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1930-1932

VEBLEN, O.

Biography

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Early correspondence between Dr. Flexner and Prof. Veblen reveals the great importance of Veblen's role in the setting up of the Institute and Flexner's sense of luxury in being able to discuss, and apparently to reach conclusions harmoniously with Prof. Veblen on proposed policies and strategies. Referring to Flexner's early correspondence with Dean Eisenhart, Department of Mathematics, Princeton University, reveals that he was never as close to the Dean as to Veblen, and that since Veblen came from Eisenhart's Department to the Institute he was the pivot on which the happy relationship between the two institutions swung.

Flexner's first letter to Veblen was written on Jan. 21, 1930 when he notes that Veblen was quoted in the Times as having said that "America still lacks a genuine seat of learning and that American academic work is inferior in quality to the best abroad." Flexner agrees and asks Veblen for a copy of the speech. (A. Flexner to Prof. Veblen, Jan. 21, 1930. File IV-21, Vault)

Veblen replies regretting that his remarks were made extemporaneously and without notes, the occasion being a request by the National Research Fellowship. It was a speech about the research professorships then recently established and related indications of treating scientific research as an end rather than a by-product. He confesses to quoting an epigram of a young English mathematician: "the difference between Cambridge and Princeton is that Cambridge is a seat of learning whereas Princeton is an educational institution." Veblen is willing to substitute any other American institute for Princeton. He alludes to the scientific fund "which we owe largely to you and your colleagues on the General Education Board." Together with Princeton's new mathematics building "which is going to be devoted entirely to research and advanced instruction" as being in the line of the "mathematics institute" which he has ^{in mind}. (Veblen to Flexner, Jan. 24, 1930. Ibid.)

Flexner then asks "What would American scholars and scientists do if some fellow or some foundation set up a 'sure enough' institute of learning? Is it a necessity to carry the millstone of a college about the neck of the graduate school?" (Flexner to Veblen, Jan. 27, 1930. Ibid.)

Note: until June was the first ^{intimation} ~~intermission~~ of the Institute made ^{public} ~~possible~~ apparently, for Veblen notes it and says wisely "I realize now what you ~~know~~ ~~what~~ ~~you~~ ~~were~~ ~~thinking~~ about when you wrote to me last January." He expresses the wish that the Institute might locate itself in Princeton so that there might be mutual interchange of the facilities of the university and that they might be made available. (Veblen to Flexner, June 10, 1930. Ibid.)

To this Flexner responds tardily because he had been away in Europe: "it seems incredible but the fact is that this whole development has taken place since the first of March. My letter in January was due to the fact that I was getting ready for publication of the Rhodes Lectures on universities." As always the two men exchange urbane greetings. (Flexner to Veblen, June 7, 1930. Ibid.)

There is a break in the correspondence here with Veblen endeavoring to renew it at the year's end. He writes on Dec. 23 that he hopes Princeton is still a possible site: "the communal back-ground for it would be good, and if you do not desire to build everything complete at first, the promises of a new group of scholars would make the gaps in your group less important. But, of course, what generally interests me is that it would strengthen our efforts to make this university, to some extent, a seat of learning." (Veblen to Flexner, Dec. 23, 1930. Ibid.)

Flexner went to Princeton in January, there is no record of what transpired. Subsequently Veblen evidently, at Flexner's request, gives the latter a long-hand written letter on his proposals which Flexner acknowledges and says he is taking to Canada along with others on the same subject to read and reflect upon with the greatest care. "I see, though I am sure less clearly than you do, the difficulties inherent in any form of management. We could in this country adopt either the German or the English system in its entirety. I wonder if we cannot evolve something new, namely, a board consisting of (1) a few men of affairs who would be interested in financing the institution, (2) a group of scholars holding important posts in other institutions, (3) a similar group of professors in the Institute itself. Would not three such groups check and stimulate one another?

"I should propose to put the director on a par with the professors as to salary, social position, and everything else."

"AS I wish the institution always to be small, the influence of the academic groups should be decisive." (Italics added. Flexner to Veblen, June 25, 1931, Ibid.)

In the several months which follow there is scant correspondence remaining out of what must have been fairly frequent interchanges of ideas. In July they discuss academic calendar and Flexner finds it difficult to arrange a satisfactory calendar because of the difficult summers which cut short the fall semester, with the long spring period cut short by the Easter vacation and the onset of summer. (Flexner to Veblen, July 16, 1931. Ibid.)

On December 9, 1931 Flexner submitted his confidential report of September 26th ^{to Veblen} ~~which~~ ^{which was} submitted to the Trustees at the meeting on October 13, 1931, and asks for Veblen's comments.

Veblen agrees with the memorandum but raises a danger signal. He does not believe that the desirability of going ahead in a particular field is dependent upon meeting "the right man". He says that there are sufficiently ~~many~~ good men so that a man of the right sort can be secured. "For example in mathematics, if you cannot secure the man whom you have picked out and whom I agree is the best first choice, there are a number of others who are surely as good and who may, in fact, be better." He thinks that Johns Hopkins might "have held out longer if departments had not so often been built around one man." Veblen also warns Flexner not to be "so afraid as you some times seem to be of 'the dead hand'. Your program is experimental only in its details. The general idea is perfectly conservative and is regarded as sound by every competent judge." (Veblen to Flexner, Dec. 15, 1931, Ibid.)

Flexner to Veblen - Dec. 16, 1931.

Flexner replies with a snarl to President Gilman that every generation needed a new start but that he did not take this too seriously. Then he adds "Whenever you know your California address, let me have it...You have been so kind and so helpful that - will you believe it - you even haunt my dreams, for the other evening, while I was probably sleeping soundly, I had a conference with you, though the next morning I was unable to recover any part of it."

Veblen to Flexner - Jan. 1, 1932

"...I listened to a paper by Birkhoff in New Orleans and am more than ever convinced that your choice is a good one. He evidently has a lot of genuine mathematics in him yet."

Flexner to Veblen - Jan. 4, 1932

"Thank you very much for yours of the 1st. Should anything occur to you in the course of your travels that has any bearing whatsoever upon our project, please let me have the advantage of it for I lean upon your judgment, experience, and sympathy.

"I am delighted that Birkhoff's paper was so excellent. I have not yet reached the point of a final choice and shall not until I have had another opportunity of speaking with you, which I shall seek when I reach the Coast.

"..."

No further correspondence until April when Veblen goes to Europe.

Veblen to Flexner - Apr. 24, 1932, from Friedlanderweg, Göttingen

Veblen wrote that Birkhoff had advised him that he had declined Flexner's offer, with Birkhoff's wife advising Veblen that Birkhoff was deeply disturbed over the decision.

He wrote also that he had seen Weyl who he thinks "would not be averse to the move but his wife is very well satisfied with her position here..." Furthermore, the Weyl's are not disturbed with the political situation even though Hitler is predicted the winner at the elections here that very day.

Apparently Flexner met Veblen and Weyl in Göttingen afterwards since there is a lack of correspondence until June 2nd when he informs Veblen from Hamburg that a member of his wife's family has died and his plans are disarranged. He informs Veblen that he is writing Professor Weyl "the details of the recommendation that I am prepared to make to the Board if he is willing and shall send you a copy. This will give him the time necessary for careful consideration and consultation with the Berlin authorities.

"As to you, my mind is clear. If Miss Jones and Professor Eisenhart interpose no obstacles which hinder you, I shall on hearing affirmatively from ~~the~~^{you} recommend your appointment on the following terms:..."

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

"Retirement at 65, unless extended by mutual consent, on pension of \$8,000;

"Pension of \$5,000 to your present wife, should she survive you;

"Sabbatical year on full salary every seven years;

"Your service to begin next fall, though the ~~Franklin~~ Institute cannot expect to operate until the fall of 1933.

"All other details to be left in ~~q~~obeyance, until I return to American and see what the financial situation is. (Yesterdays Frankfurter Zeitung contained an extract from a speech by Senator Reed that was very dark.)

"..."

Flexner to Veblen - June 4, 1932

"...I have a feeling that you ought to postpone writing to Eisenhart until I have myself ~~see~~ seen him. I cannot tell you how anxious I am that every step I take shall be marked by the utmost courtesy and consideration for you and for those at Princeton and elsewhere who have been so largely interested in the Institute and who have helped me so freely and generously."

On June 6th Flexner ~~q~~ quotes Veblen "Feuer unt Flamme dafür" and notes that the information

is highly confidential and Einstein must straighten the things out with Milliken with whom he "has no definite understanding but who rather expects him to come again..."

Veblen has asked that the Institute take over the salary of Vanderslice, his assistant, (\$1,000). Flesner assures him that details like "secretary, books, publications, will be provided for..."

On June 18th, 1932 Veblen says "Your news from Berlin/~~11/1~~ is very exciting and you must feel that...you are returning with a good 'bag'." He reports Weyl's situation as apparently favorable.

On June 22nd Flesner cables Veblen "Arrived yesterday Saw Eisenhart today Approves enthusiastically Will cable you himself after communicating with ~~xxxxxx~~ acting President Duffield."

On June 28th Veblen writes Flesner "...The first problem of cooperation between the University and the new Institute that occurs to me is that of making it clear that membership in either one is no obstacle to getting a good job in the other. We should not let a situation arise in which a young man would hesitate to come to one of the Princeton institutions for fear of missing a better chance in the other later on..."

On June 30th Flesner to Veblen. Eisenhart and Duffield were most cordial "... they feel honored that we are ~~gsk~~ beginning with one of their men among others.

"..."

As to the financial situation "... We are in perfectly sound condition; but the general feeling in town is gloomy beyond anything I have ever known. Nobody seems to know what will happen,..." Citing the danger of going off the gold standard which appears passed he continues "...However, I wish to play safe and not at the outset to undertake a budget exceeding one-third of the income upon which it now seems that we may confidently count. This will enable us to take care of you, Einstein, and Weyl - should Weyl accept - with the necessary assistants, assistance, etc...

"Our contribution, in other words, will be made in two ways: (1) by the work of the staff and students; (2) by sending out younger men of superior training to take posts as they open up in other institutions..."

Veblen to Flexner from Berlin on July 7, 1932

Weyl is treating with the Ministerium "...I have managed so far to say nothing except to Weyl and Einstein. On our arrival here we found two letters from Mrs. Einstein and we spent yesterday evening with the Einsteins and Dr. Mayer. It was interesting to find that Einstein is strong for the All Souls idea. He is against luxury. Pressed for details, he said that the public rooms of the Athenaeum in Pasadena are too luxurious but the dwelling rooms are not. I found the latter extremely comfortable, to say the least. The great question in the Einstein family now is what sort of a letter will come from Milliken ..."

He reports on 25 year old Dr. Kurt Gödel "...My suggestion would be to offer him a

lectureship for one year at \$3000 (salary of a Commonwealth Fellow) ... it might be well to get him in touch with American conditions before he has had time to grow into a position here. His value is well understood both in Germany and in Austria...and I should like to have Dr. Alfred Foster taken on as my assistant. He could be very useful in quite a different way from Vanderslice...I should favor offering him \$2000, which would be barely enough for him to get through the year with his wife and baby...has been a Rockefeller Fellow in Göttingen this year..."

Veblen to Flexner - July 8, 1932

"I am writing a note to Weyl to say that you expect to make no public announcement before Oct. 1st. That may help to keep things from getting out in Göttingen.

"...If you get three major appointments through this summer you have made a good start and can well afford to deliberate before going further.

"..."

Flexner to Veblen July 21, 1932

"..."

"I have no authority to take any steps whatsoever beyond those with which you are already familiar, namely, appointments of yourself, Professor Einstein, and Professor Weyl..."

Flexner then expresses a suggestion to employ Dr. Foster though he sympathizes with his position in the depression.

He considers the suggestion of Gödel--"...Mathematical logic is mentioned now for the first time. Is it or is it not a field which we should enter? That point requires to be decided first of all..." Referring to the information Veblen has given him he suggests that perhaps it is better for Gödel to complete "his Rehabilitation and first regular teaching..."

Veblen to Flexner - Aug. 12, 1932

He has been preparing for publication his lectures and comments that his Hamburg assistant will do the final work after which it will be sent to Heugebauer .

"..."

"One of the main things that I have learned in Germany is the value of the highly trained assistant that is the normal appendage of a professor /having a graduate student/ ...is very different from having at our disposal a Ph.D.

"..."

He presses for Foster again.

Veblen to Flexner, Sept. 21, 1932

"Weyl met me in Zürich with the remark that it was practically sure that he was going to accept. But when I saw his wife a day or two later it did not seem nearly so sure. However, I refrained from any searching inquiry.

"The doings in Zürich were very interesting. I heard a good deal that bears on the personnel question and it all agrees pretty well with what I had heard before. But I don't think I had better attempt to write it out now."

Veblen got to New York on Oct. 2nd and Flexner misses an opportunity to see him but calls him to New York on Oct. 13th for a conference (Flexner to Veblen, Oct. 7, 1932).

Veblen to Flexner, Oct. 17, 1932

"This morning Eisenhart suggested on his own motion that some kind of a land trading arrangement would probably be desirable. He intends to talk about this in general terms with Duffield and some of the Trustees. He thought the Olden tract (the one near Veblen's house) would be excellent either for use of for trading purposes. The plot he had particularly in mind for the Institute is part of the golf links just below the Princeton Inn. I said I thought the part above it would be better."

Flexner to Veblen, Oct. 26, 1932.

"We have received a good many letters of the type sent you by Miss McKenney. I do not wish to burden you with answering inquiries of this kind. If they reach you, put them in an envelope and mail them to me or Mrs. Bailey. I feel very certain that persons who have not exhausted the opportunities of our graduate schools are not going to be the kind of persons you or Professor Einstein wish to select except in very unusual circumstances. The great thing is to remove from your shoulders all possible clerical and administrative work, though you may be absolutely sure that I shall do nothing involving you positively or negatively without your authorization."

Flexner to Veblen, Nov. 4, 1932 "...if we ever come to the question of setting up a School of Economics, we shall certainly look into the possibilities of theoretical and mathematical economics. I can say for your private information that I have the gravest doubt as to...the value of the National Bureau of Economic Research. From what I know of it, I certainly should not call it 'a first class institute of economics.'" (Please check this statement with his later encomia about Riefler and his connection with the National Bureau of Economic Research.)

Flexner to Veblen, Nov. 14, 1932

"In order that there may be no danger that you and I will get our wires crossed in writing Weyl, I wonder if you would mind sending me a copy of what you wrote him on the subject of the appointment offered. Don't do this if you have any hesitation whatsoever, and don't please misunderstand. I am simply anxious that you and I should talk the same language and mean the same things."

Veblen to Flexner, Nov. 16, 1932

"Here is a copy of my letter to Weyl which was obviously not intended for your eye

but I am glad to have you read it and keep it as I have another carbon. I added a few words by hand, of which I have no record, but which stated that I was more enthusiastic about the Institute now than I was last summer."

In the letter to Weyl, Nov. 11, 1932, Veblen informs Professor Weyl that Flexner is awaiting his decision and does not want to take any further steps in regard to personnel until he hears from you.

"His ideas about the mathematical group seem to have become more definite in this respect; that a sharp distinction will be made between the appointments as permanent members of the Institute and the others. There will be no such spectrum of associate professors, assistant professors, instructors etc., as there is in the usual American university. One will either be a full and permanent member or else on a definitely limited appointment. In an ordinary American university it is easy to use a person who does not live up to his early promises for teaching and administration, whereas in the Institute the scientific work is the only thing."

He says that apparently though financial conditions are bad generally the Institute seems sound and the psychological atmosphere is improving to the effect that the idea of limiting the major appointments to three is now definitely discarded. "I feel that we can count on going ahead on something like the scale that you and I were talking about in the summer."

Veblen says that ~~in~~ he is thinking of calling in people for one or two year appointments from American and European universities. "For example, I suggested as a possible way of approaching the problem of getting someone in modern algebra that we should invite Artin and Albert to come for a year at the same time, perhaps for next year. Flexner made no definite response of course, but didn't seem to think it an impossible idea. What do you think of it?"

Veblen was also authorized to inquire about having Gödel here for next year. This would simply be for one year on a very small salary.

Veblen has been at the Institute since the beginning of September and though he is giving his Seminar as usual he is at present correcting the proof sheets of a book by Neugebauer. There have been many applications for admission of students to the Institute. "To all of them who are not approximately at the Ph.D. stage, the answer is that they had better try to get into the Princeton or some other graduate school. The idea is quite definite at present that there are to be no degrees and that only students who are acceptable to the professors are to be admitted."

He discusses site but says that Fine Hall is very pleasant to him and he would like to stay there as long as possible. "Perhaps we can stay here permanently!"

"Flexner stays in New York and has been here only twice. I have been in New York about three times to see him. Between times everything is quiet and I find that thinking about the new plans has disturbed my scientific work very little. It is certainly no more than the equivalent of committees and department meetings that I have gotten out of."

Flexner to Veblen, Nov. 17, 1932.

"I had a mean feeling about asking you to let me see a copy of your letter to Weyl. There was of course the possibility that you might refer my request to the Association

of American University Professors as 'an infringement on academic freedom!' But I really had perfect confidence in your discretion and was absolutely devoid of curiosity...I have the feeling that we ought to talk the same language especially in dealing with so sensitive a person as Weyl. Your letter is admirable in every respect. I am by no means sure that I could have done as well if I had undertaken to write Weyl myself, and I think there is a great tactical advantage in having it come rather casually from you.

"...regarding the relations of the two groups, and I wrote Eisenhart a letter summing up the situation as it now looks to me, but my mind is quite open, and it may be that I shall see things differently in the course of time. Don't be impatient with the slowness with which I seem to move. I can decide things if I have to, but in this new venture and in dealing with subjects with which I am unfamiliar I am a slow learner."

"...and I shall spend the next few days writing a little prospectus which we can send out in response to various inquiries. I hope to have the advantage of your collaboration."

Flexner to Veblen, Nov. 25, 1932. There has been further correspondence with Weyl and Flexner himself has written to him sending a copy to Veblen.

"Your visit on Wednesday was a timely and helpful one, for that evening and walking yesterday in the park the feeling grew upon me more and more strongly that we have discussed the opening gambit sufficiently and that it is now time for us to make preparations for a genuine start next autumn, for, if we do not start next autumn, we shall lose another entire year. How then shall we start? After the Civil War there was for a decade interminable discussion about the resumption of specie payments. When John Sherman became Secretary of the Treasury and was asked what his policy would be, he said, 'The way to resume is to resume', and that he did on the first of January following.

"... "Now we have in you and Einstein two persons certain...You have, I suppose, already written Gödel, and you mentioned Whitney the other day.

"I enclose copies of correspondence which I have had with Richtmyer and Reed. From Tisdale I have as yet no response.

"Should Weyl accept, we shall treat him similarly. Pursuing this policy, the Institute will be a going concern next autumn, and you will have leisure and opportunity to do your own work and to stimulate and guide those with whom you surround yourself. It may well be that a concrete nucleus in operation will be more attractive to other mathematicians whom we may wish to secure than the nebulous Institute as it has had to be up to this time."

Veblen to Flexner, Dec. 2, 1932.

"The other letter raises a question which you spoke of yesterday, but did not exhaust, I think. At present it seems to me that your idea of giving a few fellowships approximately equivalent to the National Research Fellowships is a good one. Do you propose to put something about that in your announcement? I should think that we would want a couple of years of experience before arriving at any very definite policy."

Veblen enclosed a proposed statement in which it was firmly said that "In mathematics it is intended to admit to the Institute only such ~~xxx~~ students who are already advanced in their work enough to have received the Ph.D. degree, or whose training is equivalent to that represented by the Ph.D., in a good university." It is further stated that only

students will be ~~accepted~~ admitted as are acceptable to the professors with whom they wish to work and that the students are expected to work entirely independently with occasional conferences and advice from the professor.

It is stated "Professor Veblen intends to conduct a Seminar in collaboration with certain of his associates in the Institute, which will meet weekly for the discussion of the problems in which they are interested. The usual procedure at a meeting of the Seminar is the presentation of some piece of mathematical work by one of the members of the Seminar and its discussion by others."

Institute students "will be admitted to lectures and Seminars" when they are acceptable to the professor in charge without the payment of fees. The arrangement is reciprocal so that it is to be expected that there will be a number of the members of the University attending the corresponding exercises of the Institute.

Free use of Fine Hall by the students is provided for.

Then Veblen suggests the enclosed statement be modified to include a specific statement of what his seminars will cover.

Veblen to Flexner, Dec. 5, 1932. He mentions Flexner's informing him that Jessen has been awarded a fellowship.

He alludes to reporters from New York papers twice calling him that afternoon about Einstein and the American Counsel in Berlin. I had nothing to say and thought that comments from me would only complicate matters.

He also mentions that Prof. H. A. Simmons of Northwestern University and Whitney would be coming to Princeton and Veblen ~~says~~ is not sure Whitney will do but wants a conference with him. ~~Enclosed~~

Flexner responds on the 7th to ask Whitney to come to Princeton at the Institute's expense.

Veblen to Flexner, Dec. 8, 1932. The son and daughter of Mrs. Marquand visited him on Dec. 7. Mrs. Marquand was too ill still to decide whether or not to sell the property. Veblen referred them to Mr. Maass and they are to write Flexner.

He asked them what they ~~know~~ about Mrs. Pyne's place. They seemed to think that none of her heirs would want to keep it up and therefore it would likely be on the market but Veblen thinks both the Marquand and the Pyne places will be too expensive, more so than any of the others the Institute has so far considered.

Flexner to Veblen, Dec. 9, 1932. "I have given a good deal of thought to our conversations of last week." He then asks for a meeting with Veblen and the other mathematicians whom I may wish to see on the following Tuesday evening, so that I can have a talk with you and them on Dec. 14, Wednesday.

Flexner does not keep the appointment.

Flexner to Veblen, Dec. 13, 1932

"Unforeseen conditions interfered with my trip to Princeton today. As I thought

things over at intervals, I became more and more reluctant to show myself on the Princeton Campus before Eisenhart had threshed the matter out with Mr. Duffield, the mathematical group, and any other bodies concerned. Perhaps I am punctilious to the point of squeamishness, but just because our relations with Princeton will be so intimate, I wish to give no one the slightest ground for criticism. I am not reluctant to act - quite the contrary. I want to act, but I would not for the world have any one associated with Princeton feel that we had been inconsiderate or unmindful of the great kindness and courtesy which Princeton has shown ~~me~~ us."

Veblen to Flexner, Dec. 13, 1932, a formal acceptance of a Professorship in Mathematics on the terms laid down in Flexner's letter of Dec. 1st.

Veblen to Flexner about the letter of formal acceptance, Dec. 13. "It had not occurred to me that you would want one because I have never given one before. However, I did not find it a heavy undertaking.

"I looked up two papers by Mr. Bardeen. Without having studied them I judge from the type of problem attacked...that he would want one year more of graduate study before attaining the Ph.D. degree...

"Perhaps the best answer to make would be to encourage him to come to Princeton as a graduate student and candidate for the Ph.D. degree. The case seems to me very much like the case of Mr. Bleick. It might be a good plan to give a small amount of financial help, provided the student can not get this from the University...There are great advantages, however, in having a Ph.D. degree and a regular place in the academic hierarchy.

Flexner to Veblen, Dec. 14, 1932. "I have just had the enclosed letters from Weyl and Courant [they are not enclosed]. I am submitting my answers to you before forwarding them. Will you please read them carefully and make any suggestions that they seem to you to require?"

Veblen to Flexner, Dec. 16, 1932. He has had this correspondence half an hour and is responding immediately so that there will be no delay. He suggests modification of the first sentence from their announcement so as to read as follows: "Instruction will be given either by individual contact with students, by courses, by seminars, by lectures or by other methods. Each professor will be free to follow the method which he prefers and to vary it from year to year." He is very diplomatic in making the suggestion.

"The general question which Weyl has raised has a bearing on the problem as to whom to admit ~~in~~ as students in the Institute. My own inclination is to admit competent men rather freely without any commitment as to whether they will work with a particular member of the staff. This would admit them to our group. At the least, they would be members of Weyl's and my audience. At the most, they would establish personal relations with one of us. I feel that we would find better material ~~in~~ for our more intimate work if we had a reservoir of this sort. It looks now as if there would be a large enough group of men wishing to come and sufficiently competent to constitute a satisfactory reservoir."

He comments on A. W. Raab who has newly taken his Ph.D. as a determined rather than a brilliant student. He feels he could not strongly recommend him for a National Research Fellowship or for a fellowship to the Institute. (He is quoting Bliss here.) Veblen suggests that he would admit him as a student to the Institute without tuition charges

but without a fellowship also.

He suggests offering Weyl to recommend an assistant whose function would be primarily to help him over language difficulties and also an assistant whom he regards as a very promising man in Algebra.

He says "I wonder whether it is wise to admit that he is making a great sacrifice. I think he will come actually because he expects the gains to out-weigh the losses."

