE, E. M.

See two drafts of memo of Faculty to Trustees regarding
Aydelotte's retirement. Interesting policy discussions.

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

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

✓PARTICIPATION IN ADMINISTRATION

DIRECTOR

TRUSTEES

AYDELOTTE

Academic Personnel

Administration

Corporation

Biographical.

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

Answer Trustees and ask advice.

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

Faculty 65, Director 70.

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

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

(page 2)

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

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

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

AF charges before Com Jan. 9

FA right to attend and answer.

May obviate fac. com.

Reputation regardless of retirement.

page 3

AF's bitterness

Veblen and Einstein

Lowe and Herzfeld

War work

Schaap on Board

WCS

Miss Eichelser--4000--2000

de Tolnay--Panofsky

FA--outside activities

send Maass facts
about salary increases

FA rather than fac. Com. Jan. 10

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

AF vs. FA opposite in all respects.

Bd. must decide between us

+++++

Fac opinion

Financed management

Selection of scholars ~~1/2~~ AF 50 %

~~Administrative skill~~

Administrative skill

If you do not world of scholars will

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

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

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

1945

1/10

✓ PARTICIPATION IN ADMINISTRATION
(POLICY COMMITTEE)

Academic Personnel

TRUSTEES

Corporation

COMMITTEES (TRUSTEE POLICY COMMITTEE)

Academic Personnel

EARLE, E. M.

Biographical

MAASS, H. H.

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

Earle, Faculty Committee Policy

1945

1/22

DIRECTOR

Administration

PARTICIPATION IN ADMINISTRATION

Academic Personnel

EARLE, E. M.

Biographical

MERRITT

VEBLEN

AYDELOTTE, F

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

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

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

Following is a brief of the points made.

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

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

Pointing out that there has not heretofore been a fixed

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

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

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

to the wishes of its founders and to its very raison d'être.

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

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

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

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

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

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

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

Veblen's File, "Committee on Policy

1945

1/29

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

AYDELOTTE, F.

Biographical

Aydelotte reported to Faculty, Institute endowment \$15,000,000 after \$500,000 gift to Firestone Library.

Emphasized caution but advised action strengthening work being done already at Institute.

Told then his own retirement question not settled yet. Trustees had suggested he serve till 67th birthday, and he thanked them for faculty ! He hasn't decided to accept it; special Board meeting in one month to settle matter.

D Faculty Minutes

1945

1/31

✓ PARTICIPATION IN ADMINISTRATION (COMMITTEES)

Academic Personnel

VEBIEN, O.

Biographical

The Director in answer to a request from the Faculty, Dated November 24, 1944, appointed the following standing committees: Standing Committee, von Neumann, Riefler, Lowe; Library Committee, Weyl, Warren Goldman; Librarian, Weyl; Secretary of the Faculty, Meritt.

D, Minutes Faculty, 1939-1947

1945

2/1

DIRECTOR

Administration

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

AYDELOTTE, P.

Biographical

MORSE, MARSTON

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

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

Meritt, J. I. A. S., Filed Chronological

1945

2/1

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

LIBRARY

Facilities

MEMBERS

Academic Personnel

Faculty Standing Committee received letter from W. W. S. suggesting I. A. S. Librarian should always be member of I. A. S. and change of status for Mrs. Persons.

Memoranda filed in Chronological file under 1945, 2/1. (The headings under which this memoranda is filed are slightly different from those in this typed one. They are: Director, Part. in Adm., Aydelotte, and Morse. The date is the same, however, 1945, 2/1).

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

1945

2/2

✓ PARTICIPATION IN ADMINISTRATION

TRUSTEES

DIRECTOR

AYDELOTTE, F.

Academic Personnel

Corporation

Administration

Biographical

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

Filed in Chronological File under 1945, 2/2.

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

1945

2/2

DIRECTOR

Administration

POLICY

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

BENEFITS

A resolution was submitted to the Trustees regarding the retirement of Aydelette.

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

Earle, Pol Com. Pac. 1944-5

1945
1946

2/28
12/24

PARTICIPATION IN ADMINISTRATION

Academic Personnel

AYDELOTTE, F.

Biographical

MAASS, HERBERT H.

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

Filed in Chronological File under 1945, 2/28.

A File, Herbert H. Maass

4/7

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

PRINCETON UNIVERSITY

Relations WOAI

LIBRARY

Facilities

AYDELOTTE, F.

Biographical

Weyl, Chairman of Library Committee of I. A. S. counsels Aydelotte to decline request for gift from I. A. S. ~~to~~ to Princeton Library for acquiring a collection of the late Granville Kane.

Filed in Chronological File under 1945, 4/7.

1945

4/20

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

TRUSTEES

Corporation

AYDELOTTE, F.

Biographical

MAASS, H. H.

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

Trustees' Minutes 4/20/45

1945

4/20

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

"The success of the Institute depends on the quality of the members of the Faculty who constitute its nucleus. No professor should be appointed who is not already an eminent creative scholar. Second-rate men, however meritorious, are a handicap. The best method of maintaining the quality of the Institute at the highest level is to require that appointments recommended by the Director should first be submitted to the Faculty so that in considering the recommendations of the Director, the Trustees will have the benefit of the Faculty's advice. The unity of the Institute will best be preserved by this procedure. The Trustees remain the court of last resort and are free at their discretion to approve or disapprove any recommendations made to them by Director and Faculty.

"In the appointment of members of the Faculty and in selecting fields for research the Trustees should not, in an institution of this character, rely solely upon the advice of the Faculty. The institution we aspire to build will be so significant in all the fields of scholarship we touch that our appointments will be a matter of concern to scholars everywhere. Competent outside advice should be sought in some formal and responsible way.

"The most important task facing us at this moment is the recruiting of new members of the staff. The Institute needs new blood and its future success will depend upon the quality of the men whom we call here to professorships. For some years past, even before

the bequests of Mr. Bamberger and Mrs. Fuld made our financial situation secure, I have carried on discussions with members of the Faculty and with scholars outside the Institute concerning possible new appointments to our staff. I have several recommendations ready to make to the Trustees and others to which I wish to give further study. I wish at this time to suggest that the Trustees authorize the formation of a Committee on Appointments to which the Director can make his suggestions and which can in turn recommend those approved to the Trustees or to the Executive Committee.

"In order to make sure that any recommendations of the Director should have the fullest consideration, I suggest that this committee should require that any appointments recommended be approved (1) by the department concerned, (2) by scholars outside the Institute best fitted to give advice on a particular case, (3) by the Faculty.

"I attach great importance to the latter requirement and it would give me great satisfaction if the Chairman of the Committee on Appointments or indeed all of the members of the Committee would take the trouble to attend each meeting of the Faculty where new appointments are to be recommended. In so small a group it is, in my opinion, very important for preserving a spirit of unity and cooperation that each individual who comes to the Institute should have the feeling that the invitation is extended to him not merely by the Director and the Trustees but by the Faculty as well.

"It should be the duty of this new Committee on Appointments to consider all matters connected with the status of members of the Faculty, including salaries and retiring allowances and to consider such problems as the extension of our work to fields not now covered and the possible abandonment of studies now being pursued in case that should be deemed advisable because of the retirement of members of the Faculty or for any other reason.

11. Min. 4/20/45 Appendix - part of revised Director's Report.

1945

4/27

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

LIBRARY

Facilities

Report of the I. A. S. Library Committee for Institute plans for Institute use in Firestone.

These relate both to the Institute room (conference room seating 8 to 12, bookshelves, table, typewriter desk, a desk for a librarian, and 20 double carrels adjacent to the stacks. Also, Gest Library to be put in special collections area separate from other special collections with seating for 12, and provision for storing microfilms etc.

Faculty Minutes, 4/27/45 1945

1945

4/27

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

COMMITTEES

Academic Personnel

Professor Riefler moved that the proposed committees of the Faculty on Tenure and Appointments, as authorized in the meeting of November 20, 1944, be not created. The motion was seconded and carried unanimously.

Faculty Minutes, 4/27/45

1945

4/27

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

APPOINTMENTS

The Director announced the Trustees' Had approved the procedure outlined by him for making new appointments to the Faculty. Candidate should be recommended first by the Departments concerned, and then approved by the Faculty as a whole. Suggestions to be made by departments at preliminary meetings; action by the Faculty at a second meeting some weeks later. Recommendations so approved will be recommended by the Director to a special Trustees' Committee on Appointments which will in turn report to the Board of Trustees or to the Executive Committee. Director stated he would undertake not to recommend any appointment not first approved by the Faculty; although he could not promise to recommend every appointment which was so approved. Discussion of possible new appointments now in progress in all three schools. First recommendations on them to be made to the Faculty meeting, May 4, 1945. All considerations to be strictly confidential.

Faculty Minutes, 4/27/45

1945

5/4

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

MEMBERS

The following nominations were made on unanimous
recommendation of the schools involved:

Mathematics--Pauli and Siegel

Humanistic Studies--Albright, Barr and Broneer

School of Economics and Politics--Jacob Viner and
Samuel E. Morison

Faculty Minutes, 5/4/45

1945

5/11X

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

POLICIES

Administration

deTOLNAY

Biographical

GOLDENWEISER, E.

COOPER, JOHN C.

MEMBERS

Academic Personnel

Meetings of faculty on advisability of making appointments
of members to the Institute for a period of more than one year.

Digest of Faculty Minutes filed under Chronological file,
1945, 5/11.

1945

5/19
5/22

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

NOMINATIONS

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

SCHOOL OF MATHEMATICS

TRUSTEES

Corporation

Comment: At the meeting of May 19, a five-year appointment to Goldenweiser without stipend was deferred on objections from unnamed members of the Faculty that they didn't know his work.

At the meeting on May 22, Maass and Weed were present invited by the Director. The Viner appointment presented by Earle was opposed by Einstein on the ground that Siegel was being passed over, and that he had a more inventive mind than Viner. "Veblen, however supported Professor Earle's motion" for the appointment of Viner." Maass asked whether economics could not claim to have an inventive quality comparable to that of mathematics. Then Morse spoke for Viner and the nomination was approved.

Albright nominated by Goldman and Weyl expressed his approval because Neugebauer approved.

At the end of the discussion, Maass said he approved the new method of Faculty discussion of appointments before the Trustees received their nominations. He hoped the Board of Trustees might be better informed about some appointments in the future than it had been in the past. He excluded the economists because they had been thoroughly discussed with the Board of Trustees and he understood it. He even opined that the School of Economics and Politics might make bigger contributions to the future than the others.

Weed made a statement that no one had demonstrated to him why any appointments were necessary now, and why, if they were, the age pattern hadn't been better considered, and why were they made in the fields already existing, and why not in a new field. He referred to justifying the appointments to him.

Maass asked whether if mathematics was the School that gave prestige to the Institute, three appointments should not be

made in that field alone.

Maass expressed continuing confusion as to how a Trustee could be certain that he was approving the right appointment as between the three Schools, and there was no satisfactory answer. He was striking at inbreeding and self-interest. The Minutes are wryly humorous.

That the spectacle created by Maass and Weed was fully appreciated by the Faculty, it expressed its appreciation particularly for the "fulness and clarity" with which the proceedings were recorded by the Secretary, Professor Meritt. (September 17, 1945 Faculty Meeting).

