Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1905-1939

AYDELOTTE, F. Biographical

FLEXNER, A.

Excerpts from amemorandum by Aydelotte for Dr. Flexner, dated February 21, 1939, responding to a request for, "a few notes on the interesting way in which our paths have crossed from time to time during the last 35 years."

"I should like to express my own lively appreciation of the very wonderful help which ever such crossing has given me in carrying out the plan which lay nearest my heart."

Aydelotte was an instructor in English at Louisville Boys' High School. When the first competition for the Rhodes scholarships was held in 1904, he intended to compete, but found he had to take a qualifying examination in Latin, Greek, and mathematics before being able to compete. He had studied Latin in High School, but not in college, and had never done any Greek. He decided to prepare himself for the competition in 1905 which would be his last opportunity, because candidates had to be under 25 on October 1, and he was to be 25 on October 16, 1905.

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He was teaching, and was compelled to keep on teaching five classes a day, and the reading of 125 themes per week in addition to coaching the football team. He needed the best possible tutoring, but his salary was $1200 a year, so he was in no circumstance to pay highly for it.

Flexner, at that time, was running a tutoring school, but charging high fees. Aydelotte decided to consult him. Flexner advised him that he didn't need a high-priced tutor for his Greek if he understood clearly enough how to study Greek. So Aydelotte got one of his colleagues who taught Greek in the Louisville High School to teach him for a nominal fee, and put into operation Flexner's plan for study. He passed the examination safely, and says in the memorandum (page 2) that he has used the same method successfully since that day in learning German, French, and Spanish.

At the same time as he embarked on the study of Greek, an old friend, head of the French Department in Bloomington advised him that there was simply no hope and that he should not attempt to compete because of his lack of Greek.

Aydelotte recounts he went to Oxford in 1905, returned to Indiana in 1908, and went to M. I. T. in 1915, became American Secretary to the

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Rhodes Trustees in 1918, and came to Swarthmore in 1921. "During these years I followed your work, but I saw you only once or twice."

Their next meeting was in 1923. After some correspondence about Flexner's essay, "Factors of School Success," in which Aydelotte found many ideas which were in his own mind at the time. "In December, ~~of~~ 1923 or January, ~~of~~ 1924 you informed me that the General Education Board was considering a proposal for comprehensive study of the teaching of English in the United States, and that you were willing to recommend an appropriatio for this purpose, provided I would act as Chairman of the committee which was to conduct the study." Aydelotte was too busy, but said that he would consult Dr. Flexner for his advice as to which task he thought to be more important. Flexner invited Aydelotte to see him in Atlantic City February 3, 1924. "We had a long conversation about our plans for honors work at Swarthmore and the progress that we had made in two years. You said immediately that I should stick to what I was doing and forget about the study of the teaching of English. As I was about to leave you, you asked me whether Swarthmore had enough money to give the honors plan a thorough-going trial. I confessed that we did not, that the plan had involved additional expense, and we were already beginning to feel the pinch. Your reply was, 'Why don't you ask us for money?' Needless to say, I asked you on the spot." A memorandum was presented of the need.

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The General Education Board awarded a five-year subsidy, $20,000 for 1925-26, $40,000 for the next year, and $60,000 per year for each of the three years after that. The condition was made by the G. E. B. that if the honors work was a success, the Swarthmore Board of Managers should undertake to add to our endowment fund a sum sufficient to keep the income of the college at the level to which it had been raised. Aydelotte said this would have required at the interest rates then prevailing, $1,200,000. The Swarthmore Board undertook to secure endowments of $2,000,000 in 1929. Of this the General Education Board promised one-third, $675,000, and other foundations gave smaller funds so that by June of 1929, the $2,000,000 was raised. Immediately Aydelotte persuaded his Board to go after another $2,000,000, and though they started in the autumn of 1929 on October 1, 1929, just 28 days before the stock market broke, by the vacation time of 1930 the whole $2,000,000 was pledged. The General Education Board had doubled their appropriations. Other foundations had done the same. Despite the fact that the depression grew steadily worse, by commencement day of 1935 they had collected the entire amount of their pledges, and had added $4,000,000 in cash to Swarthmore's endowment fund. "That visit of mine to see you in Atlantic City on February 3, 1924 was one of the most fortunate things that ever happened to Swarthmore College." (page 5)

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The families of Flexner and Aydelotte became very friendly during those years. "I thus came to know you so well when at the end of 1927 Lord Lotian asked me to suggest an American to be called to Oxford to give the Rhodes Trust memorial lectures, I replied instantly that you were the man he should approach. You were fortunately attracted to the idea and gave your famous lectures on 'universities' at Oxford in April and May, 1928. We (Mrs. Aydelotte and Dr. Aydelotte) had been in Egypt and Spain and returned to hear the last of your lectures at Oxford.