At the end Veblen is very diplomatic saying that these suggestions represent a search for a change to be made in Flexner's letters but that the letters are really admirable as they stand.

Flexner to Veblen, Dec. 17, 1932.

He is on his way to Washington to make arrangements with the State Department about our foreign appointees. I have adopted the change suggested in our memorandum.

As to Professor Weyl's assistant, I am inclined to let the matter ride until we have a chance to talk with him.

"I rather fear that if we admit Dr. Raab, remitting tuition, we shall find ourselves establishing a precedent to the disadvantage of Princeton. My inclination is to leave it entirely to you and to your associates as to whether you wish to admit him or not, and then let him come on a regular basis, unless he is of such outstanding ability - which does not appear to be the case - as to make him worth our while to make every possible effort to secure him.

"I shall omit from the letter to Weyl the reference to sacrifice, though I do think that in leaving Göttingen he and his family are sacrificing a good deal. On the other hand, I hope it will turn out that they will be gaining more than they lose."

Veblen to Flexner, Dec. 17, 1932 enclosing a letter from Dr. Whitney with Veblen's reply [not in the file].

"I was tempted at first to make some comment on what seems to me the anything but admirable behavior of the Harvard people. On second thought, however, I decided to make no comment of any sort."

Flexner to Veblen, Dec. 22, 1932.

"I feel great satisfaction in what we accomplished yesterday and genuine gratitude to you and to Dean Eisenhart. At the same time, nothing could exceed my desire that Professor Lefschetz should ~~not~~ derive as much satisfaction for the arrangements arrived at as the rest of us. So I want you to make clear to him - (show him this letter if you please):

"1.) That as between him and Alexander, I have no choice. Indeed, I could not have any, for I am too deeply ignorant of the whole subject to appreciate either man.

"2.) That the consideration which I had to bear in mind was the importance of getting together a group, all the members of which would not grow old at the same time.

As the matter now stands, you and Einstein are in the early 50's, Weyl in the middle 40's, Alexander in the early 40's - so that we have protected ourselves against any such fate as befell the deacon's one horse shay, which, as you remember, fell to pieces all at once without showing any signs of decay during one hundred years.

"3.) In order that Professor Lefschetz and Professor Alexander may appreciate fully the spirit in which I have acted, we have simply created for Professor Alexander at his own wish and insistence another 'Fine' professorship with the same remuneration and dignity.

"Please make Lefschetz, as well as the other members of the Princeton staff, understand that functionally the two groups belong to one another and that we shall all pull together in the same boat, with you as coxswain.

"Tell Lefschetz, please, that if I had had time, I should have had an interview with him in person but I was bound to get home by dinner time and just succeeded in so doing."

Webster to Flexner, Dec. 24, 1932.

"I showed your letter to Lefschetz and I think he understands the whole situation very well. Like everyone else here, he feels that the solution worked out is a very good one. He is already quite active on the problem of the new arrangement in the Department."

1930-35

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

HANUS, PAUL H., JR. (Cambridge, Mass.)

Biographical

FLEXNER, A.

/POLICY

Administration

BUILDINGS & GROUNDS

Facilities

Excerpts from File II-35, correspondence between Flexner and Hanus

See HANUS, PAUL H., JR. - Biographical

1930-39

FLEXNER, A.

Biography

✓POLICIES

Administration

PARTICIPATION IN 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

1930

1/29

VEBLEN, OSWALD

Biographical

FLEXNER, ABRAHAM

POLICIES

Administration

Veblen to Flexner:

"I hope that someone will set up a sure enough seat of learning. I insist on the word 'seat' rather than 'institution'. When it is done it will of course get the same mixed reception that all other academic enterprises receive. But I think we are now far enough along in civilization to be able to make it a success."

File V-5

1930

12/11
12/16
8/30

1931

✓ POLICIES

Administration

FLEXNER, A.

Biographical

AYDELOTTE, F.

Flexner to Aydelotte , December 11, 1930. List of questions to which Flexner requests Aydelotte's answers--roughly and frankly, with whatever additions Aydelotte wishes to make. Aydelotte answers December 16, 1930.

Attached to the letter of December 11, 1930, are the letters from Aydelotte to Flexner of December 16, 1930, and August 30, 1931, explaining his views in answer to Flexner's questions.

They are all filed in Chronological File under 1930, 12/11.

File I-7

1930

12/23

✓POLICIES

MEMBERS

GENERAL

GENERAL

WEED, LEWIS H.

Administration

Academic Personnel

Academic Organization

Academic Procedures

Biographical

Weed answers a letter of December 11 not in the file, apparently containing a number of questions as to the shape and nature of the Institute. His answers are as follows:

(1) I believe the Institute would do best to devote its efforts initially to some phase of the Humanities. History, the one subject to be undertaken immediately; History in the broadest possible interpretation as the story of mankind. Men should be chosen competent to deal not only with political aspects, but also with social, linguistic, ethnological and many other viewpoints. "...philosophy, science, and other apparently distantly related subjects should be brought into a harmonium discipline. I should be particularly keen to see the History of Science developed from this standpoint of biological hypophyses and concepts; it is a great field relatively unexplored.

"I should support also any effort towards the development of any particular phase of the Humanities, omitting for the time being any emphasis on archaeology...I place emphasis on the initial efforts of the Institute towards the Humanities largely because I believe the natural sciences are being well supported in American institutions, both academic and commercial; the Humanities are not fostered to the same extent. On the basis of scholarship, also, I believe that American science ranks on a higher plane than do American studies in the Humanities. In the intellectual well-being of the world, the Humanities will ultimately play as important a role as does strict science.

"I should not place any weight at all on the factor of 'timeliness of study'; the Institute should be free from any ~~xxxxxx~~ leaning towards popularization or response to immediate demands."

(2) He hesitates to recommend anyone to start with in the Humanities, but does think that George Sarton, Editor of Isis and Research Associate of the Carnegie Institution, ~~xxxx~~ working at Harvard, needs looking into. He also should suggest consulting Gordon Laing, Arthur Lovejoy, and others.

(3) Admission of students should be liberal, ^{and} departmental only. ~~xxxxxx~~ Acceptability should be according to the head of the department.

(4) "The completion of a specific research problem rather than the completion of a thesis in the ordinary sense should determine conferring of doctors' degrees." Evidence of scholarship to be the important factor with liberal technical requirements for a degree.

(5) The Institute should not concern itself with the conduct of students or with the eagerness with which they study. No paternalistic attitude of any kind should be taken towards the student. The department head should be allowed to encourage or discourage the students enrolled in his own field.

(6) I do not believe that design of buildings, living conditions, or other physical arrangements will produce anything but an artificial facilitation of contacts between faculty and students. He suggests free and informal seminars and a central luncheon place to facilitate meeting of Faculty and students.

(7) Space will depend upon the branches of learning upon which the Institute embarks at its inception. Ultimately, a library will be required, but it should be developed through a system of departmental needs.

(8) He suggests that the things covered by the word "Administration" should be in the hands of a first-class Business Manager who shall serve as an assistant to the Treasurer and as a Bursar.

(9) No absolute figures for salaries should be set, as much will depend on the exact location of the new Institute and the social requirements of the environment. Professors should be paid salaries sufficient for comfortable living, with some possibility of ~~fixed~~ saving, the range probably should be \$12,000 to \$18,000 a year; and no standard salary should be employed. Men in the lower grades should receive compensation in like manner according to the same principles, that is. No young assistant should be attracted to the field because of the financial return. "But after the assistant has proved his worth, he should be advanced in salary very rapidly."

(10) Tuition fees from \$250 to \$500. Arrangement for very extensive loan funds, administered on a most liberal basis. Remission of any fees or charging-off of loans should be possible on recommendation of the Director.

(11) Weed would establish a number of fellowships paying from \$2,500 to \$3,000 a year, to be given serious workers whom the departmental head may wish to retain. Such fellows belong to the instructional staff and without any definite teaching duties. They should never in any case be candidate for a degree.

1931

✓ POLICIES

Administration

FRANKFURTER, FELIX

Biographical

FLEXNER, A.

See draft on the Frankfurter and Flexner correspondence
on early plans, correspondence on Director's memorandum, 9/26/31.

Filed in Vertical File under Drafts.

Resume by Mrs. Stern

1931

1/12

✓ POLICIES

Administration

FLEXNER, A.

Biographical

SABIN, FLORENCE R.

Biographical

Sabin to Flexner, January 12, 1931, evidently in answer to his questionnaire dated December 11.

"It seems to me that the question of subjects should be subordinated to the selection of the right people. In general, I should suggest the following tentative list of appropriate subjects: History, Mathematics, Physics, Chemistry, and Biology." [And economics in a postscript].

She ~~again~~ suggests the plan of which the Rockefeller Institute for Medical Research has been run; e. g., select a man as head of a department and let him build up a small staff of younger men. "It appears to me that this staff is more important than any group of students, and that the question of students ~~is~~ might be left wholly to those who actually apply because they are attracted by the given man. In this

connection, I should think there should be no advertizing whatsoever, allowing the reputation of the man be the thing that should draw students. The younger members of the staff might be considered almost in lieu of students, with the idea that they would receive a few years' training and then go on to universities, just as the younger men on the staff here at the Rockefeller Institute do."

She can suggest no one for staff, but suggests salaries from \$15,000 to \$25,000. For the younger men, salaries should be adjusted to those now current in the universities ~~rather~~ rather than be out of alignment with them.

One day later she recommended Dr. Lars Onsager at Brown University and Dr. T. H. Gronwall, now at Columbia University, both mathematical physicists.

D, Sabin, Florence R.

1931

2/2
2/4

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ POLICY

Administration

CONEL, LEROY

Biography

Conel to Flexner (Conel of Bost. 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 I, Article VII 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

2/6

✓ POLICIES

EMIGRES

TOYNBEE, ARNOLD

FLEXNER, A.

Administration

Academic Personnel

Biographical

Toynbee to Flexner.

Compliments him on Bulletin No. 1.

1. No premature action
2. Decision to select best people

Thereby overcoming sins of our age:

1. Craving for quick returns
2. Tribal exclusiveness

But questions detachment of humanists from outside distractions: sterility?

Origin of word patronage?

D, I. A. S., Organization

1931

2/6

~~NINTONX~~ GENERAL

TOYNBEE, ARNOLD

✓ POLICIES

Academic Activities

Biographical

Administration

See a memorandum from A. J. Toynbee to Flexner in acknowledgment of the first Bulletin of the Institute, and a request to a letter from Flexner asking his advice. He compliments Flexner on two grounds--the determination not to take action prematurely, and the decision to pick out the best people. Flexner overcomes, he says, the two besetting sins of our age--the craving for quick returns and the tribal exclusiveness.

But he questions Flexner's program as applied to the human studies because Flexner apparently hopes to detach the people engaging in human studies from outside distractions. The rest of a long letter is devoted to the sterility which comes from such detachment and the importance and the difficulty of providing for study and periodical attachment and detachment.

D Institute--Organization

1931

2/6

GENERAL

Educational Institutions

/POLICIES

Administration

TOYNBEE, A.

Biographical

FLEXNER, A.

Toynbee thought after reading the first Bulletin that "the closest precedents for your Institute for Advanced Study are the academies which were instituted by enlightened monarchs in the 17th and 18th centuries. In these there was the fruitful contact between study and affairs which I believe would be the ideal conditions for work in your Institute, at any rate in the field of human studies."

Question: origin of the word patronage in connection with the Institute?

D, Institute - Organization

1931

2/11

FOUNDERS

POLICIES

GENERAL

FLEXNER, A.

Corporation

Administration
~~Academic Personnel~~

Academic Organization

Biographical

Flexner to Mr. Bamberger and Mrs. Fuld, February 11, 1931, who are again in Phoenix, Arizona.

He has been ill, lost his voice; regained it, and is conducting interviews. "I am keeping careful notes of the suggestions which I receive, and those whom I have consulted--and they range from archaeologists to pure mathematicians--everywhere give me the same congratulatory reception... Tomorrow I go to Chicago for four or five days, then to Harvard for a week, and then if I have time to Yale for a day or two. From time to time I have also been seeing such of the Columbia professors as are likely to be helpful..."

// He informs them he has had a long talk with Paul Warburg regarding a new manner of treating the subject of economics

in universities and institutions for advanced learning. I also discussed the same topic with Justice Brandeis in Washington. Both thought the idea ~~of~~ a good one and promised to cooperate with us in procuring practical experience for men who up to this time had dabbled in economics from a purely theoretical point of view."

He plans to leave for Europe the end of the month.

D. Bamberger, Louis, 1930-1936

1931

ms. 3

3/17

SCHOOL OF MATHEMATICS

Academic Organization

✓ POLICIES

Administration

BIRKHOFF, GEORGE

Biographical

FLEXNER, A.

Birkhoff to Flexner, March 17, 1931.

Flexner has consulted him at Cambridge. He had sent him a copy of Bulletin No. 1. Birkhoff expressed himself deeply impressed.

Then he had been asked by Flexner for a rough memorandum explaining the way in which he would attack his own subject of mathematics if he had a free hand to do so. Somewhat loathe to do so, because Flexner has thought more about it, but their views seem to coincide.

He would suggest securing permanently one or two mathematicians of great and undisputed genius. They should be chosen for the importance of researches which they have under way, and only secondarily with reference to their

ability to work with other men. However, it would be unfortunate if such a man were not able to work in conjunction with younger men and to have some interest in them. "The leaders should be taken wherever they were to be found."

The remainder of the staff would consist mainly of younger men giving promise of unusual talent to be taken only for a period of years, to be selected absolutely without regard to personality; salary to be sufficiently high, and duties so congenial that they could be obtained for a period of years without difficulty. "It would, however, be the normal expectation that they would go into the academic field after their period had expired." They might be retained after the limited years.

"No importance whatever would be attached to keeping a balanced department of mathematics, that is, one in which the various fields of mathematics and its implications should be evenly represented. There would, however, be a definite ~~xxxxxx~~ purpose to give equal

weight to pure and applied mathematics because of the increasing importance which mathematics is likely to have for all of science.

21 "If I were in your place, I think I should be inclined to make pure mathematics a very cornerstone of the Institute."

June ?

POLICIES

VEBLEN, O.

FLEXNER, A.

Administration

Biographical

*Copy of*Draft from Veblen's files.Brooklin,
Hancock Co.,
Maine

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 kinds 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 Professors energy is used up in explaining and defending the obvious to a lot of people whose ideas he should never be obliged to consider.

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 the ultimate legal power is very important. In an Oxford College all powers and property rights are rested in the Fellows. As a result the President (or 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 views of the professors on academic questions (they may be interested in their opinion about Russia!) but are acutely sensitive to those of the trustees and the prominent alumni. As a result the scholarly group almost always feels itself as an insecure and distracted minority.

It will be said of course that the faculty should not be burdened with the financial and administrative problems. But in practice the details are handled by administrative officers just as in any American university. The difference is that administration look up to, instead of down on, the dons. In fact, the financial management of an Oxford college generally is 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.

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. Faculty 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 you will guard against the kind of organization which will permit the next director to say, "Let us take stock--evaluate--light of experience" and then proceed with the usual "reorganizations" and vulgarizations. Of course, this may be hard to bring about....

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 or two thirds of ones salary at the age of 68 or 70 must be a severe blow to a man who has been receiving but little more than he needs to live on. (Shall he exile himself to California or 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 at least three members of the permanent staff in each of three age groups, 0-35, 35-45, 45-00. A laboratory department would presumably be smaller. Also one dealing with a less composite subject.

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

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 their architecture also as a starting point.

I like the amenities of an Oxford College, particularly the high table. I don't see why it could not be imitated. Even under American conditions I believe there would be a large enough nucleus of bachelors who would prefer to eat there regularly and the married men would come once or twice a week if the meals were good and sufficiently cheap (why not 2 or 3 free meals a week?)

Much could be said for making the nucleus of the Institute an imitation of an Oxford College. If so, college to take as a pattern would be All Souls. It would be primarily a residence for the faculty. If

students are admitted they should come in gradually and as "Junior Members" (the Oxford term). There should also be a sufficient number of College houses and apartments for married members. But the use of all these facilities should be voluntary. It would not be a violation of this provision to let the rooms be free to members of the faculty and assigned in order of seniority, although this would make sure of this being used.

Number of students admitted. My experience is that it is desirable to have a large audience (20-50) in a lecture, but a small number (3 or 4) of students whose reading or research one supervises. Perhaps the best method would be leave attendance at lectures open to as many as each profesor 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 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, ...institutes, all separate! But if there is just an Institute for Advanced Study isolated in a community devoted chiefly to business it will 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 others of my sort to be near to the group of men that I expect you to gather together.

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

Fellows or Associates of N. R. F.

- (1) The A. should be a dignified position with large salary.
- (2) Salary paid entirely by N. R. F. for period of appointment, the A. to continue as a Prof. in Univ. +
- (3) The contrib. of the Univ. to consist in assuming responsibility for future of the A. The Trustees of the Univ. to consist in assuming responsibility for future of U S. The Trustees of Fund to recognize that the Univ. is likely to have other unpredicted expenses in connection with the enterprise.
- (4) The A. to be provided with funds for an assistant and for material equipment. The latter is liable to be a large amount in case of laboratory sciences.
- (5) The A. to be allowed to give advanced lectures or seminars.

6/25

✓ POLICIES

Administration

VEBLEN, O.

Biographical

FLEXNER, A.

Flexner to Veblen, June 25, 1931, commenting on Veblen's answer to questionnaire regarding policies of IAS. (Filed with Veblen's memo.)

Filed in Chronological File under 1931, 6/25.

V-5

1931

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 7// "v" for Veblen.

F. A., 1/8/57

1931

7/24

FLEXNER, A.

Biographical

LEIDESDORF, SAMUEL D.

✓ POLICIES

Administration

Flexner to Leidesdorf, July 24, 1931.

Asks him to visit them at Magnetawan.

"I have finished the second draft of a report which I shall send around to the members of the Board in advance of the autumn meeting, and I find my ideas are even more sharply crystallized than I have permitted myself to say, but the truth is that I don't wish to put anything on paper which will make it difficult for me or for the Board to change, if in the course of the next months we get further light. I am amused, as I write, to observe how different it is to criticize what another fellow is doing, on the one hand, and, on the other, to undertake to do something yourself. At bottom, there is nothing in this document that is not implied in what I have previously written and said, and yet, when it comes to the doing of it, a great many questions arise to which

as a critic one gives very little attention. I am trying in my mind to devise ways of starting which will commit us as little as possible financially and otherwise so that over a period of years we can regard the Institute experimentally, profiting by our experience and changing without getting too deeply involved to do so."

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

1931

8/6

✓ POLICIES

GENERAL

FLEXNER, A.

MORAWETZ, VICTOR

Administration

Corporation

Biographical

Flexner to Morawetz on the function of the Institute.

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

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

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

1931

8/29

GENERAL

Academic Personnel

SALARIES

PARTICIPATION IN ADMINISTRATION

✓ POLICIES

Administration

BOARD

Biographical

Board 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?

Board 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.)

8/30

✓ POLICIES

Administration

AYDELOTTE, FRANK

Biographical

FLEXNER, A.

Aydelotte to Flexner, August 30, 1931.

Comments on Flexner's proposed report which he submitted to Aydelotte in a letter dated August 22 for his candid comment, and to be looked at from three points of view: Trustees, Director and Professor. (What will the Association of American Professors say to it? Remember it is to be a super-university.") (Flexner's letter, 8/22/31)

Aydelotte's comments:

Mathematics for the first school a wise choice. I should like to see economics follow speedily. Prefers designation of schools to departments and thinks it ~~lends~~ lends flexibility and allows better grouping of closely related subjects than does "departments."

Suggests "the part of wisdom is to be as tentative as

possible at this stage about the government of the Institute. You might point out on page 5 the most serious objection to faculty government, which is that it inevitably becomes legalistic. Oxford is a good (or rather bad) example. The 'inadequacy of uniform procedure' is the point to be insisted upon."

~~Max suggests that~~ He stresses the importance of the Director in the selection of faculty and the making of the budget, granting that the Director will want advice.

Hopes Institute will award degrees only on the recommendation of external examiners. Examination to be severe; otherwise a student could work in complete freedom.

"I won't embark on the questions of buildings and site since you know my ideas and that they accord with what you have said."

D File, Aydelotte, Frank, 1930-1945

1931

9/24

✓ POLICIES

Administration

SCHOOL OF MATHEMATICS

Academic Organization

SCHOOL OF ECONOMICS AND POLITICS

FOSDICK, R. B.

Biographical

JAMIESON, J. F. (Division of
Manuscripts, Library of Congress)

See Fosdick's letter of September 24, 1931, and Janieson's letter of February 24, 1931, both raising the point that the novel aspect of the Institute should be emphasized in the ~~MANUSCRIPTS~~ presentation; therefore, the economics and the School of Humanistic Studies should be put first rather than mathematics. Jamieson says the humanities in America are treated in a step-motherly fashion in comparison with the sciences.

Jamieson says the United States government appropriates \$20,000 a year for history and \$20,000,000 for research in the sciences. Yale, according to the newspapers, begins its

the work of its much-heralded Institute of Human Relations by a study of the history of textile machinery.

Jamieson also suggests that the Faculty should be given a bigger share in the management of the institution than is usual.

D, Institute - Organization

1931

9/26

POLICIES (Committees on Education)

ADMINISTRATION

FLEXNER, A.

Biographical

Flexner contemplated a "Committee on Education" to outline procedures; i. e., ~~xxxx~~ fees, terms, degrees, etc.
P. 20.

Report to Board of Trustees, October 13, 1931

9/26

GENERAL

Academic Procedures

✓ POLICIES

Administration

Flexner's confidential report to Board of Trustees:

There are to be no formal requirements for degrees (PhD's). Shall experiment with length and times of terms. Individual work habits shall be respected. Intimate relations and lack of formality shall prevail. Collaboration, not necessarily teamwork. Term schools loosely used. See Einstein quote:

"I am a horse for single harness, not cut out for tandem or team work; for well I know that in order to attain any definite goal, it is imperative that one person should do the thinking and commanding and carry most of the responsibility. But those that are led should not be driven, and they should be allowed to choose their leader."

Vol. 1, Number 4, Pages 8 and 9, Appendix to 10/13 meeting

1931

9/26

✓POLICIES

FLEXNER, A.

MATHEMATICS

ECONOMICS

Administration

Biographical

Academic Activities Org.

Dr. Flexner reported in part:

".... Every step taken in forming the Institute should be viewed as experimental no subject will be chosen or continued unless the right man or men can be found the decision not to begin with the physical or biological sciences has become stronger [mathematics is at the very foundation of modern science] a subject in which not many American universities are eminent the severest of all disciplines, antecedent, on the one hand, to science, on the other, to philosophy and economics and thus to other social disciplines." Etc., etc. The simplicity of the requirements of beginning with mathematics: books, paper, blackboard, chalk, pencils, rooms. Flexner then inclined, funds being sufficient, to include economics, "linked to mathematics by statistics." We can no longer submit to such plagues as World War I. Research into political theory, ethics, etc. Should operate to stop this plague, etc.

".... We cannot any longer sit helpless before these social and economic plagues, which, once well under way, ravage the world, as our present economic and social perplexities and sufferings show. The very conquests which science has wrought - increased production and easier distribution, which ought to be blessings - have drawn in their wake curses that may or may not be connected with them. On these intricate and recondite matters I have no opinion; but clear it is that nowhere in the world does the subject of economics enjoy the attention that it deserves - economics in the broad sense, inclusive of political theory, ethics, and other subjects that are involved therein. The Institute for Advanced Study has here a pressing opportunity; and assuredly at no time in the world's history have phenomena more important to study presented themselves. For the plague is upon us, and one cannot well study plagues after they have run their course; for with the progress of time it is increasingly difficult to recover data, and memory is, alas, short and treacherous.

"Thus I conceive a group of economists and their associates, financially independent, unhurried, and disinterested, in closest possible contact with the phenomena of business and government and at this high level endeavoring to understand the novel phenomena taking place before our eyes. The mathematician is in a sense secure from immediacy; the economist must be made so. He has at times to mingle in the stream of life; we must make it safe for him to do so. He must be enabled to take the same attitude towards social phenomena that the medical scientist has now been enabled to take towards disease. . . ."

1931

9/26

✓POLICIES

Administration

GENERAL

Publications

Dr. Flexner reported in part:

".... Many American universities maintain their own presses. They may in some cases be justified in so doing; but the Institute for Advanced Study needs no press. A university press is a business; if possible, it must pay a profit - at least, it must endeavor to carry itself. In either event, it usually publishes what will sell - sometimes worthwhile books and pamphlets, often books and pamphlets that had far better remain unprinted; it shrinks from publications that appeal to a small circle of readers and students, though from a university point of view such publications may be of prime importance. I favor a strict policy in respect to publication. 'Viel arbeiten, wenig publizieren', Ehrlich used to say. Let us hold to a high standard of performance as to both form and content. When a paper deserves publication, there will usually be a place for it; if a larger work merits printing, it can easily be handled, provided the actual outlay is underwritten. Thus university organization will be simplified; money will be saved; distribution will be more skilfully managed. Publicity need not be sought: if the Institute succeeds, the real problem will be how to avoid or restrict it."