Faculty Minutes 5/22/45

1945

5/19

/ PARTICIPATION IN ADMINISTRATION

Academic Personnel

MEMBERS

The Director reported that the meeting was called to consider the recommendations of the Policy Committee on short-term memberships. Pending were the questions of continued membership for Dr. Charles de Tolnay proposed now for a final appointment of three years. Riefler mentioned a five-year appointment without stipend for Mr. Emanuel Goldenweiser, and Earle, the appointment of Mr. John C. Cooper for five-year membership with an annual stipend of \$4,000 to be paid by the Rockefeller Foundation (probably already committed) in the field of international law concerning commercial aviation, and asking the Foundation to grant the sum of \$40,000 for needed help in the program over the same period of time. It was understood the second amount was also assured.

The resolution of the Policy Committee after its 8th meeting read as follows:

"It was unanimously agreed that special cases would arise from time to time in which the interests of the Institute would

be best served by extending membership to distinguished scholars who, for one reason or another, might not be eligible for appointment to the Faculty, and whose presence at the Institute as members would contribute to the advancement of the intellectual life of the Princeton Community.

"It is therefore recommended that the Faculty consider favorably at its next meeting the question of authorizing such appointments, subject to whatever conditions it may care to specify." (This is most of the resolution, first part omitted from this quote).

Discussion. Einstein feared that long appointments to membership--especially to older men who had not been continuously active in creative scholarly work--might adversely affect the character of the Institute, making it not an Institute but an institution. Supported by Weyl who suggested appointments minimum of two years. Goldman suggested it might be desirable to limit the number of retired or retiring scholars on long appointments permissible at any one time. Stewart agreed

with Einstein and Weyl, and proposed as reasonable membership granted up to two years at the pleasure of the School concerned but that anything beyond two years should have to be referred to the Faculty as a whole. Stewart moved that that should be applied to two one-year appointments also, and that was adopted.

The resolution with these understandings was carried.

Einstein moved that appointments for more than two years should be made only with the approval of the Faculty as ~~y~~ a whole and that it should be the policy of the Faculty not to give such approval except in cases which promise to further to an exceptional degree the scholarly purposes for which the Institute exists. This was adopted.

Veblen urged that all appointments to short-term memberships should have in them a proviso specifically informing the appointee that the Institute recognizes no commitment or responsibility to him beyond the term of the appointment. This was to be worked out by the Policy Committee on Riefler's suggestion, to be included in letters of appointment. It was passed.

The Faculty then approved ~~that~~ a three-year appointment to de Tolnay at \$4,000 a year; a five-year appointment to John C. Cooper at \$4,000 a year.

On the Goldenweiser recommendation, unnamed members of the Faculty objected to taking action at this meeting on the ground of lack of familiarity with his work, and the discussion was postponed to a subsequent meeting.

Faculty Minutes, 5/19/45

1945

5/19

✓ FACULTY PARTICIPATION

Academic Personnel

MEMBERS

STIPENDS

DE TOLNAY, C.

Biographical

GOLDENWEISER, EMMANUEL

REIFLER, W.

COOPER, JOHN C.

At the Faculty Meeting on May 19, 1945 the Faculty discussed a proposed limitation in the term for short-term members, as submitted to them on May 11, 1945.

Was

Specifically discussed ~~with~~ the continued membership of Charles de Tolany "long... unsettled and reported favorably on the recommendation of the Humanistic Faculty [for an appointment for three years]...as the final appointment for him"; Riefler spoke of the possibility of appointing Goldenweiser to membership without stipends for one to five years; Professor Earle brought plans "already well matured" for appointing Mr. John C. Cooper to membership for a period of five years with an annual stipend of \$5,000.

Discussion by Einstein indicated his fear that long appointments to membership, "especially to older men who had not been particularly creative in active scholarly work" might change for the worse the character of the Institute. There was some agreement on this and finally a resolution was passed indicating that appointments for more than two years should be made with the approval of the faculty as a whole, and of course, it was understood that appointments for one or two years should have the approval of the School in question. The policy of the Faculty would be not to give such approval except in such cases as promise to further in some degree the scholarly purpose for which the Institute exists. There was general agreement that no commitments beyond the actual short period of the stipend involved should be made; in fact, the letter of appointment to membership should make it clear that the responsibility of the Institute ends with those points.

The Faculty then finally approved the three year appointment of Charles de Tolnay/

1945

5/22

TRUSTEES

Corporation

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

MAASS, HERBERT H.

Biographical

WEED

AYDELOTTE

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

Interview with Hetty Goldman, 7/12/57

1945

5/22

PARTICIPATION IN ADMINISTRATION

POLICIES

TRUSTEES (BOARD)

SCHOOL OF ECONOMICS AND POLITICS

✓SCHOOL OF MATHEMATICS

MAASS, HERBERT H.

VINER, J.

WEED

VEBLEN, O.

Academic Personnel

Administration

Corporation

Academic Organization

Biographical

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

Filed in Chronological File under 5/22/45

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

1945

5/22

✓PARTICIPATION IN ADMINISTRATION

Academic Personnel

POLICIES

Administration

TRUSTEES (BOARD)

Corporation

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

SCHOOL OF MATHEMATICS

MAASS, HERBERT H.

Biographical

VINER, J.

WEED

VEBLEN, O.

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

Filed in Chronological File under 5/22/45

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

1945

6/5

COMMITTEE ON APPOINTMENTS

Corporation

PARTICIPATION IN ADMINISTRATION

Academic Personnel

Recommendation of Comm. on Appointments:

Wolfgang Pauli, S. of Math.; Carl Siegel, S. of Math.; Jacob Viner, S. of Eco.;
William Albright, S. of Human. Stud.

Appointed:

Pauli \$10,000 - 5 o/c TIAA
Siegel \$10,00 - \$1625 TIAA matched
Viner \$10,000 - 5 o/c TIAA

Director authorized to negotiate with Pauli and Viner up to \$12,500.

Kurt Weitzmann shared equally with Princeton University, each paying \$2500 p.a. salary. With IAS contributing \$250 to TIAA; Princeton \$125 - both matched by Weitzmann. When Weitzmann reaches 65 he will retire from IAS and Princeton U. will take entire burden until he is 68 and retires when his annuity will be \$2000 to \$2500 p. a.

Before considering additions to the Faculty the Committee recommended certain
changes in salary of regular members of staff:

Panofsky - \$ 10,800 to \$12,800

Earle - \$10,000 to \$12,500

Goldman - \$2,400 to \$10,000

Nancy Lee Swann - \$3,600 to \$4,500

Exec. Mtg. 6/5/45 pp. 1-3

1945

9/17

✓ PARTICIPATION IN ADMINISTRATION

LIBRARY

PRINCETON UNIVERSITY

Academic Personnel

Facilities

Relations WOAI

The Faculty turned down a request from the Library of Princeton University to recommend \$100,000 toward the purchase of the Granville Kane collection (incunabula and early Americana) for a total / sum of \$450,000 on the ground that "the collection hardly touches any work being done at the Institute, and is of a pronounced bibliophile character." Besides, it was not sound policy.

Faculty Minutes, 9/17/45

1945

9/17

✓PARTICIPATION IN ADMINISTRATION

Academic Personnel

SCHOOL OF MATHEMATICS

Academic Organization

GENERAL

Government Relations

VON NEUMANN, JOHN

Biographical

Von Neumann appeared at the first meeting for a long time, and spoke of the necessity of retaining certain mathematicians who were working with him on an unexpired Navy contract; brought up the question of making them members of the Institute. He was referred to the Mathematics Faculty.

It

Faculty Minutes, 9/17/45

1945
LIBRARY

9/17
Facilities

~~PARTICIPATION IN ADMINISTRATION~~

Academic Personnel

Hermann Weyl, Chairman of the Faculty Committee on Library reported to Faculty meeting the results of a Library Committee meeting, held June 7, 1945 (present: Earle substituting for Warren, Goldman, Lowe, and Weyl) considering a representation from Princeton Library that it would be helpful in the acquisition by that library of the collection of the late Granville Kane (consisting of incunabula and early Americana) at a cost of \$450,000. If the Institute could contribute \$100,000, or even \$50,000, it would be helpful. After a perusal of two volumes of the bibliography of the catalog by Lowe and Panofsky and others, the Faculty decided that the collection would be of little use to the Institute, since it touched the Institute's fields slightly, if at all. It was decided to advise the Director against a contribution.

D File, Faculty Minutes, 1942-1947

1945

9/26

✓ SCHOOL OF MATHEMATICS

Academic Organization

SIEGEL, CARL L.

Biographical

BRAUN, HELENE (DR.)

PAULI

OPPENHEIMER, R.

Mathematics faculty heard Aydelotte report Seigel was still considering whether to accept the professorship offered him by the Institute and that Pauli felt himself under obligation to return to Zürich for a short stay before accepting a permanent position here. Aydelotte felt he might ask the Executive Committee to offer Pauli a temporary professorship pending the departure of the latter for Zürich.

Aydelotte reported that Dr. Helene Braun was still having transportation difficulties and admission ~~to the~~ problems to the United States.

It was voted to recommend to the Faculty and Trustees that Oppenheimer be offered a chair in the School of Mathematics. Von Neumann and Einstein appointed to draw up a biographical report on Oppenheimer for presentation to the Faculty.

There was no further Fac. meeting after this date before
Bd met Oct. 19, 1945. At that meeting it authorized the LCP
Did it approve after to R.O.3

Minutes, School of Mathematics, 9/26/45

1945

9/26

SCHOOL OF MATHEMATICS

Academic Organization

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

PRINCETON UNIVERSITY

Relations WOI

OPPENHEIMER, R.

Biographical

Voted membership 1945-46 for Dr. Saloma Bochner,
Albert W. Tucker, Valentine Bargmann (Princeton).

Voted offer chair to Oppenheimer--von Neumann and Einstein
appointed draw biographical report for presentation to
faculty. (This followed, apparently, the conclusion of
proposal of Institute and Princeton jointly to offer Fermi
appointment. See minutes 6/2/45).

School of Mathematics Faculty Meeting

1945

9/26

/SCHOOL OF MATHEMATICS

PROFESSORS

MORSE, MARSTON

Academic Organization

Academic Personnel

Biographical

Morse undertook to edit a biographical Directory of I. A. S. members.

School of Mathematics Faculty

1945

9/26

✓ SCHOOL OF MATHEMATICS

Academic Organization

OPPENHEIMER, ROBERT

Biographical

Oppenheimer offered a chair by mathematics faculty.
Von Neumann and Einstein appointed to draw up biographical
details for presentation to full faculty.

Not done ^{at} ^{to be} next Faculty Dec 13 1945

Mathematics Faculty Minutes, 9/26/45

1945

10/15

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

MERITT

Biographical

EARLE, E. M.

Earle to Meritt, October 15, 1945, regarding the reading
of the minutes of the faculty meeting.

Letter filed in Chronological file under 1945, 10/15.

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

1945
1946

18714
10/9
2/13
3/5

ELECTRONIC COMPUTER PROJECT

Academic Activities



SCHOOL OF MATHEMATICS

Academic Organization

No reference in minutes whatever to action by School of Mathematics on the Computer Project outlined of which were approved by Board October 19, 1945. With appin \$ 10,000

On February 13, 1946, first mention occurs in the allocation of office space : agreed that the room connected with Dr. Gödel's office might be used by people working on the computing machines.

On March 5, 1946, the School approved the sum of \$500 for a visit from M. H. A. Newman of the University of Manchester, actively concerned with the development of computing devices-- the visit to Princeton.

