vert. file "V"

1934 4/12
1935 3/19

PRINCETON UNIVERSITY — Relations WOAI

SCHOOL OF MATHEMATICS — Academic Organization

BUILDINGS AND GROUNDS — Facilities

VEBLEN, O. — Biographical

FLEXNER, A.

Originals Veblen to Flexner on School of Mathematics and Fine Hall. Very important. Independence of I. A. S. stressed. Did he believe that scholarship of I. A. S. adversely influenced by graduate school atmosphere? No. He wanted to take grad students to IAS

Also Veblen's recommendation for building first common building like Atheneum at Pasadena with schools on campus near University. Buildings appropriate.

Letters filed in Vertical File under "V" for Veblen.

F. A., 1/8/57

Bldg. & Grounds
O. Veblen

THE INSTITUTE FOR ADVANCED STUDY

SCHOOL OF MATHEMATICS

FINE HALL

PRINCETON, NEW JERSEY

April 12, 1934

Dear Doctor Flexner:

In response to your request for my opinion about the question of a site for the Institute, I should like to mention the following considerations:

1. I hope that our Institute will be permanently a seat of learning. M. H. A. Newman of St. John's College, Cambridge, remarked years ago about his own university, "It has been in existence as a seat of learning for a very long time. There have been periods in which learning has not occupied its seat, but the seat has always been there and learning has generally returned in the course of time." I think the existence of a visible and permanent locus of this sort is very important for the perpetuation of the purposes of the Institute in the long future.

2. We are all agreed that it is very desirable to work in close cooperation with the University, but we are also agreed that the Institute should maintain its independence. The chief reason why I regard this as an important consideration is that the ostensible purposes of the Institute agree with its real ones. In the case of any American university, there is so great a mixture of conflicting purposes and interests that there is always a danger of the primary scholarly purpose being lost sight of. The strength of the Institute is that scholarship is its sole,

as well as its avowed, purpose. For this reason I think it important for the Institute to make its existence as an independent entity physically visible. And for this reason I think that it should have substantial real property of its own.

3. The relationship with the University, whether it is worked out as in the case of Fine Hall by a school of the Institute carrying on its work upon University property, or whether it is done quite independently, will be most efficient if the whole plant of the Institute is as near as possible to that of the University. Therefore I favor the acquisition of property as near to the center of Princeton as possible.

4. It is entirely probable that Princeton will become the site of a group of cultural institutions much as Oxford is a group of colleges. It will be a decided advantage to be at the center of this group rather than on the periphery.

5. The considerations stated above lead to the conclusion that the Institute should have, if possible, a large plot of land. Personally I am inclined to think that we are likely to make the mistake of getting too small a piece, rather than too large a piece. So far as I know, there is no educational institution in the United States which has not in the beginning made the mistake of acquiring too little rather than too much land. The same mistake has been made by all of the Oxford colleges at various times in their history. So I vote for a large plot of land.

6. Another consideration which points in this same direction is the following. I think that any institution which becomes a part of a

community like this one, has a duty to contribute something to the amenities of the place. This would be accomplished if the Institute owned a sufficiently large plot of land, which would thus be kept free from objectionable intruders.

7. All of the considerations above hold good, no matter what subjects the Institute is going to develop, or how it is going to develop them. The question will, however, necessarily be asked,- What is the first building which the Institute should erect, or move into in case there should be a suitable building already on the site chosen? My own hope would be that the Institute would sooner or later have a residential center analogous to an Oxford college without the monastic background. Whether this point of view is adopted or not, however, I think that the first step probably ought to be something analogous to the Atheneum at Pasadena, the Harnack House in Berlin, and the Rhodes House in Oxford. This should include a residence for the Director, and something in the way of club rooms or meeting place for members of the Institute, and if possible a certain amount of additional residential accommodation. The main point however would be that it should provide some sort of a recognized social nucleus for the Institute.

8. With regard to the actual working quarters of the different schools, I should think that in some cases it would be possible to locate them right on the University campus in contiguity to the appropriate department of the University, and that in other cases it would be possible

to have working quarters on the Institute's own territory. But this matter I regard as not affecting the question of site very seriously, because the site should be adequate to take care completely of the Institute's enterprises in case circumstances at some time in the future should make it desirable to do so.

9. The question is often asked whether Fine Hall has become crowded. I think the correct answer is that it is now full, and that therefore any substantial increase in the School of Mathematics, or the use of these facilities for theoretical physics, would tend to overcrowd it. The situation with regard to offices in Fine Hall is this: There are nine offices with fireplaces and fifteen without. At present the permanent members of the two staffs all have separate offices. In addition to this, instructors in the University, assistants in the Institute, and a certain number of National Research Fellows, have offices which are shared by two or three persons. I think it very desirable that our assistants should have individual offices for their work, which often involves conferences with workers.

10. I think it would be feasible to make an addition to the quarters in Fine Hall either by building an addition to the Palmer Laboratory or to Fine Hall on the lower side of the hill, or by taking over the University Infirmary and replacing it by a new hospital in a more suitable position.

The latter proposal seems to me to have several advantages.

The Infirmary seems to me to be a well lighted building which could be easily adapted to our purposes. By having some of our offices in that building I think we would be close enough to the facilities in Fine Hall so that the people who had their offices in the lower building would suffer no disadvantage, and by not being too crowded we might avoid possible sources of friction in the future when all the personalities involved may not be as fortunately related as they are at present. I should think it would be possible to purchase the land and building now used for the Infirmary, or at least lease them for a long term.

11. In connection with this last suggestion I should like to mention one problem which we have not had to face this year, but which we might have to deal with at any time at a moment's notice: serious illness on the part of one or more workers in the Institute. In spite of all theories, such an incident in this country would become a problem for the administration of the Institute. In case the Institute participated in the replacement of the old Infirmary by another hospital, it should be a simple matter to arrange that members of the Institute had the right of admission to the new hospital on suitable terms.*

Sincerely yours,

Oswald Veblen

Oswald Veblen

Dr. Abraham Flexner
20 Nassau Street
Princeton, N.J.
OV:GB

* But at present we could use the town hospital which is quite good.

Bldg. 5 f.

THE INSTITUTE FOR ADVANCED STUDY
SCHOOL OF MATHEMATICS
FINE HALL
PRINCETON, NEW JERSEY

March 19, 1935

Dear Doctor Flexner:

As you suggested, I have read over again my letter to you of April 12, 1934. I find that I am still substantially in agreement with what I said at that time. In fact the only modification which occurs to me would be dictated by the practical consideration that the Infirmary seems to be excluded as a possibility.

May I now add a few remarks about the present situation in Fine Hall? I wish to do this, not at all to urge any particular program, but very largely in order to be sure that I am clear in my own mind on the subject. I should particularly like to avoid the appearance of urging the needs of the School of Mathematics in competition with any of the other general or special purposes of the Institute. I should like the picture which I present to be considered simply as a detail in the larger picture of the material needs of the Institute.

1. During the present year I have not observed any crowding in the library of Fine Hall. There always seems to be a place available where one may sit down and read or write. It is possible of course that this is due to the fact that when an individual worker comes to the library and finds no suitable place to work, he returns to his own lodging as soon as he has looked up absolutely necessary references. A worker who has no comfortable place assigned in which to assemble his papers and books, will in general work at home.