Vol. I, No. 4, Report appended to Minutes 10/13/31, pp. 18-19

1931

9/26

GENERAL

The Corporation

✓ POLICIES

Administration

Dr. Fleener reported in part:

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

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

1931

9/26

PURPOSE

Corporation

✓ POLICIES

Administration

Flexner Reported that: (in part)

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

. . ."

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

1931

11/5

✓POLICIES

Administration

MATHEMATICS

Academic Activities

ECONOMICS

BIRKHOFF, GEORGE D.

Biographical

George D. Birkhoff to Flexner, November 5, 1931. Copy.

"Cambridge, Nov. 5, 1931

"Dear Doctor Flexner:

"It was a great privilege to see you and have such a good talk with you while you were in Cambridge. I enjoyed also your interesting lecture at the Old South Meeting House and your responses to the numerous questions from the audience. It was an audience of a kind I find appealing.

"Since I saw you I have been thinking more about your admirable report to the Board of the Institute for Advanced Study. Your report is a wonderful one which should be regarded

as a permanent statement of the ideals of the Institute.

"I will give you, however, my principal reactions for what they are worth

"(1) Subjects

"Your selection of mathematics as a first subject is a very wise one, not only because it stands for pure intellectual endeavor of the highest type and plays an ever increasing role in the sciences, but also because the whole field of human thought should undergo 'mathematical clarification'. George Boole, the Irish mathematician and inventor of symbolic logic says in his book on the Mathematical Laws of Thought that he looked in vain through the philosophic work of Spinoza, cast in almost geometric form, for a single syllogism! What are the various self-consistent points of view, the precise definitions, the underlying assumptions, and the purely logical consequences in various important social domains? I think it is important for the human race to find out. My forthcoming book on Aesthetic Measure will represent one investigation of this general type.

"In your second subject of economics I think you have also made the best possible choice. Ha Shih the Chinese philosopher has pointed out that the material success of the West is really spiritual in many of its aspects. Perhaps he did this to counteract a rather prevalent Chinese view that Western civilization is merely materialistic. He is clearly right to the extent that human welfare can be immeasurably improved in the Far East and this would make possible a development of the spirit not possible at present. But we know so little of economic law from a fundamental, impartial world point of view. Clearly the Institute can be of great service in the economic field."

"(2) Persons

"The staff, especially the first staff, is fundamentally important for the Institute. The Institute must therefore secure men of the highest possible calibre, outstanding figures of their day. By so doing there will be set up a high and severe intellectual standard such as is obviously not to be found today in American Universities. I regard the setting of proper standards in this manner as extremely important in this country.

"In order to get this initial staff it is obviously necessary to set your maximum salaries at a rather high level. I think much will depend upon the decision of the Institute in this direction. Not that the question of compensation is a fundamental one, once a certain satisfactory level has been reached, but rather that America has become and is likely to remain a country in which the status of the scholar and of scholarship is deeply bound up with the reward which is given him. At Harvard today the regular maximum salary is \$12,000 and is likely to go to \$15,000 in a few years. The University of Chicago has already gone beyond this latter amount (at least in offers) in special cases.

"The working conditions at the Institute will of course be ideal from the outset, and this fact will weigh very heavily with the kind of man you want to get.

"(3) Locations

From our talk together I know that you are considering Princeton and Washington as possible locations. I think that

Princeton^{is} perhaps better, primarily because of the remarkable mathematical center there and the fact that Princeton is on the up-grade among American Universities. As a physical site and in geographical location, it would be hard to improve upon Princeton.

"Cambridge also has points to consider, as an intellectual center of first order, not too large for a reasonable quiet in living.

"However I come back finally to Princeton as the possible future location of the highest centers of learning and research, near to New York. The Princeton mathematical group will cooperate strongly with yours. That is also an important item.

"I am looking forward with much interest to seeing Professor Mitrany in a few days.

"With kindest remembrances,

Sincerely yours,

/s/ George D. Birkhoff

File I-12

1931

11/5

MATHEMATICS

ECONOMICS

✓POLICY

BIRKHOFF, GEO. D.

See letter on proposed Institute

Birkhoff to Flexner - 11/5/31

Academic Organization

Administration

Biography

Vol. 1, Appendix to minutes of 4/11/32 (first set of minutes in Vol. 1)

1931

12/9

VEBLEN, OSWALD

Biographical

FLEXNER, ABRAHAM

POLICIES

Administration

Flexner to Veblen:

"Let me thank you most heartily for your great kindness to me yesterday. I had meant to bring with me a confidential report submitted to the Trustees at their last meeting. I wonder if you could find time to glance through it and make any suggestions that occur to you. You can write on the margin or the back or dictate or treat it in any way that is easiest for you before returning it to me."

File V-5

1931

12/12

~~POLICIES~~

Administration

LOWES, JOHN L.

Biographical

Dr. Flexner to Prof. Lowes, Cambridge Mass.?"

"The Trustees of the Institute for Advanced Study have been for the past year and a half very carefully reflecting upon the details of the enterprise committed to them by Mr. Bamberger and Mrs. Fuld. They are entirely clear as to the scope and functions of the new Institute, namely, that it will endeavor to enable small groups of scholars in important fields of learning to devote themselves under the most favorable circumstances to the prosecution of their own work and to the training of carefully selected students at the highest possible intellectual level. Latterly, a committee has had under consideration the question of the conditions which scholars and scientists in the light of their own experience believe to be most conducive to the achievement of this purpose. I have been authorized to ask a small number of scholars for suggestions derived from their own experience in this country and abroad as to the physical and other material conditions including contacts and environment, which would tend to facilitate the purpose of the Institute, and also as to what obstacles we can and should, if possible, avoid. A very frank and detailed statement from you would be greatly appreciated and would be regarded of course as entirely confidential."

Source: IAS Trustees - Maass, Herbert H.

1931

12/20

✓ POLICIES

Administration

GENERAL

Academic Organization

BUILDINGS & GROUNDS

Facilities

Letter from Charles A. Beard to Dr. Flexner - 12/20/31

"Doubtless the answers you receive will vary according to the experience, temper, and intellectual interests of the scholars who make them. What a student of history would require will naturally differ from the necessities of a physicist.

"Speaking for myself, I will say that all I have ever wanted consists of sufficient compensation to remove worry and uncertainty, access to library facilities, a few students really interested in the pursuit of learning, and work rooms for them and for seminar discussions. Nothing more. I have never looked to an institution to provide social life in any form. The fact that I happen to be in an institution with a chemist or a mathematician does not seem to me to be any reason at all why I should ever see him except at faculty meetings. I have been more interested in learning from the world of experience outside than from the learning of academicians. But that is a matter of temper and will, perhaps. If an academic colleague and I happen to strike fire together, well and good. If not, that is that. Why try to force social life?

"Still, I know from experience that most academicians enjoy community life of a kind, more or less. Therefore I imagine that your Institute will do well to establish a central institution for social life. The best example of such a thing that I know is the Athenaeum at the California Institute of Technology. It provides a comfortable center for the men who care for it, especially for the younger scholars, and makes possible a certain communion of scholars and apprentices. It is a god-send to the wives of the community for it makes entertaining easy and a pleasure. Therefore, I commend it to your consideration.

"O ther facilities will depend upon what you have to spend. The great farce in American education is the expenditure of millions for buildings while scholars live around them on starvation wages. If you start your Institute near New York and include instruction in history (with which I am somewhat familiar), I should say that your scholar in charge would want to have at hand a small library of working materials and then exploit the library resources within reach by motor or train. It is not the number of books he has that counts but his competence in making use of his resources. Unless you have enormous resources you cannot compete with established libraries. There is not point in it anyway. Each scholar will know what general works he should have for his students and will want a special collection in some field for intensive work."

Vol. 1, appendix to minutes of 4/11/32 (first set of minutes in Vol. 1)

12/28

1931

✓ POLICIES

Administration

GENERAL

Facilities

See letter from Alfred E. Cohn, of the Hospital for the Rockefeller Institute dated
12/28/31

Vol. 1, appendix to minutes of 4/11/32 (first set of minutes in Vol. 1.)

1932

SALARIES

Academic Personnel

✓ POLICIES

Administration

Excerpt from letter Flexner to Riefler. See source.

A, 10/18/56, Benefits

1932

3/5
3/11
3/12
3/15
3/17

✓POLICIES

GENERAL (CALIFORNIA TECH.)

FRANKFURTER, F.

FLEXNER, A.

Administration

Educational Institutions

Biographical

Flexner on Faculty meaning to Institute.

Frankfurter-1, Vertical File

1932

3/28

POLICIES

Administration

FLEXNER, A.

Biographical

Sent with the agenda for the meeting of April 11, 1932, his report on his meeting with Dr. Millikan of California Institute of Technology and his ~~xxx~~ pending request for authorization to make a nomination for a professorship in mathematics, and also to discuss further the subject of economics.

JRH Correspondence from May, 1930 to December, 1933

1932

4/7
4/9

✓ POLICIES

Administration

GENERAL

Corporation

STRAUS, PERSY S.

Biographical

FLEXNER, A.

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

Straus to Flexner, April 7, 1932.

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

Flexner to Straus, April 7 9, 1932.

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

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

1932

4/11

✓POLICY

Administration

Chairman Bamberger reported:

"It may perhaps seem that our progress has been slow, but I have kept in close touch with the Director, and I am sure that what may now appear to be very deliberate procedure will in the end be justified by the thoroughness and care which are being exercised ~~as~~ so as to avoid every possible mistake and so as to profit by the experience, present and past, of other institutions."

Vol. 1, No. 6, P. 3 - Minutes

✓ POLICIES

Administration

GENERAL

Facilities

MEMBERS

Publications

See H. G. Moulton: Memorandum on physical and other conditions for graduate work and research.

Vol. 1, appendix to minutes of 4/11/32 (first set of minutes in Vol. 1)

1932

4/11

✓POLICY

BAMBERGER, L.

GENERAL

Administration

Biography

Finance

President Bamberger reported:

"The Institute is interested not in size or numbers, but in quality, and it is our conviction that, if we hold fast to this standard, the influence of the Institute in this country may be out of all proportion to its relative size. Let me emphasize and reiterate one essential point: we should under no circumstances at any time undertake anything which we are not able comfortably to finance. From our annual income there should be set aside yearly a sum which in course of time may amount to a substantial surplus available for emergencies or for unusual expenditures, should such become advisable. The pattern which we create in the Schools of Mathematics and Economics should form the model to be followed as successive schools are created."

1932

6/12

✓ POLICIES

SCHOOL OF MATHEMATICS

BUDGET

Administration
~~Academic Personnel~~

Academic Organization

Finance

Veblen to Flexner, June 12, 1932.

He acknowledges Flexner's last letter, of June 6, and is happy to hear that "you have probably secured three men for your Institute." He says that they were on a trip in the country with the Weyls, and found Mrs. Weyl ~~was~~ also enthusiastic about Princeton.

"Last Sunday I wrote you at length about my response to your proposal; namely, that I want very much to be attached to the new Institute. There is nothing to add except one point which you may need to have in mind when you see Eisenhart." He then asks that Vanderslice be hired as his assistant, and suggests that the Institute take over the payment of \$1,000 which would be paid by Princeton University to him as his assistant. Vanderslice was to get another \$500 for undergraduate teaching. He also serves

notice on Veblen that he is going to ask for another assistant later on at about \$2,000. "There are two or three recent doctors who should be useful to me, who have not yet secured teaching positions."

His Göttingen lectures are proposed for publication in a small book to be edited by Neugebauer here. ~~He thinks~~ This is an attractive idea to him first because it will put behind him a definite part "of this subject before going on with the rest of it," partly because it seems a good joke to be writing a book in German.

He says he ~~ix~~ has accepted an invitation to give a lecture in Vienna on June 30. He will leave Göttingen on the 25th or the 26th of June, leave Vienna on July 2, arrive at Berlin on July 4, lecture July 5 there, leave Berlin on July 12th for Hamburg where they will stay at least a week. He expects to be in England in August.

1932

~~POLICIES~~

SCHOOL OF MATHEMATICS

BUDGET

June (Apparently June 12)

Administration
~~ADMINI Academic Personnel~~

Academic Organization

Finance

Handwritten notes of Voblen's in File V-5 as follows;

(If you have said 15 of 16 it will be 16)

4	Professors Salaries	\$64,000
4	Personal Assistants	12,500
	3 x 25 + 50	
3	Associate Professors	30,000
3	Assistant Professors	15,000
5	Resident Assistants	10,000
10	10 Scholars	15,000
	Secretary	2,500
	Librarian	3,000
	New Books and Periodicals	3,000
Publications	Annals	1,500
	Series of books	[3,000
		\$159,500

(Memo con't.)

Rent for Fine Hall	
Insurance for Professors' Retirement	\$ <u>\$12,000</u>
	\$171,500
Stationery supplies, etc.	1,000

~~XXXXXXXXXXXXXXXXXXXX~~

In pencil is 7 Professors.

On an appended sheet there are two lists of 7 professors: one, as follows: Dirac, Artin, Lefschetz, Morse, Alexandroff, Noether, and ~~Wigner~~ Wiener; the next group is headed by Albert, Douglas, Gödel, Gilfont, ⁴²Dehning, McShane, Whitney.

Also shown are the names of four assistants: Vanderslice, Stone, Whitehead, and Bohnenblust.

File V-5

1932

6/15

✓ POLICIES

SCHOOL OF MATHEMATICS

BUDGET

VEBLEN, O.

Administration

Academic Organization

Finance

Biographical

Flexner to Veblen, June 15, 1932.

He asks Veblen to be absolutely candid with him on the subject of the \$7500 versus ~~\$8000~~ \$8,000. He acknowledges with enthusiasm an evidence of interest "the sketch which you sent me in your letter of June the 5th." That letter is not in either V-5 or in File IV-21, from which the main body of this correspondence is taken. He reserves discussion of details until later, except that he agrees to pay Vanderslice \$1,000, and he assures Veblen that he can "be perfectly certain that I will put your case to Eisenhart with all possible persuasiveness, and I have no doubt that he will agree that it is right for you to accept." He has taken his wife to Gastein after receiving news of the death of her uncle, and is, himself, proceeding to New York, hoping to go to Canada

later after getting his wife's affairs in order.

"I look forward with the keenest interest and the utmost confidence to our association. Perhaps at Zurich, you will get suggestions or see people who we may want as our scheme develops."

File V-5

1932

6/18

✓ POLICIES

SCHOOL OF MATHEMATICS

Budget

VEBLER, O.

Administrations
~~Academic Personnel~~

Academic Organization

Finance

Biographical

Veblen to Flexner, June 18, 1932.

There has been a slight error on Flexner's part. In his letter of June 2 when Flexner definitely says his mind was clear about asking Veblen to come to the Institute, he offered \$8,000 on retirement at 65, unless extended by mutual consent. At the same time since this letter was handwritten, he asked for Veblen to send it back or send him a copy of it. Veblen's wife hand-copied the letter, and when Flexner got it back, he raised the question as to whether or not he had said \$7500 or \$8,000 on retirement, and asked whether it made much difference to Veblen. Veblen responded that it did, indeed make a difference to him, and that he understood so clearly that it was to be \$8,000 that he trusted Flexner would see it his way. "I don't in the least make it a condition of my acceptance

of
~~in~~ the position, but I am trying to give a straightforward answer to your question. It did not occur to me on reading your letter from Hamburg that there was anything abnormal about \$8,000 because both my wife and I remembered that as the amount which you had always mentioned in talking ~~sex~~ with us about the pension."

He informs Flexner that he had a long talk with Miss Noether about algebraists, and she considers Albert as the best man in this field after Wedderburn and ~~Niklaß~~ ~~Niklaß~~ Dickson. "She has the same opinion as Weyl about Artin and Deuring. Also, (going outside of the algebraic field) she shares my suspicion that Gödel, the young man in Vienna who has upset Hilbert's program in mathematical logic is the best of the young Germans. I hope to get better acquainted with him week after next."

V-5 File

1932

7/12

✓ POLICIES

SCHOOL OF MATHEMATICS

BUDGET

VEBLEN, O.

Administration

Academic Organization

Finance

Biographical

Flexner to Veblen, July 12, 1932.

He acknowledges Veblen's letter of June 28, and notes the paragraph which he ~~y~~ quotes in Veblen's letter to Eisenhart. He suggests deferring all problems until we have abundant opportunity to talk it over among ourselves and the Princeton people. The first thing to do is to define clearly our goal.

Veblen has asked him about the date of announcement, and Flexner replies we shall have to side-step it as far as definite statements are concerned until the autumn. "I have found that I can satisfy people's curiosity by saying that we are giving favorable consideration to the vicinity of Princeton. No one has pushed me beyond that point. Eisenhart

and I have agreed that we will issue a ~~statement~~ statement as close to October 1 as is feasible."

File V-5

1932

8/25

✓ POLICIES

Administration

SCHOOL OF MATHEMATICS

Academic Organization

BUDGET

Finance

VEBLEN

Biographical

Flexner to Veblen, August 25, 1932.

"We had a charming visit here in the woods from Courant ten days ago. He spent two days with us and entered thoroughly into the simple outdoor life which we lead up here. He sawed logs, swam, and fished - the last-mentioned for the very first time in his life. His colleagues at Göttingen had written and telegraphed him about Weyl, and Weyl had told him that he would make no final decision until Courant returned. Nothing could have exceeded Courant's kindness and consideration."

File V-5

1932

10/10

✓ POLICIES

Administration

GENERAL

Academic Procedures

Flexner insisted upon full-time work (i.e. exclusion of other commitments) on part of staff of IAS. See his report 10/10/32 appended to minutes.

Vol. 1, No. 8 - Minutes

10/10

1932

✓POLICIES

Administration

TEACHING

Academic Procedures

ECONOMICS

Academic Organization

"The Report of the Director was presented and, on motion, was received and placed on file.

"Ttis now almost exactly two years since the Institute for Advanced Study was formally organized, inasmuch as the Director did not assume office until October 1, 1930. Up to the present time no overt steps have been taken looking to the operation of the Institute. The two-year period has been spent in investigation, conference, and reflection. It is clear to me now after making every possible effort to secure criticism and suggestions that there is a new and unoccupied field which the Institute can occupy, namely - the prosecution of research in subjects of fundamental importance and the training of men to become investigators and teachers in higher institutions of learning. I see no reason to modify the suggestions I made that the Institute should proceed by organizing schools in successive subjects, that each school should consist of a few permanent appointees of established eminence and a number of assistants or students of promise, to whom the institution would be obligated for only a definite term of years, one or more, according to circumstances. In this way there will be a

constant flow of young scholars and scientists, most of whom will find permanent employment elsewhere. Occasionally someone of outstanding merit may be retained for a longer period or indefinitely.

"I had at the outset hoped that we might begin simultaneously two schools - mathematics and economics, but I have found, as I proceeded with my inquiries, that, while it is feasible to start at a high level in mathematics, it is extremely difficult to find the proper personnel in the field of economics. It is in my mind therefore at this meeting to make certain nominations to the Faculty of the School of Mathematics, continuing my inquiries in the field of economics until I find persons of something like equal eminence and substance.

"It is my hope that the Institute may begin active work in the autumn of 1933. I shall devote most of the current year to questions of organization, the securing of temporary quarters and of a few students with whom we may set the pace."

...

10/26

PURPOSE (Graduate School ?)

Corporation

POLICY

Administration

APPLICATIONS

Academic Personnel

See Flaxner to Veblen, 10/26/32 :

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

File IV-21 (Filed Veblen)

1932

10/26
10/29

✓ POLICIES

Administration

DIRECTOR

TRUSTEES

Corporation

HARDIN, JOHN R.

Biographical

Hardin to Mrs. Bailey, October 26, 1932.

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

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

JRH Correspondence from May, 1930 to December, 1933

1933-35

~~POLICIES~~

SALARIES

FRANKFURTER, F.

FLEXNER, A.

WEYL, H.

RIEFLER, W.

VEBIEN, O.

AYDELOTTE, F.

STEWART, W.

TRUSTEES

Administration

Academic Personnel

Biographical

The Corporation

See Vertical File, Frankfurter-2, for correspondence of Frankfurter as active Trustee, and reasons for termination of his services by Board, etc.

Frankfurter II.

1933-36

✓ POLICIES (SEX)

Administration

FOUNDERS

Corporation

Hetty Goldman only woman ever appointed professor at Institute. Search for others suggested. Veblen suggested Emmy Noether as member or professor (Weyl also), noted algebraist. Aydelotte suggested Miss Nicolson ~~English~~ (English Literature), but faculty didn't go for it. Others?

1933

3/6

✓ POLICIES

Administration

VEBLEN, O.

Biographical

FELLOWS

Academic Personnel

GRANT IN AID

Veblen to Flexner (NYC):

"...

"The following scheme has occurred to me as being perhaps a desirable one for bringing to the Institute a continuous supply of junior members. Several of the colleges in Cambridge (England) have research fellowships which pay their incumbents 300 pounds a year together with residence quarters and dinners. These appointments last for something like three years, one of which may be spent away from Cambridge at the will of the incumbent. It appears that a grant of approximately \$1000 would be enough to enable the holder of one of these fellowships to spend a year in the Institute. I gather from conversations with two of these men who are now in the United States (one at Princeton and the other at M.I.T. working with Norbert Weiner) that there would be a good deal of interest in such a plan. Possibly we might use a part of the \$5000 which I understand is to be available this spring in this way.

..."

File IV-21

1933

3/17
3/20

PURPOSE

Corporation

POLICIES

Administration

FOREIGN

Academic Personnel

Flexner to Veblen:

"...

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

"..."

Flexner to Veblen:

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

1933

4/13

✓ POLICIES

Administration

EINSTEIN, A.

Biographical

FLEXNER, A.

Simultaneous letters, one from Flexner to Einstein, April 13, 1933, noting that publications in this country say report Einstein has committed himself to the Institute, to Madrid, to Brussels, and to Oxford, also to France. Flexner calls Einstein's attention to Bulletin No. 2 which calls for full-time work at the Institute.

Einstein to Flexner the same day. "You will ~~be~~ by now have learned through the press that I have accepted a chair at the Madrid University. As the French government is pressing me very hard to accept a Chair at the College de France without any obligation on my part, I think I shall have to accept that too. I made it clear in both cases that I cannot give up any of my present engagements and that they would have to content themselves with whatever time I could give them, if any.

"In view of my new relations to the Spanish Government I feel it is my duty to write ~~y~~ to you about my assistant Prof. W. Mayer. The Spanish Government has conceded me the right to recommend them a Mathematician to be appointed as full professor under my direction. Now as I have very great regard for Prof. Mayer's abilities, not only as my collaborator but also as an independant researcher in Pure Mathematics, whose achievements are notable and valuable, he would be the right man to take up such a professorship. He would not have thought of asking me to recommend him for this post had he not felt it as a set-back that he was appointed at your Institute, not as a full professor, but only as an associate professor with a salary which hardly corresponds to his merits and his needs. I therefore, find myself in the difficult position: either to recommend him for Spain or to ask you whether you could make it possible to extend his appointment to a full/professorship. This would be the only way of retaining him for your Institute and for a collaboration with me. I would deplore it very much indeed, if I were deprived of his valuable collaboration; and his absence from the Institute might even create some difficulties

for my own work. Besides, his retirement would be a great loss to your ~~insikkutim~~ institute.

"As the matter is of some urgency, I should be very much obliged for an early reply."

D, Einstein, Albert, 1932-1933

1933

4/15

✓ POLICIES

Administration

EINSTEIN, A.

Biographical

FLEXNER, A.

Flexner to Einstein, April 15, 1933.

Notes that by the morning's paper Einstein was nominated to a professorship in the Collège de France. He ventures the suggestion that this be made as the Brussels appointment was, according to the press, honorary professorship, an excellent solution to the problem.

D, Einstein, Albert, 1932-1933

1933

4/26

✓POLICIES

Administration

EINSTEIN, A.

Biographical

FLEXNER. A.

A long letter from Flexner to Einstein in answer to the letter of April 13, 1933.

He adheres to the arrangements which were agreed upon between Flexner and Einstein at Caputh; namely, \$1200 a year salary for Mayor in 1932-1933 until he comes to America when he would begin to receive a salary of \$4,000 a year, and given the title of associate. Flexner says the Trustees have approved this, and nothing could be done to change it, at the present time. He also points out that since Mayor is going to work under Einstein's direction, he is not a full professor and should not be made one. The letter is a very long letter and very tactfully written.