Minutes, School of Mathematics

1945

10/19

✓ SCHOOL OF MATHEMATICS

Academic Organization

ELECTRONIC COMPUTER PROJECT

Academic Activities

The Board authorized \$100,000 of \$300,000 for Computer.
There is no faculty minute indicating the School of Mathematics
approved the project.

The only possible reference to authorization was a note
on unrecorded discussion of general policy in re-orienting
mathematicians and theoretical physicists who had been in war
work to "regular scientific work."

Also disc 6/2/45

Mathematics Faculty Minutes, 10/19/45

1945

10/24

PRINCETON UNIVERSITY

✓SCHOOL OF MATHEMATICS

EISENHART

Relations WOAI

Academic Organization

Biographical

Lefschetz offered Institute professors use of Eisenhart's office beginning November 1, 1945 which was being vacated because of his retirement. Largest office in Fine Hall and one of the best. Faculty approved.

Mathematics Faculty Minutes, 10/24/45

1945

10/26

/PARTICIPATION IN ADMINISTRATION

TRUSTEES

DIRECTOR

MOE, HENRY ALLEN

Academic Personnel

Corporation

Administration

Biographical

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

J. R. H. papers

1945

10/26

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

TRUSTEES

Corporation

MOE, HENRY ALLEN

Biographical

Moe to the members of the Board of Trustees at the first meeting of the committee charged with considering the Directorship of the Institute following Dr. Aydelotte's retirement. The letter to the faculty is sent to the members of the Board for the purpose of informing of the committee's procedure and to get suggestions from the Board as to the Institute's Director.

It is requested that all communications in response to this letter be sent to me so that everything may be in one channel.

The enclosed letter to the faculty reads as follows:

"To the Faculty of the Institute for Advanced Study:

"The Trustees of the Institute for Advanced Study have named a committee of Trustees (Dr. Aydelotte, Mr. Douglas, Dr. Fulton, Mr. Leidesdorf, Mr. Maass, Mr. Schaap and myself) in reference to the appointment of a director of the Institute to succeed Dr. Aydelotte upon his retirement. The function of the committee is, of course, simply advisory to the Board of Trustees; for no Board can in any way delegate ultimate responsibility for the appointment of its principal executive officer.

"At the first meeting of the committee I was instructed to ask members of the Institute's Faculty to suggest persons who should be considered for the directorship. We desire that all members of the Faculty shall be heard upon the subject. It is left to the Faculty to decide in what way these suggestions shall be arrived at: the committee is equally ready to consider one letter from the Faculty as a whole or individual letters from each member of the Faculty, or communications based on any procedure between these two extremes.

"The deliberations and negotiations preceding the appointment of a director of the Institute are matters of great delicacy.

Members of the Faculty will realize the importance to the welfare of the Institute of confining discussion of this subject to the Faculty and the Board of Trustees, and of keeping it strictly confidential so far as the outside world is concerned.

"It is requested that all communications in response to this letter be sent to me, so that everything on this subject may be in one place for the committee's consideration. During the period of its deliberations the committee will be glad to confer with individual members of the Faculty or with a committee representing the Faculty as a whole.

"There seems to be no point in having any discussion of qualifications in the abstract. The Faculty's idea of qualifications will be apparent in your suggestions, as will be this committee's in its recommendations and Trustees' in their choice."

JRH Correspondence from January, 1940 to November, 1945

1945

IX 10/26

✓ PARTICIPATION IN ADMINISTRATION

DIRECTOR

MOE, H. A.

AYDELOTTE

Academic Personnel

Administration

Biographical

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

A, 1/29/57

1945

10/26

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

MOE, HENRY ALLEN

Biographical

Moe ~~xxxxxx~~^{as} Chairman of the Committee on the Selection of a Successor to Dr. ~~Agdelotte~~^{Agdelotte}, to the Faculty, inviting Faculty reactions to ~~him~~ expressed as in any manner the Faculty decides they should be, either individually or as Faculty. The confidential nature of his request, and the information to be developed is stressed. (The Trustees' Minutes are silent on this communication and the subject matter).

Faculty Minutes, Meeting ~~April~~ December 13, 1945

1945

11/26

✓ PARTICIPATION IN ADMINISTRATION

DIRECTOR

AYDELOTTE, F.

EARLE, E. M.

PANOFISKY, ERWIN

ALEXANDER

Academic Personnel

Administration

Biographical

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

Meritt, I. A. S.

1945

12/13

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

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

Faculty Minutes, 12/13/45

1945

12/13

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

Earle proposed the appointment of Professor Samuel Eliot Morison to the School of Economics and Politics, and presented prepared material. Weyl commented unfavorably on Morison's history of Columbus. Earle defended Morison on his book, The Maritime History of New England. Veblen noted a man in the field of history was needed, and that Morison was the best man available. Morse supported the nomination. Wide participation and discussion. Veblen seconded, the motion was carried with Weyl dissenting.

Veblen proposed Gödel as a permanent member. Pauli and Einstein supported. Stewart and Lowe suggested that Gödel be considered for a professorship which the mathematicians rejected. Approved for permanent member.

Faculty Minutes, 12/13/45

1945

12/13

✓PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

BUDGET

Finance

MORISON, SAMUEL ELIOT

Biographical

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

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

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

D, Faculty Minutes, 1939-1947

1945

12/18

GENERAL

AYDELOTTE, P.

✓ SCHOOL OF MATHEMATICS

Government Relations

Biographical

Academic Organization

Palestine Committee assignment, p. 1

Standing Committee: Morse, Riefler, Parnofsky

Financing of School of ~~Economics and Politics~~, p. 2

E.C.P.

Executive Committee Minutes, 12/18/45

1945

12/19

✓PARTICIPATION IN ADMINISTRATION

Academic Personnel

LIBRARY

Facilities

PRINCETON UNIVERSITY

Relations WQAI

The Library committed the Institute had been asked to classify its members according to graduate student privileges and faculty privileges. It was suggested that the Institute request faculty privileges for all of its members in accordance with the agreement made with the University when the Institute appropriated money for the new building. This represented in a letter written by Maass to Dodds, December 27, 1944. Mrs. Persons, Librarian was authorized to discuss this with the Circulation Department at the University Library.

Faculty Minutes, 12/19/45

1945

12/19

BUDGET

Finance

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

The Faculty were informed of the following allocation of funds:
School of Mathematics, \$30,000; School of Economics and Politics, \$20,000;
School of Humanistic Studies, \$20,000. The Director hoped that it would
be possible to get the fund up to \$100,000, allowing \$30,000 to each
School and \$10,000 in reserve for special emergencies.

D, Minutes Faculty, 1939-1947

1946

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

✓PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

EARLE, E. M.

Biographical

STRAUSS

Earle to Faculty.

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

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

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

1946

2/4

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

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

Filed in Chronological file under 1946, 2/4.

S File, General IAS

1946

2/4

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

GENERAL

Government Relations

RESEARCH

Academic Procedures

PAULI

Biographical

VON NEUMANN

Pauli and Von Neumann reported that the Institute had joined a number of universities and scholarly institutions in a request to General Groves for a regional laboratory for research in nuclear physics at or in the neighborhood of Princeton. In the discussion which followed, Pauli and von Neumann pointed out that there was a certain ambiguity concerning the role of free research in such a laboratory, but each considered the Institute would be free to withdraw if such happened.

Faculty Minutes, 2/4/46

1946

2/4

✓ PARTICIPATION IN ADMINISTRATION

GENERAL

RESEARCH

Academic Personnel

Government Relations

Academic Procedures

Professor Morse informed the Faculty that the I. A. S. had joined a number of universities and scholarly ~~xxx~~ institutions in signing a letter addressed to Major General L. R. Groves, requesting that a regional laboratory for research in nuclear physics be established at or near Princeton. In the discussion, Professors Powley and von Neumann pointed out that there existed a certain ambiguity concerning the role of free research in such a laboratory. Neither considered it a real danger, since the Institute would always be free to withdraw its cooperation.

D File, Faculty Minutes, February 4, 1946

1946

2/18

PRINCETON UNIVERSITY

Relations WOAI

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

VINER, J.

Biographical

Morse, Chairman of the Committee administering during Aydelotte's absence had conversed with Dodds on the phone. Dodds said the University of Chicago was about to release a statement announcing Viner's acceptance of a professorship at the Princeton University. Dodds saw no way of mentioning that Viner would be a member of the Institute without confusing the matter in the public / mind. Viner agreed with this view. Morse agreed. When the conversation was reported to Riefler's secretary, Riefler requested that Morse inform Viner formally he had been elected member of the Institute 1946-47. Riefler said he would take up the announcement of the Institute's membership with Viner and, if desirable, with Dodds.

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

1946

3/6

DIRECTOR

Administration

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

MORSE, MARSTON

Biographical

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

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

The Faculty committee consists of Earle, Alexander and Panofsky.

School of Humanistic Studies Files I

1948

4/11

✓ SCHOOL OF MATHEMATICS

Academic Organization

PAULI

Biographical

MAASS

AYDELOTTE

Maass to Aydelotte (in Switzerland).

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

D, Maass

1946

4/29

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

NEW JERSEY BATTLEFIELD PARK

Government Relations

TAXATION

GENERAL (NAME)

Corporation

BAMBERGER, LOUIS

Biographical

Aydelotte reported the New Jersey Legislature had appropriated \$100,000 for the Battlefield Park. The Institute had taken no ~~quarantian~~ 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 Bamberger had favored. An alternative suggestion was 'The Mercer Institute for Advanced Study.'"

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

1948
✓ PARTICIPATION IN ADMINISTRATION

5/3
Academic Personnel

HOUSING

Facilities

Aydelotte, back from Palestine, reported that he was trying to make arrangements for the Institute to sign a master lease with New York Life Insurance Company for fifteen or twenty units in the housing which they are now constructing. The Institute would furnish and sub-let the apartments.

Faculty Minutes, 5/3/46

1946

5/3

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

LIBRARY

Facilities

Faculty approved participation of the Institute in a cooperative bindery for books in Princeton. Mrs. Persons resigned as Librarian, July 1, 1946.

Faculty Minutes, 5/3/46

1946

5/20

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

ASSISTANTS

Veblen moved continuance of assistants beyond two years. Should be approved by the Faculty as a whole, an analagous regulation already being in force as far as members are concerned.

Faculty Minutes, 5/20/46

1946

5/20

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

TAXATION

Government Relations

AYDELOTTE, F.

Biographical

GABRIELSON

Aydelotte informed the Faculty of an interview with Mr. Gabrielson "in which the latter appeared to feel moderately sanguine about the possibility of obtaining tax relief for the Institute. Mr. Gabrielson promised to do his best without entering into a formal relationship with the Institute and asked for a policy of non-interference on the part of the Board of Trustees and the Faculty. He also advised not to rush the matter of a contemplated gift of land for the Princeton Battlefield Park." (This surely looks like a fix).

Faculty Minutes, 5/20/46

5/20

PARTICIPATION IN ADMINISTRATION

Academic Personnel

LEAGUE OF NATIONS

Government Relations

Aydelotte reported that the remaining members of the League of Nations section will be taken over by the United Nations. Institute had asked them to vacate their space not later than September 1, 1946.

Faculty Minutes, 5/20/46

1946

5/20

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

BARON, HANS

Biographical

Panofsky presented this case. Baron was appointed member 1946-47. Has accepted invitation with consent of the School and of the Standing Committee to conduct a graduate course at Johns Hopkins University during this year. It is hoped this will facilitate his absorption into normal academic life. It will ~~xxx~~ yield him \$2,000, but will infringe upon the completion of his books. He will be able to live on his savings (plus the \$2,000] during the year, and School of Humanistic Studies proposes him for a membership without stipend for 1947-48. Approved.