I think that it would be very desirable to provide more adequate

places for the younger workers. I verified on my recent visit to Chicago that in the Mathematics Building there, not only the people analogous to our workers, but also many of the graduate students, are provided with small offices.

2. During the present year the provision of office space in Fine Hall for our workers has been as follows:

Professors Siegel and Lemaître have been allowed to use Professor Gillespie's office when he is not there himself. The older workers have been given the privilege of the Professors' Room, and this has been used rather regularly by Professors Walsh and Zariski. It is occasionally used by Professors Moore and Ward, and very rarely by Professors Douglas and Eckart.

The men whom I have mentioned are, by age and standing in the academic world, to be thought of as comparable with our own professors. I feel that it is rather a serious handicap that they are not better provided for. It has undoubtedly kept some of them from taking as large a part in the communal scientific life as they otherwise might have.

The younger workers are to be thought of as comparable with instructors in a university. The only full-time University instructor here, Dr. Wilks, has an office to himself.

3. An office was provided for Professor Dirac (the visiting professor). I notice that since Professor Wigner left, Dirac has moved

into Wigner's office. I presume that next year Professor Morse will have the room which was this year assigned to Professor Dirac. What will be done for the visiting professor I do not know.

4. The assistants to the professors - Vanderslice, Zippin, Martin, Brauer - were all assigned to the small room next to mine. After Professor Lefschetz saw what the situation was, he kindly arranged to have Brauer shifted to share another room with two of the graduate students who are acting as assistants in the Mathematics Department. I formerly had a separate room for my assistant. This arrangement was much more favorable for my work than the present one. The problem of space for the assistants will doubtless be more difficult next year than this.

5. The five professors in the Institute and the associate, Dr. Mayer, all have offices. The rooms assigned to Alexander, Einstein and myself are extremely good.

6. The gist of the observations above is that we feel our present quarters in Fine Hall to be inadequate not so much because of the number of workers enrolled in the Institute as because of their high quality. The principle upon which Fine Hall was designed was to make a place so attractive that people would prefer to work in the rooms provided in this building rather than in their own homes. This has been the actual outcome in all those cases in which the individual possesses a room in Fine Hall. It would be very desirable to provide such additional accommodations that this plan could be extended at least to the more important temporary members of the Institute.

7. Early in the present academic year, after strong intimations from Professor Lefschetz that it was time to do so, I discussed the building question with Dean Eisenhart. His ideas, with which I concur, may be summarized in the following four points:

a) If possible we should have something in the way of an additional building on the Campus close to Fine Hall

b) This building should ultimately be adequate for the personnel of the School of Mathematics of the Institute so far as office space is concerned

c) A small number of additional seminar and lecture rooms should be provided

d) Common use of library, Common Room and Professors' Room should continue

While under the heading b) it is suggested that the Institute should provide an amount of space equal to its own requirements, it is not suggested that it would be necessary to do this in the immediate future. It might be possible to design such a building, or extension of present buildings, that only a portion would have to be constructed in the immediate future. Also, it was Eisenhart's and my understanding that members of the Institute would continue to use rooms in Fine Hall, and that certain members of the University might well use rooms in the new construction, whatever it turns out to be. He did emphasize, however, the point that the Department of Mathematics of the University should ultimately have available for itself as much room as there is in the whole of Fine Hall.

8. I should like also to emphasize the point that in planning any provision of facilities for the School of Mathematics, consideration should be had for the needs of a future development in Theoretical Physics.

9. I am not submitting an actual estimate of the amount of space which would be required to meet the ideas propounded above. I think I could make such an estimate rather easily, but I thought that it might interest you more to have a report merely on the experience of the present academic year.

Yours sincerely,

Oswald Veblen

Oswald Veblen

Dr. Abraham Flexner
20 Nassau Street
Princeton, N.J.
OV:GB

Vert. file "V"

1924 Feb. - May

MATHEMATICS Academic Activities

ROCKEFELLER Foundations

RESEARCH Procedures

VEBLEN, O. Biographical

Material copied from the V-4 File regarding the need to establish a mathematical institute--serious lack of proper training in this field.

Filed in Vertical File under "V" for Veblen.

V-4

COPY

Prof. Veblen: Sep. 3, 1941

In addition to these two, I have also found now substantially the same subject-matter, slightly revised, in a letter which you wrote to Dr. Abraham Flexner on June 10/24, and that I have given Miss Eichelser for Dr. Aydelotte, with a copy of your obituary paper on Dean Fine. Dr. Aydelotte is not expected here until tomorrow, and possibly it would have been more effective to wait to give him these until he had got through the summer's accumulation.

G. B.

Feb. ? 1924

Dear Dr. Kellogg:

My experience this year has made me rather acutely conscious of the fact that the needs of mathematical research have not yet been brought to the attention of those whose position enables them to have a view of the strategy of Science. This, I think, is chiefly the fault of the mathematicians themselves, who have too easily assumed that an outside world which cannot understand the details of their work is not interested in its success. That such an idea is erroneous has been well illustrated by the generous action of the Rockefeller Foundation in providing funds for Research Fellowships in Mathematics of the same type as for Physics and Chemistry. This was done immediately, and apparently as a matter of course, when the need for such fellowships was pointed out. This experience, as well as much evidence of a less tangible sort, of the friendly interest in mathematics, leads me to hope that it may be worth while to draw attention to the fact that we are now in a situation where another very important step of a similar sort may be taken.

It is time that mathematical research is done almost entirely by university and college teachers. But a mathematics department in an American university has to deal with an enormous mass of freshmen, a very large number of sophomores, and with extremely small numbers of juniors, seniors and graduate students. The situation is entirely different from that of a European University, which has to deal only with the last class of students. The subjects taught to freshmen and sophomores are taken up in the Lycée's and Gymnasia. Under our conditions, the men responsible

for the conduct of a Mathematics department are obliged to give their primary attention to providing instruction for the freshmen and sophomores. This obligation is due not merely to the number of men who have to be dealt with but also to the intrinsic importance of such instruction.

Nevertheless there has been a great development of mathematical research in this country. Twenty or thirty years ago there were very few men doing such research and they were receiving very little consideration from the Universities. Now they are very much in demand. A man with good mathematical gifts and normal personal qualities has little trouble in obtaining as good a position as is available under our system. But when he obtains it he has a teaching schedule of from nine to fifteen hours a week as compared with three hours a week for his colleague in the Collège de France, for example. Moreover, he becomes tremendously interested in his teaching; he sees the manifold ways in which it could be improved, and he plays his part in the committees and other administrative devices for doing the obvious tasks of the university.

He was preferred to other men when appointed, because of his scientific distinction. But just because he has a sense of responsibility and reacts in a normal way to his environment, it is only a small fraction of his energy that goes into research.

So we have arrived at the stage where we recognize ability in scientific research as a basis for university appointments but not as a primary occupation for the appointees. This statement is not strictly true in sciences like Physics and Chemistry, for

the universities which have great laboratories usually recognize the absurdity of maintaining such plants without a respectable output of research. It is brilliantly untrue in Astronomy. But in Mathematics it is true almost without an exception.

The way to make another step forward is obvious. Indeed it has already been partially recognized by the Rockefeller Foundation in establishing a series of Fellowships in various sciences which afford opportunities for research to men of promise at the outset of their careers. What remains to do is to find a way of assuring the continuance of their research to men who have already proved their ability. This is already provided for, to a certain extent, in the laboratories of the experimental sciences, but, as already indicated, there is no provision in Mathematics. To provide it, there are at least two ways which would be justified by the actual amount of mathematical talent in the country.