D, Einstein, Albert, 1932-1933

1933

5/1

✓ POLICIES

Administration

SCHOOL OF ECONOMICS AND POLITICS

Academic Personnel

WEED, LEWIS H.,

Weed to Flexner.

Harlow Shapley's commencement address contains a stimulating and clear-cut exposition of our own educational tenets. "There is no doubt that intelligent men every where approve your plan for the Institute... it marks a stupendous educational advance.

"...Every step which you recommend adds another feature to the Institute's headpiece. I am most happy that we are starting out in the wide field of economics, and I believe that your choice of Mitrany is outstanding. Frankfurter's letter about him indicates that we have a man of unusual ability, training and originality. He should prove the proper leader in a wholly difficult and relatively unexplored field."

D File, Weed, Lewis H., 1930-1940

1933

5/29

✓POLICIES

EINSTEIN, A.

FLEXNER, A.

Administration

Biographical

Flexner to Einstein, May 29, 1933.

Announces the moving of the office to 20 Nassau Street, and the opening meeting of the Institute on the morning of Monday, October 2, 1933. At this meeting the members are supposed to be present.

D, Einstein, Albert, 1932-1933

1933

6/6

✓ POLICY

Administration

See GENERAL - Publications

letters from Veblen to Flexner

File IV-21

1933

9/8

EMIGREES

Academic Personnel

WEYL, HERMANN

Biographical

FLEXNER, A.

AYDELOTTE, F.

VEBLEN, C.

✓POLICIES

Administration

Flexner to Veblen letter concerning permanent offer to Weyl; that he will become an American citizen and that he will not accept multiple professorships in other institutions. File IV-19.

See: EMIGREES - Academic Personnel

1933

9/9
9/11
9/14

EMIGRÉES

Academic Personnel

WEYL, HERMANN

Biographical

VEBLER, O.

FLEXNER, A.

✓POLICIES

Administration

Veblen to Flexner letter re: Weyl taking position seriously as full-time job.

Veblen to Flexner letter re: Neugebauer being Editor-in-Chief of Zentralblatt and, if it should be stopped, whether the Institute should take it over, and Neugebauer, too; time and place of "opening" meeting Oct. 2.

Flexner to Veblen letter re: Oct. 2 meeting being "opening - or closing - ceremonies".

File IV-19

1933

October

1934

October

TRUSTEES (MINUTES)

Corporation

✓ POLICIES

Administration
~~Academic Personnel~~

FLEXNER, A.

Biographical

MAASS, H. H.

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

D, Frankfurter, Felix

1933

10/9

ECONOMICS

Academic Organization

✓ POLICIES

Administration

Minutes, p. 6:

The historic approach to Economics was recommended by the Director, during a discussion by the Board, apparently with idea of avoiding selection of positive approach in the depression years.

Vol. I, No. 15

1934

1/12

SALARIES

Academic Personnel

✓ POLICIES

Administration

PRINCETON ALUMNI WEEKLY

Publications

Article on I. A. S.--no criticism for high salaries
and academic freedom. Highly laudatory.

^D
D. Institute Organization

1934

4/2

~~POLICIES~~

Administration

SALARIES

Academic Personnel

FLEXNER, SIMON

Biographical

Simon to Ben Flexner regarding Frankfurter's and Flexner's dispute and with ~~particular~~ particular reference to salaries at Rockefeller Institute for Medical Research.

"It is time that the Rockefeller Institute for Medical Research has no single scale of salaries, but it does have a fixed scale. They are merely 'classes,' which Felix seems also to approve. Indeed I do not see how one could manage except with some such recognized discriminations."

Frankfurter Papers

1934

10/8

✓ POLICIES

SCHOOL OF HUMANISTIC STUDIES

Minutes, pp 12-13:

"On the suggestion of the Director the Trustees considered methods to be pursued in starting the School of Economics. The consensus of opinion seemed to indicate that the School should be started modestly and as promptly as possible with a small nucleus of young and promising men of unusual intellectual endowment who would be enabled to work without pressure for results.

"Mr. Frankfurter held that the social sciences ought to be viewed in somewhat the same light as law. He thought that the analogy to the progress which had been made in the medical sciences likely to be misleading and that the confusion in the realm of economics and politics was due to the fact that there had been too little disinterestedness in their pursuit. He suggested, for example, that the so-called principles or laws of economics ought to be examined in the light of their origin and that it would probably be found that they originated out of the pressure of contemporary phenomena. Something might, he thought, be gained if small groups were brought together for limited periods in the hope of uncovering and defining the real problems. He was certain that nothing could be gained if an inharmonious group were assembled and instructed merely to 'research'.

"Mr. Stewart emphasized the importance of an early start with young men, the

Administration

Academic Organization

question of whose future relationship to the Institute could be determined by their achievements from time to time, and Mr. Veblen suggested that grants-in-aid, such as those now given in the School of Mathematics, would prove an excellent way of bringing men of promising ability to the Institute to work for a year or longer without permanently detaching them from their posts unless they developed unusual capacity. It seemed to be agreed that with the exception of a small permanent nucleus it would be unwise to make many additional appointments for terms of three or five years which would involve the resignation and withdrawal of men from their own institutions and thereby impair the freedom of the Institute in dealing with them.

"The Director stated that he had given further thought to a start in the humanistic studies and that he deemed it advisable that an impartial survey be made of the remarkable facilities and resources which exist in and around Greater New York with Princeton as its center, whereupon, on motion, it was

"RESOLVED, That the Director be and hereby is authorized, in his judgment, to expend not to exceed Six thousand Dollars (\$6,000.00) for the purpose of study in the field of the humanities."

1934

10/8

✓ POLICIES

Administration

Dr. Flexner reported in part:

"My conclusion, therefore, is that, whereas in due time, as successive schools are established, we shall try to provide them with facilities to make cooperation easy, our great task at the present moment is the finding of men. For, while the men can get on without buildings, the building is futile without the men. If they can be combined, as they are combined at Fine Hall, results should be obtained that are as nearly ideal as is possible under human conditions.

"I think I may say in conclusion with all modesty that wherever I went in Europe the fact of the existence of the Institute was known and that its possible scope and its present and future importance were appreciated. While we have done absolutely nothing to procure publicity, the quality of the staff and the students has already within the period of a single year made the institution widely and honorably known."

1935

3/22

FLEXNER, A.

Biography

RIEFER, W. W.

✓POLICIES

Administration

Flexner (Princeton) to John Dickinson (Washington)

"Please accept my heartiest thanks for your kind note of March 19. I am delighted to know that Dr. Riefler's friends are planning a surprise party for him, and nothing would give me greater pleasure than to be present. Unfortunately, however, my wife and I have a long-standing engagement to spend the week-end beginning the 29th at Swarthmore College, and I do not see how I can possibly evade it even on the evening of the 29th. I should be very happy, however, if you would undertake to express my gratification at the honor which Dr. Riefler's friends are paying to him and the hope that the friendships which he has made during his residence in Washington will all be actively continued. His interests in the future will be very largely what they have been in the past, and the contacts which he made in Washington ought to continue to be fruitful.

..."

File IL-12

1935

4/22

PROFESSORS (HIERARCHY)

Academic Personnel

✓ POLICIES

Administration

Flexner to Board, speaking of experience in the School of Mathematics: "No appointments of an intermediate character in the way of associative professors or assistant professors were made, and experience has proved that none are needed." (O. K. for mathematics--for other schools? If faculty responsible for inflexible policy of one salary, the direction was first set by School of Mathematics).

Trustees Minutes, 4/22/35, p. 3 appendix

1935

4/22

✓ POLICY

GENERAL

Administration

Finance

Discussion of Financial Policy.

Trustees Minutes 4/22/35, pp. 3-4

1936-39

FACULTY PARTICIPATION

in Faculty TRA 710W

✓POLICY

FLEXNER, A.

VEELEN, O.

RIEFLER, W.

MORSE, M.

GOLDMAN, H.

EINSTEIN, A.

EARLE, E. M.

Academic Personnel

Administration

Biographical

Excerpts from File V-1, IAS Faculty Minutes 1933-1950

See FACULTY PARTICIPATION - Academic Personnel Vertical File "P"

1936-50

✓ POLICIES

Administration

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

See memoranda on Fosdick, Rockefeller Foundation filed
School of Humanistic Studies 1924 1928, 1930-40, 1933, 1943
(Saturday Review quote) and Oates on Council of Humanities on
purposes humanism.

1936

1/27

DIRECTOR

Administration

✓ POLICY

FLEXNER, A.

Biographical

Flemer to the Board:

"In old institutions it is perhaps wholesome that from time to time quite new personages be introduced as directors but in an institution that is being formed along definite lines and for definite purposes it would be unfortunate if too early in its general career its general policy were abruptly changed. Mr. Bamberger's solicitude about the future has never been absent from my mind. But I have not hitherto felt that we have progressed to the point where a step of the kind he recommended should be taken. We have I think now reached that point. I am further more in my seventieth year and while my health and strength are unimpaired, I cannot close my eyes to the fact that my usefulness may in the course of the next few years be gradually diminished. On the other hand as it seems to be the wish of the Board that I continue in my present post, it would, in my judgment, be a mistake to select a successor as long as the date of my retirement is undetermined." He then suggests the appointment of an associate director upon which he will make a recommendation in April. The Board approved privilege of Director to suggest an associate director as an annual appointment without succession to directorship. (Minutes, 3/27/36, p. 15)

Vol. 2, No. 5

1936

1/27

GENERAL

Finance

POLICY

Administration

The Director reported to the Board that he feels he has vindicated his policy of never expending the total income available to the Institute although he says "I have had no share whatsoever in the management of the affairs of the Institute." But if they had been expended completely for the current year we should probably not have approached Professor Lowe. "As it is we have been able to make a modest expansion in the field of the humanities and have won the approbation and the cooperation of the Carnegie Institution of Washington and the Morgan Library by so doing."

"As the resources of the Institute increase Flexner hopes the unexpended margin may likewise increase so that it may become a really substantial sum.

vested

He goes on to say that "no school has the right in any particular sum of money beyond the sum ~~absolutely~~ needed for continuing appropriations. No school should feel itself constrained to spend the entire amount appropriated to them." (Minutes 1/27/36, pp. 5 & 6.)

Vol. 2, No. 5

1936

12/ 4

✓ POLICY

Administration

STIPENDS

Academic Personnel

MEMBERS

VEBLEN, O.

Biographical

Veblen to Flexner, December 4, 1936.

He transmits "the little steed" which he had promised him. It deals with the relationship of the permanent professors at the Institute and the short-term/ (usually one year) members, and closes, "It would be hard to exaggerate the importance of the stream flowing through it to the Institute itself. If this stream should dry up, there would be danger that the 'academic heaven' would approach the state of Nirvana."

He goes on to say that the funds which the Institute devotes to the stipends for temporary ^{members} measures are matched and probably exceeded in amount by the contributions from outside sources. *(see Entomology 1/10 with Veblen)*

The founders and Trustees of the Institute, therefore, have a right to feel that their generous support of scholarship is receiving recognition

not merely in the form of words of praise and gratitude, but also in the more concrete form of pecuniary support and ready cooperation."

File IV-20

1937

2/12

HOUSING

POLICY

FOUNDERS

FLEXNER, A.

Facilities

Administration

Corporation

Biographical

Flexner to Leidesdorf, February 12, 1937.

He has conferred with Mr. Louis Bamberger in Arizona where they are both sojourning, and have come to an agreement about Faculty housing. "Our object is to help these [younger] men to acquire homes without imposing on them too heavy a financial burden, and at the same time protecting the Institute's investment. It is clear that if the lots are disposed of to them on a strictly commercial basis, the financial burden will destroy our purpose. We concur, therefore, with you in suggesting that the lots be disposed of more cheaply, say at \$1,000 or \$1500 apiece

The houses should be built at a cost as close to \$20,000 as possible. The other provisions that Riefler suggested in his memorandum as regards interest, amortization, insurance, fire and life, taxes, and so forth are

acceptable. In this way the men who take advantage of the offer will have their own homes which they will own, and the whole transaction will be of a strictly businesslike character. Mr. Bamberger is most solicitous that there should be nothing in the arrangement which can now or in the future permit anyone to feel that the Institute is taking advantage of the professors..."

D File, Flexner, Abraham

1936

2/7

✓POLICIES

Administration

AYDELOTTE, FRANK

Biographical

Dr. Aydelotte to Dr. Flexner:

"I am very much interested in the minutes of the last meeting, which reached me this morning. I had seen the announcement of appointments, etc., in the New York Times a week ago.

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

Source: A File IAS (home)

1936

2/12

POLICIES

PARTICIPATION IN ADMINISTRATION

FLEXNER, A.

PANOFSKY, ERWIN

Administration

Academic Personnel

Biographical

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 personnel suggest."

A, 10/18/56 Section of IAS off. file on Panofsky (

1936

10/15
10/19
10/23
11/12
11/17
11/21

STIPENDS

Academic Personnel

✓ POLICIES

Administration

MEMBERS

Academic Personnel

WEED, LEWIS H.

Biographical

FLEXNER, A.

Flexner to Weed, October 15, 1936.

I was sorry not to be able to discuss with you after the meeting the question of stipends, to which I had given a lot of thought. I omitted to mention several considerations which I think are important:

(1) These stipends take the place of fellowships which are given by all American universities.

(2) Those who come on stipends realize the desirability of having appointed in their own departments in their own universities men who have had Princeton training. Veblen tells him that two of the younger men who have had stipends since our meeting have received calls to other universities.

(3) Stipends have worked in a way that no one anticipated. Not all the fields of mathematics have been covered in the Princeton group. Sometimes men come in on stipends who are able to give seminars and lectures on phases of the subject not represented by any one in either the University or the Institute faculty. Thus, for example, Dr. Kurt Godel, distinguished authority in the field of symbolic logic, a new mathematical development, came on a stipend. This has resulted in transplanting symbolic logic from Europe to America, with the result that it is now proposed to begin in a modest way the publication of a small journal of symbolic logic. Furthermore, our concern is not simply to develop a great school of mathematics here, but in every way possible to assist in lifting the level of American mathematics.

Weed to Flexner, October 19, 1936.

Suggests the following points, largely administrative and fiscal:

(1) By voting at the fall meeting for the stipend obligations for the next fiscal year, we commit ourselves without having any estimate of income for that fiscal year prepared by the Treasurer. This action makes the appropriation the first charge against our funds nine months in the future.

(2) A lump-sum appropriation of \$30,000 should not, in my opinion, be made by the Trustees without information regarding detailed allocations. The Executive Committee of the Board should certainly pass upon the recommended allocations under this lump-sum appropriation, as is done by item throughout other parts of the annual budget.

(3) \$30,000 for stipends is out of scale for an annual budget of less than \$300,000.

So much for the fiscal considerations. Now as to the other considerations:

(1) No institution of high caliber needs to put itself in the position of paying students to come. The danger here is that we are on the descent to the class of theological seminaries.

(2) The granting of stipends to professors on leave of absence with half pay seems to me essentially unnecessary. Almost every institution of higher grade in this country will allow a professor leave of absence on full pay for periods of at least six months. With proper arrangements the six months can with vacation time run into nine or ten months. Such men should be able to work in Princeton under the salaries from their own institutions.

(3) Such people as these should not be classed among fellowship fellows receiving fellowship stipends.

(4) His experience in the medical group indicates that the very younger men with very little to live on can, if given leave of absence, make their way for six months with pay, even though their remuneration is very small.

(5) Weed does not consider the influence of the mathematics group in the Institute upon American mathematics will be diminished by the omission of stipend awards. Our contribution is sufficiently outstanding. Young mathematicians of promise will come to Princeton at any cost to themselves to be close to our staff.

He calls attention to the fact that he does not emphasize collection of tuition fees. He thinks that no tuition fees should be collected from any of the advanced workers. He believes that we should commit our funds to make permanent appointments in the fields of mathematics, or economics and politics, or the humanistic studies.

Flexner to Weed, October 23, 1936.

Appropo of the obligation in the future we obligate if we are take out a lease or engage a professor. Why should we not obligate in advance grants, if grants are an essential part of our operation? As a matter of fact, we could perfectly well charge the \$30,000 to this

to this year's budget, and do so continuously hereafter, for the Treasurer's report shows that we are really way within our actual income.

(2) The Trustees and the Executive Committee are not qualified to pass on the allocation. We are none of us mathematicians, humanists, or economists.

(3) He thinks that the money so expended, that is by stipends, to brush up and re-stimulate a group of men occupying important posts ~~know~~ is one of the most important things we can do, and is more important than hiring two more professors.

As to the non-fiscal points Weed made in his letter of October 23;

(1) The men to whom we make grants are usually married men who are no longer in the ordinary student class. They have responsibilities. Is there any logical reason why we cannot do for American mathematicians the sort of function that with propriety can be done by the National Research Council? "The recent report of the University Grants Committee in England shows that 42 per cent of the total number of British university students are assisted by scholarships or grants of the same kind that we are making, and the Committee is asking Parliament for a larger sum to be devoted to the same purpose."

(2) It takes some time for the stipendiates "to forget themselves and adjust to the kind of work that is going on at Princeton." Then they go on under their own steam, and they refresh our faculty. "Yesterday Professor von Neumann...came over to tell me that a problem on which he had been working since 1929 had been solved, not by himself alone, however, but by means of suggestions which he derived from one of the men here on a stipend; and Dean Eisenhart spoke to me with glee on the same subject this morning. We get a good deal out of these men, even while they are getting a good deal out of us."

(3) Things come up which require quick action, for instance, Flexner learned long after the Board Meeting in April that Harvard was bringing over to its celebration three of the greatest mathematicians in Europe. Two of these three men would like to come to Princeton for several months. The third, Cartan, of Paris, also desired to come but was prevented by his engagements. We brought Levi-Civita, head of the great mathematical school at Rome, and Hardy, the most distinguished of English mathematicians. They have been here and have stimulated our group. He says that one meeting with Levi-Civita was prolonged two hours when Einstein and he got into an argument, and it was an argument which no one who witnessed it could forget.

Also, since the last meeting, Niels Bohr of Copenhagen is passing through America on his way to Japan and would like to come to Princeton for about a month. Eisenhart reached Flexner on this and offered to bear one-half the expense of bringing Bohr to Princeton if the Institute could bear the other half. Here is a chance to bring a

Nobel Prize winner in mathematical physics to the Institute. We should not lose such chances.

(4) The men who come here on stipends do not live any too easily, and notwithstanding the fact that we do for them what we can, their lives are Spartan. Princeton is an expensive place in which to live on any decent scale.

(5) I think our influence at the moment would be lessened if we omitted the stipends, but that does not mean that they need to go on in perpetuity. "We embarked on the policy at the moment when the Rockefeller Foundation cut down their grants to the National Research Council. I am hopeful that these grants will be restored, for I think the Rockefeller Foundation never made a better investment. Ninety per cent of the men who won grants from the National Research Council hold excellent places in academic faculties today. Great Britain has had an endowment, the proceeds of which have been used in this same way, ever since the Crystal Palace Exposition in 1851. The men who were enabled by grants from this fund to carry on their studies longer are now professors all over the world. Two of them hold full professorships in Princeton."

Flexner agrees that we should not spend so much on mathematics that we cripple the other schools, and also that the time may come when the % amount we spend may be reduced; but in the depression years our School of Mathematics would have been a very different affair if the mathematicians had not had these stipends as a means of building up the mathematical group and making conditions of working here at Princeton known throughout the whole world.

Need to Flexner, November 12, 1936.

He reiterates his points that the permanent commitments, the appointments of professors on a long-tenure basis, are our first lien on our funds, and that under the stipend plan if the income of an institution falls ~~off~~ off, the Institute can only reduce the salaries which has been done in American universities during the depression. He also reiterates his point that the Trustees or the Executive Committee should pass on detailed allocations. "It is not that the Trustees would ordinarily dispute any items if they had the desired confidence in the Executive; rather it is that every one having to do with expenditures // of funds should feel that his is only the power of recommendation, not of action."

The expenditure of \$30,000 for the general improvement of American mathematics is a matter of opinion, and he is not competent to express it. But he thinks that perhaps if additional professors are not needed in mathematics, they are in our two other fields of activity, particularly of the humanities. He thinks it were better to discuss these things rather than to write about them.

Flexner to Weed, November 17, 1936.

He points out that whether you use the \$30,000 to appoint two professors in mathematics, or two professors in the humanities, you come to the same result if the income drops. You have to cut down, and, therefore, you reduce salaries. "The policy which we are pursuing has exactly the opposite effect. It increases what you aptly call the 'cushion' which we have hitherto maintained. We have fifteen persons to whom we have a long-term obligation, in addition to this a few secretaries. If any sort of financial crisis should occur, we could at once drop for as long a period as is necessary all the grants we make in all departments, amounting to something between \$30,000 and \$40,000 a year and thus double the 'cushion' so that from the standpoint of safe financing we are a good deal safer with the grants than we would be with professorships."

Weed to Flexner, November 21, 1936.

He is conscious of the futility of further discussion by letter, but he thinks that his suggestion of the employment of two full professors for \$30,000 is not his "weak point" as Flexner has said it is. He is still for expending the \$30,000 for outstanding men. But if there is likelihood that the income will drop, and that we haven't got the \$30,000, "I agree that the money should not go to any permanent appointments which are a first lien on our funds." But he still thinks that the Trustees should not appropriate such a fund for an ensuing year unless our total budgetary estimates are in hand.

D File, Weed, Lewis H., 1930-1940

1936

10/31

✓ POLICIES

MEMBERS

ALEXANDER

Administration

Academic Personnel

Biographical

See Chronological file for letter Flexner to Veblen.

IV-20

1937

1/25

CARNEGIE FOUNDATION

Foundations

AMERICAN PHILOLOGICAL ASSOCIATION

SCHOOL OF HUMANISTIC STUDIES

Academic Organisation

✓ POLICIES

Administration

LOWE, E. A.

Biographical

MERRITT, B. D.

The Director says Carnegie Institution has expressed desire to contribute annually to Lowe's work, and the American Philological Association toward Merritt's work, but we must to some extent rely upon our own efforts. ~~XXXXXXXXXXXX~~ He suggests taking action, the total involved on salaries annually is \$9,000 for the balance of the year \$4,500. The Board raised the salaries of Biefler and Merritt to \$15,000 effective February 1, 1937. ~~Adm~~

"Rigid adherence to the full-time plan was unanimously endorsed."
Trustees' Minutes, 1/2/ 37, p. 9

1937

1/25

GENERAL

Corporation

✓ POLICIES

Administration

GENERAL

ACADEMIC Procedures

FLEXNER, A.

Biographical

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

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

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

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

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

1937
GENERAL

✓ POLICIES

PRINCETON UNIVERSITY

4/19
Finance

Administration

Relations WOAI

Director's report, page 2 & 3 of the Minutes.

Flexner reports every step he has taken has been after wide consultation with the Trustees or their Committees, Faculty, President Dodds, Dean Eisenhart, and their associates. He feels ~~fairly~~ fairly satisfied that the results are substantially correct as the Institute closes its fourth active year. The Institute has been fortunately free of many expenses which other institutions have been unable to avoid, partly because "of the attitude and resources of Princeton University, and partly because of the simplicity of the task which the Institute has undertaken."

Trustees' Meeting, 4/19/37, pp. 2-3

1937

6/9

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ POLICIES

Administration

GENERAL

Government Relations

RIEFLER, W. W.

Biographical

MORGENTHAU, HENRY

Flexner to Morgenthau, June 9, 1937.

Riefler has reported to me in strictest confidence the essence of his recent conversation with you. The Institute has as a matter of principle ~~has~~ tried to be helpful to all educational institutions, and it goes without saying that we should be happy to be helpful to the United States Government.

Flexner then proceeds to outline limitations. There must be no publicity, and no commitment of Riefler to policy determinations. "The field of economics is the most difficult field in which to preserve an absolutely correct scientific attitude. For that reason we have made it a rule, as you will see

if you will examine the marked passage enclosed, (an excerpt from the latest Bulletin of the Institute), to which we have inflexibly adhered that salaries and retiring allowances ~~we~~ should be so adequate that no member of any department of the Institute may accept remuneration even of his expenses from any outside source whatsoever."

"It would, I think, be a mistake for any member of the Institute to have an official connection with any governmental or business enterprise, but I should welcome any opportunity which will enable a person in Riefler's position to discuss with you fundamental financial problems and to give his judgment as to what is sound or unsound without reference to other considerations which may have to influence policy. The Institute will gladly bear any expense connected with any service of the kind above mentioned that Mr. Riefler may be able to render you, and I trust that you may completely understand the principle to which an institute of this character is bound to adhere."

Morgenthau acknowledged this, and said he would respect the unofficial basis. On October 24, 1939, he thanks the Trustees

officially for their consent to emergency service in the Treasury Department by Stewart and Riefler, saying that their services are proving of the greatest value to the Treasury Department.