Faculty Minutes, 5/20/46

1946

5/23

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

Faculty Committee recommendations on salaries.

Filed in Chronological file under 1946, 5/23.

A, 10/18/56, Mat. for Report to ~~Rim~~ Trustees Com. on Salaries

1946

5/23

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

SALARIES

Morse, Secretary, submits recommendations.

Filed in Chronological File under 1946, 5/23.

A, 10/18/56, Report Committee on Salaries

1946

6/27

HOUSING

Facilities

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

A meeting of Morse, Panofsky, Riefler and Miss Miller with Dr. Aydelotte. Solutions to the shortage of housing suggested. The best solution would be to rent a block of apartments from the New York Life Insurance Company which has been hesitant about leasing these apartments to the Institute, Dr. Aydelotte suspecting that they preferred not to rent to Jews, though they have said nothing to this effect. The committee decided to submit the New York Life a tentative list of tenants including Jews but no Hindues or Chinese. Aydelotte submitted the following: (1) To lease rooms and apartments beginning July 1, wherever they can be found--Institute paying the rent. (2) To house two or three men in the Lawrenceville/ School where they would mingle with the boys, make speeches in chapel, and so forth, preferably foreign members--idea welcomed by Head Master. (3) Explore possibilities of the Hun School. (4) To purchase the Grover house, a housekeeper and maid and operate it as a hotel for about 10 familites--estimated cost about \$25,000, estimated annual service \$2,000. (5) To try to buy a chicken farm near Rosedale with four apartments.

(6) Quonset hut 100 x 40 which might be converted to a garage later.

The committee considered buying the Maxwell house, but it had been damaged by fire.

Panofsky thought it was better to build a permanent building than take losses on rents at the Grover house. Aydelotte reported he had an architect drawing up plans, but had not presented anything yet. Riefler thought it would be impossible to build because of cost and lack of materials.

Morse proposed as a last resort that cots be put in some of the rooms at Fuld Hall. The building was especially well equipped for housing men with good bathing facilities. Bus would have to make an extra trip to town for breakfasts. Question: Would building be taxed if so used? Riefler said Princeton University paid taxes on its dormitories. Aydelotte proposed to consult a lawyer about this.

The Committee considered asking members of the faculty to do everything possible to house members, but it was finally

decided to ask only Professor Vablen who had space.

Committee also recommended: (1) Trying to secure rooms in the Rockefeller Institute, and (2) in St. Joseph's monastery (for Catholics only), and (3) Rooms in large private homes in Princeton.

of the Faculty

D, Standing Committee/Minutes

(1945-1946)

1946

9/13

~~/~~ PARTICIPATION IN ADMINISTRATION

Academic Personnel

BUILDINGS AND GROUNDS

Facilities

GENERAL

Personnel

Director:

(1) Though League of Nations group gone and their offices freed, there would be congestion of office space;

(2) The Standing Committee decided on a differential of \$200 a year between furnished and unfurnished apartments.

(3) Committee recommended Institute go on five-day week, but all secretaries and other employees should give at least one Saturday morning per month;

(4) Faculty luncheons set for October, November, December.

Faculty Minutes, 9/13/46

1946

11/4

✓ PARTICIPATION IN ADMINISTRATION

SCHOOL OF HUMANISTIC STUDIES

SCHOOL OF ECONOMICS AND POLITICS

SCHOOL OF MATHEMATICS

Academic Personnel

ACademic Organization

Meritt nominated Thompson. Morse and Veblen expressed themselves as willing to take immediate action. Earle and Weyl advocated postponement. Nomination deferred.

Faculty Minutes 11/4/46

1946

11/4

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

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

Faculty Minutes 11/4/46

1946

11/4

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

APPLIED MATHEMATICS

Academic Activities

CONTRACTS

Government Relations

RESEARCH

Academic Procedures

opinion on

Morse asked for a statement of ~~opinion~~ a possible of the Office of Naval Research to supply funds for pure research provided that the problem to be studied and the project were sponsored by a member of the Faculty of the Institute and a contract made by the Institute. Panofsky questioned the advisability of cooperation in research with a military organization. Von Neumann, Veblen and Morse expressed the opinion that the need of freedom of research in mathematics was understood by the people who were handling the problem for the Government. Professor Morse said that we were already doing it in the E. C. P.

Faculty Minutes 11/4/46

1946

11/4

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

AYDELOTTE, F.

Biographical

MOE, HENRY ALLEN

EARLE, E. M.

Aydelotte reported at the meeting that Moe had resigned at the Trustees' meeting of October 18, 1946, as Trustee, and as Chairman of the Committee on Selection of Successor to Aydelotte. Strauss took the Chairmanship.

Earle reported on the activity of the committee appointed by the Faculty. He noted activities indicated by appended reports (not appended). "It is only necessary to add that no answer was received to the letter, March 5, 1946, addressed to Mr. Moe by the Committee in March, 1946," asking Moe for date and place to discuss candidates under consideration. They will repeat the letter to Strauss.

~~XXXXXXXXXXXXX12/19/46XXXXXXXXXXXX~~

Faculty Minutes, November 4, 1946

1946
to
1947

11/4
1/27

DIRECTOR

Administration

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

COMMITTEES (ON SELECTION TO DIRECTOR)

EARLE, E. M.

Biographical

STRAUSS, LEWIS L.

PORNESTAL

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

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

1946

11/4

TRUSTEES

Corporation

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

MOE, HENRY ALLEN

Biographical

STRAUSS, LEWIS

The Director reported to the Faculty inter alia the resignation of Moe from the Board of Trustees, and his replacement by Strauss as Chairman of the committee on the appointment of a Director of the Institute to succeed Aydelotte. It was also reported by the Faculty committee on the Director's successorship that Moe had not answered a letter addressed to him by the committee in March, 1946, asking for a conference. It was decided by the Faculty to ask a conference with Mr. Strauss.

D. Minutes Faculty, 1939-1947

1946

11/7
11/21

DIRECTOR

Administration

✓ PARTICIPATION IN ADMINISTRATION
(COMMITTEE ON DIRECTOR)

Academic Personnel

STRAUSS

Biographical

EARLE

COMMITTEES

Academic Personnel

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

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

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

D, Directorship (Committee on) Faculty

1946

11/7
11/11

DIRECTOR

Administration

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

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

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

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

"Professor T. C. Blegen

"Dr. Detlev W. Bronk

"Professor Edward S. Mason

"Er. J. Robert Oppenheimer

"Mr. Lewis L. Strauss.

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

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

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

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

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

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

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

Meritt, Faculty Business, Vertical

1946

11/11

EDMUNTT

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

The faculty committee: Alexander, Earle and Panofsky sent a letter to all members of the faculty: Strauss, the Chairman of the Trustees' Committee on the Directorship has sent a letter requesting that the Faculty indicate in order of preference their choice between the candidates: the Faculty "who have suggested to him for the consideration of the Trustees" Blegen, Bronk, Max Mason, R. O. and L. L. Strauss. The Committee asks the Faculty's instruction.

FA Confidential File, March 7, 1957

11/18

✓ PARTICIPATION IN ADMINISTRATION

THOMPSON

SCHOOL OF HISTORICAL STUDIES

" " HUMANISTIC "
ALBRIGHT " MATHEMATICS
ARCHAEOLOGY

Academic Personnel

Biographical

Academic Organization

Biographical

Acad. Act.

Question of Thompson brought up again. Meritt tactfully introduced question of marketability. Harvard, Cambridge Universities offering him positions might be considered equivalent of testimonials. Earle had solicited testimonials and read them.

Weyl held that Thompson was a solid and competent scholar whose reputation extended to excellence in as field archeologist--intelligent and critical scholar, well aware of the historical implications, "but showed that he had made no contribution as yet to the history of ideas."

Weyl suggested that Albright was the broader mind and more distinguished as linguist and interpreter of ideas.

Aydelotte said that, "it ~~seemed~~ had seemed opportune to substitute Thompson for Albright, at least for the moment."

Goldman apologized for archeology by saying it was necessary to produce more and better digs and materials.

The relation of archeology to history was debated, Meritt saying that for certain periods, such as Athens from 300 B. C. to 88 B. C., the only evidence was archaeological.

Von Neumann characterized Thompson as the equivalent of a first-rate experimentalist. Morse opined that one might expect Thompson to develop into a scholar who would eventually synthesize knowledge on the basis of a great accumulation of facts, but suggested that it might be well to bring up the name of Albright too.

Veblen inquired whether Thompson might not be characterized as a topographist. Meritt enumerated his interests in ceramics, epigraphy and numismatics.

"The discussion gradually crystallized around the opinion that Thompson had already proved himself a first-rate archaeologist

and that in view of his reputation for sound classical scholarship and interest in broader problems...he might reasonably be expected ultimately to use his specific archaeological knowledge for studies of wider interest."

Faculty approved unanimously

Faculty Minutes, 11/18/46

1946

11/18

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

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

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

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

Faculty Minutes, 11/18/46

1946

11/18

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

SCHOOL OF MATHEMATICS

Academic Organization

SCHOOL OF HUMANISTIC STUDIES

CHERNISS, HAROLD

Biographical

The name of Cherniss was proposed. Weyl pointed out, "It would not be proper at the moment to consider any other names." Veblen offered general observations on the kind of appointments that could be made. Two categories: those which would aid studies not getting adequate support elsewhere, and those which endeavored to integrate the Institute in the total academic world and to make a great contribution to contemporary currents of thought. "The choice might affect the financial future of the Institute."

Faculty Minutes 11/18/46

1946

11/18

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

MEMBERS

Aydelotte ~~sz~~ asked the Faculty to consider the creation of a type of appointment which would be less than faculty position and better than ordinary membership. Such appointees might be called "fellows." (This suggestion was brought up earlier by Riefler, but not discussed at the meeting-- December 13, 1945). They could be called fellows and would not necessarily be on a permanent basis. "He felt that flexibility within the Institute was greatly needed." Earle suggested that the Policy Committee now inactive be revived to take up this question.

Faculty Minutes 11/18/46

1946

12/6

✓PARTICIPATION IN ADMINISTRATION

DIRECTOR

STRAUSS, LEWIS L.

AYDELOTTE, F.

Academic Personnel

Administration

Biographical

Aydelotte to Strauss.

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

D, Committee to Select Director

1946

12/13

✓ PARTICIPATION IN ADMINISTRATION

PRINCETON UNIVERSITY

SCHOOL OF MATHEMATICS

FEYNMANN

Academic Personnel

Relations WOAII

Academic Organization

Biographical

Aydelotte announced that appointment as Associate Professor Theoretical Physics had been offered by Princeton University with offer from I.A. S. of membership for three years.

This was not previously cleared with full faculty; although it had been submitted ~~by~~ to Executive Committee and approved.

Faculty Minutes

1946

12/13

DIRECTOR

Administration

TRUSTEES

Corporation

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

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

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

D, Faculty Minutes, December 13, 1946

1946

12/17

DIRECTOR

Administration
~~Corperation~~

✓PARTICIPATION IN ADMINISTRATION

Academic Personnel

AYDELOTTE, F.

Biographical

MAASS, H. H.

Aydelotte to Maass, December 17, 1946.

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

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

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

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

1946

12/24

✓PARTICIPATION IN ADMINISTRATION

DIRECTOR

MAASS, H. H.