The first of these would be to found and endow a Mathematical Institute. The physical equipment of such an institute would be very simple: a library, a few offices, and lecture rooms, and a small amount of apparatus such as computing machines. There should also be provision on a small scale for stenographers and computers. But the main funds should be used for the salaries of men or women whose business is mathematical research. Such an institute, in my opinion, could operate successfully either in conjunction with a university or as an entirely separate institution. In either case it would treat mathematical research as a profession. There are plenty of men in the country who have shown that they are capable of living up to such a position.

The idea of such an institute is by no means a new or untried one. We have several institutes for research in other sciences in this country and there are several mathematical institutes in Europe.

The second plan which I have in mind is essentially that followed by the Royal Society in the Yarrow Research Professorships. It consists in establishing and endowing a number of research professorships which are awarded to individuals who have shown in their own environments that their impulse to research is a vital one. The appointees are not moved to new places. The only difference brought about is that they are freed from all other obligations and thenceforth paid for devoting their energies to research.

In our country it would be advisable actually to limit the amount of teaching or other routine that a research professor is allowed to do. He should not be allowed to give more than two or three lectures a week. Perhaps also he should not be allowed to accept more than a limited number of research students. With such restrictions, I think that one of our philanthropic foundations could carry a number of research professors on its salary roll and be confident that no better use could be made of its funds.

The second plan has the advantage that it could be tried out by gradual steps. The mathematical institute has the advantage that it would provide a definite nucleus for mathematical research and foster cooperation in a subject that has been treated in the past in perhaps an unnecessarily individualistic way.

Yours sincerely,

OV/NER.

Oswald Veblen, Chairman
Division of Physical Sciences.

A The step which I propose is a very obvious one which doubtless should be taken in many other fields also. I wish to make the argument only for mathematicians, however, for I am sure of my facts if I limit my in this way. The step is simply to give a number of themen who have proved that they can do productive work in this field a chance to concentrate their efforts on it. A business man or a European scientist would probably ask at once: Are the universities not already doing exactly this thing in all subjects? The answer would have to be that unfortunately they are not doing it--certainly not in mathematics.

(Copy of handwritten note) (Unsigned)

written by Veblen

2/27/24

C
O
P
Y

THE ROCKEFELLER INSTITUTE
FOR MEDICAL RESEARCH

66th Street and Avenue A
New York

February 26, 1924.

Dear Dr. Veblen:

In the absence of Dr. Flexner from the city, I wish to acknowledge the receipt of your letter of February 23, which will come to his attention upon his return, in about two weeks.

Yours sincerely,

/s/ Anna L. von der Osten

Secretary, Dr. Simon Flexner.

Dr. Oswald Veblen,
National Research Council,
1701 Massachusetts Avenue,
Washington, D.C.

3/12/24

C
O
P
Y

THE ROCKEFELLER INSTITUTE
FOR MEDICAL RESEARCH

66th Street and Avenue A
New York

March 11, 1924.

Dear Prof. Veblen:

I am very glad to have your interesting letter of February 23. I am very ignorant regarding the conditions under which Mathematics is pursued in this country. I wish that sometime you might speak with my brother, Mr. Abraham Flexner, of the General Education Board. The subject, aside from my general interest, is as you know wholly outside my field of activity.

With many thanks, I am,

Yours sincerely,

/s/ Simon Flexner

Prof. Oswald Veblen,
National Research Council,
1701 Massachusetts Ave.,
Washington, D.C.

C
O
P
Y

March 14, 1924

Dr. Simon Flexner,
Rockefeller Institute of Medical Research,
66th Street and Avenue A,
New York City, New York.

Dear Dr. Flexner:

I am very much obliged to you for looking over my letter about the mathematical situation and for the suggestion to take it up with your brother. I am not going to try to make any intensive propaganda for the idea, but I should like before I finish my year on the Research Council, to have called attention to the situation in mathematics in such a way that it may have an effect in the future if not now.

With many thanks,

Yours sincerely,

O.V. -F.

Oswald Veblen.

NEW YORK OFFICE
THE ENGINEERING FOUNDATION
29 WEST THIRTY-NINTH STREET

NATIONAL RESEARCH COUNCIL

Established in 1916 under the Congressional Charter of the National Academy of Sciences and organized with the cooperation of the National Scientific and Technical Societies of the United States

B and 21st N W Washington D C

May 20, 1924

Dr. Simon Flexner
Rockefeller Institute for Medical Research
66th St and Avenue A
New York City

My Dear Dr. Flexner:

I am attaching hereto a copy of a letter just received from Professor C S Palmer. Professor Palmer was a Fellow in Chemistry, February 1922 to March 1924, and has since been with the Chemistry department of Northwestern University. I do not know whether any action is adviseable at this time, but I am sending a copy of this communication to all the members of the Board who have been present at the meetings when the question of patents was discussed. I shall arrange to put this matter on the agenda for the June meeting and shall take whatever steps in addition that may be suggested by any of the Board members.

Faithfully yours

W E Tisdale
Executive Secretary

Vert. file V

1957 2/18

VON NEUMANN, JOHN Biographical

Article from Time magazine, February 18, 1957 on John von Neumann.

Filed in Vertical File under Von Neumann. ("V")

Time, February 18, 1957, pp. 57, 58, 60

Atoms Aloft

The Atomic Energy Commission was flying captive balloons last week over its Nevada test site. Magnesium flares, burned at varying altitudes, would simulate atom bombs and indicate how high a bomb could be exploded without blinding auto drivers on the highways of southern Nevada.

AEC's smaller nuclear devices are generally exploded on steel towers inside a ring of screening mountains north of Las Vegas. The towers are vaporized by the heat, and the atomic fireball, touching the ground for an instant, drags up toward the stratosphere a large amount of radioactive dust. Both the dust and the vaporized steel must fall to earth somewhere, and the piercing outcry from places where they have fallen has made the AEC jumpy.

Exploding the devices from balloons will reduce this local fall-out. There will be no tower to vaporize (the balloon hardly counts), and if the balloon is tethered high enough, the rising cloud will drag no hot dust with it.

Man and Strontium 90

Just how dangerous to the human race is the radioactive fall-out from nuclear-weapons tests? The subject is enormously complex, and to understand all aspects of it requires expert knowledge of many sciences, including genetics and medicine as well as physics. A beginning is being made to answer the question.

To find out how much damage mankind should expect from strontium 90, one of the fall-out isotopes, the U.S. Atomic Energy Commission financed a study by Drs. J. Laurence Kulp, Walter R. Eckelmann and Arthur R. Schulert of Columbia's Lamont Geological Observatory. Last week the team made a report in *Science*.

Strontium 90 is probably the most-feared fission product. Chemically similar to calcium, it is absorbed along with calcium by the human system and deposited in the bones, where its persistent radioactivity (half-life 28 years) may cause cancer. Collecting 500 samples of fresh human bone from widely separated parts of the world, the Columbia men analyzed them delicately and concluded that "at the present time, strontium 90 can be found in all human beings, regardless of age or geographic location . . ." The amount is not large. Averaging all the results together, they reckoned that the human race now has .12 micromicrocuries* of strontium 90 for each gram of body calcium. This is about one ten-thousandth of "the presently accepted maximum permissible concentration."