D, M1 - M2

1937

8/6

FOUNDERS

Corporation

TRUSTEES

✓ POLICIES

Administration

GIFTS

Finance

FLEXNER, A.

Biographical

Flexner to Louis Bamberger, enclosing by pre-arrangement with founders draft of a letter to Trustees to be attached to their wills: it emphasizes necessity of conserving endowment, prescribes policy of adding annual surpluses to endowment, and their contemplation that \$250,000 to \$300,000 additional income could be wisely spent in expanding 3 schools. Cautions restriction of fields, conservation of high standards, etc. Also setting up budget procedures.

D, Bamberger, Louis, 1937-44

1937

9/16 9/16
9/20

POLICIES

PANOFSKY, ERWIN

FLEXNER, A.

Administration

Biographical

Panofsky to Flexner, September 16, 1937.

He sends to Flexner and asks his advice about a letter from the Frick collection in New York, an invitation. He asks advice because, he says, Miss Helen Frick is violently anti-German, "so that I have never entered her Library in view of the absurd fact that from her point of view I don't cease to belong to the Fatherland until I shall have become an American citizen. The Frick Collection is theoretically independent although I suppose that she still has considerable influence with its management. As my answer in a way involves the attitude of the Institute I should not like to write the usual letter..."

Flexner to Panofsky, September 20, 1937.

"I should not, in your place, pay the slightest attention to Miss Frick's anti-German or pro-German views, for I do ~~not~~ not think it

matters to you ~~or~~ or to me or to anybody how Miss Frick feels. It also seems to me to be a mistake to answer intolerance with intolerance. On the contrary, I should, as far as personal and institutional dignity allowed, show these people how much superior you are to the considerations which move them, and also, incidentally, how, with all their anti-German views, they cannot get along without either Germans or Jews. If it appeals to you or interests you I should advise you to accept Mr. Clapp's invitation in the same objective fashion in which he extends it, and to add to your acceptance that members of the Institute do not accept honoraria for an occasional lecture, which is a matter of courtesy between institutions. The result will be that you will have the run of the collection regardless of Miss Frick, and that is something that may prove worth while to you and your students."

D File, Panofsky, Erwin, 1936-1944

1937

9/25

MEMBERS

Academic Personnel

POLICIES

Administration

PLEXNER, A.

Biographical

Flexner to Veblen, September 25, 1937.

He is inviting Dr. van Stockum as Veblen recommended. Flexner raises the question: "While not laying down anything like a rigid rule, are we not safer if, except under unusual conditions, we aim to admit to the Institute not young men who have just received the doctorate but young men who have already had teaching experience of a few years and have published something that shows promise of future development?"

D, Stipends

/ POLICIES

GENERAL

SCHOOL OF ECONOMICS AND POLITICS

SALARIES

Administration

Academic Organization

Academic Personnel

Flexner repeats the need for expansion in the School of Economics and Politics.

He repeats the need of equalization of salaries by raising moderately the salaries of a few persons.

Other subjects which might be pursued are history, literature, languages, and all the natural sciences, which may be touched in the future "provided they retain their fundamental importance," but not on the scale of mathematics.

He repeats that certain fields lie permanently outside the Institute; professional education, for instance.

Instead of American scholars setting a tide for Europe, this is no longer true. The tide is turned. Europeans are coming to

America. This is in medicine owing to the Rockefeller
Institute for Medical Research.

Trustees' Minutes, 10/11/37, pp. 6-8

1937
1938

12/30
1/4
1/26

FLEXNER, A.

Biographical

EARLE, E. W.

WITRANY

✓ POLICIES

Administration

Earle starts making plans vigorously which he writes to Flexner in a letter dated December 30, 1937; to bring Langer from Harvard, Bailey from Stanford, Sprout from the Political Science Department at Princeton, etc. Also he is publishing an article in The Political Science Quarterly in March by Earle, the substance of which he had sent to Flexner originally as a typewritten memo and which will appear under the name, American Military Policy and National Security.

Flexner's letter to Earle of January 4, 1938, indicates there was some kind of an upset when they met on the afternoon of January 3 and had a long discussion. First Flexner undertakes to tell him that Earle that it is not his place to invite scholars from other universities directly; that

Planner is very careful of protocol in this matter, and must be informed so that he may make the appropriate approach to the President of the university.

He deprecates the talk which Earle had with Crane of the Social Science Research Council about a crisis, and points out delicately that Earle is a scholar and not a journalist. Invites Earle to sit down with him and discuss what they can do. "We have no responsibility for action, but we have enormous responsibility for ascertaining facts and seeing to it that they are made available."

"I think the considerations which I have mentioned above ought to govern the form and spirit in which your article is re-written for the Political Science Quarterly." You should be a scholar - not ~~think~~ an advocate.

Planner goes on to reassert his faith in autonomous schools. "Now let us see whether the faculty can live up to its part, which is stated on the same page in the same bulletin (page 3, Bulletin 2). This little excitement in

reference to Mitrany may have served a good purpose of it banishes once and for all the thought of any fundamental changes for the next twenty-five years. Meanwhile, if the Institute fails it will not fail because of the Board of Trustees; it will fail because the men chosen to be professors have not been equal to their opportunities, for they have their fate in their own hands in your department and in the humanistic department, as they have in the mathematical department."

Earle, January 26, 1938, sends to Dear Abe the copy of his recast article for the Political Science Quarterly. His letter of transmittal is exceedingly formal.

D. Earle, Edward M., 1936-1939

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.

FLEXNER, 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

3/30

BUDGET

Financial

POLICIES

Administrative

Flexner writes to Veblen that he has spent several days in New York and Newark discussing the financial situations. "In view of the steady decline in the income from securities and the inevitable indefiniteness regarding the amount that will be required to build Fuld Hall, I am under the necessity of recommending to the Budget Committee... a budget from which every possible item has been excised though nothing, I believe, that will really impair the quality or extent of the opportunities we offer next year.." He suggests the excision of the sum of \$1,000 for occasional lecturers, and that no commitments be made to the stipend budget before the Jan. meeting of the Board. "...nothing will come out of our current income towards the payment for the new building, but indirectly we are nevertheless affected by what may prove to be a considerable non-productive investment." He said he will ask each school to incur no expense not authorized by his office, and that no lapses in appointments for the next year should be filled.

File IV-20

1938

6/15

POLICIES

FLEXNER, A.

Administration

Biographical

A brief memorandum on the advantages of cultivation of contacts with educators and investigators in Europe and of the policy which the Institute has already ~~followed~~ formed of bringing men to this country and sending men abroad, which he hopes will never stop. "If the Institute is a success, that success is undoubtedly due in part to the group which we have brought together here, but it is due also in no small part to my wide range of acquaintance in Europe and America, and to the efforts which I made during the last thirty years to keep in touch with thinkers, administrators, and so forth, even when I am unable to understand their subjects." He hopes that the policy for the Institute will continue.

D, Institute Organization

1939-47

SCHOOL OF MATHEMATICS

EINSTEIN, A.

AYDELOTTE, P.

✓ POLICIES (OUTSIDE WORK, p. 5, 9)

Academic Organization

Biographical

Administration

Einstein's effect on faculty, p. 4.

" " on Board, p. 5.

School of Mathematic's attitude toward Aydelotte, pp. 3-4.

Stewart Interview, 2/16/56

1939

4/1

FACULTY PARTICIPATION

Academic Personnel

✓ POLICY

Administration

FLEXNER, A.

Biographical

VEHLEN, O.

RIEFLER, W.

MORSE, M.

GOLDMAN, H.

EINSTEIN, A.

EARLE, E. M.

"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,

Morse to Ben (Mint) 4/1/39

Marston Morse"

This is not a signed copy but is an original which proports to be a copy.

File V-2

1939

6/18

FACULTY PARTICIPATION

✓ POLICY

BOARD OF TRUSTEES

FLEXNER, A.

VEELEN, O.

RIEFLER, W.

MORSE, M.

GOLIMAN, 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 initialed 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

1931

1939

10/9

FLEXNER, A.

TRUSTEES

/POLICY

Biography

Corporation

Administration

"...in September 1931, I submitted to the Board a confidential memorandum in which I tried to outline what the Institute should be, as I had come by that time to think of it."

"Almost to the letter, our experience during the past six or seven years sustains the program which in general terms was mapped out in the confidential memorandum, a copy of which is also provided for each member in the hope that it too may be carefully perused."

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

GENERAL

GENERAL

PRINCETON UNIVERSITY

✓ POLICIES

VEBLEN, O.

Pages 389-90.

Academic Personnel

Relations NCAL

Administration

Biographical

I. Rosenberg

1940

FLEXNER, A.

✓ POLICIES

Biographical

Administration

Page 395-6.

I Remember, by Flexner

1940

GENERAL

PIAEXNER, A.

✓ POLICIES

Educational Institutions

Biographical

Administration

~~XX~~

"I have cared--cared profoundly--about education, especially higher education, since at 19 years of age I began to teach. But my interest has always been pragmatic. I wanted to do something--to teach this or that, or to enable somebody else to do it. A similar attitude is common in England. But on the continent, education--knowing something, caring about something, faith and in knowledge--is almost invariably involved in the philosophy of one kind or another. The German educational philosophers, while achieving remarkable results, speak in abstract or speculative language, which despite serious efforts on my part, I have never really understood, though the effort to

understand was worthwhile; the French talk and write about culture differently, but as far as my apprehension goes, arrive at the same end. Approaching the close of a long career, I continue to believe in learning as such. It is not everything, but it is everything that schools and universities can accomplish. The rest must be otherwise and elsewhere acquired, if it is to be acquired at all."

I Remember, by Abraham Flexner, pp. 344-345

✓POLICY

Administration

EAGLETON, CLYDE A.

Biography

AYDELOTTE, F.

I.A.S.

Academic Standards

Clyde Eagleton (New York Univ., Washington Square, N.Y.) to Aydelotte (Swarthmore)

"...

"Being at Princeton yesterday reminded me that it is to be your scene of activity. I had hoped to talk to you about that when ~~written~~ I was at Swarthmore, but you were away and I believe that I have never written you. I am pleased that you are to direct the Institute because I have been rather disappointed in it and can now hope that something constructive will be done there. (That compliment, sir, was no slip!) Aside from mathematics, which has possibly been overdone (comparatively, certainly), the Institute seems to have done little. I have been particularly disappointed in the social science field and unable to understand why even the few men working in that field were of no higher calibre. (I think Earle is all right).

"...

"And study in this field leads into many problems of democratic government-- which I think is at a much more critical stage than most people realize. We shall have to participate in international affairs more and more. How can we do so effectively with our present system? In the Republican Program in this morning's paper I find the statement that our foreign policy should be flexible enough so that 'we can adopt the measures that will, at any given time, most effectively serve both of these purposes.' How can a democratic system do this? For example, suppose we wish to contribute something to the peace settlement (which won't be much good unless we do). How can our government find out in advance what the people want to contribute so that the government can safely offer it? This is Stanley Hornbeck's problem. We don't want to upset the world again by reneging on the peace treaty after it is made. How can we, in time to do any good, teach the people what we as a nation ought to do when a new situation appears? How, even, can we find out what the people want, when they know? Or, does democracy really mean that we must wait for the people to decide? I speak of the international situation only; the internal problems are also grave. We talk about responsibility of the government in a democracy, but we have never investigated the responsibility of the individual in a democracy.

"...

"I understand that the Institute has three men in Economics, all engaged in the same kind of work; one in History and none in Political Science, much less in international affairs. I hear, too, that the History man does not even know what the Economics men are doing; yet I should think the Institute would offer a rare opportunity for coordinated attack on a problem from various angles."

...

File II-15

1940

2/21

✓ POLICIES

Administration

EARLE, E. M.

Biographical

AYDELOTTE, F.

RUMNEY

Aydelotte to Earle, February 21, 1940.

His son, Bill, tells him they really need a man in Political Science at Trinity very badly for the present semester. Could we spare Rumney at once if they were able to make him an offer? It would be good for Rumney, ~~and~~ to get definite experience in teaching in an American college, "and in that way make it easier for us to find him a place for next year...Am I right in believing that nothing important would suffer at the Institute if Rumney left on short notice?"

A IAS (T)

1940

11/18

✓ POLICIES

GENERAL (EXPANSION ON
EXPERIMENTAL BASIS)

FOUNDERS

AYDELOTTE, F.

Administration

Academic Organization

Corporation

Biographical

Aydelotte to Founders on plans for development of IAS.

Math - application

Economics

Latin American Studies

Oriental Studies (translations of the Chinese masters)

History of science.

Filed in Vertical File under "A".

A, 10/11/56, Future dev. of Inst.

1940

12/1

/POLICIES

Administration

FLEXNER, A.

Biographical

AYDELOTTE

Aydelotte's handwritten notes on conversation with Flexner.

The Institute must grow. Flexner leaving fragments: a skeleton organization; just a nucleus. ~~Flexner~~

Flexner expressed fear that mathematics may lose its prestige. Mathematicians should retire at 65. They do their best work in the forties and fifties.

Aydelotte told Flexner his ideas on Oriental studies, American history as outlined to Mr. Bamberger. Flexner thinks that all are possible. "Will help to draw my memo for Mr. B." Flexner says the salaries of the professors must be levelled and those of the secretaries must also be levelled.

FA Confidential Files, March 7, 1957

1941

4/18

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

BIOGRAPHY

Academic Activities

ARCHAEOLOGY

ORIENTAL STUDIES

PALaeOGRAPHY

✓ POLICIES

Administration

*Meritt,
Lowe,*

*Kerzfeldt
Panofsky*

Biographical

Unassigned ribbon, a copy of memorandum directed to the Director from the faculty of the School of Humanistic Studies, April 18, 1941.

"The Institute as we of the humanist faculty understand it, was designed primarily as a center for research where a scholar could devote all his time to the pursuit of his particular investigation, undisturbed by administrative duties and unhampered by teaching, except of pupils of his own choice." Granting that methods of research and work are individual and are so-recognized, it is essential that professors have the means

"For inviting suitable young assistants to collaborate with us and mature colleagues with whom to exchange ideas. This is perhaps the most fruitful use to which our Endowment Institute can be put. The second way of proving his usefulness is by publication; for this it is necessary to have the appropriate means."

School of Semitic Studies must have enough ~~unexpended~~ money for funds to invite assistants and members and to publish.

Another question of Institute policy: Havitt, Lowe, Horsfield have had to spend years and money collecting their particular libraries of material. ~~What is the history of the~~
"While it is a known fact that the study of the history of fine arts is adequately supported and well represented in our universities and colleges, research in prehistoric archaeology and Oriental culture, and as well as in epigraphy and paleography, have only a precarious footing in our larger universities and are utterly neglected in our colleges. Yet the latter two subjects form the very foundation for other

fields of study and are therefore basic. /The question of policy, then, is this: should the Institute consciously strive to be a real center for these fundamental and specialized subjects and plan for their continuation when the present incumbents of these chairs are no longer in the Institute?"

The memorandum then likens the potential position of the Institute in future as the sheltering place for learning as was Monte Cassino in its shelter in the critical fifth century.

(This is clearly an attack on Panofsky by Horitt, Lowe, and Bernfeld. Correspondence on F. H. S. involving Horoy usually was attack between Horoy, Panofsky and Fleener. Horitt does not figure much in it.)

D, Humanistic Studies (School of) (Correspondence, Removance, etc.)

1941

5/19

GENERAL

MEMBERS

BUDGET

✓ POLICIES

GOLDMAN, BETTY

Foundations

Academic Personnel

Finance

Administration

Biographical

Aydelotte quotes Miss Goldman as saying the lack of funds for stipends in the School of Humanistic Studies makes it most natural that those who come come on foundation funds. This involves acceptance by the Institute of the people the foundations choose and sometimes even the subjects to which they give preference. "It would be quite easy for the Institute gradually and by imperceptible steps to become a kind of guest house of the foundations. Our vigilance will undoubtedly prevent this, but adequate funds of our own would entirely eliminate the danger."

Trustees' Minutes, May 19, 1941, Appendix p. 3

1941

6-10

✓POLICY

LECTURES

D'ARCY, M.C.

MEDIEVALIST

Administration

Academic Procedures

Biography

Academic Activities

Robert Wilberforce to Frank Aydelotte:

Wrote June 24, 1941 asking if the Institute would be interested in the proposed visit to this country of Father D'Arcy, Master of Campion Hall, the Jesuit House of Oxford, and distinguished authority on scholastic philosophy, theology and medieval history.

On June 25th, 1941 President Aydelotte says there are no funds in IAS but he would be happy to extend a membership in the Institute to Father D'Arcy.

"There would be no opportunity for lectures at the Institute since our work is done practically entirely by personal conference." They would give him a place to work, a chance to meet the members of his field and for the rest he would be left in freedom to give lectures anywhere that he might be invited and to travel about the country..."

1941

On August 20, 1941 Pres. Aydelotte ~~querried~~ ^{consulted} members of the School of Humanistic Studies as to the D'Arcy project.

Dr. Herzfeld approved, as did Miss Goldman ("it will be requiring the Order for being helpful to keep liberty alive!"), and Dr. Panofsky ("I personally shall be especially gratified to benefit by his advice in the matter of scholastic art-theory of which I know a little but, God knows, not enough."), and Dr. Lowe. In the end Dr. D'Arcy apparently did not reside in Princeton but is listed as a member 1941-1942.

Source File II-14 Vamer

1941

8/15

POLICIES

FLEXNER, A.

AYDELOTTE, F.

Administration

Biographical

Flexner to Aydelotte acknowledging a letter of Aydelotte's of August 14 (not found). Flexner refers to Aydelotte's loyalty and sincerity and acknowledges with pleasure his statement of himself as Flexner's "disciple."

Someday Flexner will point out two blunders which he made and from which Aydelotte will suffer. Aydelotte may not think them blunders but it is well for them to know each other's minds for the benefit of the Institute. ~~AMAM~~ Flexner does not consider the buying of the Gest Oriental Library as one of the errors. "If we can bring Mr. Bamberger and the Rockefeller Foundation to see it (the latter is extremely likely) we can add the School of Oriental Studies to the Institute."

Reminds Aydelotte that Flexner had seen Bamberger twice last spring, but for one reason or another did not report either interview to Aydelotte. I hope when I see him in the future

I can shortly thereafter see you. We mustn't be at
cross purposes.

FA Confidential Files, March 7, 1957

1941

9/18

✓ POLICY

Administration

LEIDESDORF, S. D.

Biographical

AYDELOTTE, P.

MAASS, HERBERT H.

Aydelotte to Leidesdorf, September 18, 1941.

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

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

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

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

D, Leidesdorf, Samuel D., 1930-1935

1941

10/24

✓POLICIES

SCHOOL OF MATHEMATICS

VEBLEN, O.

Administration

Academic Organization

Biographical

Veblen to Aydelotte commenting on report A making. (Not for Bulletin or Board. query where?) Veblen insists applied mathematics a side issue to Institute mathematicians "extra-curricular"--pure research in mathematics and mathematical physics--concerned with the long-term problems of scholarship rather than with day to day problems of application.

V-3

1942

10/15

GENERAL

✓ POLICIES

WEED, LEWIS H.

AYDELOTTE, F.

Publications

Administration

Biographical

Weed asked if Institute subsidized American publications. Director: no, but we get others to subsidize. We contribute to the math journal. Aydelotte did not hold with subsidizing publication of our members. Weed agreed generally but said we may be forced into it in future.

D, Reports of the Director

1942

11/4

BEST ORIENTAL LIBRARY

✓ POLICIES

FOUNDERS

GIFTS

KIE MAASS, HERBERT H.

Facilities

Administration

Corporation

Finance

Bi graphicd

Maass to Aydelotte, November 4, 1942.

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

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

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

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

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

Gest Oriental Library Files--Vault, Gest Library Committee

1942

11/11

GEST ORIENTAL LIBRARY

✓ POLICIES

FOUNDERS

GIFTS

FLEXNER, A.

Facilities

Administration

Corporation

Finance

Flexner to Aydelotte, November 11, 1942.

Makes an appointment to meet the committee on Gest Library (Moe, Veblen, Edgar Bamberger) for consultation on the Library.

"The ~~new~~ documents in the case completely settle the issue. We are obligated by every possible consideration of decency to the Rockefeller Foundation, to Princeton University, and to Dr. Swann, and any recommendation that looks to disposing of the library would be a disgrace to the Institute.

"I do not believe that it is possible or desirable at this

moment to figure out what an Oriental Institute may some day cost. It throws no light on our problem. When we began with mathematics on an endowment of \$5,000,000, I had no idea whether the Institute would have three mathematicians or seven. Still less did I know that without any request on my part Mr. Bamberger and Mrs. Fuld would subsequently give us \$3,000,000 more. Every institution in this country that is worth its salt has grown and expanded in unexpected fashion. You did not know when you went to Swarthmore that you would get the money to finance honors work, nor did you know how much it would cost. You had faith, and faith moves mountains. I have faith in the original conception of the Institute as Simon had faith in his original conception of the Rockefeller Institute. Little did he dream when Mr. Rockefeller gave him \$200,000 that before he retired Mr. Rockefeller would have given him between sixty and seventy millions. Our question is not the future, which we cannot foresee, but the present, and I am much more concerned about the present than I am about the future, for upon the present the future is going to ~~greatly~~ depend.

"With every good wish,

"Very sincerely yours,

/s/ A. F.

"P. S. If the Institute survives and grows, I venture to predict that fifty years from now its historian will say that the two most far-sighted things I did were (1) the acquisition of the Gest Library and (2) the formation of an economic group of the type we now possess. Mathematics and the usual humanistic studies would have continued to prosper without the Institute, though of course I am glad we did and are doing them both.

/s/ A. F.

"Ask Weed whether when the Johns Hopkins Medical School began with an endowment of \$400,000, Dr. Welch bothered about its acquiring an endowment of \$15,000,000 in his life time; I can give you a score of similar examples. Money comes to those who deserve it."

/s/ A. F.

Gest Oriental Library Files, Vault, Gest Library Committee

1942

11/30

✓POLICIES

FOUNDERS

GENERAL

AYDELOTTE, F.

Administration

Corporation

Academic Organization

Biographical

Aydelotte to founders--plans for development of IAS.

Filed in Vertical File under "A".

A, 10/18/56 - Home Retirement of F. A.

1942

12/7

DIRECTOR

Administration

✓ POLICIES

FOUNDERS

Corporation

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

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

Result Gugg Foundation

Follow it with Research Assoc at SW [Swarthmore?]

Saw off at Inst. 1930

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

men. Not complaining.

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

See Source.

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

2/19/43
5/20/47
7/8/48

SCHOOL OF ECONOMICS AND POLITICS

✓POLICY

BUDGET

REINFLER, W.

STEWART, W.

AYDELLOTTE, F.

OPPENHEIMER, R.

Academic Organization

Administration

Financial

Biographical

Vertical File "Econ. & Pol."

Rockefeller-Banberger Fund

File: IAS Rockefeller-Banberger Fund

1943

1/25

✓POLICIES

Administration

STIPENDS

Academic Personnel

Discussion of providing as large a fund as possible for stipends to help scholars returning from war work to get back into their scientific careers.

Tr. Min. - 1/25/43 - p. 5

1943

1/25

GEST ORIENTAL LIBRARY

POLICIES

GENERAL

Facilities

Administration

Relations WOAII

From the Director's report, he has canvassed the situation on the Gest Oriental Library during the three years he has been Director. The report of the Trustees committee consisting of Edgar Bamberger, Dr. Moe, and Veblen, is presented at the same meeting, and these are comments.

Aydelotte says the ownership of the great library carries the responsibility for providing for its proper use either by the Institute or by some other research institution. "The committee has emphasized that responsibility and has wisely not attempted to say at this moment what that use should be.

"All signs point toward the increasing importance of Chinese studies in the United States in the future and if the Institute were in a position financially to establish a school of oriental studies, or even to staff the library and equip

with the modern books needed to make it an effective place for research, we should be making a notable addition to the resources of American scholarship in what is for this country a comparatively new field. Whether it would be wise or possible for us to do this depends upon several factors: upon the financial resources of the Institute, upon the outcome of the war, upon the state of Chinese studies in other universities, and upon the scholars and students available."

He says a survey is necessary of the library itself and ^{of} what is being done and planned in the field in the country. He has discussed the matter with Dr. David Stevens of the Rockefeller Foundation, and received from him an offer from the Foundation to pay the salary of Professor Duyvendack of Holland, one of the world's leading authorities in this field, for two years for the purpose of making such a survey. During the way it has been impossible even to contact Dr. Duyvendack, and it is, obviously impossible, if they could contact him, to arrange for his leaving Holland at this time.

As to the expansion of the Institute, he has been thinking that Chinese studies will be only one of several fields which should be considered, and he is preparing to lay a report before the founders, which will be the result of conference with a wide circle of American and European scholars.