AYDELOTTE, F.

Academic Personnel

Administration

Biographical

Maass to Aydelotte regarding retirement--reproof.

Filed in Chronological File under 1946, 12/24.

A, Maass, Herbert H.

1747

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

VEBLER, O.

Biographical

STRAUSS, L. W.

MERRITT

MORSE

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

Hebty Goldman Interview, July 12, 1957

1947

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

MORSE, MARSTON

Biographical

AYDELOTTE, F.

Faculty fears of bad appointment.

Morse Interview, 6/21/56, p. 10-11

1947

1/14

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

STRAUSS, LEWIS L.

Biographical

EARLE, E. M.

Earle to Aydelotte (in Florida).

Two long conversations with Strauss: ^{if} ~~if~~ his committee
accepts his recommendations they will choose a Director from
among the ~~4~~ persons suggested by the Faculty.

Earle

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

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

D, Committee to Select Director

1947

2/3

MEMBERS

Academic Personnel

✓PARTICIPATION IN ADMINISTRATION

POLICIES

Administration

SALARIES

A discussion regarding extension of Frankl. The question of age limit was debated. Panofsky said that one of the reasons that justify an age limit: to vacate responsible positions in favor of the younger generation, did not apply to memberships!

Faculty Minutes, February 3, 1947, pp. 159 and 160.

1947

2/3

MEMBERS

Academic Personnel

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

POLICIES

Administration

SALARIES

Academic Personnel

Panofsky suggested Swarzenski be given permanent membership at present stipend of \$3600. Discussion. Felt that permanent memberships should either be awarded on a financial basis commensurate with the ability of the scholar so honored, or not at all. Aydelotte stated that he would not be able to propose to the Trustees a higher stipend in this case. Motion voted: Morse, Stewart, Veblen, Weyl opposing on this ground and not on question of ~~ability~~ ability of Swarzenski. Motion carried.

Riefler recommended to the faculty that it express its desire that "in the case of future awards of permanent memberships, appropriate financial arrangements be worked out so as to distinguish them from regular memberships. This motion was carried unanimously, Professor Veblen seconding."
Faculty Minutes, /// February 3, 1947, p. 160

1947

2/3

28

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

AYDELOTTE, F.

Biographical

At the Faculty meeting, Aydelotte indicates that there will not be much overlap between the new appointment and himself in answer to Einstein's question.

Faculty Minutes, 1947, February 23 3

1947

2/18

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

SWARZENSKI, HANS

Biographical

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

MEMBERS (Permanent 5-year)

POLICY

Administration

SWarzenski See memoranda. Faculty approved permanent membership; Board, 5 years. When did change occur. See Vertical File "S" for appreciation of his work. In face of that appointments of Cherniss and Thompson represent strength of classical tradition.

1947

2/26

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

ALEXANDER

Biographical

EARLE, E. M.

PANOFSKY, ERWIN

Alexander, Earle, and Panofsky, to Stewart as a Committee of the Faculty to Consider a Successor to Aydelotte. At that time there were ~~SEVEN UNKNOWN~~ ~~NINE~~ nine outsiders and two unnamed Faculty members receiving consideration. By March 5, there were only five outsiders, including as before, Oppenheimer and Strauss.

Faculty Minutes, Meeting February 26, 1947

1947

4/1

COMMITTEES (COMMITTEE ON SELECTION)

Academic Personnel

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

OPPENHEIMER, J. ROBERT

Biographical

See Chronological file, 1947, 4/1, for special meeting of the Board of Trustees on that date regarding the appointment of a successor to Aydelotte which was decided upon to be Dr. Oppenheimer.

Trustees' Minutes, April 1, 1947, Special Meeting, pages 2-4

1947

4/18

✓ PARTICIPATION IN ADMINISTRATION
(Pages 1-3)

Academic Personnel

MEMBERS (PERMANENT) (Page 4, Pages
12 & '13)

BUILDINGS AND GROUNDS (Page 10)

Facilities

LIBRARY (Page 5)

PRINCETON UNIVERSITY (Page 5)

Relations WOAI

APPLIED SCIENCE (Page 6)
ORIENTAL STUDIES (Pages 7-9)

Academic Activities

LECTURES (Pages 9 & 10)
STIPENDS (Page 13)
GENERAL (Page 11)

Academic Procedures
Academic Personnel
Public Relations

TAXATION (Inheritance State)

Government Relations

Report of the Director to the Trustees, April 18, 1947.

Trustees' Minutes, Report of the Director, April 18, 1947,
Appendix I

1947

4/18

PARTICIPATION IN ADMINISTRATION

Academic Personnel

1

The Director is making his 8th, and last, report of a very strenuous period. The youth of the organization ~~xx~~ as of the time he took over required definition of administrative policy and clear procedures. "My conception of the government of an educational institution is a bi-cameral one: The Faculty constitute the lower house and the Trustees the upper. The members of the Faculty are not employees in the ordinary sense; they are also a part of the governing body. No institution can be successful and harmonious which does not have suitable forms of procedure by which each group can make its maximum contribution in the development of policies and in day to day administration. Eight years ago we had no such agreed method of administration. We

have it now and the future development of the Institute will owe much to the creative achievement of these years."

He expresses gratitude to the Trustees for his opportunity to be Director and for the two years extra beyond the statutory limit. He is grateful to the Faculty for their loyalty and unfailing support.

He says than when he became Director, the budget was out of balance, and Mr. Bamberger was unhappy about the organization of the Institute, and was uncertain as to how much further he wished to support it. "Mr. Bamberger knew too little about the Institute. In response to a tip from Mr. Leidesdorf I made a practice for several years of going over to Newark once a week to lunch with Mr. Bamberger to explain to him the developments of the Institute and to interest him in its progress. I think I can say that the results of these weekly visits were fortunate in that he came in the end to believe in what we were doing to such an extent that he and Mrs. Fuld made the Institute the residuary legatee under their wills.

"During all this period, the Faculty as ~~was~~ well as the Trustees knew too little about the developments in the Institute. I think the greatest advance that we have made in the last eight years has been in free democratic discussion of our problems and of our policies for the future....I hope we shall never again come to the time when the policies of the Institute are not subject to free discussion by Faculty and Trustees."

He then alludes ^{to} the settlement of the financial problem which was so acute in 1939. "Our endowment at present yields an income which more than meets our expenses."

He says the Institute has made less progress during his Directorship in the direction of expansion than he had hoped. He attributes this first to the serious nature of the financial problem, and, second, to the war.

Next he alludes to the "admirable system for the making of appointments to the Faculty. Recommendations are

initiated by the school or department concerned. They must then be approved by the Faculty as a whole before they come up to the Director for recommendation to the Trustees. I have given an undertaking to the Faculty that I would never recommend to the Trustees an appointment of which the Faculty did not approve. On the other hand, I have said that I would not promise to forward to the Trustees every recommendation made by the Faculty, and in a few cases I have, as I think wisely, refused to approve recommendations which have been thus made. Certainly the routine which we have adopted gives every promise of guarding us from mistakes. It has the additional advantage that whenever a professor is recommended by this process and appointed he is welcome to the Faculty as a whole. In the case of the three new appointments which we have recently made, Pauli, Siegel, and Thompson, this has been markedly true.

"In recruiting the staff of the Institute I have myself felt very seriously the need of flexibility. Our professorships, with a rigidly fixed salary, are suitable for only a limited group of men. They exclude young men

entirely. They exclude furthermore, a certain number of individuals whose scholarly qualifications may be first rate but who for one reason or another are not qualified for positions as members of our Faculty. To meet this need for flexibility we have established the status of Permanent Members." He does not describe the varied qualifications of the men who have been elected to this status, but he says a moment's reflection will show how useful ~~ix~~ the category is. "I have said to the Trustees repeatedly in the past and I should like to repeat it now that I think the nomenclature used to describe the Faculty and Members of the Institute fails to meet the situation. We should, in my opinion, be much better off if we had only two classes: Permanent Members and Temporary Members.

Under his administration the confused pension situation has been remedied after long and painful labors of the Pension Committee. The minimum now is \$4,000. Pensions are paid for jointly by the Institute and by members of the Faculty. The regulation for the retirement of Faculty

at 65 has been affirmed, and is, in Aydelotte's judgment, wise. "Research is a job for young men. It will always be true that older individuals will make significant contributions to knowledge after the age of sixty-five, but their needs can be cared for by special grants as we have done in the case of a number of men who have ~~14~~ already retired."

The library problem has been properly solved owing to the generosity of Mr. Bamberger. The library at Fuld Hall will be compelled to accumulate specialized collections, and may eventually require construction of a library building. On the other hand, our gift to the Princeton Library guarantees continued access to other than special collections, and it is not unlikely, in his judgment, that some special collections will ultimately be handed over to the Princeton Library. "Our own library will be much more useful if it contains only the material which is of value in our daily work."

He alludes to the Computer Project as "the greatest break so far made with our tradition of pursuing merely theoretical studies and not practical laboratory work." He concedes that it is a gamble, a long shot, but useful for

astronomy and meteorology. Some faculty members are still opposed to it. "Its value for research in pure mathematics remains to be proved and that will, of course, be its true test. Only time will tell."

Then he goes into the problems which he must leave to his successor as follows:

(1) Chinese Studies: The inquiries of the Committee on the Gest Library during the last year indicated the development of Chinese studies on an advanced plane in the United States constitutes a great intellectual opportunity. If the Institute does not take advantage of the opportunity, some other university will do so. "The field is so interesting and so important that I am myself convinced that large funds can be secured for its support. It is, of course, an axiom that only the head of an institution can secure funds for such a purpose and he can do it only if he believes in the importance of the subject. It may easily be that the Faculty and Trustees of the Institute will decide that this opportunity is not for us. In that case I urge very strongly that the Gest Library should be given to that university which will make the best possible use of it."

He then discusses the work of Professor Duyvendak of the University of Leyden in the Gest Library for the past two years. Duyvendak was offered the position of Professor of Chinese studies in the University of Oxford, but refused because he felt it to be his duty to remain in Leyden. He has intimated that he might be of use at the Institute if it undertakes studies in the field. Aydelotte thinks that Duyvendak could spend a certain part of each year in Princeton. He suggests a regime for Chinese studies which would bring a series of men from the United States, Europe, and China who would spend a certain amount of time each year supervising the studies of younger scholars. He X says he has encountered a unanimous opinion that if the Institute develops Chinese studies at Princeton, we ought to have a special building near Fuld Hall for the Gest Library, rather than to merge it in the Princeton University collection. "The difference in character between an American library and a Chinese library is so great as to make a separate building for the Gest collection extremely important."

In connection with the Gest Library, he has had an idea of the importance of issuing a series of translations

of Chinese classics in literature, history, philosophy and economics, printing both the Chinese text and an English translation on the model of the Loeb Classical Library. The Chinese language is so difficult that only a limited number of Americans will ever learn it, he says, and only a limited number of Chinese students learn to read classical texts. Such a collection might run to several hundred volumes and might take half a century to complete. "When completed, however, such a collection would put it in the power of American and European students to grasp the fundamentals of Chinese civilization."

Such a project has engaged the enthusiasms of all the important Sinologists in the world, and would probably engage all their endeavors. To embark upon it would assure the Institute a position as the world center of Chinese studies.