In their small sample, however, the researchers found a good deal of variation between individuals. The rapidly growing bones of young children averaged three to four times as much strontium 90 as the bones of adults. Even certain adults had ten times more than others. One sample of adult shinbone from Vancouver, B.C. had 75 times as much as the average.

Bomb to Bone. The Columbia men did more than analyze bones; they also traced the path of strontium 90 from the nuclear reaction to the human body. Most of it was produced by the biggest thermonuclear explosions, U.S. and Soviet, and most of it rose high into the stratosphere. The particles are so small that they fall very slowly until they reach the lower atmosphere. Then rain washes them quickly down to the surface. This process takes time; strontium 90 is now spread all over the earth, with somewhat less in the Southern than in the Northern Hemisphere.

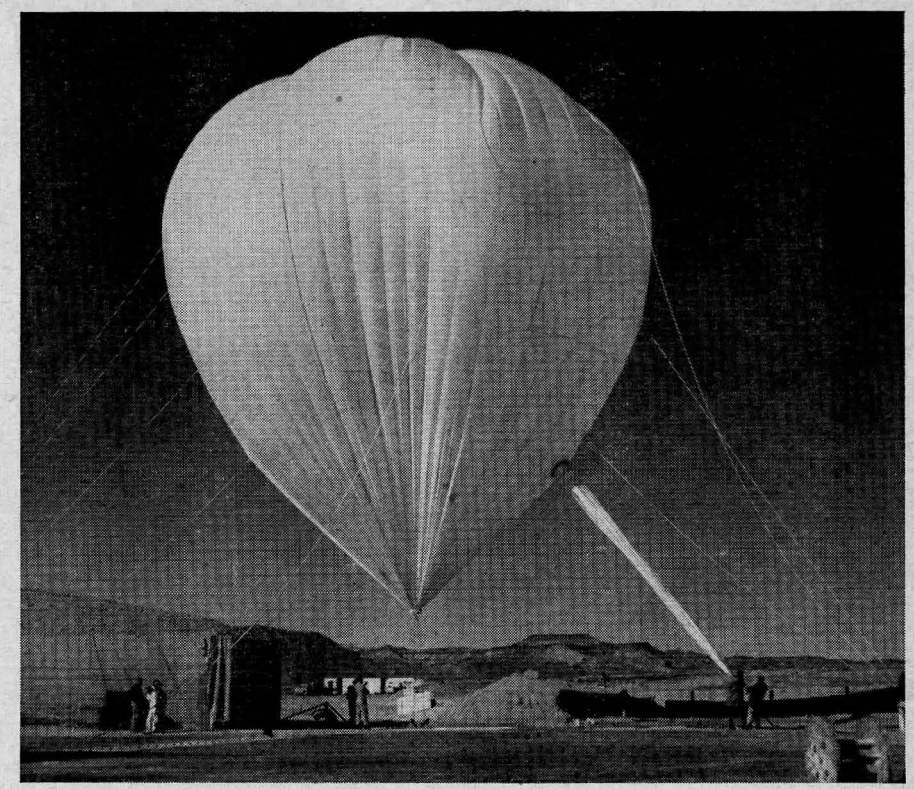
When any kind of strontium gets into soil, it is taken up by plants as if it were calcium. Since plants do not like it as much as calcium, those grown in calcium-deficient soil generally contain more strontium 90 than plants that get plenty of calcium. It is not established, however, that all plants behave in this way.

Cows & Grass. When animals, including milk cows, eat plants containing strontium 90, they reject it selectively in favor of calcium. Therefore milk contains less strontium 90 in proportion to calcium than the grass or alfalfa that the cows eat. This means that humans who get most of their calcium from milk will collect less strontium 90 than people who get their calcium direct from vegetable sources.

Most of the strontium 90 created by past bomb tests is still in the stratosphere or in the soil, but it will tend to move for years into human bones. If no more large tests are made, the Columbia men figure, the average human bone should contain, by 1970, about 1.3 micromicrocuries of strontium 90 per gram of calcium. This is eleven times the present amount.

The Columbia men do not consider their work complete. It measured only one of the many fission products. It had nothing to do with the genetic perils of radioactivity. It paid no attention to areas (such as the U.S. Southwest) where "local" fall-out has been heavy. It used a very small sample: 500 cases out of 2.5 billion humans.

The Columbia men are concerned about such individuals as the Vancouver man who have a lot more strontium 90 than the average, and about people who get most of their calcium from vegetables that were grown in calcium-deficient soil. Such people may come much closer to the "permissible" level. The permissible level itself is still considered debatable. It was derived principally from a small amount of experience with the cancer-causing effects of radium in the bones; at that time no strontium 90 existed in the world. When more is known, the permissible level for strontium 90 may have to be lowered sharply.



CAPTIVE BALLOON FOR NUCLEAR TEST
Where no dust can follow.

The Cheerful Mathematician

Middle-sized plumpish John von Neumann was a man people liked on sight. Those who barely knew him called him Johnny; he might have been a popular restaurateur or candy-shop proprietor. He was, instead, the greatest mathematician of his time. His ideas and personality had a profound effect on today's scientific age.

Born in Hungary two years before the

* The curie is the unit of radioactivity. One curie is 37 billion (3.7×10^{10}) atomic disintegrations per second. One micromicrocurie is one-millionth of one-millionth of a curie.

publication of Einstein's Special Theory of Relativity, Von Neumann grew up during the scientific breakthrough that produced the quantum theory, nuclear physics, the atomic and hydrogen bombs. After studying and teaching at leading European universities, he came to the U.S. in 1930 to teach mathematical physics at Princeton, moved on in 1933 to join the Institute for Advanced Study. He became a U.S. citizen in 1937.

Key Contributions. No list of Von Neumann's honors and achievements more than hints at the strange, exciting world in which he lived so cheerily. His mathematical theories—*e.g.*, set theory, ergodic theory—mean little to most laymen, but many of them have a way of showing up in unexpected and important places. His

J. R. Goldstein

JOHN VON NEUMANN
In a strange, exciting world.

famous Theory of Games, for instance, is used to figure Air Force strategy. A whole school of mathematical economists is applying it to economic and sociological problems, including the behavior of the stock market.

Von Neumann played a vital part in the wartime atom-bomb project. After the war he continued to advise the Government on high-level scientific problems, including thermonuclear weapons and guided missiles. In 1955 he became a member of the Atomic Energy Commission. His advice was instrumental in convincing the Department of Defense that a high-yield thermonuclear warhead could be made light enough to be carried across an ocean by a ballistic missile of practicable size. This thermonuclear breakthrough now dominates the thinking of the U.S. (and probably of the U.S.S.R.) about strategic warfare.

Von Neumann lived in an age of warlike science, but not all of his practical work was concerned with war. He made key contributions to the mathematics of giant computing machines, and although com-

puters using his theories are essential for designing thermonuclear weapons, they also have such important peacetime functions as forecasting the weather and controlling the operation of oil refineries.

New Light. Like other first-rate intellects, Von Neumann had an uncanny gift for explanation, and the wonder of clear communication in his abstruse field happened whether he was talking to a packed lecture hall or to a single listener. He would grin, draw a few symbols on the blackboard, say a few simple words and grin again. Then, little by little, a new kind of light would begin to shine on the most difficult subject.