In the same minutes the report of the Trustees' Committee is set forth, giving the terms of its acquisition and the then cost of its maintenance. They recall, among other facts concerning the library that the Institute in Dr. Flexner's time, February 19, 1936, in ~~making~~ applying to the Rockefeller Foundation for assistance in purchasing the library undertook to pay the salary of the Curator and, in the course of time, the salaries of one or two professors in connection with the Library.

The Committee has conferred with Dr. Flexner whose feeling is that the Institute could go forward only on the basis of confidence in its own future and that the Library should be held in this spirit.

The Committee also discussed the problem with Maass and Leidesdorf. They agreed with the Committee that there is no practicable alternative at present open to the Institute but the continued maintenance of the Library at approximately the present modest scale, (about \$6500 per year). They also called for a complete understanding of all commitments made.

The Committee opines that the commitments require the Trustees to continue maintenance of the Library for the present, and that it is impossible to reduce the budget. They also decide that it is not possible to dispose of the Library or solve the questions concerned with such action at the present time; that the plans of the Trustees will have to be considered at some future date. "The Gest Library is one of the few great collections of Chinese books in the United States; the role of Chinese studies in American education and scholarship promises to be much more important in the future than it has been in the past and the responsibility of providing for the adequate use of this collection is a serious one.

"At the end of this report the Committee has added the relevant documents concerning the acquisition of the Library by the Institute, together with a tentative estimate of the probable cost of maintaining it as a center for research in Chinese studies in case that development should at some future time seem to the Trustees feasible and desirable."

See particularly Flexner's ~~remark~~ letter of February 19, 1936, Document No. 1, appended to this report; and Document No. 4, his report to the Trustees, October 13, 1946; together with his letter of January 23, 1943 to Aydelotte, Appendix C in which he vigorously looks toward the future and affirms the destiny of the Institute as expanding to cover a field of Oriental studies. The budget is not included in ~~the~~ the appendixes.

Minutes Trustees, January 25, 1943, Appendix A and Appendix B

1943

3/25

ROCKEFELLER-BAMBERGER FUND

Foundations

✓ POLICIES

Administration

COMMITTEES (EXECUTIVE)

Corporation

FOUNDERS

AYDELOTTE, F.

Biographical

Aydelotte to Louis Bamberger.

Regarding long meeting of Executive Committee March 22 and
revision of Executive Committee Meeting Minutes of February 26.
Implies Executive Committee now coming to understand business
of Institute better than before.

D, L. Bamberger, 1937-44.

1943

5/7

BENEFITS

Academic Personnel

COMMITTEES (PENSION)
(EXECUTIVE)

✓ POLICIES

Administration

See note of the same date with letter from Flexner to Aydelotte regarding retirement of professors.

Filed in the Chronological File under 1943, 5/7 and the first two headings listed above.

FA Confidential Files, March 7, 1957

BENEFITS

✓ POLICIES

FLEXNER, A.

AYDELOTTE, F.

Academic Personnel

Administration

Biographical

Flexner to Aydelotte.

Disagrees with the committee's report on retirement and pensions. He suggests that the Board should pass a general resolution: "Every professor who retires at 65 or later should receive a minimum pension of \$4,000...the committee's report over-simplifies the problem so far as the Director is concerned, for it relieves him of deciding whether a man should or should not retire at 65."

Then Flexner suggested that Aydelotte read his two chapters in I Remember on the Institute. He asks whether the dream is coming true which Flexner and the founders had.

"Have Maass and Leidesdorf forgotten that when they approached me at the Rockefeller Institute they had a client

who had sold his business for \$30,000,000 which he wishes to devote to some high educational purpose? It was on that basis that I acted and I felt justified in so-continuing to act because the founders without request from me twice gave the Institute additional funds and as late as 1937 bought a large site and proposed ~~to build~~ the building of Fuld Hall. Have circumstances so fundamentally altered that the Institute is so soon forced to abandon some of the characteristics that make it the most notable and most distinctive?"

FA Confidential Files, March 7, 1957

12/14

✓POLICY

Administration

BENEFITS

Academic Personnel

The Executive Committee recommended that the Trustees should make no conditions for retirees as to their place of residence or activities in which they may engage, except that Professors Einstein, Veblen and Weyl "for whom unusually favorable pension arrangements have been made," should not identify themselves with another institution without the approval of the Trustees.

TRUSTEES
FACULTY
✓ POLICIES

Corporation
Acad. Personnel
Administration

AYDELOTTE, F.

Biographical

FLEXNER, A.

In Aydelotte's handwriting: *An undelivered speech to Trustees?*

"One of the wisest of many wise things which Dr. Flexner said in his long series of reports to the Trustees was a remark he made in 1931 that he the reports of most of the Presidents and most of the colleges in the U. S. A. because they were so uniformly self-congratulatory. I am afraid an impartial observer would make the same criticism of Dr. Flexner's own reports and would note the

. The only exception he was willing to grant was Eliot of Harvard, though I imagine further research might have discovered others including Gilman of Johns Hopkins. As for myself I took the observation very much to heart and in my reports at Swarthmore endeavored to point a true picture of the strength and weakness of the college. I have done the same here and ~~in the same way~~ the

consequence is that many of my reports have been on the gloomy side, especially as far as financial prospects were concerned.

"I may take this occasion to add another gloomy comment. The worst fault I found in the Institute when I had been Director long enough to know it intimately was lack of unity in the faculty as to precisely what we were trying to do and what we by our existence. Various professors held various ideas, but they had enjoyed too few opportunities for common discussion and for the formation of a common point of view. That defect has during the last few years been largely remedied. The members of the faculty meet together frequently in formal meetings in regularly scheduled faculty luncheons, and daily at informal luncheons and tea. All in and the normal social life of Princeton.

"The result is the gradual emergence of a feeling of unity & solidarity which in my opinion is our greatest asset. The difference of opinion between faculty and Trustees over the

question of my retirement has brought the sense of solidarity out into the light of day. It matters little whether I retire at the age of 65 or 70. But it matters greatly that the Trustees should recognise this new sense of solidarity in the faculty and do all in their power to foster & increase it.

"Rudjard Kipling tells the story of new locomotion which from it stops a complete machine in the sense that each part was perfectly adapted to the particular purpose it was expected to perform.

[Aydelotte's own blank space here]

"That is the change which it seems to me has taken place in the Institute during the last five years. Only those individuals who have a sensitive imagination will note it or understand it. Nevertheless it is the most important fact in

the history of the Institute up to now. It has resulted from no overt act of mine and it has been so subtle that I have been at a loss as to how to report it to the Board of Trustees. Perhaps if the Trustees had met more frequently at Princeton they might have sensed it for themselves. But whether the Trustees know it or not it is a fact and it represents one further step in advance toward transforming the Institute from a collection of scholars into an educational institution.

"The policy which I am advocating is principally aimed at solidifying that sense of unity and at charging still more heavily the atmosphere of the Institute with the stimulus to scholarly endeavor. Education is mostly stimulus. Scholarship seems to the naive a scholarly quest only because they do not know of the great commonwealth of scholars and of what each individual worker is a citizen. To foster that spirit is scholarly. To increase the compelling stimulus of its atmosphere at the Institute is the greatest common work of Trustees and faculty alike.

5/17/56
A Plan for Institute (Attid) ~~Vertical~~ File #3

BRYN MAWR

Relations W.O.A.I.

/ POLICY

Administration

PANOFSKY

Biographical

Prof. Panofsky was approached to head department of Fine Arts at Bryn Mawr for the following year. He refused, but they asked him to make a lecture once a week. He was to discuss this with the Director.

1944

4/14

DIRECTOR

Administration

POLICIES

MAASS, HERBERT H.

Biographical

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

"When one considers that since the founding of the Institute in 1930 under Dr. Flexner,^{as} the Director, there have occurred many changes in the Board of Trustees, some of the newer^{er} members of which are ^{now} becoming active in its affairs, and also changes in policy which stem from your succession to the Directorate, it seems to me important that the Board be somewhat more fully apprised than it can be from the infrequent reading at the infrequent meetings of the Board of Trustees of the Director's report or even the re-study of that report. When the minutes of the meeting are distributed, of the course upon which the Institute embarked under the direction of Dr. Flexner, the changes, if any, which have occurred since you became Director, and the plans for its future activities. With this thought in mind, I have come to the conclusion that it would be well if a small committee of the Board were appointed to make a survey and some recommendations to the Board from which the Trustees can be guided in their future judgment

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

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

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

4/18

1944
FOUNDERS

POLICY

EXECUTIVE COMMITTEE

AYDELOTTE, FRANK

Corperation

Administration

Corperation

Biographical

In his Report of the Director Aydelotte wrote:

"IN November, 1940, I prepared a long memorandum for Mr. Bamberger and Mrs. Fuld on the possible future development of the Institute, based upon conversations with members of the Faculty and with scholars outside our group whom I had consulted all over the country. Mr. Bamberger was interested but not ready to discuss details, and he gave me to understand that he was not ready to have me present these plans to the Board of Trustees. The time to do so has not yet come, but before long, when we know what our financial position is, I shall want to lay my ideas before you and ask your advice."

It was Mr. Bamberger's thought that the Executive Committee should be more important and more active.

Aydelotte has several proposals he would like to discuss with the Trustees in the future. "The first of these is my strong conviction, which I have already stated, of the importance of temporary appointments of young scholars. The most useful function of the Institute as I see it will always be the development of young men and women." He also says we should think of the Institute "not as a kind of rival of other universities

but rather as an organization designed to serve others." His third point is "the importance of collaboration in scholarly work. I think our experience has shown that it is better to have several permanent members of the Faculty interested in the various phases of a single subject than to scatter our resources over too many different fields of knowledge. This means that our contribution to scholarship will be correspondingly modest, but it will be solid so far as it goes. It means, furthermore, that our influence will be in the direction of breadth. While specialization is a condition of thoroughness, it seems to me that one of the lessons of scholarship at the present day is that specialization can be overdone and that the most significant progress is made by men who are interested in the interaction of one phase of a subject upon another...~~Kindness~~ A combination of breadth and thoroughness is rare and difficult. It is men who promise to achieve that difficult combination that we should seek in the future as permanent members of our staff. It is they who will exert the strongest and healthiest influence on scholarship."

Tr. Min. 4/18/44 - pp. 3-7

1944

4/18

TRUSTEES

Corporation

✓ POLICY

Administration

Mr. Maass proposed that a committee of Board members be appointed to study the "what has been done by the Institute in the past, what is being done at present, and of plans for future development." He felt that as the Board often has to make important decisions along these lines they should be well informed on the subject.

Tr. Min. 4/18/44 - p. 9

1944

4/18

FOUNDERS

✓ POLICIES

COMMITTEE ON POLICY

ADMINISTRATION Corporation
Personnel
Academic ~~XXXXXXXXXX~~

On the death of L. Bamberger, Mr. Maass proposed appointment of A Committee by the Chairman to survey what has been done by the Institute, what is being done at present, and what is planned for future development. He said ~~none~~ none of the Trustees have had the opportunities of constant contact with Dr. Flexner and Dr. Aydelotte that Mr. Bamberger had. In view of this fact, and the further fact that the Board has frequently to make important decisions, such a survey giving the historic background will enable the Trustees to function more efficiently in considering new recommendations.

Motion was approved and the Chairman said he would announce appointment of the Committee after giving it some thought.

Trustees' Minutes, 4/18/44

10/5
10/7

FOUNDERS

Corporation

✓ POLICIES

Administration

COMMITTEE ON POLICY (TRUSTEES)

Corporation

BENEFITS (RETIREMENT)

Academic Personnel

AYDELOTTE

MAASS, H. H.

On October 5, 1944 Aydelotte sent a copy of his proposed report to Maass. (D. Maass) On October 7 he had a telephone conversation with Maass in which the following comments were apparently made by Maass:

Likes report in general--certain comments

Page 2--omit disillusioned sentence

Page 3 omit sentence about reporting

Insert opposition to economics--thought our arrangement temporary.

But did not want to dictate intellectual program

Page 4 retirement arrangements for Einstein, Veblen and FA--
Mr. Bamberger's wishes show age limit apply to Director
Page 5 May insert the (passage?) there
Page 9 Part 3 Make plans fuller and more specific
Page 12--Program in economics--facts of economic phenomena
versus theory. Bit indecisive (FA to Board in
[1941?])

Two Question of my own retirement--Mr. B. would not
discuss-- wanted me to continue 1. Einstein and
Veblen--really retired as far as budget goes--extra
→ 65 to 70 personal gift from L. B.

W/ H. AF. -- 3 Decided this not wise--best to key 65
rule and apply it also to Director. Continue in
Fuld Hall with my own scholarly interests.

4. New rating fellows: For people like Einstein and
Veblen--older professors--appointment for definite
period 7 years--salary is needed--deTolnay--careful
supervision.

Good job for manuscript--deTolnay--careful supervision.

Good job for ~~manuscript~~ me.

A, 10/11/56, File #8

1944

10/13

✓POLICIES

Administration

AYDELOTTE, F.

Biographical

MOE, HENRY ALLEN

Aydelotte to Moe confidentially about his plans for I. A. S.
on philosophical aspects of economics, planning, etc. American
civilization study as contrasted with "footnote to history."

A, Moe

1944 (?)

11/6 (?)
11/20 (?)

DIRECTOR

Administration

POLICIES

~~Handwritten~~ Administration

FACULTY

Academic Personnel

AYDELOTTE, F.

Biographical

Rough handwritten notes by Aydelotte.

Reply
~~Reply~~ to Nee

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

Animus from A F

Dissension started by Trustees
by attack on me

A F & Wolman

Fac [ulty] unified - morale high

A F to Mr. Bamberger

Dissension in faculty will continue

Challenges my whole life; Faculty best answer

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

Scholars vs. Trustees

Inst. needs explosion

"Honor" - from Trustees not even regret

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

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

Charge proceeds from faculty - Calamity

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

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

Panofsky review von Neumann

Sch Math & Human Study vs. Econ.

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

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

1944

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

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

1945

✓ POLICIES

Administration

PARTICIPATION IN ADMINISTRATION
(COMMITTEE ON POLICY)

Academic Personnel

COMMITTEES (POLICY)

NOMINATIONS

DIRECTOR

Administration

EARLE, E. M.

Biographical

VEBLEN, O.

AYDELOTTE

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).

[those present]

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

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 file, 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, 10/18/56, File #9.

1945

1/2
Revised 4/9

DIRECTOR

Administration

✓ POLICIES

PARTICIPATION IN ADMINISTRATION

Academic Personnel

BENEFITS

Policies of the Institute regarding scholars.

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

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

1945

1/19

BUDGET

Finance

~~POLICIES~~

Administration

Policy Committee Reported:

"...During the interval between Dr. Aydelotte's accession and the present, the war and the budgetary status of the Institute have in large measure precluded the adoption of any plans for the expansion of its activities. The increase in endowment through the generous provision made by Mr. Bamberger and Mrs. Fuld in their respective wills should, in the normal course, provide the Institute with a substantial increase in income."

Recommended after Conference with Faculty that Aydelotte retire in Oct. 1947 at 67, and that thereafter Directors retire at 65.

Tr. Min. 1/19/45 -p. 8

1945

2/2

DIRECTOR

Administration

✓ POLICY

PARTICIPATION IN ADMINISTRATION

Academic Personnel

BENEFITS

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

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

Earle, Pol Com. Fac. 1944-5

April - October

✓ POLICIES

Administration

TRUSTEES

Corporation

LEWIS, WILMARTH

Biographical

AYDELOTTE, F.

Lewis was appointed Trustee April, 1945.

On October 25, 1945, he wrote Aydelotte a letter after a visit to the Institute.

"My first and clearest impression is how pleased I would be if I had been the donor of the Institute. It seems to me that Mr. Bamberger's wishes are being carried out with fidelity and success."

He then comments on future expansion and development; first, "that we should stick to studies which do not require collections, unless we are given the collections upon which they are based." The Institute cannot expect to have a great Library or great and varied collections. The Princeton

Library is a good library, but it is not a great one, and the University lacks the resources of large and important museums. "This would appear to put a premium for us upon such studies as mathematics, philosophy, and criticism."

As to the Gest Oriental Library, it is rated as a fine collection, but if it is to be important, scholars should be brought to the Institute to work in it. If we decide not to do that, we should hand it over to some institution which will use it.

Lewis says that he would like to see a clearer identification with the Institute in the books written by members and faculty.

He agrees with Aydelotte that the Trustees should visit the Institute oftener. "I am aware that it would be difficult to get some of the Trustees to discuss educational matters, but I don't see how they can be intelligent about the Institute (apart from giving advice about its portfolio) unless they meet the Faculty and talk with you and them about their work. I agree with you that it would be unwise for

individual Trustees to become identified with particular departments (a tendency I shall have to resist in regard to the Humanistic Department)."

D, Lewis, Wilmarth S.

1945

5/15

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ POLICY

Administration

GOLDENWEISER

Biographical

STEWART, W. W.

AYDELOTTE, F.

Stewart to Aydelotte confirming understanding.

Better not try discuss principles involved in Goldenweiser appointment until after meeting May 22, 1945. Meanwhile, he will phone Goldenweiser there is no chance of a faculty appointment because of his age.

D, Stewart

1945

5/11/

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.

V-1

1945

5/22

PARTICIPATION IN ADMINISTRATION

✓ POLICIES

Academic Personnel

Administration

TRUSTEES (BOARD)

Corporation

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

SCHOOL OF MATHEMATICS

MAASS, HERBERT H.

Biographical

VINER, J.

WEED

VEBL EN, 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

10/17

✓POLICIES

HOUSING

LOWE, E. A.

MAASS

Administration

Facilities

Biographical

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

D, Maass

1945

12/19

SALARIES

Academic Personnel

/POLICY

Administration

AYDELOTTE, F.

Biographical

Aydelotte to Maass, December 19, 1945.

He is circulating a draft of the Executive Committee Minutes of December 18, and asks advice as to whether or not the Institute should change its policy of mentioning the amounts of salaries in minutes sent around to various Trustees. Academic educational institutions frequently omit salaries from minutes. The Institute has never pursued this policy. Aydelotte thinks it would be advisable to do so.

D File, Herbert H. Maass, 1939-1946

1946

5/13

BENEFITS

SCHOOL OF HUMANISTIC STUDIES

DE TOLNAY

✓ POLICIES

Academic Personnel

Academic Organization

Biographical

Administration

De Tolnay had asked Institute bear half cost of his endowment insurance policy (in lieu of an annuity). School of Humanistic Studies had declined the request (had vote voted to decline the request). The Standing Committee concurred and it would be a dangerous precedent to contribute to an annuity for a temporary member. Riefler raised the question of the policy to be followed in educational institutions which were not covered by the Social Security Law.

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

1946

5/27

SCHOOL OF MATHEMATICS

Academic Organization

✓ POLICIES

~~Academic~~ Administration

GENERAL

Publications

E. C. P.

Academic Activities

Meeting Bamberger, Morse, Panofsky and Riefler with

Aydelotte. Consensus was that a paragraph describing the E. C. P. project should be included in the chapter on the School of Mathematics but that the names of the Computer personnel should not appear in the list of Institute members. "Members of the Computer staff are, after all, employed to do a specific job and are not invited to the Institute to pursue research of their own choosing." But they should be listed with their addresses in the staff list. Aydelotte ~~six~~ said he would discuss the question further with von Neumann and report back to the Committee at its next meeting. No evidence.

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

1947

January - October
12 15

✓ POLICIES

SALARIES (L of A)

SIEGEL

MERITT

PANOFSKY

Administration

Academic Personnel

Biographical

See Aydelotte to Veblen regarding half-salary for Siegel in light of precedents for Meritt (at Oxford) and Panofsky (at Harvard). But Veblen ~~prevails~~ prevails and Siegel gets full pay though he is abroad.

See Memo from V-6

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 ~~Swarzenski's~~ 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

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

2/18

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

SWARZENSKI, DARR

Biographical

PARTICIPATION IN ADMINISTRATION

Academic Personnel

MEMBERS (Permanent 5-year)

✓ POLICY

Administration

Swarsenaki 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 Chernias and Thompson represent strength of classical tradition.

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".

1947

4/18

/POLICIES

Administration

COLLEGE DE FRANCE

Educational Institutions

See Trustees Minutes, pp. 9-10 on lectures required at
Collège de France and their value. At I. A. S. also?

Minutes Trustees Meeting 4/18/47, pp. 9-10.

1947

4/18

✓ POLICIES

Administration

LECTURES

Academic Procedures

AYDELOTTE, F.

Biography

"In many respects the Institute resembles the Collège de France more than any other educational institution in the world. We have something in common with All Souls College, Oxford, and something in common with Kaiser Wilhelm Gesellschaft of pre-war Germany."

"The Collège de France does not give degrees, professors are left in complete freedom except for one requirement, that they should give each year a certain number of public lectures. Bedier assured me that the intellectual eminence of the Collège de France for the last 400 years depended very largely on that requirement..."

Some of our professors teach at other institutions: Panofsky and Earle for example. Commends the matter to Trustees for study.

Vol. 5, No. 10, P. 9-10 Minutes - 4/18/47

1947

5/5

✓ POLICIES

ASSISTANTS

PARTICIPATION IN ADMINISTRATION

Administration

Academic Personnel

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).

R. O. and Weyl approved.

Faculty Minutes, May 5, 1947

1947

5/6

✓ POLICIES

Administration

AYDELOTTE, F.

Biographical

OPPENHEIMER, R.

LEIDESDORF, S. D.

Aydelotte to Leidesdorf, May 6, 1947 .

He and Oppenheimer have had a three-day conference on administrative problems, and have agreed on a number of things, one of them that Miss Miller should continue for the time being, managing the project.

D, Leidesdorf, S. D., 1946-

1947
APPLIED PHYSICS (MATHEMATICS)

✓ POLICIES

VON NEUMANN, JOHN

6/5
Academic Activities

Administration

Biographical

Aydelotte to von Neumann, June 5, 1947.

He is worried about the tea service in the electronic computer building, and has received complaints from the people in Fuld Hall that the ECP people get more than they are due in rationed sugar.

In this letter he also raises a question as to Soutar's requisition of salt tablets which he thinks are not necessary for the ECP people if they are not required by the Fuld Hall people.

D File, von Neumann, John

6/10

APPLIED PHYSICS (MATHEMATICS)

Academic Activities

✓ POLICIES

Administration

AYDELOTTE, F.

Biographical

Aydelotte to von Neumann, June 10, 1947.

He has just approved requisitions for salt tablets, electric fans and the loan to Soutar with some misgivings in each case. He asks von Neumann to say to Soutar that we still consider him on trial and that we do not assure him of his position beyond December 31, 1947. He intimates that this is pursuant to a conversation they have had.

"I am still a little disturbed about the whole question of order and discipline in the computer project and am afraid that the atmosphere is a little bit injured by its proximity to the Institute. Insofar as the computer project partakes as you say of the nature of an industrial operation it should, of course, be run on industrial lines. Insofar as it is a research project the methods of the Institute are applicable. I can see the difficulties which you face in assimilating these two points of view.

"I am wondering whether it might not save money and increase the effectiveness of the project if you had some kind of an executive director with enough intelligence and human understanding to reconcile these two methods of work and with enough authority to say what could and could not be done. It occurs to me that such a man might take over Soutar's functions at the same time so that you would really not be adding a new member to your staff. A man who combines scientific knowledge with practical ability like Holbrooke MacNeille would be ideal for the purpose though it probably should be a younger man than MacNeille who would not need so high a salary. I should be grateful if you would think about this and come in to discuss it with me at your convenience."

D File, von Neumann, John

1947

10/3

~~P~~OLICIES

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

✓ POLICIES

GENERAL

MEMBERS

PROFESSORS

OPPENHEIMER, R.

Administration

Academic Procedures

Academic Personnel

Biographical

Oppenheimer and Aydelotte said main function of I. A. S. is "as a school." Alexander said this a complete reversal of Flexner's position when he asked Alexander to join faculty. Then distinguishing feature of Institute was its research function to which all the considerations were to be subordinated. Einstein agreed--Deleted from minutes.

D, Faculty Minutes, Drafts

1947

10/8

GENERAL (STENO POOL)

Personnel

✓POLICY

Administration

PARTICIPATION IN ADMINISTRATION

Academic Personnel

OPPENHEIMER, R.

Biographical

Draft Minutes Faculty Meeting. IAS a school?

Filed in Chronological file under 1947, 10/8.

A, 10/30/56, IAS

1947

10/9

✓POLIXCIS

Administration

AYDELOTTE, F.

Biographical

OPPENHEIMER, R.

Letter from
/ Aydelotte to Robert Oppenheimer, October 9, 1947, with
the loose ends of his administration.

Filed in Chronological File under 1947, 10/9

D File, Robert Oppenheimer

1947

10/19

✓ POLICIES

Administration

AYDELOTTE, F.

Biographical

WEYL, HERMANN

Aydelotte's response to Weyl's letter of October 16.
Says that he saw from the beginning there were two qualities
necessary for ~~him~~ success in creative work: intellectual
freedom and financial stability. "Freedom is more than rules,
it is an atmosphere."