(2) The Problem of Teaching: He states he has been puzzled a great deal about how the Institute is going to provide for members of the Faculty a suitable opportunity for teaching. He has had several long talks with Dr. Bedier, the administrator of the Collège de France. He says the

Institute resembles this insitution more than any other educational institution in the world; although it has something in common with All Souls College, Oxford, and something also in common with the Kaiser Wilhelm Gesellschaft of pre-war Germany, but most in common with The Collège de France which does not give degrees, and the professors are left in complete freedom except for one requirement, that they should each year give a certain number of public lectures. Bedier insists that the intellectual preeminence of the Collège de France for the last four hundred years depended very largely on that requirement, and urged me very strongly to institute something of the same sort in Princeton. The war years were not an appropriate to initiate such a policy. "The time has now come, however, when the Trustees should ponder it very seriously."

He points out that Panofsky and Earle, and other professors lecture at other universities, and suggests the Trustees should consider whether some requirement of public lectures or seminars should not be made in connection with every professorship in the Institute.

(3) Buildings and Grounds: While the war has prevented the Institute from developing the very beautiful grounds surrounding Fuld Hall, he has had many conversations with Miss Lavinia Bamberger concerning an appropriate memorial to the donors. She indicated it should be something out of doors, and approved the idea of a central axis of our grounds being opened up through the woods down to Stony Brook in the form of a broad Founders Walk, sixty to one hundred feet wide, suitably planted and cared for. It has not been possible to carry it out so far.

He suggests the addition of two small buildings similar to those which flank Fuld Hall, A and B, and composed largely of small rooms for members. "Our Faculty is well cared for by the studies which have been provided in Fuld Hall, but we could use a large number of additional rooms for members."

(4) Records: (Publications): So busy has the Institute been in its work, it has never properly recorded that work in print. He suggests a "list of publications

of all the members of the Faculty and members of the Institute from the beginning down to the present." He also suggests a catalogue of members with some note as to the researches which they pursued at the Institute and their present position. "This would be something like the alumni catalogue issued by an ordinary college or university and would be extremely useful to college presidents who are looking for men for jobs."

He points out that it has been continually suggested the Institute should have its own Press, and the Director of the Princeton University Press has indicated to him that they would be glad to serve the Institute in that capacity. Aydelotte suggests it to his successor. He is not prepared to make a recommendation himself.

(5) Tax Exemption: A serious problem for the Institute is the 5 per cent inheritance tax levied by the State of New Jersey on all institutions which have not received or, in the ~~maxia~~ words of the statute, are not likely to receive, contributions from the State. The Institute has

~~xxxxxxxxxx~~ The operation has cost the Institute six or seven hundred thousand dollars in taxes levied on the estates of Mr. Bamberger and Mrs. Fuld. He suggests that the Institute endeavor to qualify for exemption from this inheritance tax.

As to his last year, he says that perhaps the most notable list of members in the Institute's history have been present. Among mathematicians: Dirac, Newman, Burkill and Whitehead from England, Kramers and Pais from Holland, and a long list of younger but nevertheless very able American mathematicians.

In addition: Goldenweiser, the president of the American Economic Association, Lindberg and Nurkse, formerly of the League of Nations, Tannenbaum of Columbia, Viner, formerly of Chicago, Fleming of Vanderbilt. In the School of Humanistic Studies the group has not been so large, but it has included Mitsos of Athens and Miss Segall

and Miss Grace of the United States.

It is through the quality of the young scholars who come to the Institute as temporary members that the Institute influences scholarship in education in this and other countries. Aydelotte thinks the stipends are "perhaps the most useful of all our expenditures." The stipend appropriation is likewise the most conveniently flexible item in the budget, and can increase or decrease year by year with resources. "Theoretically, it could be wiped out altogether, though not without serious injury to the work of the Institute."

He takes credit for adoption by the Faculty of the "very wise policy that membership in the Institute for more than two years in succession must be approved not merely by the department concerned, but by the Faculty as a whole." Conceding that there are a good many cases where membership for a number of years is advisable and necessary. He believes policy should be to maintain a continuous flow of temporary members through the Institute, and to avoid commitments which would keep any individual here for an indefinite period of years.

He suggests that the subjects we cultivate are less important than the quality of the men whom we appoint. "In the past this principle has not always been observed. I hope it will be adhered to strictly in the future for the reason that it is, I believe, the secret of success of an institution of the type that we are trying to build."

Trustees Minutes, Report of the Director, April 18, 1947,
Appendix I

1947

4/18

POLICIES

AYDELOTTE, F

✓PARTICIPATION IN ADMINISTRATION

Administration

Biography

Academic Personnel

From Director's Eighth Annual Report to Board of Trustees:

"...administrative procedures had to be defined and clear lines of policy fixed...My conception of the government of an educational institution is a bi-cameral one: the Faculty constitute the lower house and the Trustees the upper. The members of the Faculty are not employees in the ordinary sense; they are also a part of the governing body. No institution can be successful and harmonious which does not have suitable forms of procedure by which each group can make its contribution in the development of policies and in day to day administration. 8 years ago we had no such agreed method of administration. We have it now and the future development of the Institute will owe much to the creative achievement of these years".

Lower body the body on pop. basis? Organized the upper?

Vol. 5, No. 10, Appendix I following P. 9

Minutes - 4/18/47

1947

4/18

TRUSTEES

✓ PARTICIPATION IN ADMINISTRATION

FLEXNER, A.

BAMBERGER, L.

AYDELOTTE, F.

From Aydelotte's 8th Annual Report:

Bamberger unhappy about organization of Institute when Aydelotte became Director: knew too little about it. Aydelotte made a practice of going to Newark once weekly to confer with him. Resulted in such agreement that Mr. Bamberger and Mrs. Fuld made Institute residuary legatees in their wills. During first 9 years Faculty and Trustees knew too little about developments in Institute. "I hope we shall never again come to the time when the policies of the Institute are not subject to free discussion by Faculty and Trustees." (P.2)

He inherited a serious financial problem. (P.3)

Corporation

Academic Personnel

Biography

Have never submitted recommendations for appointment without approval of School and Faculty, but did not agree to submit to Trustees every recommendation of Faculty.

1947

4/21

PARTICIPATION IN ADMINISTRATION

Academic Personnel

BUDGET

Finance

Permanent budget of the Schools stands as follows:

School of Mathematics	\$170,000
School of Economics and Politics	101,000
School of Humanistic Studies	79,000

These amounts do not include pensions and special research funds.

Commitments for permanent tenure stand as follows:

School of Mathematics	\$ 85,500
School of Economics and Politics	65,200
School of Humanistic Studies	44,250

Veblen and Einstein suggested discussion of the relative apportionment of funds from time to time, and thought it should be kept flexible in view of changing conditions in the future.

Faculty Minutes, 4/21/47

4/21

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

FRANKL

Biographical

TOYNBEE

BARON, HANS
DE TOLNAY

Frankl was awarded a Guggenheim Fellowship for the year 1947-48, and "has a chance of being offered the Chair of History of Art at the University of Berlin, Germany."

Director announced Toynbee may be coming to the Institute for some time in the academic year 1947-48.

The School of Humanistic Studies recommended third year stipend of \$1500 to Dr. Hans Baron. Voted.

De Tolnay was applied for an extension of his membership which ends June 30, 1948, for two more years. Meritt said the School of Humanistic Studies was not prepared to make a recommendation. No action taken.

Faculty Minutes, 4/21/47

1947

5/5

POLICIES

Administration

ASSISTANTS

Academic Personnel

✓ PARTICIPATION IN ADMINISTRATION

On reappointment of Straus for third year as Einstein's assistant Panofsky suggested not a question for faculty action, but for Director and professor involved. (This really removed policy for welfare of assistants). There had been more, except

R. O. and Weyl approved.

Issues of Trust - Given -
and whether they should not be
sacrificed by long retention (AF+OV)

Faculty Minutes, May 5, 1947

1947

5/5

PARTICIPATION IN ADMINISTRATION

Academic Personnel

MEMBERS

STIPENDS

Morse recommended minimum stipends of members and assistants be reconsidered, especially in the cases of members and assistants with families--minimum salaries for assistants are \$2,100 for unmarried and \$2,500 for married people. Guggenheim Fellowships as well as Navy Fellowships have been raised to an average of \$3,000 or even more. Assistants are less free to lay the foundations of their own future careers and they have to pay income tax. Question reserved for consideration.

Faculty Minutes, 5/5/47

1947

5/5

✓ PARTICIPATION IN ADMINISTRATION

SCHOOL OF HUMANISTIC STUDIES

~~GRACE, VIRGINIA~~ MEMBERS

Academic Personnel

Academic Organization

~~Biographical~~ Aca. Personnel

Miss Virginia Grace's membership for a third year was recommended at a stipend of \$2,400 to finish her work. The Faculty approved. The Faculty approved the appointment of Einstein's assistant, Straus for a third year at \$2,500. Professor Goldman's part-time assistant, Miss Frances F. Jones for another year at salary of \$450 voted.

5/5/47, Faculty Minutes

1947

5/26

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

HOUSING

Facilities

Vernetta Miller was given priorities for six members for housing. It was decided that because of their larger salaries, Dirac, Toynbee, and Siegel should not be considered for Institute housing.

Faculty Minutes, 5/26/47

1947

9/22

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

MEMBERS

LOWE, E. A.

Biographical

PANOFSKY, IRWIN

FRANKL

Lowe will lecture at Oxford; Panofsky, on leave of absence as Visiting Professor at Harvard University; Frankl in Berlin, considering a post on the faculty of Berlin University. He has not reached a decision.

Bohr hasn't answered. Professor Halperin has been unable to obtain a visa to enter the United States.

Faculty Minutes, 9/22/47

1947

9/22

✓PARTICIPATION IN ADMINISTRATION

ACademic Personnel

FACULTY

CHERNISS, HAROLD

Biographical

OPPENHEIMER, R.

The nomination of Cherniss was presented to the Faculty by Professor Meritt. It was strongly seconded by Oppenheimer who pointed out that the appointment would help to bring unity between the various departments of the Institute.

Professor Veblen suggested that before the nomination of Cherniss was voted upon, it would be advisable for the Faculty to familiarize itself with the financial situation of the Institute so as to determine what long range commitments could safely be made at this time. It was decided after discussion that the standing committee should prepare a financial primer for the enlightenment of the Faculty. The vote on Cherniss was left till the next meeting.

D, Minutes Faculty, 1939-1947

1947

9/23

VISITING PROFESSORS

Academic Personnel

MEMBERS

✓ PARTICIPATION IN ADMINISTRATION

SALARIES

STIPENDS

OPPENHEIMER, R.

Biographical

Oppenheimer policy for ~~his~~ salaries of visiting professors--
those who could appropriately be considered for permanent
appointments should have salaries as for faculty.

School of Mathematics Minutes, 9/23/47 (See note)

1947

9/24
10/10
10/13

BUILDINGS AND GROUNDS

Facilities

GENERAL (NURSERY SCHOOL)

Facilities

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

Memo Bernetta Miller on members' desire for nursery school.
Standing Committee (Faculty) recommendation on assignment of Mitrany's
room to Siegle.

Filed in Chronological File under 1947, 9/24.

A, 10/30/56

1947

October

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

INCOME TAX

Government Relations

LEVY, DAVID J.

Biographical

See note on School of Mathematics and Reidemeister on
test case.

D, Income Tax Reidemeister

1947

10/3

PARTICIPATION IN ADMINISTRATION

Academic Personnel

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

STEWART, W. W.

Biographical

AYDELOTTE, F.

Stewart to Aydelotte, October 3, 1947.