During the summer of 1955 Von Neumann learned that he had cancer. As the disease progressed, he still kept at work, attended AEC meetings in a wheelchair as long as he was able. The last months of his life he spent in Walter Reed Army Hospital. There last week, at 53, he died.

On hearing of his death, President Eisenhower and AEC Chairman Lewis Strauss expressed heartfelt regrets to his wife. Both knew only too well that he could not be replaced.

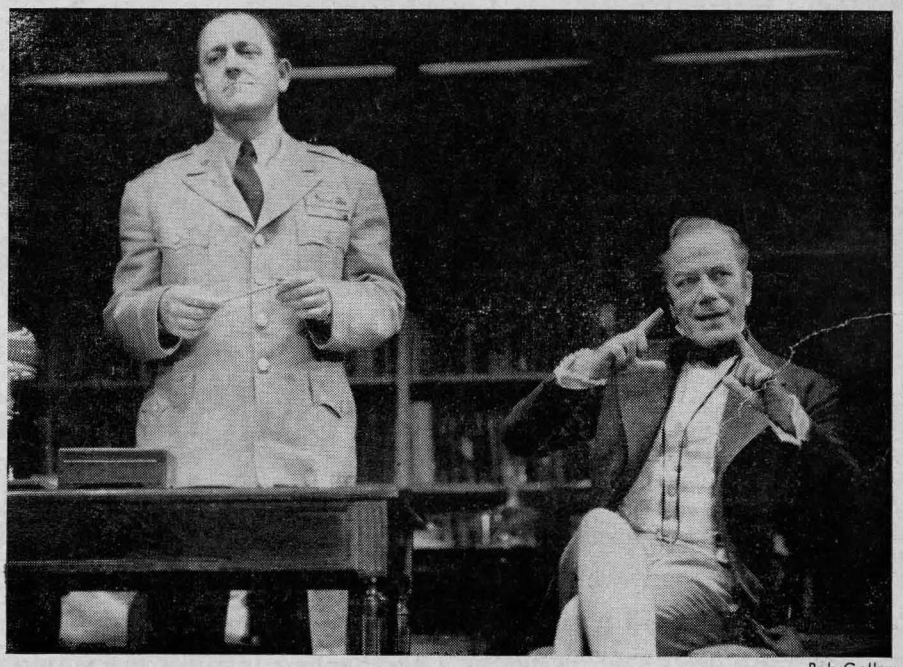
THE THEATER

New Play in Manhattan

Visit to a Small Planet (by Gore Vidal) attracted considerable attention as a satirical TV yarn about a man from a distant and civilized planet who, via flying saucer, visits his "hobby," the Earth. It later aroused considerable speculation as to how, without being sadly watered down, a good saucerful of TV fun could fill a regulation soup bowl of a play. The problem has been solved, on the whole quite happily, by not turning *Visit to a Small Planet* into a play. It has been turned, instead, into a kind of vaudeville show, with two expert comedians, Cyril Ritchard and Eddie Mayehoff, handling the routines.

Visit does have a genuine and very pleasant first act. The visitor arrives in 1957 from afar, his timing a little askew: he had hoped (and dressed) for the Civil War. Under the surveillance of a general from the Pentagon, he looks about, comments, inquires, and finding that waging war is still Earth's mightiest talent, is all ready to wage an outsized one himself. After that, though satire still fitfully raises its slightly aching head, *Visit* introduces just about every known vaudeville and revue routine except xylophone-playing and sawing a woman in half. There is an animal act of a sort. There is a mind-reading act. There is a display of levitation. There is, every so often, a monologuist. There are Imitations of Woodland Sounds and Jungle Noises. There is a musical number, a sort of Songs of Three Wars. Indeed, the minute words fail, Author Vidal perkily rushes in with a new sound effect. When inspiration burns low, he throws another monologue on the fire.

With anything less than the Messrs. Ritchard and Mayehoff, all this would be no better show business than it is playwriting. But Mayehoff has no equal at harrumphing or at jerking his head, at skinning a cliché or stuffing a shirt or making very little sound like even less. And no one has quite the lost-in-a-balloon aplomb or the Mad-King-of-Bavaria hauteur of Cyril Ritchard. At the same time no one knows more surefire tricks. Ritchard will do as many absurd and outrageous things to keep an audience amused as a desperate father will do to make his four-year-old darling eat



Bob Golby

EDDIE MAYEHOFF & CYRIL RITCHARD
Throw another monologue on the fire.

1941 vert. file "V" 9/12

PUBLIC RELATIONS GENERAL — Public Relations

BUILDINGS AND GROUNDS — Facilities

VEBLEN, O. — Biographical

AYDELOTTE, F.

Veblen to Aydelotte on use of Board room for League of Nations' Economic Section, cultivation of Institute land, etc., and his book on spinors.

Filed in Vertical under "V" for Veblen.

See letters on report on work of his books in M vert

F. A., 1/8/57

THE INSTITUTE FOR ADVANCED STUDY
SCHOOL OF MATHEMATICS
PRINCETON, NEW JERSEY

Brooklin,
12 Sept. 1941

Dear Frank:-

The convocation at Chicago is on the 29th, Monday, and I don't see how we can be back in Princeton with our car by Wednesday the 1st. Elizabeth and I will both be very sorry to miss the Tea, but I don't see how to help it.

There seems to me to be no objection to letting Morell raise alfalfa on any of the Institute land which is not planted with trees. He knows as well as anyone what is available. In the part just south of Fuld Hall there are a few trees and perhaps shrubs that ought to be preserved. I don't recall that there is much of the Hale property that ~~would be available~~ is not in trees or else in the fields already rented to a tenant who cultivates them.

Yes, I think it would be a good idea to have a plan for a group of small prefabricated houses worked out in detail so that it could be studied carefully this winter.

The manuscript of the book on spinors is not finished. It is, however, at the stage of final revision. How long this will take depends on my collaborators, now, as much as on me. Previously it

THE INSTITUTE FOR ADVANCED STUDY
SCHOOL OF MATHEMATICS
PRINCETON, NEW JERSEY

was my inability to decide what material to exclude that delayed us. We have now agreed on a simple principle of exclusion. Since the chapters to be included have been rewritten several times I feel that we are really near a conclusion, but I am not ready to use the word "finished". The world, however, comes out if I were to be killed in an automobile accident.

I look forward with much interest to your report on the Dr. of M. & feel sure I can check up everything you wish me to after my return.

I should regret very much to see the Board Room diverted from its original purpose. Is it not possible that a firm refusal to let the other work of the Institute be further hampered by our hospitality to the Congress might lead to pressure on one of the Foundations to provide other quarters? The weakness of the other departments is that their people generally have somewhere else to go — away from the Institute.

Day before yesterday I had a telephone call from Schwartz (my assistant) who was at State College, Pennsylvania, where a job had been offered him. Although it is not an absolutely first class appointment I advised him to accept, and he doubtless will do so. I may possibly hear of a suitable successor in Chicago. I am sorry to lose S. now but there is so much anti-semitism abroad in the land that I feel that he had better get through the barrier when he can.

As ever,

Oswald Veblen

1932 Vert. file "V" 6/5

SCHOOL OF MATHEMATICS Academic Organization

VEBLEN, O. Biographical

FLEXNER, A.

Veblen to Flexner--original letter with his and Weyl's plan for the School of Mathematics.

Filed under "V" in the Vertical File.

A, 10/18/56, Misc. Docs.