FA Confidential Files, March 7, 1957

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ POLICIES

Administration

OPPENHEIMER, R.

Biographical

STEWART, W.

RIEFER, W.

Conversation with Oppenheimer concerning Riefler

S Personal Memorandum

12/16

OPPENHEIMER, ROBERT

Biographical

✓POLICIES

Administration

The Director, in his Report, expressed concern about certain areas of effort at the Institute.

Tr. Min. 12/16/47 p. 5

1947

12/16

✓ POLICIES

Administration

VON NEUMANN, JOHN

Biographical

The case of Prof. von Neumann was considered in a discussion of outside financial help to members. He was employed by the AEC and also a consultant with Standard Oil of New Jersey. Dr. Oppenheimer expressed concern less this become a pattern whereby a Professor makes half his income outside the IAS.

He suggested 3 solutions:

- (1) "Formulation of a rule by the Trustees which would include permission to members to work for the Government but not for industry.
- (2) "Letting the matter ride for the time being.
- (3). "Consideration by the Trustees of meeting individual situations of this kind by differential salaries."

A discussion followed and a Committee was appointed for the purpose of studying the situation. Members were: Mr. Mass, Chairman, ex officio; Messrs. Lehman, Weed and Oppenheimer.

Tr. Min. 12/16/47 pp. 7-8

OPPENHEIMER, ROBERT

Biography

POLICIES

Administration

H.S. (ECONOMICS)

Academic Organization

1st Report of R. Oppenheimer:

He found School of Mathematics flourishing. Hopes generous help given to physics will cause it also to flourish. But in other schools "there are troubles". Work not appreciated, lack of direction and reasons why seem apparent. Thinks not all members of School of Economics are capable of "advanced Study". In School of Humanistic Studies there are areas of great fruitfulness beyond the Hellenistic to which IAS already is committed. Suggests adding (1) fields in sciences for pioneering work, (2) work by men who have gained great insight through work in the creative arts. No specific suggestions, except \$120,000 be appropriated in General Fund for 5 years for appointment of members who are not representative of existing schools. Advisory Committee to use Fund. Experimental work thus to be started. Board granted.

1947

12/28

✓ POLICIES

GENERAL

OPPENHEIMER, R.

Administration

Public Relations

Biographical

See Nashville Tennessean of date for article. Indicates I. A. S. with Oppenheimer's leadership is trending toward applied science. Also stresses "joint endeavor." Unique concentration of scholarship. Seminar in physics.

Meritt, I. A. S., Verticals

1948

2/2

MEMBERS

Academic Personnel

~~POLICY~~

Administration

MONTGOMERY, DEAN

Biographical

The appointment of Montgomery ^{to} on the School of Mathematics nomination on permanent membership basis was approved ~~xxxThexxx~~ at \$8,000 a year. The Director suggested this would, in reality, be an interim professorship, as it was expected that Montgomery would be a full professor in five years.

Again the question of permanent memberships and associate professorships followed, and the term of temporary memberships was thrown open to question. The Director recommended that the nomenclature should be further studied.

Minutes Faculty Meeting, February 2, 1948, File V-1

1948

2/2

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ POLICIES

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

2/10

✓ POLICIES

Administration

The accounting system is being studied with the idea of moving the headquarters of the operating bookkeeping of the Institute from New York to Princeton in the next fiscal year, with records of investments of financial bookkeeping still to be retained in the Treasurer's office. Princeton office would then handle all disbursements covered by the budget.

Executive Committee Meeting Minutes, Feb. 10, 1948

1948

2/10

✓ POLICIES

PROFESSORS

MEMBERS

Administration

Academic Personnel

Professor Weed circulated a suggested definition of full-time appointments which was discussed. The Executive Committee approved the Director's suggestion that the memorandum be submitted to the Faculty for comment; following is the definition:

Full-time appointment in the Institute is considered to be compensation for the individual's total teaching and research efforts with assumption of such academic duties as may be assigned to him by the Director or by the Board of Trustees. A full-time member of the staff shall accept no other compensation for his personal services, except as follows:-

- (a) Royalties on scientific books, monographs, atlases, etc.
- (b) Honoraria for occasional lectures delivered at other institutions

- (c) Honoraria for occasional, short-time investigations for the great philanthropic foundations.
- (d) Consultant's fees for services rendered to the federal government, where such service does not exceed 30 days per annum, where the field of consultation is in accord with the research interests of the individual, and where the duties of consultation do not invade the research-time and research-interests of the individual when in residence at the Institute.

Before acceptance of remuneration in any of the four categories above, the consent of the Director must be obtained by the individual on full-time appointment.

Executive Committee Meeting Minutes, February 10, 1948

PROFESSORS

Academic Personnel

✓ POLICIES

Administration

Suggested definition for full time duty (for consideration of Faculty).

"Full-time appointment in the Institute is considered to be compensation for the individual's total teaching and research efforts with assumption of such academic duties as may be assigned to him by the Director or by the Board of Trustees. A full-time member of the staff shall accept no other compensation for his personal services, except as follows:

- "(a) Royalties on scientific books, monographs, atlases, etc.
- "(b) Honoraria for occasional lectures delivered at other institutions.
- "(c) Honoraria for occasional, short-time investigations for the great philanthropic foundations.

"(d) Consultant's fees for services rendered to the federal government, where such service does not exceed 30 days per annum, where the field of consultation is in accord with the research interests of the individual, and where the duties of consultation do not invade the research-time and research-interests of the individual when in residence at the Institute.

"Before acceptance of remuneration in any of the four categories above, the consent of the Director must be obtained by the individual on full-time appointment."

Meritt, Faculty Business, Vertical

1948

2/24

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

✓ POLICIES (OUTSIDE WORK FOR
REMUNERATION)

Administration

OPPENHEIMER, R.

Biographical

EARLE, E. M.

Earle to Oppenheimer, February 24, 1948, referring to a memorandum of February 11 of Oppenheimer's setting forth certain categories within which members of the Institute faculty may accept compensation for services outside the Institute. Oppenheimer has said categories not broad enough, and it would be difficult to draw up a statement which would provide for all conceivable or reasonable contingencies. Oppenheimer's last paragraph reads: "Before acceptance of remuneration in any of the four categories above, the consent of the Director must be obtained by the individual on full-time appointment." Earle suggests wiser to say when situations arise not specifically provided for, consent of the Director must be obtained--it would give more latitude and relieve the Director of a considerable amount of detail.

had

Earle/suggested at the meeting of February 23 of the Faculty the following resolution: "The Faculty hereby reaffirms the long-established policy of the Institute that full-time appointment as a professor or as a member carries with it the obligation to engage in no outside activities in which the primary consideration, or even a major consideration, is pecuniary."

xix B-3 (SEP, Reports Memoranda, 1947-48)

1948

2/24

FACULTY
POLICIESEARLE, E. M.
OPPENHEIMER, R.Academic Personnel
Administration
Biographical

*Memorandum to Dr. Oppenheimer:

"This brief memorandum is supplementary to a discussion at a meeting of the School of Economics and Politics on February 23. Your memorandum of February 11 sets forth certain categories within which members of the Institute faculty may accept compensation for services outside the Institute. As you said, these categories are not broad enough. It would indeed be difficult to draw up a statement which would provide for all conceivable, or indeed all reasonable, contingencies, and any document which is too finely drawn may arise to plague us from time to time.

"This in turn raises the question of the last paragraph in your memorandum, which reads: 'Before acceptance of remuneration in any of the four categories above, the consent of the Director must be obtained by the individual on full-time appointment.' Would it not be wiser to say that when situations arise which are not specifically provided for,

consent of the Director must be obtained? This would give us all a little more latitude and would, I should think, relieve the Director of a very considerable amount of detail.

"You will recall that in yesterday's discussion I suggested the possibility that the faculty at one of its early meetings should adopt a resolution to this general effect: The faculty hereby reaffirms the long-established policy of the Institute ~~that~~ full-time appointment as a professor or as a member carries with it the obligation to engage in no outside activities in which the primary consideration, or even a major consideration, is pecuniary. (This is not adequately or eloquently (sic.) phrased, and the resolution before adoption should perhaps be drafted by the Standing Committee of the faculty.)"

Edward M. Harle"

1948

3/17

✓POLICIES

Administration

~~INDEX~~ PROFESSORS

Academic Personnel

MEMBERS

OPPENHEIMER, R.

Biographical

Memorandum to the Faculty on Nomenclature and functions
(above headings) from Oppenheimer, March 17, 1948.

Filed in Chronological File under 1948, 3/17.

D, Fulltime Employment Faculty

1948

4/15

✓ POLICIES

Administration

Approval was given to transfer all operational accounts from the New York office to the Institute. The accounts would be audited by the New York Office.

Tr. Min. 4/15/48 p. 3

1948

4/15

✓ POLICIES

Administration

OPPENHEIMER, R.

Biographical

"The Director also touched on the role of the Institute in the present time of crisis. He did not feel that its job could be to contribute something decisive to the leadership in action at a time like the present; instead its long-term contribution should always be the main consideration."

Trustees' Minutes, April 15, 1948.

148
GENERAL

POLICY

August

Facilities

Administration

The furniture amounted to about \$18,766.00, plus \$4,000.00 and was let on competitive bids.

D File, Furniture - New Wings

1948

11/16

✓POLICIES

Administration

NEUGEBAUER, OTTO

Biographical

"As a part of a projected plan to encourage bonds between the Schools, the appointment of Dr. Otto Neugebauer was discussed. The invitation was to come from the School of Mathematics but it had the cordial concurrence of the School of Humanistic Studies. Dr. Neugebauer's work in the prehistory period of mathematics was considered a practical bridge between the Schools. The initial invitation would later be supported by the School of Humanistic Studies through appointments of younger men recommended by Dr. Neugebauer. The Director hoped that a sound pattern might eventually be established by such bonds between two rather remote disciplines."

Tr. Min. 11/16/48 p. 4

1948

11/16

✓POLICIES

Administration

BOHR, NIELS

Biographical

The Director suggested a type of recurring membership whereby a distinguished professor could come to the IAS whenever he pleased over a period of 5 or 10 year. The arrangement suggested for Prof. Bohr would be covered by a special appropriation of \$4000 in each year's budget for five years; the understanding being that should he come for a full term within that period he would receive \$8000. He would be considered a regular member.

Tr. Min. 11/16/48 pp. 3-4

11/16

POLICIES

Administration

LIBRARY

Facilities

"The Director stated that the Institute library is a work library; it is primarily an instrument of study." He went on to say that our policy is to have on hand books that are used so frequently and intensively that it would be inconvenient to have them in the Princeton Library, and to buy books not obtainable at the University.

11/16

✓ POLICIES

Administration

The Chairman proposed suggestions for life insurance of Faculty members by the Institute and disability and health insurance for Institute employees. A Committee was appointed to look into the Institute's obligation in this respect; the chief study being a group insurance plan against accident, injury and sickness for Institute employees. The Committee consisted of Mr. Schaap, Chairman; Messrs. Fulton and Rosenwald, and Mr. Maass, ex-officio member.

1948

11/24

DIRECTOR

Corporation
Administration

✓ POLICIES

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

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

D, Humanistic Studies

1948
1952

1953
1955

12/10
12/8
12/16
2/28
10/28
4/7

✓POLICIES (Page 3, Par. 1)

Administration

DYSON, FREEMAN J.
FEYNMAN (Last page)

Biographical

December 10, 1948, Oppenheimer to Dyson notifying him of his appointment for a five-year period on recommendation of the faculty of the School of Mathematics and with concurrence of the whole faculty. Appointment as member of the Institute for five years July 1, 1949-June 30, 1954. Dyson to spend such time as he finds possible with the Institute. The Institute is setting aside \$9,000 to be made available to him at the rate of \$3,000 a semester of \$6,000 for an academic year.

December 8, 1952, Oppenheimer to Dyson offering him Professorship in the School of Mathematics on unanimous vote of the Faculty and unanimous concurrence of the Trustees, effective July 1, 1953 until retirement, which technically at that moment was 65, but was in the process of being extended

by the Trustees. Salary \$12,500 a year, 5 per cent contribution on the part of the Institute toward TIAA. "The Institute permits its Faculty to elect the new TIAA plan of devoting up to fifty per cent of the retirement funds to the purchase of equities." Oppenheimer says that the salary range is being reviewed, and the salary may be increased upward but will not be reduced.

You surely understand the very great freedom which we wish to provide for our Faculty. In fact, your only duties as Professor, apart from the pursuit of your own scientific work, will be to consult with us occasionally about the appointments of members and of colleagues on the Faculty, and to help chart our modest course in scientific and scholarly work for the future.

At that time Dyson was Professor of Nuclear Physics at Cornell University.

December 16, 1952, Dyson informs Oppenheimer he accepts the appointment happily, but does not know whether he can

take up his duties as of July 1, 1953.

Dyson to Oppenheimer, February 28, 1953. Dyson has been asked by Oppenheimer whether or not Ras Jost should be offered an appointment by the Institute. Stating first that he feels disqualified by Jost's kindness to himself and Verena, Dyson's wife. Dyson expresses what he believes should be the ~~policy~~ permanent policy of the Institute, leaving Oppenheimer to consider the policy and decide what should be the practical decision if he follows it.

"I think the long-term success of the physics group at the Institute is best assured if it is our policy, not to commit permanently more than 50 per cent of our resources to any one group of people or to any one program of research. Even in such a flexibly run laboratory as this at Cornell, it is frightening to see how few people's time and brains are not committed in advance to be used in a particular way upon a particular job. In many other laboratories the situation is much worse. I therefore think it should be the

primary purpose of the Institute to correct this state of affairs. It means that the Institute should not only give to its members the freedom to work as they please, but should also preserve for itself the freedom to spend 50 percent of its current income at any time in the way best suited to the opportunities of the moment. With such a policy, the Institute will be able to keep a door permanently open for the new Niels Bohr who we hope oneday will come to change the direction of our thinking, if we are not too old to learn from him.

"It is my feeling then that permanent appointments at the Institute should be made very sparingly. They should be made for the occasional genius whose quality is undisputable, and for the few permanent people who are necessary to administer the physics group and to give the work of the group some continuity and guidance from year to year. I am well aware that my own appointment would be hard to justify on this basis. I feel it unfair of me to set up obstacles to the appointment of others after having just scraped through myself. Still you asked for my opinions and so I give them to you without considering my personal position."

He then says it would be fine if Jost would consider a five or ten year appointment to the Institute, but he doubts he would. Then he finishes by saying Jost is well qualified to be a member of the small permant group of the Institute, both as to his ability to do research in collaboration with other people, and, therefore his ability to teach.

October 28, 1955, Oppenheimer to Dyson. The Board of Trustees have authorized the Director to establish a single uniform salary for all professors at the Institute. At the present time this salary is \$18,000 a year. Therefore, on July 1, 1956, your salary will be increased to this figure.

April 7, 1955, New York Times story citing the following facts: ✓ Dyson had been asked to attend a meeting of top Soviet scientists. Professor Richard R. Feynman of the California Institute of Technology had been informed by the General Manager of the Atomic Energy Commission, that it would be a risk if he took the trip. Dyson was a British

citizen, a permanent member of the staff of the Institute and cancelled his plans to go on being informed by the Immigration and Naturalization Service that a re-entry permit was no guarantee that an alien would be admitted to the United States after his departure.

The newspaper article points out that Professor Feynman received the Albert Einstein award for his fundamental work in the quantum theory of electricity and magnetism. This was the first time that the award, established by Lewis L. Strauss, chairman of the Atomic Energy Commission, had been won by a single individual.

Dyson was quoted as saying that the law was stupid under which he was rendered incapable of leaving the country in the fear that he might not be able to get back into it.

D File, Dyson, Freeman J.

1949

2/24

✓ POLICIES

GENERAL

Administration

Academic Organization

Earle to Oppenheimer, Inveighs strongly calling the merged schools School of Historical Studies which would not reflect the term Politics which he says he has been working at for the last ten years. He would like his activities reflected in the title. He cites the prestige of the term "politics" as in good standing among scholars and some of our greatest historians, William A. Dunning and Woodrow Wilson, Charles McIlwain, are proud to call themselves students of politics and were presidents of the American Political Science Association. Another reason why he wants the title to be the School of Historical and Political Studies is the importance of Harold Sprout of the Department of Politics at Princeton who has collaborated well, and does not consider himself an historian. He mentions that Viner may not be enthusiastic about remaining a permanent member if the term "economics" is dropped, and suggests that everything should be done to keep him with the Institute in his present connection. He says also that other economists of broad interests, notably Lionel Robbins and Sir Henry Clay are men who think of economics in the same terms

as Adam Smith and John Stuart Mill.

He also suggests that some prospective donors might be less interested if we alter our policy ~~concerning~~ concerning the study of politics and statecraft. Furthermore, if the Institute contemplates bringing a man in jurisprudence, the title he suggests would be more reflective.

D, Historical Studies, Recommendations of Faculty

1949

4/20

POLICIES

Administration

MEMBERS (PROFESSORS EMERITI)

Academic Personnel

PARTICIPATION IN ADMINISTRATION

OPPENHEIMER, R.

Biographical

LINFORTH

Oppenheimer memorandum to faculty:

Cherniss wrote tentatively to Professor Linforth retired from Department of Greek U. C. inquiring whether he wished to come here as a member, with the implication we could make a grant-in-aid available. While everyone would welcome Linforth, some members expressed concern on policy of offering stipends for academic people who are retired.

Oppenheimer proposed to write Linforth stating as a decision of policy for the time being we should reserve stipend funds for younger people. We would welcome professors emeriti when ~~they~~ their work seems suitable for the Institute

and in the measure in which we ~~should have~~ could receive them: in some cases even meeting expenses of transportation but that we could not give them grants-in-aid.

Oppenheimer concluded that since this was an enunciation of policy he wanted the faculty's concurrence or disagreement or statement that a meeting was necessary.

Stewart: agreed with principle but would apply it to the next case to save embarrassment. What about Radin? Does welcoming mean provide office space and secretarial assistance ~~and membership in some group--he thinks so. Holds that stipends should go to increasingly an increasing number of~~ younger men. Meritt expressed approval on his and Cherniss' part. Panofsky (despite Frankl)"wholeheartedly" concurred with the policy.

Weyl agreed but pointed out Siegel was afraid the first application of the policy would be against Niels Bohr.

Veblen thought that he concurred and asked if Oppenheimer had talked with Meritt about his experience with Capps.

D. Faculty Memoranda

1949

9/3

~~POLICIES~~

GENERAL

OPPENHEIMER, R.

Administration

Public Relations

Biographical

Clipping from Christchurch Press, New Zealand, September 3, 1949.

Discussed differences in policies under new administration: in the early days the Institute was conceived as a quiet retreat for internationally renowned scholars, but under Oppenheimer it has become a hub of scientific and intellectual activity. Instead of limiting the staff to a few life-term professors, Oppenheimer prefers a continual exchange of international thinkers so that the Institute will become, in fact, a world center of scholarship.

The new Director while he has faithfully adhered to the original purpose of the Institute, has inevitably influenced the pursuit of it. Brief biographical report of Oppenheimer as the head of the Los Alamos Laboratory; contributor of many of the ideas and some of the language of the 1946 Acheson-Lillienthal

Report on Atomic Energy; devoted to philosophy, human relations, cultural advancement and politics as well as science; one of the foremost theoretical physicists in the world; a student of Oriental philosophy; has read the Hindu scriptures in the original Sanskrit; a scholar of the classics; a collector of fine paintings. He is young enough to have little regard for the conventional approach to scholarship.

The Institute has more than its complement of world-renowned scholars. The presence of men like Eliot, Toynbee, Dirac, Bohr, Max vonLaue, Max Radin, physicist Hideki Yukawa from Japan has caused the Institute to be described as "an Olympic gathering of intellectual giants." The Director himself says of their discussions: "What we do not understand, we explain to each other."

The policy of the Institute today is to keep alive a steady interchange of information between those conducting research at the Institute and those outside. Oppenheimer explains:

"First, we expect to invite people who have had experience outside the academic field--in law or politics, for example--and

who have reached the point where they have something to communicate, to take a year and gather their ideas together and write them/ down.

"Second, we are setting up a standing offer to help to explore ideas which have hitherto not been regarded as subject to scientific investigation.

"The Institute is open to the world."

D, Publicity - Press Clippings

1949

10/3

MEMBERS

Academic Personnel

✓ POLICIES

Administration

SCHOOL OF HISTORICAL STUDIES

Academic Organization

~~XXXXXXXXXXXX~~

Those candidates for membership requiring ~~action~~
action by the entire School on the recommendations of one or
more professors: suggested by the Director and by others
present that, except in rare cases, final decision should be
reserved until March of each academic year so that applications
might be weighed as to their respective merits. Differs from
the School of Mathematics which is anxious to get its
requests out early.

Faculty Minutes, School of Historical Studies, 10/3/49

1949

10/3

SCHOOL OF HISTORICAL STUDIES

Academic Organization

✓ POLICIES

Administration

GENERAL

Academic Activities

MEMBERS

Academic Personnel

Earle reported on principles in appointing members, stated that all applications are rejected that do not contemplate residence at the Institute. Also members will be recommended only who plan work in the general field of interest of one or more of the permanent staff of the School, but, an application from any outstanding scholar, no matter what the field of interest, will be referred not only to the School but to the office of the Director.

It was generally agreed that no literary critics should be appointed permanent professor, but they may be accepted as temporary members if they fit well into the program of the Institute or of the University.

Faculty Minutes, School of Historical Studies, 10/3/49

1949

10/3

SCHOOL OF HISTORICAL STUDIES

Academic Organization

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ POLICIES

Administration

1949

The file contains minutes from October, 19 3, /to March 20, 1951. The policy of handling applications to the School was discussed by Earle who said he divided them into three categories:

(1) those which should be rejected for obvious reasons--those requesting assistance for the completion of work for the Ph. D. degree or those who clearly should enroll in graduate or undergraduate programs elsewhere. Sometimes these applications are referred to Princeton University or some other appropriate institution. (2) Those which have considerable intrinsic merit but which are not suitable for Institute sponsorship or support. Sometimes referred to Guggenheim Foundation or similar organizations. (3) Those which may be of interest, however peripheral, to a professor or professors of the School of Historical Studies. These are discussed by Earle, Executive Officer, with the interested professor or professors before any decision is made. No application such application will be rejected without full consultation of the Executive Office with other members of the

School. (4) Those which require action by the entire School on the recommendation of one or more professors. In such cases it was suggested by the Director and others that in except in rare instances final decision should be reserved until March of each academic year so that the applications might be weighed as to their respective merits.

It was generally agreed as a matter of policy that all applications are rejected which do not contemplate residence at the Institute. Also agreed, as a general rule, that the granting of fellowships will be recommended only for members who plan to work in the general field of interest of one or more of the permanent staff of the School, provided that an application from any outstanding scholar, no matter what the field of interest, will be referred not only to the School but to the office of the Director.

It was also agreed at the suggestion of Stewart that a list of declinations be submitted to the Faculty of the School from time to time.

It was generally agreed against appointing any permanent professor in literary criticism, but also that members might be accepted after due consideration if they fit well into the program of the Institute or of the University.

Earle reported on his plan ~~to study~~ for study of France to begin in 1950, and announced invitations to three men: Bury, Thomson of Cambridge, and Gottman of Paris. General agreement was given to his program and his intention to invite two or three other French scholars.

D, Historical Studies, Minutes of Meetings

1949

10/21

POLICIES

OPPENHEIMER, R.

TRUSTEES

PROJECTS

Administrative

Biographical

Corporation

Government Relations

"The Director reported the Faculty view that the Institute could not continue those Government contracts under which a member's work was supported only after investigation of the member of the Federal Bureau of Investigation, and clearance by the contracting agency...On motion of the Chair, it was seconded and carried that the action of the Director be approved; and that in similar future situations the Trustees be advised before action was taken."

Tr. Min. 10/21/49 p. 3

1949

~~1/22/28~~

12/28

GENERAL

Academic Procedures

POLICY

Administration

From a clipping of the Tampa Tribune, Florida, December 28, 1949.

Results of an interview, apparently, with R. Oppenheimer.

"Since its founding through the impetus of the Bamberger store millions, the Institute has prospered along esoteric, almost ~~esoteric~~ lines. Now it is reaching out along more integrated approaches to learning," says the article.

empirical

~~Apparently the Institute~~

The aim is the same--to advance the field of human knowledge either of past cultures or of social and economic problems of today or of mathematics or of new fundamentals in the understanding of the physical world. Originally the concept was of an academic paradise in which great scholars could come "to sit and think." Now, Oppenheimer feels that the Institute should devote itself to "create a climate where something more will come out of it than to individual isolated efforts."

Members who desire to work alone will continue to do so, but there should be, according to Oppenheimer, opportunities for joint endeavor.