At a meeting scheduled for October 8, the Faculty are expected to express a view concerning a new appointment recommended to the School of Humanistic Studies. Stewart does not wish to "precipitate a discussion which might prove endless and useless," and so he writes to the Director to make his own views clear.

"In general, I am not a believer in faculty government as we have experienced it at the Institute. On the relatively unimportant issues this does not greatly matter except for the time consumed. But on the matter of a faculty appointment, a vote by the faculty seems to me to imply more than lies within faculty responsibility, and also a fuller knowledge of circumstances and policies than the faculty possesses."

H₀ enumerates the conditions taken for granted when the faculty recommends a new appointment:

(1) (a) A present and prospective income from endowment to provide the salary. At present rates of yield, an endowment of \$500,000 is required for providing a faculty salary.

(b) An adequate office and proper accommodations for the several members who will want to work with him. ~~XX~~ (The Institute will have to manage on its present space for the foreseeable future.

(2) (a) A decision of policy that the new appointment should be in the particular school that presents the candidate for consideration.

(b) That the special field of work represented by the candidate is the most desirable field to develop at the Institute, both from the standpoint of the particular School and of the Institute ~~in general.~~

(3) That the candidate has a demonstrated ability in that special field and such other qualifications as fit him for faculty membership.

"On all these points the Director, partly because he is also a member of the Faculty and a Trustee, is in a better position to pass upon the advisability of a new appointment than the faculty at large. He may wish to consult the faculty in his own way, but a formal vote by the faculty, unless made conditional by a reference to financial circumstances (largely Trustee responsibility) and to decisions of general policy (jointly reached by Director, Trustees and faculty) seems to me vague and ambiguous.

"Without decisions on these major points, the policy of the Institute is likely to be a combination of drift and pressure. There is seldom an opportune time for the discussion of these questions of general policy. They cannot be considered merely in the abstract, and to discuss them when a specific candidate is under consideration tends to confuse questions of general policy with the particular personality.

"In the present instance the scholarly qualifications of the candidate are obvious. After Professor Meritt's presentation, the answer to question raised in point 3 seems to me self-evident and in the affirmative. The answers to general policy questions raised in 1 and 2, however, are not self-evident and have not hitherto been discussed by the faculty when new appointments were considered.

"As I indicated earlier, I do not intend to raise these questions at the Faculty meeting. In any case the answers do not lie exclusively in the field of faculty responsibility. It ought to be recognized, however, that the answers are assumed and that the discussion of general policy is postponed."

Aydelotte to Stewart, October 4, 1947.

"I wish very much that you would feel free to state to the Faculty your views about the appointment of Cherniss. At Swarthmore I always consulted the Faculty in an informal way about appointments, taking what I considered to be the weight of opinion rather than any kind of majority vote. Quakers don't believe in voting and in that respect I am a good Quaker. I have the feeling, however, that the Quaker method of proceeding would not work with the Institute Faculty, partly because, alas, they have too little of the spirit of Quakerism. It was for that reason that I made the reservation which you will remember that I would not promise to recommend ~~my~~ to the Trustees any appointment merely because it was recommended by a majority vote of the Faculty. On the other hand, I did promise not to recommend an appointment to which the Faculty was opposed and I think that policy ~~is~~ sound for the reason that any man who is invited here against the wishes of a substantial majority of the Faculty would have an unhappy time.

"So far as your definite points are concerned, I think we have the money for Cherniss and I do not take this matter of office space too seriously...

"You may be sure that the questions of policy raised under point two of your memorandum have been very seriously considered by me. It seems to me that the number of fields we can cultivate at the Institute is extremely limited and it seems to me furthermore that it is wise to cultivate as intensively as possible any field we may enter. It is for these reasons that I have approved appointments which will strengthen our work in the classics.

"Let me repeat that I wish you would raise these points in Faculty meeting or in some kind of general discussion after one of our Faculty luncheons. If you feel prepared to do the latter, I should be glad to see that an opportunity is provided but I shall make no move unless I have a signal from you."

the memo
See chrono for R's answer

A File, Walter W. Stewart

1947

10/3

POLICIES

Administration

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

See memorandum in chronological file p. 4-5 for Aydelotte's policies vis-a-vis faculty action on appointments.

A File, Walter W. Stewart; S-11 also

1947

10/8

GENERAL (STENO POOL)

POLICY

PARTICIPATION IN ADMINISTRATION

OPPENHEIMER, R.

Personnel

Administration

Academic Personnel

Biographical

Draft Minutes Faculty Meeting. IAS a school?

Filed in Chronological file under 1947, 10/8.

A, 10/30/56, IAS

1947

10/8

PARTICIPATION IN ADMINISTRATION

Academic Personnel

OPPENHEIMER, R.

Biographical

It here becomes apparent that standing committee's minutes which have not been reflected in full are read by the Secretary and corrected at the Faculty meeting, and not carried in the book of official minutes. Get them. (Note difference between draft minutes in manila folder in Director's office and the final minutes omitting reflection of discussion.)

Alexander appeared hostile to the new Director.

Faculty Minutes 10/8/47

1947

12/5

✓PARTICIPATION IN ADMINISTRATION

Academic Personnel

AYDELOTTE, F.

Biographical

OPPENHEIMER, R.

Aydelotte to Leary. His policy on Faculty Standing Committee: rotate the members, one from each School until each has served a term. Except when he was away, he never had any regular date of meeting of the Committee, but has called them only when he wished to ask their advice. "I have always considered the Committee as a channel of communication to the faculty on points which would not seem to justify the calling of a special faculty meeting. "

D, Aydelotte, Frank, 1946-

1947

12/8

✓ PARTICIPATION IN ADMINISTRATION
GEST ORIENTAL LIBRARY
DIRECTOR
BUDGET

Academic Personnel
Facilities
Administration
Finance

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

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

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

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

D, Faculty Minutes, December 8, 1947

1947

12/8

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

BENEFITS

MAYER, WALTHER

Biographical

The Faculty favorably considered improving the financial status of Mayer, and left the matter in the hands of the Director for his discretion with the Trustees.

D, Faculty Minutes, December 8, 1947

1948-1953

STIPENDS

Academic Personnel

DIRECTOR

Administration

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

✓ ~~SCHOOL OF MATHEMATICS~~ *Portugal in ch*

An accounting running from the years 1948 to 1953:

Academic Year 1948-49

Appropriation

\$20,000.

Commitments

In pencil
Bole - Fica for the
11 articles

Kenneth Burke (2nd term) \$1,200.00

Francis Fergusson (full year) 6,000.00

Max Radin (law) (2nd term) 5,000.00

1948/9-

12,200

\$ 7,800 Balance

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

of \$27,500 with the balance.

Commitments for 1949-50:

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

Academic year 1950-51

Appropriation

Balance from 1949-50

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

Commitments:	George Kennan (full year)		
	Department of State	\$15,000	
chp both in place	A. Chakravarty (2nd term)		
	Sch. Historical Studies	2,500	
work in atomic	J. Palfrey (for 11 year)		
secretary not published	Columbia, Atomic Energy		
yet? see article	Commission (A. E. C.)		
1953	Sch. Historical Studies	<u>2,250</u>	
			<u>19,750.00</u>
			\$12,777.09 bal.

Amer Dip 1900-50
2nd

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

Tolson & Menasse not listed

Bruner listed
 1951-2
 Palfrey 50-52
 Levy 51-53

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

1953-54 Kennan had \$5,000; Perry Miller had (philosophy)
history of ideas) had \$3,250; George Wald (biology in the
School of Mathematics) had \$900; Morton White (philosophy)
had \$2,083.34; Chauncey Leake had \$1,000 and the "cheson
conferences accounted for \$4,000 which left a lax balance of
\$28,636.07.

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

Note no ref Div of Inquiry. w if Slick. Out Ferg - Levy of
control. pines.

D, Director's Fund

1948-1953

SCHOOL OF HISTORICAL STUDIES

Academic Organization

MEMBERS

Academic Personnel

✓ PARTICIPATION IN ADMINISTRATION

The Executive Officer of the School changed annually. The file contains a series of letters from the Executive Officer to the Director, making calling meetings of the School & in the Director's office once or twice annually at which action was taken on members. See file for names and dates.

D, Historical Studies, Memoranda from the Executive Officer

1948

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

MERITT, B. D.

For draft Faculty minutes see source.

Meritt, Faculty Business, Vertical

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

INSTITUTE HISTORY

Institute History

From the time Mrs. Leary took over the Minutes of Faculty meetings, there was no ascribing to individuals of any part of the comments or discussion or motions, second, etc.

Faculty Minutes

1948

2/2

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

TRUSTEES

Corporation

APPOINTMENTS

Academic Personnel

MONTGOMERY, DEANE

Biographical

In connection with the Deane Montgomery appointment suggested originally for five-year membership, but permanence was insisted upon by Montgomery. Oppenheimer indicated that through Mr. Maass he had secured informal Trustee approval for the permanent appointment.

Faculty Minutes 2/2/48

1948

2/2

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR'S FUND (GENERAL)

Finance

SCHOOL OF MATHEMATICS

Academic Organization

UHLENBECK (Physicist)

Faculty approved his appointment which Director had earlier presented to Trustees and secured approval faculty (12/16/47).
Paid from stipend fund.

Francis Fergusson first member appointed by Director from his Fund.

Faculty Minutes, 2/2/48, p. 194

1948

2/2

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

GRACE, VIRGINIA

Biographical

Meritt asked for extension of Miss Virginia R. Grace's membership for the first term of 1948-1949, terminal, because she is then going on a fellowship to the American School of Classical Studies in Athens. Approved.

Faculty Minutes 2/2/48

1948
1951

2/2
12/17

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

Faculty Minutes for period above.

Some

Filed in Vertical File under "P" for Participation in
Administration.

A 10/18/56

Faculty Minutes

/ PARTICIPATION IN ADMINISTRATION

Academic Personnel

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

GOLDENWEISER, E. A.

Biographical

There was discussion of extension of yearly memberships instead of making permanent commitments, and the Standing Committee was instructed to study nomenclature. Goldenweiser was nominated and appointed for a third term without stipend.

Faculty Minutes, 2/2/48

1948

2/2

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

DEGREES

Academic Procedures

OPPENHEIMER, J. R.

Biographical

Oppenheimer raised a question with the faculty of granting doctoral degrees. Veblen expressed himself as flatly opposed on the ground that there would be so few that each would have an excessive value. I asked Oppenheimer what made him suggest it. He said that when he came to Princeton he was helping three or four University of California men with their doctoral theses. They were at the Institute. He would have liked to give them a degree from the Institute, and this was the sole reason for which he raised the question. He came to see later, he said, that it would not be a good thing because of the limitation of the fields, etc., and because, mainly because, the Institute was not set up to handle graduate work. At first he misunderstood the question and said, "Oh, you mean that time I all that hassle about my saying the Institute was an educational institution, and I said, no, I didn't mean that. This was a specific reference to degrees. He didn't remember it, but

he said that the attitude of the faculty was perfectly right.
there

He said that/~~ik~~ was also a question raised with him ~~about~~ by some of the trustees on the advisability of the Institute granting honorary degrees, and that he expressed himself as flatly opposed to that in the very beginning. There is no record of any such discussion in the records so far as I have been able to ascertain.

Interview with Oppenheimer, July 1, 1957

1948

2/2

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

Minutes taken from here on by Eleanor Leary from the
notes of the Secretary of the Faculty, and continue that way.