Pension Wunderlich,
Friedländerweg 11,
Göttingen

5 June, 1932

Dear Dr. Flexner:-

I enclose herewith a copy, in my wife's handwriting, of your letter of June 2nd. No doubt she enjoyed copying out the complimentary reference to herself, as well as one other detail which she did not fail to notice!

I did not cable to Uebsechty for Alexander's address, as you suggested, because I felt that U. would make a pretty shrewd guess as to why I wanted it. But if I get in touch with Alexander by letter (I have written to him) I may make use of the expense account.

Since you do not think it wise for me to write directly to Eisenhart will you not tell him some of the points I would have made? (1) I cannot afford not to accept the retirement allowance for myself and wife. (2) The series of changes in the Princeton Math. Dept. which my removal would cause, would benefit several men both pecuniarily and by increased scientific opportunities. It ought to cause several promotions and the calling in of at least one new man of high quality. In my opinion it would be better to shift two men from the Princeton Dept., but my shift will benefit at least as many individuals as

years. (3) What I have thought and said for so many years about the desirability of a Mathematical Institute makes it highly illogical for me to refuse to share in building it up. (4) The new move ~~that~~ seems to me a logical consequence of what Eisenhart and I have been doing together for so many years and an opportunity to continue on a larger scale in the same directions.

This is also what I expect to say to Miss Jones when the time comes.

Also, it is the answer to your letter of June 2nd.

Weyl seems almost as enthusiastic as I am about your enterprise. The point that he emphasizes most is the desirability of having younger men in the group. The names that he and I principally discussed, after Lefschetz, Alexander, and Morse, were Dirac, Artin, and Alexandroff, all under 35. He both admires Miss Noether intensely — she is 50 but still improving — and thinks Wiener a serious candidate. He also suggests that there be no distinction of title between Professors and Associate Professors. This would mean that there would be a group of, say, 7 professors, some however at lower stipends. The professorial position will be more attractive than most American professorships and it would doubtless be confusing to class them as associate professors. Perhaps merely Associates.

For the next group, Assistant Professors, we mentioned the names, Albert, Douglas, Bôcher, Belfont. For a still younger group, Denrich, Whitney, McShane. Later I thought

[illegible], Bohnenblust as possibilities for A. P. or higher post.

Weyl is very keen on having a good man in the modern type of Algebra. That means Artin once more, a Miss North

Here is an amended budget, coming out of these discussions.

60000	4 Professors salary
12500	Personal assistants to same
30000	3 or 4 Professors or Associates
30000	Assistant Professors and younger Scholars
2500	Secretary
3000	Librarian
4000	New books and periodicals (We find that Göttingen spends $3000)
3500	Publication (Annals 1500, Books 2000)
1000	Stationery & incidental supplies

I will enclose the scrap of paper on which we jotted some of these items.

There should also be an item to cover of insurance to cover the retiring allowances. For the four principal posts I should think this would be about between 3000 and 4000 apiece. I should think that it would be good bookkeeping to count this as part of the salary and then subtract it. The salary proposed to me looks like $14250 + the amount payable to an insurance company to guarantee the retirement benefits.

(except for income tax returns)

Items 2 and 4 together are perhaps too large.

I need not say how grateful I am to you for the opportunity to help in working out such a splendid plan as you have in mind.

Yours sincerely,

Oswald Veblen.

1932 Vert. File

6/2
6/5

VEBLEN, O. Biographical

FLEXNER, A.

Flexner's tender of appointment to Veblen, and Veblen's answer.

Filed in Vertical File under "V" for Veblen.

XXX V-5

V-5

EIGENTÜMER FRIEDRICH HAERLIN
INHABER
HAERLIN JR. & CO. M.B.H.

TELEGR. ADRESSE JAHRESZEITEN
TEL. C 4 1014

Hotel Vier Jahreszeiten
Restaurant Haerlin

HAMBURG
NEUER JUNGFERNSTIEG 9-14

June 7/32

Dear Professor Veblen:

Reached Hamburg last night & found a cable from America announcing the death of a member of my wife's family. Shall have to meet them today. Whether I can return to Göttingen or must sail for home I cannot now say; but in any case I shall write Prof. Weyl the details of the recommendation Hurwitz & I prepared & make to the Board if he is willing I shall send you a copy. This will give him the time necessary for careful consideration & consultation with the Berlin authorities.

As to you, my mind is clear. If Miss Jones & Professor Eisenhart interpose no obstacles which hinder you, I shall on learning

approximately from you recommend your appointment on the following terms:

Salary $15,000, - 5% to be contributed by you & an additional 5% by the Institute to a retiring allowance fund;

Retirement at 65, unless extended by mutual consent, on pension of $5000;

Pension of $5000 to your present wife, should she survive you;

Sabbatical year on full salary every seven years

Your service to begin next fall, though the Institute cannot expect to open ~~XXXXXX~~ until the fall of 1933;

all other details to be left in abeyance, until I return to America and learn what the financial situation is. (Yesterday's Frankfurter Zeitung contained an attack from a speech of Senator Reed that was very severe.)

I have already seen the Rector & some close university friends of mine here. What I have heard convinces me that, on grounds I can only explain orally, Curtis will not answer, and shall not see him.

Write me either Guaranty Trust Co, Place de la Concorde, Paris, or 100 East 42nd St. New York City. It was the greatest pleasure to

EIGENTÜMER FRIEDRICH HAERLIN
INHABER
HAERLIN JR. & CO. M.B.H.

TELEGR. ADRESSE JAHRESZEITEN
TEL. C4 1014

Hotel Vier Jahreszeiten
Restaurant Haerlin

HAMBURG
NEUER JUNGFERNSTIEG 9-14

see you & your wife, who surely has the right spirit & attitude and look forward confidently to cooperation in the development of a mathematical Institute. I mark no needless delay, but, on the other hand, we must lead stupid conditions & ideals ourselves to nothing that we cannot easily live up to.

pledge

With warmest greetings to you both, and gratitude for your aid,

Always sincerely,

Abraham Flexner

P. S. The Institute will pay whatever expenses you necessarily incur in order to confer with Alexander, cables etc. You can also discuss the matter confidentially with Weyl.

Some time may I have a copy of this letter for my files? I can make, for lack of time, do copy it myself, now.

Professor Wunderlich.
Friedlandenweg 11
Göttingen.

V-5

5 June. 1932

Dear Dr. Flexner:

I enclose herewith a copy, in my wife's handwriting, of your letter of June 2nd. No doubt she enjoyed copying out the complimentary to herself, as well as one other detail which she did not fail to notice!

I did not cable to Lefschetz for Alexander's address, as you suggested, because I felt that L. would make a pretty shrewd guess as to why I wanted it. But if I get in touch with Alexander by letter (I have written to him) I may make use of the expense account.

Since you do not think it wise for me to write directly to Eisenhart will you not tell him some of the points I would have made? (1) I cannot afford not to accept the retirement allowance for myself and wife. (2) The series of changes in the Princeton Math. Dept. which my removal would cause would benefit several men both pecuniarily and by increased scientific opportunities. It ought to cause several promotions and the calling in of at least one new man of high quality. In my opinion it would be better to shift two men from the Princeton Dept.; but my shift will benefit at least as many individuals as any other. (3) What I have thought and said for so many years about the desirability of a Mathematical Institute makes it highly illogical for me to refuse to share in building it up. (4) The new move seems to me a logical consequence of what Eisenhart and I have been doing together for so many years and an opportunity to continue on a larger scale in the same direction.