As to the character of the minds at the Institute, Oppenheimer made the point that in the best universities there would be comparable scholars, but more diluted. "Here there is a unique concentration."

? "The Institute does not have a Shakespearian authority, but is outstanding in Hellenistic studies. If mathematics and physics studies are of the highest caliber, but other sciences are not represented at all."

The coming in the near future of T. S. Eliot, the British poet, and Niels Bohr, and Dr. Arnold Toynbee, British historian, are also noted in the article.

A File, Institute for Advanced Study

1950-1951

PARTICIPATION IN ADMINISTRATION

✓POLICIES

OPPENHEIMER, R.

Academic Personnel

Administration

Biographical

The following meetings were held with no minutes or memoranda in the faculty files: September 18, 1950, October 3, 1950, December 13, 1950, February 5, 1951, May 18, 1951. Business was transacted at some of these meetings and decisions taken. Some were luncheons. Thus on December 13, 1950, at a special faculty luncheon there was consideration of Kantorowicz' appointment. On April 16, 1951, appointments of members Shoen, Segal and Kaufman were approved and Hassler Whitney's appointment was discussed. On May 18, 1951 Whitney's appointment was approved.

D, Faculty Minutes, 1948-1951

1950

SCHOOL OF HISTORICAL STUDIES

Academic Organization

✓ POLICIES

Administration

GREENBAUM, GENERAL EDWARD S.

Biographical

OPPENHEIMER, R.

Greenbaum to Oppenheimer, February 21, 1950 (Greenbaum was elected a Trustee October 25, 1951.)

Greenbaum, member of the firm of Greenbaum, Wolf, and Ernst, 285 Madison Avenue, New York. Suggested to Oppenheimer the holding of a conference at the Institute to study the causes for delay, expense, and technicalities in the conduct of civil lawsuits, and the extent to which court procedures have been adjusted to handle cases arising out of modern industrial conditions. Oppenheimer was pressed by Maass and Strauss to hold a conference to canvass these problems at the Institute. He took the position that the project was much too broad and should be narrowed (January 29, 1950). He consulted with Max Radin, then a member at the Institute, on the project, and suggested that Greenbaum

mention Oppenheimer's interest in it, but call the conference himself. Ultimately, the conference was held on invitation by the Institute on May 12 and 13, 1950. Attended by a number of law professors and judges and practicing attorneys.

See letter in Chronological File May 17, 1950, Oppenheimer to Greenbaum summarizing the results of the conference.

D, New York Bar Committee on Admin. Justice
Arrangements meeting 5/12-13/50

1950

9/26

SCHOOL OF MATHEMATICS

Academic Organization

✓ POLICIES

Administration

BROWDER

Biographical

Mathematics Faculty decided "his case not strong enough to make it in the interests of the Institute to grant him a membership."

School of Mathematics Minutes, (D Office)

1950

11/20

PARTICIPATION IN ADMINISTRATION

Academic Personnel

SCHOOL OF MATHEMATICS

Academic Organization

DIRECTOR

Administration

/ POLICIES

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

Faculty Minutes, 11/20/50

1950

12/1
12/29

TRUSTEES

Corporation

✓ POLICIES

Administration

KANTOROWICZ

STRAUSS

MAASS

OPPENHEIMER, R.

At meeting Executive Committee December 1, nomination of Kantorowicz presented. Debate, apparently on his action in oath controversy. Strauss apparently opposed--meeting adjourned with understanding that if President did not confirm appointment within next few days, Executive Committee adjourned session should be called. It was on December 29th and the vote to confirm on motion of Strauss was unanimous. Maass opposed separate minutes and sought to obscure fact that debate was serious. He submitted his own draft of minutes to Oppenheimer (January 2, 1951) Coalescing minutes to obliterate debate and fixing final action as at 12/1/50.

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

D File, Notes Drafts--~~either Minutes or Examinations~~

1951

NOTES

1/4

POLICIES

FLEXNER, A.
VEBLEN, O.
STRAUSS, L. L.

Administration

Biographical

~~FLEXNER~~

Veblen to Strauss.

"The discussion in our meeting last week was a very interesting manifestation of continuity in the history of the Institute. It could have been tied on quite closely to what many people consider to be our basic document; namely, Dr. Flexner's book in which he compared European and American universities, very much to the disadvantage of the latter. I remember Flexner's book as being more concerned more with certain picturesque and perhaps flagrant symptoms than with underlying reasons for these phenomena. A European university is, by its origin and history, a corporation of scholars which has a very high degree of autonomy. In Germany, in the period before Hitler, for

example, the only control exercised by anyone outside the faculty was the rather mild influence of the Ministry of Education. In the English universities of Oxford and Cambridge, outside control was even milder. It was only Parliament who could intervene, and Parliament could intervene only as it could in the case of any other semi-public corporation. In practice, such intervention did not occur more than, perhaps, two or three times in a century.

"Simultaneously with the growth of universities in Europe, there developed an academic tradition, a set of ideas about obligations, behavior, and privilege, some of them formally stated and others tacitly, but nonetheless firmly held--a kind of academic mystique.

"In the process of transplanting to the United States, the university and the academic tradition has undergone a number of changes which show themselves in the symptoms described by Dr. Flexner, but which are due, I think, to the important role played by business and pecuniary power in our society. At any rate, our universities normally have trustees or boards of regents who are drawn from the

group of administrators who dominate our financial and other public institutions. In the course of time, there has developed a trustee tradition and a trustee mystique.

"The troubles at the University of California which in ~~at~~ the beginning had rather complicated origins developed eventually into a conflict between the academic and the trustee mystique. In its latest phase, the trustees simply took the ground that the dismissals are 'a matter of discipline' "

"The contrast of the miserable California episode with our proceedings the other day is very striking, and I think it shows that we have a very good Board of Trustees. Of course, it should be added that I have always found that our faculty is also fully conscious of the ~~xxx~~ prerogatives of the Trustees. It is to be hoped that this happy state of affairs can be perpetuated. Perhaps we can draw the conclusion that the plan provided for in our original set of by-laws does not need much change.

"Please forgive these rather ~~xxx~~ solemn remarks, and convey my cordial greetings to Mrs. Strauss."

Strauss to Veblen, January 10, 1951.

Expresses sincere appreciation for his gracious letter of the 4th. "Since I know the sentiments of personal friendship that prompted it, and which enabled you to see in my position only that which was there, namely, my concern for the welfare of the Institute."

Veblen's files

1951

3/20

✓ POLICIES

Administration

MEMBERS

Academic Personnel

PRINCETON UNIVERSITY

Relations WOAI

CRAIG, GORDON

Biographical

At meeting of School of Historical Studies it was agreed that Faculty members of Princeton University if offered membership in the Institute should not receive stipends from Institute funds.

D, School of Historical Studies, Minutes of Meetings

1951

5/4

✓ POLICIES

Administration

See page 2 of Trustees' Minutes of May 4, 1951, for
specific designation of double signatures on checks.
Significant?

Trustees' Minutes, 5/4/51, p. 2

1951

5/18

PARTICIPATION IN ADMINISTRATION
✓ POLICIES

WHITNEY, HASSLER

Academic Personnel
Administration
Biographical

Whitney appointed professor. The memoir reflects that approval for the appointment was given by the President of the Corporation and the Chairman of the Board of the Institute in accordance with the authority given them at the annual meeting of the Corporation and Board of Trustees in Princeton on May 4, 1951. (Where was the Executive Committee?)

Faculty Minutes, 5/18/51

1951

10/5

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ POLICIES

Administration

With the Minutes of October 5, 1951, the Faculty members started signing the Minutes as Acting Secretary for the Faculty. This was after Mrs. Leary's departure.

Faculty Minutes, 10/5/51

1952

3/17

✓POLICIES

PRINCETON

CHINARD, GILBERT

Administration

Relations WOI

Biographical

Decided inadvisable to extend a membership without stipend to Chinard; however, the Director would write a letter informing him that he would always be welcome at the Institute as a guest.

Faculty Minutes, School of Historical Studies, 3/17/52

1952

4/18

POLICIES
BENEFITS

Administration
Academic Personnel

PLACZEK, GEORGE

Biographical

YANG, CHEN NING

BEURING, A. K. A.

Note pp. 2 and 3 for record of Director's action in suggesting February 21, 1952, the appointment of professors to the School of Mathematics: Placzek, Yang and Beurling which was postponed pending a faculty meeting to consider a question of procedure raised by Veblen.

At the Trustees' meeting Placzek and Yang were made permanent members of the institution to receive \$10,000 a year with T.I.A.A. contributions subject to their agreement. No commitment to be made to Yang that he would be a professor, but a statement to be made to Placzek that it was not anticipated he would be offered a professorship. Beuring was offered an appointment up to five years, at \$12,000.

The Faculty had two meetings on the subject of these appointments, March 11, and April 2, 1952, partly on the serious nature of permanent memberships which it was decided would require full documentation, and also for five-year memberships. In the case of five-year memberships there should be on record a statement of the intentions of the Institute with regard to permanent or professorial appointment. These points were proposed by Vehlen at the invitation of the Director, and after discussion it was agreed to review the suggested permanent appointments of Yang, Placzek and Beurling.

At the meeting of April 2, 1952, the Director's recommendation on Yang was accepted. The case of Placzek was ~~discussed~~ discussed, and finally on motion of Cherniss and Earle, the proposal was adopted with Montgomery abstaining, as it was presented to the Board. The Beurling matter was approved by the Faculty without dissent.

Trustees' Minutes, 4/18/52

1952

May - June

NATIONAL SCIENCE FOUNDATION

Foundations

MEMBERS

Academic Personnel

POLICIES

Administration

The Comptroller of the National Science Foundation to
Oppenheimer, May 22, 1952.

The National Science Foundation has awarded 600
fellowships for graduate work in the sciences. Each individual
fellow may study at any accredited nonprofit institution of higher
education which he chooses. Four for 1952-1953 have elected
the Institute: Brown, Devinatz, Lewis and Livingston.

National Science Foundation fellows studying at colleges and
universities have their actual tuition, fees and deposits required
for students at institutions paid by the N. S. F. Query: what
charges would the Institute normally expect to collect from such
individuals?

Oppenheimer to the Comptroller, May 23, 1952. The Institute as a place for post-doctoral study does not charge tuition. We estimate that each member costs us in overhead approximately \$1200 a year, because we maintain a housing project, a restaurant and a variety of educational and household facilities that are not by any means self-supporting. We have, on occasion, on contract with the government and with private foundations, sought to recover in part or in whole this \$1200 per member. Will the National Science Foundation make some reimbursement on this account. We think it just, but if it cannot be done, we shall nevertheless "make your fellows welcome as we do those members whose grants derive from us."

Comptroller to Oppenheimer, June 11, 1952. The Foundation has considered the request, and found that it cannot make any reimbursement for the overhead.

D, National Science Foundation

1952

11/3
11/8

GENERAL (AMPHITHEATRE)

✓POLICIES

STRAUSS, LEWIS

FULTON, JOHN F.

WEED, LEWIS H.

ROSENWALD, JULIUS

Facilities

Administration

Biographical

Fulton to Weed, November 3, 1952, and Weed to
Fulton, November 8, 1952.

Letters are filed in the Chronological file under
1952, 11/3.

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

1953

2/25

MEMBERS

/ POLICIES

PHYSICS

Publications

Administration

Academic Activities

Policy on IAS purchase of reprints of physics papers.

Filed in Chronological file under 1953, 2/25.

D, Physics Reprints

1953

11/16

SCHOOL OF HISTORICAL STUDIES

Academic Organization

PROFESSORS

Academic Personnel

/ POLICIES

Administration

At the end of the formal meeting at which Oppenheimer was not present (present: Cherniss, Earle, Kantorowicz, Panofsky, Thompson and Woodward), the School of Historical Studies considered three problems:

(1) What would appear as a desirable maximum of Faculty members?

(2) What would appear as the desirable proportion between the two schools?

(3) Does the School of Historical Studies wish to make any suggestions as to new Faculty members? And what is the policy of the School?

Ad 1) While disregarding for the moment all limitations of finance and space, the Faculty seemed to agree

that the desirable maximum should not exceed ca. 20 members.

Ad II) While it would be dogmatic and narrow-minded to demand absolute numerical equality, it would be highly undesirable, nevertheless, to perpetuate the present unfavorable balance of 11:7 Faculty members (including the Director and Professor Beurling) and of 4:1 permanent members (2 Mathematics, 1/2 [Weitzmann] Historical Studies), amounting to a general proportion of 15:8. The natural tendency of the School of Mathematics to appoint exceedingly young members, who might easily remain for 35 years or more on the budget was felt to be an aggravating factor, because it would not easily allow that School of Mathematics to reach a point of saturation.

Ad III) The School of Historical Studies, if it wished to survive, would have to suggest one or two new appointments.

What general policy was to determine the selection of new Faculty members?

1. The problem of age

It would normally be good policy to appointment men who have passed their early thirties in order to prevent them from being separated too early from teaching and students; men in our field to be useful & at all need experience at mastering vast material which cannot possibly be acquired within a few years, and they need experience of life.

2. The problem of the field of expansion

Mathematical School has only two fields: School of Historical Studies has scores. It would appear to be desirable to make the School of Historical Studies stronger in the fields in which we and our Library are strong anyhow: Classics, Art and Archaeology, History. But this should not preclude the appointment of scholars in another field if that choice would appear reasonable.

3. The discussion therewith was thrown open to the suggestion of names. It was decided after long discussion that

to suggest names now would give an undue appearance of haste and that it would not be wise to indicate that School of Mathematics was forcing S. E. S. into action. Panofsky suggested ultimately two names should be presented by each man. School of Mathematics should be shown that any number of names could be put before the Faculty. The names should be strong. We should present a list to show we are not abrogating our privilege of nomination--we wish to consider the Institute as a whole.

Woodward questioned whether it would be wise to compile a list of names without knowing whether they would be available.

Meritt brought up the question of additional overhead and space because a S. E. S. man needs to bring his materials, books, etc. Woodward suggested suggested fields covered already are very wide: should limit recommendations to those subjects which are at least touching those already being pursued here. Meritt agreed, citing the instance of past appointments in literary criticism which were relatively foreign to the interests of the Institute. (Speaks a pacifist).

Cherniss suggested preparing dossiers for all suggested and present very carefully prepared statement to the full faculty. "After presentation to the faculty we should retire and consider, but not give the impression that we are prepared now to select one or two names. We have not as yet made any choice among the people on our list but consider all of them to be suitable and desirable for appointment." We should, however, present the list on the dossier.

On December 2, Woodward expresses nervousness about having a list of 12 or 14 names submitted to the Faculty without their having been checked to see find out if they are available. Names leak and it would be bad if any one of the 12 or 14 eminent candidates get some indirect and garbled report that we are considering an invitation to them when we haven't even approached them in the matter.

The list of names (not present) was presented and discussed exhaustively, but not included in the minutes. It was decided to present the list of candidates in alphabetical order and not in order of preference. Opp. not present this meeting either. Minutes, School of Historical Studies, 11/16/53 and 12/2/53

1954

3/25

APPOINTMENTS

Academic Personnel

✓ POLICIES

Administration

PARTICIPATION IN ADMINISTRATION

Academic Personnel

Procedure for considering appointments outside existing fields of study. Ad hoc advisors? Faculty. To be ~~discussed~~ later.
→ discussed

Faculty Minutes, p. 26.

1955

10/11

✓ POLICIES

Administration

MEMBERS

Academic Personnel

Professor Kantorowicz reminded the School of its rule not to vote membership to applicants who have not an assured position to which to return after the expiration of their membership in the Institute. Professor Panofsky stressed the importance of not deviating from this rule, and the Director said that the desirability of maintaining it was generally recognized.

Faculty Minutes, School of Historical Studies, 10/11/55

1955

11/25
3:30 p. m.

~~POLICIES~~

Administration

SALARIES

Academic Personnel

FRANKFURTER, F.

Biographical

FLENNER, A.

WEED, L.

Interview with Mr. Justice Frankfurter, Washington, D. C.

Filed in Vertical File under Interviews.

Interview with Mr. Justice Frankfurter

1955

12/12

POLICIES

PARTICIPATION IN ADMINISTRATION

SCHOOL OF ECONOMICS AND POLITICS

VEBLEN, O.

AYDELOTTE, F.

DOUGLAS, LEWIS

FLEXNER, A.

Administration

Academic Personnel

Academic Organization

Biographical

Interview with Professor Veblen, December 12, 1955.

Filed in Vertical File under Interviews.

Interview with Professor Veblen, 12/12/55.

1955

12/16

PARTICIPATION IN ADMINISTRATION

Academic Personnel

STIPENDS

PRINCETON UNIVERSITY

Relations WOAI

BUDGET

Finance

✓ POLICIES

Administration

GENERAL

Academic Organization

CHERNISS H.

Biographical

Interview with Harold Cherniss, December 16, 1955.

Filed in Vertical File under Interviews.

Interview with Harold Cherniss, 12/16/55

1956

✓ POLICIES

LIBRARY

TRUSTEE-FACULTY COMMITTEE

OPPENHEIMER, R.

Administration

Facilities

Academic Personnel

Biographical

Draft on the Institute Library.

Filed in Vertical File under "p" for Policies.

Trustee-Faculty Committee

SCHOOL OF MATHEMATICS

Academic Organization

SCHOOL OF HUMANISTIC STUDIES

SCHOOL OF ECONOMICS AND POLITICS

✓POLICIES

Administration

FLEXNER, A.

Biographical

EARLE, E. M.

HERZFELD, ERNST E.

KANTOROWICZ, ERNST

WOODWARD, E. L.

ALFÖLDI, ANDREW

SIEGEL, CARL LUDWIG

PAULI, WOLFGANG

PANOFSKY, ERWIN

Interview with Professor Veblen, January 10, 1956.

Filed in Vertical File under Interviews.

Interview with Professor Veblen, January 10, 1956.

1956

2/16

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

GENERAL

Academic Personnel

SALARIES

✓POLICIES

Administration

See Interview Stewart, February 16, 1956 (p. 3)

The one-salary philosophy, and the one-class practice, operated against flexibility in appointing staff in the non-mathematical faculty. Note there was some discussion of 3-5 year appointments of economists 10/8/54; consensus adverse.

Stewart Interview, 2/16/56

1956

April

✓ POLICIES

PRINCETON UNIVERSITY

APPLIED MATHEMATICS

ELECTRONIC COMPUTER PROJECT

METEOROLOGY

Administration

Relations WOAI

Academic Activities

See draft report, pp. 9-10. Note similarity of requirements for statistical and engineering work requiring personnel. Similar to the needs early cited for economics work at the Institute. The Committee recommends early disposal of the E. C. P. except for the necessities of Princeton University Mathematics and Physics Department people who have come to rely on it for calculations.

Draft Report Joint Trustee-Faculty Committee, A April, 1956

1956

April

✓ POLICIES

GENERAL

GENERAL

Finance Administration.

Finance

Academic Organization

Draft Report of the Joint Faculty - Trustee Study
Committee.

Filed in Vertical File under ~~XXXXXX~~ "p" for Policies.

Trustees' Meeting of October, 1955 decided on this committee.

1956

4/6

SCHOOL OF MATHEMATICS

Academic Organization

SCHOOL OF ECONOMICS AND POLITICS

✓ POLICIES

Administration

WOODWARD, SIR LLEWELLYN

Biographical

EINSTEIN, A.

FLEXNER, A.

MITRANY

Interview with Sir Llewellyn Woodward, April 6, 1956.

Filed in Vertical File under Woodward Interviews.

Interview with Woodward, 4/6/56

1956

6/6

GENERAL
ECONOMICS
PHILOSOPHY
PRINCETON UNIVERSITY
✓POLICIES
PARTICIPATION IN ADMINISTRATION
GUGGENHEIM
VINER, J.
FLEXNER, A.
RIEFLER, W. W.
STEWART, WARREN
WARREN, ROBERT
VEBIEN, O.
EINSTEIN, ALBERT
EARLE, EDWARD M.
PROFESSORS

Academic Organization
Academic Activities

Relations WQAI
Administration
Academic Personnel
Foundations
Biographical

Academic Personnel

Interview with Jacob Viner, June 6, 1956.

Filed in Vertical File under Viner Interviews.

Interview with Viner, 6/6/56

1956

13/4 7/9

GENERAL (PURPOSE)

Corporation

✓ POLICIES

Administration

GENERAL

Academic Personnel

HEUMANN, SIGMUND

Biographical

Dinner table conversation with Sigmund Heumann.

Filed in Vertical File under Heumann interviews.

Dinner table conversation with Heumann, 7/9/56

1956

7/9

GENERAL

MATHEMATICS

✓ POLICIES

MEMBERS

NEUGEBAUER

COURANT

WEYL

EINSTEIN

GODEL

SCHRODINGER

VEBLEN, O.

Educational Institutions

Academic Activities

Administration

Academic Personnel

Biographical

Interview with Professor Neugebauer, July 9, 1956
Filed in Vertical File under Neugebauer Interviews.

1956

7/12

DIRECTOR

✓ POLICIES

COMMITTEES

GIFTS

GENERAL (TAXES)

BY-LAWS

TRUSTEES

FACULTY

PARTICIPATION IN ADMINISTRATION

REPORTS

OPPENHEIMER, R.

VEBIEN, O.

STRAUSS

AYDELOTTE

KANTOROWICZ

Administration

Finance

Government Relations

Corporation

Academic Personnel

Academic Procedures

Biographical

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

1956

9/25

ECONOMICS (P. 1, 4, 5, 10, 11, 13, 14, 16)
DIRECTOR (P. 6)
SCHOOL OF HUMANISTIC STUDIES (P. 6, 7)
PRINCETON UNIVERSITY (P. 7, 8, 11)
PARTICIPATION IN ADMINISTRATION (P. 9, 13)
✓ POLICIES (P. 12)
BUILDINGS AND GROUNDS (P. 6, 7, 15, 16)
ROCKEFELLER FOUNDATION (P. 16, 18)
STEWART, W. W. (P. 1, 5, 13, 14)
FRANKFURTER (P. 2, 5, 9, 17)
CLAY (P. 4)
RIEFLE (P. 4, 6, 8, 9, 10, 13, 14, 15)
WOLMAN (P. 4, 17)
VINE (P. 5, 8)
AYDELOTTE (P. 6)
VEBLE (P. 1, 16)
STRAUS (P. 7)
PANOFKY (P. 7)
SCHROEDINGER (P. 7, 8)
OPPENHEIMER (P. 9, 17)
WARREN (P. 10, 11, 16)
BUCHANAN, NORMAN (P. 1)
FEIS (P. 13)

Academic Activities
Administration
Academic Organization
Relations WOAI
Academic Personnel
Administration
Facilities
Foundations
Biographical

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

1957

3/8

✓POLICIES

SCHOOL OF MATHEMATICS

SCHOOL OF HISTORICAL STUDIES

GENERAL

WEINBERG, BERNARD

Administration

Academic Organization

Academic Organization

Biographical

Interview with Bernard Weinberg, March 8, 1957.

Filed in Vertical File under Weinberg Interviews.

1957

3/13

ECONOMICS (2, 6, 7)
SCHOOL OF ECONOMICS AND POLITICS (1, 2)
SCHOOL OF HUMANISTIC STUDIES (4, 6)
SCHOOL OF HISTORICAL STUDIES (6)
PRINCETON UNIVERSITY (3, 4, 5, 6, 7)
PARTICIPATION IN ADMINISTRATION (5)
✓POLICIES (3, 5, 6)
BUILDINGS AND GROUNDS (SITE) (6)
WOODWARD (7)
FLEXNER ~~IX~~ (1, 4, 5, 7)
FRANKFURTER (1)
MITRANY (1)
MARSCHAK (1)
RIEFLER (1, 2)
VINER (2, 7)
EARLE (2, 3, 6)
JONES, THOMAS (3)
WARREN (3)
STEWART (3)
AYDELOTTE (5)
OPPENHEIMER (6)
BAILEY (8)

Academic Activities
Academic Organization
~~Relationships~~
Relations WOAI
Academic Personnel
Administration
Facilities
Biographical

Interview with Sir Llewellyn Woodward, March 13, 1957.
Filed in Vertical File under Woodward Interviews.

1957

6/6

PARTICIPATION IN ADMINISTRATION (1)

Academic Personnel

✓ADMINISTRATION POLICIES (1)

Administration

SCHOOL OF ECONOMICS AND POLITICS (1&2)

Academic Organization

ECONOMICS (1, 2)

Academic Activities

SCHOOL OF MATHEMATICS (1)

Academic Organization

INSTITUTE HISTORY (2)

Institute History

FLEXNER (1)

Biographical

CLAY, HENRY (2)

LEIDESDORF (2)

STEWART, WALTER W. (1, 2, 3)

Interview with Walter W. Stewart, June 6, 1957.

Filed in Vertical File under Stewart interviews.