Faculty Minutes 2/2/48

1948

2/2

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

SEGALL, DR. BERTA

Biographical

DE TOLNAY, CHARLES

Reappointment of Segall (Dr. Berta) and Charles de Tolnay (Dr.). The School had decided to terminate Segall's appointment unless Princeton University agreed to provide her part-time support, which was very doubtful in the Director's opinion. In the case of Dr. de Tolnay, the Director asked whether the Faculty's past action to terminate his appointment was binding on the Director. "It was agreed that no adequate professional opinion on de Tolnay's work on Michelangelo could be given by the Faculty; [Panofsky was not present] that its merits would not be reviewed again; that the Faculty decision was binding."

Faculty Minutes, 2/2/48

1948

2/2

✓ PARTICIPATION IN ADMINISTRATION

POLICIES

Academic Personnel

Administration

Oppenheimer announced Trustees' action appointing a committee: Maass, Lehman, Weed and Oppenheimer, to investigate the problem of "outside consultant work at the Institute."

(Question: Was this in connection with the announcement of the Director's Fund and the Publications Fund?)

Faculty Minutes 2/2/48

1948

10/27
11/19

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

SCHOOL OF MATHEMATICS

STEWART, W. W.

Biographical

EARLE, E. M.

Stewart to Oppenheimer. In anticipation of the Faculty meeting with School of Economics and Politics on November 3, Stewart pointed out the need of future faculty appointments to the School, mentioning at the same time Earle's memorandum on the conference in studies of France (See memorandum October 22, Chronological). There were five faculty members: Earle, Mitrany, Riefler, Stewart, and Warren, and the Trustees upon the recommendation of the Faculty and the Director authorized the appointment of two additional faculty members: an economist and an historian; neither of the two turned out to be available, says Stewart. The Faculty, now three, will be two

mit
not

when he retires in 1950. Stewart says it seems appropriate to consider a type of scholar who might be considered for appointment and indicate the method of selection, and suggests a conference to discuss it.

He mentions two topics he thinks it advisable not to discuss at the group meeting--one concerns the economic fund under the terms of the grant made by the Foundation, and the other, correspondence with Professor Hayek.

Katherine Russell to Cherniss, von Neumann and Weyl, calling them to a meeting Oppenheimer is having in his office on November 24 with Earle, Stewart, Warren and Viner.

D, Historical Studies, *Recommendations of Faculty*
Minutes of Meetings

1948

11/11

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

TAXATION (FEDERAL)

Government Relations

MEMBERS

Academic Personnel

Oppenheimer to Members from the Occupied Zones:

Informs them that the Institute is not reporting stipends because they are not salaries, but aids to further academic work. If any member has a surplus of these funds left over, he should return them to the Institute, for if he attempts to transfer them abroad, the Federal government will tax his whole stipend.

Faculty Minutes, page 202

1948

12/7

✓ PARTICIPATION IN ADMINISTRATION

DIRECTOR

MEMBERS

ELIOT, T. S.

Academic Personnel

Administration

Academic Personnel

Biographical

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

Faculty Minutes, p. 203

1948

12/7

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

DYSON

Biographical

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

Solicited ideas and suggestions from Faculty.
(By 4/19/47 Minutes read: "Director announced" appointments for three years. (p. 207)

many date -

Faculty Minutes

1948

12/7

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

SCHOOL OF MATHEMATICS

Academic Organization

STIPENDS

Academic Personnel

ELIOT

DYSON

The Director reported Eliot may come back in 1950. He requested authorization from the Faculty to budget \$9,000 to be used during the next five years to provide stipends for three terms for Dyson, now Commonwealth Fellow. Granted.

Director reported he had offered Professor Chern of Nanking an appointment for three years, an emergency offer.

The Faculty confirmed it. (Interesting to note that this was the origin of the reports to the Faculty on expenditures from the Director's Fund).

The Minutes contain the names of those present at the bottom rather than the top, a radical change. They are also

not designated as Minutes. They are not signed. The Director solicited suggestions from the Faculty.

Faculty Minutes, 12/7/48

1949

2/10

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

A certain note of acerbity creeps into the correction of the previous minutes. (November 9, 1948) Minutes were approved, "two name errors having been corrected in the circulated draft. Professor Meritt read the minutes of the informal meeting of December 7, 1948; correction was made in the wording of item (3) as follows:" an invitation had been extended to Born to spend as much time as possible at the Institute at the rate of \$8,000 a semester, for which the sum of \$4,000 would be budgeted every year for five years.

Faculty Minutes, 2/10/49

1949

2/10

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

EINSTEIN, A.

Biographical

PAIS

Preparations for Einstein's birthday celebration: ⁽¹⁾ / A formal issue of the Review of Modern Physics with about fifty contributions from all over the world edited by Pais, published at ~~of~~ Institute expense. ⁽²⁾ An ~~ifurama~~ informal symposium on March 19 with the reading of six papers devoted to Einstein's work as it is involved in contemporary science to be held jointly with Princeton University. Suggested by Professor Ladenburg. One of the papers would be read by Professor Weyl. ⁽³⁾ The creation of a fellowship, chair or prize in Einstein's name. Director invited views of the Faculty on this which a donor proposed to set up, a \$25,000 contribution every five years. Discussion concensus administering of the fund by the National Academy of Sciences would be appropriate, and that Einstein be consulted as to the use of the fund. A personal gift from the Faculty--a high fidelity radio.

Faculty Minutes 2/10/49

1949

2/10

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

SCHOOL OF HUMANISTIC STUDIES

SCHOOL OF HISTORICAL STUDIES

MEMBERS

Academic Personnel

The Director reported on a proposed unification of the School of Economics and Politics and the School of Humanistic Studies on the ground that present administrative set-up inadequate because of the smallness of the two schools which will become relatively smaller as physics grows in the School of Mathematics. "Particularly in the consideration of applications to membership the unification of the two Schools would be helpful. Many applications now fall between the two Schools and for practical purposes the faculties of both Schools advise on these. That both Schools use the historical method serves further to point up the fact that there are important elements of unity between them." (page 205)

1949

2/10

Pending final decision, Director suggests the two Schools should unite; that the Faculty members meet together, that appointments be jointly considered. Individual Faculty members had indicated their endorsement of the plan; there had been no joint meeting of the Schools. Such a meeting should be the next step and a report made back to the full Faculty.

Nomenclature: School of Historical Studies, School of Humane Studies and the School of Humanities.

There was full discussion, every member of the Faculty expressing his view. The consensus was in favor of unification.

Faculty Minutes, 2/10/49

1949

2/10

✓ PARTICIPATION IN ADMINISTRATION

PRINCETON UNIVERSITY

LIBRARY

Academic Personnel

Relations WOI

Facilities

Faculty members informed Director that the lounge for the Institute was open to undergraduates except when specifically reserved for the Institute, and that some Institute members had had no response to requests for carrels. The Director was to take the matter up with Mr. Boyd.

Faculty Minutes, 2/10/49

1949

2/21

PRINCETON UNIVERSITY

Relations WOAI

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

WOODWARD, E. L.

Biographical

ROSTOW

LINK

CRAIG, GORDON

W. Earle to the Director and Faculty S. H. S. and S. E. P.
Mentions proposed appointment of Dr. Felix Gilbert for permanent membership in the Institute, among others. He would like to see E. L. Woodward who has twice been at the Institute and made a deep impression upon the Institute members and the Departments of History and Politics at Princeton. Up to the present time, Gilbert has not wanted to leave England, but the health of his wife is now improved, and he may be willing to give serious consideration to an appointment.

Rostow has been Harmsworth Professor at Oxford, and will be

Professor of American History at Peterhouse, Cambridge, 1949-1950.
Marle is canvassing him.

He suggests Link and Craig at Princeton, two professors,
for permanent appointments or perhaps for five years. Since
it seems unwise to add the University Faculty, it should only
be considered if either of them is about to be bid away by some
other institution with terms that Princeton couldn't meet.

D, Historical Studies, Recommendations of Faculty

1949

3/8

PARTICIPATION IN ADMINISTRATION

Academic Personnel

GENERAL

Academic Organization

SCHOOL OF HISTORICAL STUDIES

EARLE, E. M.

Biographical

The Director reported that since the School of Economics and Politics and the School of Humanistic Studies had already held two joint meetings, the reorganization was in fact established. The name had not yet been selected. No formal action required.

Earle was appointed Executive Officer of the new School.

Faculty Minutes, 3/8/49

1948

3/8

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

SCHOOL OF HISTORICAL STUDIES

Academic Organization

MEMBERS

Academic Personnel

GILBERT, FELIX

Biographical

Earle suggested permanent membership be offered to Dr. Felix Gilbert. Concensus was he was suitable, but prolonged discussion of the formal status of the appointee, "centering about the question of whether the appointment should or should not prescribe specific duties, and the legally related question of taxability."

There was discussion and conflict. It was moved and seconded that the Director should write to Dr. Gilbert inviting him to permanent membership, subject to concurrence of the Trustees, with either a grant-in-aid, or a salary after taxes of \$6,000 a year and the usual TIAA arrangements. Director authorized to discuss the matter with Dr. Gilbert.

Faculty Minutes, 3/8/49

149

4/19

✓ PARTICIPATION IN ADMINISTRATION

Academic & Personnel

GILBERT, FELIX

Biographical

PAIS

Director presented Gilbert's letter of April 3, 1949 declining the membership offered him at the Institute because of lack of teaching which the Institute's position carried--teaching of the kind he was getting at Bryn Mawr. He found it very important for the clarification of his ideas on history and a great stimulus.

The Director, himself, proposed to change the present status of Pais to convert his \$6,000 annual salary grant to an \$8,000 annual salary, the usual TIAA arrangement, and permanent status rather than five-year tenure. Approved.

Faculty Minutes 4/19/49

1949

~~4/19~~ 4/19

✓PARTICIPATION IN ADMINISTRATION

Academic Personnel

MEMBERS

Two extensions to three years approved: Dr. Bruria Kaufman and Dr. ~~Martian~~ Harish-Chandra. But both had been assistants for one year, so no approval by the full Faculty was necessary.

Faculty Minutes, 4/19/49

1949

4/19

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

MEMBERS

MITRANY, DAVID

Biographical

The Director reported Mitrany had been given a grant of \$4,000 for the present spring term from the contingency fund. School of Historical Studies recommended this sum be offered Mitrany in any one of the next three years. Faculty made no objection.

Faculty Minutes, 4/19/49

1949

4/19

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

GOLDENWEISER, E. A.

Biographical

Goldenweiser was conducting a seminar and seeing a book on monetary policy through the press. Warren recommended him for a fourth year without stipend. No objection.

Faculty Minutes 4/19/49

1949

4/19

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

TAXATION

Government Relations

Taxability of grants still problem, particularly for permanent members. Trustees proposed test case, and Alexander had consented. Faculty concurred with seeking ruling on two typical cases.

Faculty Minutes, p. 208

1949

4/19

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

MEMBERS

CLEMENT, PAUL

Biographical

Meritt recommended extension of Clement's membership another year without a grant. Meritt said it was not a permanent arrangement, but it was hoped that Clement would continue his association with the Institute. No objection.

Faculty Minutes 4/19/49

1949

4/19

✓ PARTICIPATION IN ADMINISTRATION

Academic Personnel

MEMBERS

Ø

SWARZENSKI, HANNS

Biographical

Panofsky announced Swarzenski had resigned his
Institute membership to accept a permanent appointment as
Assistant Curator at the Boston Museum of Fine Arts.

Faculty Minutes, 4/19/49