[illegible] the scrap of paper on which we jotted some of these items.

There should also be an item of insurance to cover the retiring allowances. For the four principal posts I should think this would be between $3000 and $4000 apiece. I should think that it would be good book keeping to count this as part of the salary and then subtract it. The salary proposed to me looks like $14,250 + the amount payable to an insurance company to guarantee the retirement benefits. (except for in case of retiring)

Items 2 and 4 together are perhaps too large.

I need not say how grateful I am to you for the opportunity to help in working out such a splendid plan as you have in mind.

Yours sincerely

Thorstein Veblen.

Office of T. B. V.

June 5.

Please also [illegible] to Miss Jones when the time comes.

Also, it is the answer to your letter of June 2nd.

Weyl seems almost as enthusiastic as I am about your enterprise. The point that he emphasizes most is the desirability of having younger men in the group. The names that he and I principally discussed, after Lefschetz, Alexander and Morse, were Dirac, Artin and Alexandroff, all under 35. We both admire Miss Noether intensely - she is so but still improving, - and think Wiener a serious candidate. He also suggests that there be no distinction of title between Professors and Associate Professors. This would mean that there would be a group of, say, 7 professors, some however at lower stipends. The proposed positions will be more attractive than most American professorships and it would doubtless be confusing to class them as associate professors. Perhaps merely Associates.

For the next group, Assistant Professors, we mentioned the names, Albert, Douglas, Gödel, Gelfant. For a still younger group, Deuring, Whitney, Mac Shane. Later I thought of Stone, Whitehead, Bohnenblust as possibilities for A. P. or higher posts.

Weyl is very keen on having a good man in the modern type of Algebra. That means Certain once more, or Miss Noether.

Here is an amended ~~bit of~~ budget, coming out of these discussions.

60,000	4 Professors Salary
12,500	Personal assistant to same
30,000	3 Professorships or Associates
30,000	Assistant Professors and younger scholars
2 500	Secretary
3 000	Librarian
4 000	New books and periodicals (We find that Göttingen spends $3000)
3.500	Publications (Annals 1500, Books 2000)
1,000	Stationery and incidental supplies

14 6,500

1931 vert. file "V"

7/11
7/19

POLICIES

GENERAL

PARTICIPATION IN ADMINISTRATION

VEBLEN, O.

FLEXNER, A.

Administration

Educational Institutions

Academic Personnel

Biographical

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 ~~"V"~~ "V" for Veblen.

F. A., 1/8/57

O. Veblen

BROOKLIN
HANCOCK COUNTY, MAINE

July 16, 1931

are really intervals for reflection. Toward the end of my first term at Oxford I came to a sort of an impasse in the subject I was lecturing on. This put a difficulty I had felt for a long time into high relief. During the christmas vacation I hid away at Malvern and not only managed to see through the problem but also had time to do most of the work of writing it up — and, of course, was in good shape for the continuation of the lectures.

The opinion that our terms at Princeton are too long is by no means peculiar to me.

It will be a pleasure to see you in the fall and hear how your plans are developing if you care to tell us about them.

Yours sincerely,
Oswald Veblen

O. Veblen

BROOKLIN
HANCOCK COUNTY, MAINE

11 July, 1931

Dear Dr. Flexner:-

I should think your plan of a tripartite board of trustees (1) men of affairs, (2) scholars from the outside, (3) faculty members) would be a great improvement on anything we have in this country as yet. It would be still better if it were provided that group (3) was an interim and executive committee with large powers to act between the annual or semi-annual meeting of the whole board.

A suggestion which I forgot to include in my long letter was that I liked very much the English arrangement of the year — three very intense terms of about 8 weeks each (formally, they are longer, but in fact a few days shorter sometimes) separated by good sized "vacations" which

Brooklin,
Hancock Co.,
Maine

June 19, 1921

Dear Dr. Flexner:-

As I said when you requested me to write you something about the plans for your new Institute, I can do little but register what must seem like fulsome approval of your plans. The essential point is that the Institute is to be devoted in a single-minded way to scholarship. If you can resist all temptations to do the other good things that might be attempted, your adventure will be a success.

It is the multiplicity of its purposes that makes an American University such an unhappy place for a scholar. Instead of being a haven within which one can seek to develop his ideas in the company of other like-minded people, it is a kind of a market place where all sorts of enterprises are exploited and where the particular enterprise of scholarship is generally on the defensive. Even after reading your book I doubt whether you realize how much of an American professor's energy is used up in explaining and defending the obvious to a lot of

people who [illegible] should, ever be obliged to consid

A good deal of the trouble is due, I think, to our form of organization, which puts the legal power in the hands of Trustees and the actual power in those of a President and his administrative staff and the professional alumni. I used to think that the legal forms of organization made little difference. But since my experience at Oxford I am convinced that the locus of ultimate legal power is very important. In an Oxford college all powers and property rights are vested in the Fellows. As a result, the President, (a Warden, or what not?) the undergraduates, the outside world, the ambitious and pushing people of all sorts, are concerned about the point of view of the dons. Here, on the other hand, all these people tend to ignore the views of the professors on academic questions (however much they may at times be interested in their views about Russia & the like!) but are acutely sensitive to those of the trustees and the prominent alumni. The scholarly group almost always feels itself an insecure and distracted minority.

O. Visit June 9, 1971

It will be said, of course, that the faculty should not be burdened with financial and administrative problems. But in practice the details are handled by administrative officers just as in any American University. The difference is that these administrators

look up to, instead of down on, the dons. In fact, the financial management of an Oxford colleg is generall sounder than that of an American one, for the dons are personally and continuously concerned about the security of the college resources whereas a board of trustees is only sentimentally and sporadically attentive.

O. Veblen
June 9, 1931

So I think that one of the surest ways to guarantee the success and permanence of your institute would be to provide that it be ruled by the scholars who are its members. Of course this may be hard to bring about.....

Faculty ~~control~~ government is very conservative. Each suggested change runs into interminable discussion, delay, whittling down, and compromise. But in the meantime most of the faculty go on with their work without the fear that some outsider will upset everything for them overnight. Conservatism in a university is, I think, desirable in and of itself. Even if you do not have faculty control I hope that you can guard against the kind of organization which will permit the next director to say: "Let us take stock... evaluat... light of experience," and then proceed with the usual "reorganization" and vulgarization.

I think that salaries should be much higher than the present scale. The highest that I have heard proposed was $20,000 plus a house. This was refused by the physicist to whom it was offered.

Retiring allowances should be more liberal. To lose one half to two thirds of one's salary at the age of 68 or 70 must be

a severe [illegible] on to a man who has been receiving but little more than he needs to live on. (Should he exile himself to California and can he find a sufficiently small house or apartment and hang on where he is?)

I favor a departmental organization. Each department should be large enough to perpetuate a tradition. The decline of Johns Hopkins was due in part to the fact that most of its departments were one-man shows. In a mathematics department I would suggest having 3 members of the permanent staff in each of 3 age groups, 0–35, 35–45, 45–[illegible]. A laboratory department would presumably be smaller. Also one dealing with a less composit subject.

O. Veblen June 9, 1931

I favor definite "chairs" to each of which a fixed salary is attached. While there are considerable advantages in its flexibility, the usual method of paying each man that what he can squeeze out of the authorities is an unquiet and undignified one.

I do not favor a big central library. Rather a group of collections of such books as are required by the various departments and individuals. A unified library is a troublesome monster.

I should like it if the buildings of the Institute could be in a modern architectural style. But the Institute itself must be, for the most part, an imitation of the universities of Europe and the Colleges of Oxford and Cambridge. So it is not illogical

to use this architecture, also, as a starting point.

I like the amenities of an Oxford college, esp the high table. I don't see why it could not be imitate Even under American conditions I believe there woul be a large enough nucleus of bachelors who would prefer to eat there regularly and the married men woul come once or twice a week if the meals were good and cheap.

O.V. Letter June 19, 1931

Much could be said for making the nucleus of the Institute an imitation of an Oxford college. The colleg to take as a pattern would be All Souls. It would be primarily a residence for the faculty. If students were admitted they should come in gradually and as "Junior Members" (the Oxford term) so as not to disturb the atmosphere too much. There should also be a sufficient number of College houses and apartments for married members. But the use of these facilities should be voluntary. ~~It would not~~ If such members were entitled to a certain number of free rooms + meals, there would be no doubt of this being used.

Number of students admitted to the Institute? My experience is that it is desirable to have a large audience (20–50) in a lecture but a small number (3–4) of students whose reading or research one supervises. Perhaps the best method would be to have attendance at lectures open to as many as each professor was willing

to admit and restrict the number of junior Members of the Institute.

The location of your Institute should be such that your group of scholars ~~should~~ would be one of several cultural groups. It should never be too large. Otherwise scope would be given for "organization" and the failures we know so well. If money for too large an institute should be available, let there be 2, 3, ..., n institutes, all separate! But if there were just one Institute for Advanced Study isolated in a community devoted chiefly to business it would be in danger of not being able to maintain itself.

So I come back to the suggestion that Princeton is in "the vicinity of Newark", a suggestion which is by no means disinterested. For it would be a great advantage to me and to others of my sort to be near the group of men that I expect you to gather together.

I seem to be very verbose, but it is a fascinating subject!

Yours sincerely,

Oswald Veblen.

19 June, 1931

MEMO FROM

Lafayette Fellowship Foundation, Inc.
78 EAST 56th STREET
NEW YORK 22, N. Y.
PLaza 3-5164

file under

TO: Veblen

SUBJECT:

Did Com. meet?

what was subject for discussion?

Any word from Maass?

Did Maass advise prior?

To whom did O.V. send his letter?

Any comments?

Veblen

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY

November 28, 1955

To the Trustees of The Institute for Advanced Study:

Last Wednesday (Nov. 23), in consequence of a suggestion from the Chairman of the Board of Trustees, the Director called me on the telephone and proposed that I should sit with the Trustee-Faculty Study Group. It was not clear whether I was to be a Trustee member of this group or some sort of a supernumerary. Nevertheless, I said that I was so interested in the problem proposed that I would attend.

On Friday (Nov. 25) I received from the hand of one of the Director's secretaries a letter which I quote in full:

25 November 1955

Dear Veblen:

"Since I called you Wednesday with Mr. Maass' message about the Faculty-Trustee study committee, I have thought further, and talked further about it. I am clear that our chances of coming up with helpful proposals will be greater if you do not join us at this stage; and I ask you not to come Monday. When we have our thoughts in some sort of order--or when we are clear that we cannot get them in order--we should have full and patient discussions with you and others. I shall let you know well in advance as that time comes."

Faithfully yours,

(signed)

Robert Oppenheimer

Professor O. Veblen
Institute for Advanced Study

Copy to Mr. Maass

To me this means that the Director is employing, once more, a technique of persuasion which would be disturbed by the presence of too much knowledge of the history and purposes of the Institute. I have reason to expect that some

of the proposals to be made will violate these purposes; namely, "pure science and high scholarship"--as they were defined by the Founders in their initial letter to the Trustees (see Bulletin No. 1). Therefore, I sought the advice of the Chairman and decided to attend the meeting today.

After I had walked into the Director's office and sat down, the Director and Mr. Lewis, the only other person who had arrived, walked out. I waited something like ten minutes and then came out and found the Director talking with Mr. Hochschild. The Director informed me that they were discussing the question of what to do with me. After this, I came away and prepared this letter.

Sincerely yours,

Oswald Veblen

Oswald Veblen

OVesg

1945 Vert. File. 9/4

VINER, J. Biographical

STEWART, W.W.

SCHOOL OF ECONOMICS AND POLITICS Academic Organization

Office Memorandum--telephone conversation with President concerning Professor Viner.

Filed in Vertical File under V, Viner, J.

S I.A.S. School of Economics and Politics (M & R) 1947-8

Viner. S-3

September 4, 1945

Office Memorandum

Telephone conversation with President concerning Professor Viner

President Dodds said that it was impossible for him to get back to Princeton before Monday night and that the hour of his arrival was uncertain because they were driving down. He therefore has asked Viner to stay over for a conference on Tuesday morning. Dodds mentioned the telephone conversation he had had with Aydelotte in which Aydelotte proposed that the University and the Institute make a joint offer to Viner, each one bearing half the expense of his salary. Since his talk with Aydelotte, Dodds has checked with Brown concerning the attitude of the Department concerning such an arrangement. Brown confirms Dodds' first impression that such an arrangement would limit Viner's effectiveness at the University. The University particularly wants Viner full-time because they are looking to him to generate ideas and to be a spark plug for graduate students and the younger members of the faculty. Such an influence results primarily from companionship rather than from formal teaching and Dodds is concerned that there should not be a formal division of time or a recognized separation of interests. Rather than lose Viner, he would consider the joint arrangement.

I told Dodds that from my conversations with Viner I gathered that what he was chiefly concerned about was that his intellectual and personal contacts at the Institute would not be misunderstood or misconstrued by the economists at the University. I repeated to him what Aydelotte had said that we had carried the matter of an appointment for Viner at the Institute to the point of making a formal offer, but that during the time it was under consideration here we found that the University was making Viner an offer and that we therefore had never made any mention to Viner of a prospective offer from the Institute. I recognized that both from the standpoint of the University and of the Institute there were distinct advantages having Viner at the University rather than at the Institute. From things that Viner said to me, I believe he would like his relationship to the Institute formally recognized, though so far as I know, he was not anticipating a joint offer. I raised the question with Dodds whether membership at the Institute might be an alternative to a joint professorship. Another matter in Viner's mind was a clearer specification of his area of teaching responsibilities at the Universities so that no confusion within the Department could arise on that point. He was also interested in the housing problem both as to the type and location of an available house. I told Dodds I felt Viner was wise in clarifying all these points before accepting the offer.

Dodds then mentioned the future plans of the University inthe field of International Trade and Finance. He would like to make at least two more appointments and fortunately has the money available for them. We agreed that there was an opportunity in this field and that it was one in which the Institute and the University had a common interest.

I told Dodds it was unlikely that I would be here over the weekend but that if Viner remained in Princeton for his appointment with Dodds on Tuesday morning that I would probably see Viner on Monday. Since we have already had several conversations concerning the prospect of his coming to Princeton, I would have preferred to have Dodds see Viner before I saw him again, but since this is not possible, it is my intention not to discuss with Viner any possibility of a joint arrangement or mention my telephone conversation with Aydelotte or Dodds.

W. W. S.