"It has always been a matter of the greatest delight to me that by an extraordinary coincidence the fruits of these lectures were sent to Mr. Bamberger and resulted in your being called by him to organize the Institute for Advanced Study. My pleasure in these events was greatly increased by your invitation to me to act in the beginning as one of the Trustees in the new venture, which has already made so valuable a contribution to the development of higher scholarship in the United States. Meanwhile, your book on Universities HAS exerted a more profound influence in the country than you have any idea. It came at a moment when it was much needed, and there is equal need today for the revised edition which you have in mind."

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In all the correspondence in this file Aydelotte addresses Dr. Flexner as, Dear Dr. Flexner, and Flexner addresses Aydelotte as, Dear Frank.

A. File, Flexner, Abraham

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1907

CARNEGIE FOUNDATION FOR THE ADVANCEMENT OF TEACHING — Foundations

/FLEXNER, A. — Biographical

PRITCHETT

Account makes plain that through A. M. A. ~~through~~ then a Council on Medical Education was conducting from 1902 a survey of medical schools. In 1907 the Council framed a score card of 10 topics and made a personal survey of some of the 155 medical schools of U. S. and Canada of which only 5 required 2 years or more of college work for admission. Invited Pritchett to see the exhibit. Here he seized the ball and insisting to his board that this was a problem in education. Got the Bulletin #4 survey made. Later he gave fulsome praise to a distressed and recalcitrant A. M. A. (pp. 107-8), though later as Pritchett lectured on the report he got many converts. Pritchett looked to concept that work be done by a layman for laymen.

A. F., Henry S. Pritchett

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1908

FLEXNER, A.
GENERAL

Biographical
Educational Institutions

Burden of Flexner's The American College published by The Century Company in October, 1908.

Flexner finds the American colleges failing to turn out qualified graduates. He asks whether it's the fault of the graduates, and finds that it is not. He analyzes the various criticisms, and disagrees violently with those who oppose the elective system. He pointed out that even in Germany where the impact ~~xxxxxxxx~~ of science and democracy had not been as clearly felt as in America, the classics are loosing as the disciplines which create men and scholars. But where science and democracy have free play, the classics aren't even a good arbitrary discipline any longer; although Flexner concedes the need for arbitrary disciplines in education.

"The college can never again be restricted to conservation of a hard-and-fast type, individual and social. It has become one of the main agents of progress and change.

"Structurally the college that now accommodates interests so various consists of a large number of highly specialized

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and separate departments, each striving to be more or less completely representative of its own field: a department of physics, a department of classics, a department of history, a department of mathematics, and so forth. They no longer all revolve around a central sun; they do not even freely intersect. Rather the several departments lie side by side of equal dignity with each other. The entire structure is capped by professional and technical schools of law, medicine, engineering, agriculture, and so forth. One or another of these features may be absent or rudimentary; but all together they form the structural ideal toward which the American college unmistakably strives." (pp. 29-30)

The degree for four years of undergraduate work in the university usually is still the B. A., Bachelor of Arts, although a few have given Bachelors of Science and Bachelor of Literature, but they are vague and ill-defined as distinguished from the Bachelor of Arts.

He defends the modern college with the elective system as impartial Catholic democratic as against the old classical tradition which, one, created cast among scholars, and,

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two, had its chief emphasis in aestheticism.

Harvard, Michigan and Cornell, frankly and unequivocally went for the elective system. Yale and Princeton went for it equivocally and gradually. Flexner congratulates Princeton on the preceptorial system and ~~this~~ Chicago on its new system, but enough has not been realized from either to judge of its worth. (pp. 42-44)

He makes a general criticism of the inefficiency of the elective system which he says lies in its failure to influence secondary education which leads to it. The elective system misconceives the student and ignores the compulsary character of the correlations through which alleged subjects buttress each other. (p. 157)

He discusses the preceptorial system at Princeton, saying that the ~~xxxx~~ tutor's work rather supplements or illustrates the general lectures, and the tutor is not expected to go over the gound covered by the lectures. The professor thus has responsibility for expounding the principles, and the tutor has none.

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but the tutors enjoy a genuine pedagogical opportunity. Flexner does not see that it offers any sound or adequate sub-structure. The professors' lectures are still the backbone of departmental work, and only the examination determines whether the student has properly apprehended them. The preceptor, he says, ranks decidedly higher than the assistant in dignity and salary. His grade is practically equivalent to that of assistant professor.

Remedy and recapitulation. Summarization of Flexner's position. "The American college is wisely commited to a broad and flexible scheme of higher education through which each individual may hope to procure the training best calculated to realize his maximum effectiveness. The scheme fails for lack of sufficient insight: in the first place because the preparatory school routine devised by the college suppresses ~~is just what the colleges~~ is just what the college assumes it will develop; in the second place, because of the chaotic condition of the college curriculum; finally, because research has largely appropriated the resources of the college, substituting the methods and interests of highly specialized investigation for the larger objects of college teaching.

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"The way out lies, as I see it, through the vigorous reassertion of the priority of the college as such... Historically Yale, Columbia, Harvard, Princeton are colleges. The B. A. and not the Ph. D. is, and has always been, the ~~graduxxxxx~~ college man. The college has been richly endowed... The graduate school is a late development: a proper beneficiary of the college surplus, if such there be, not the legitimate appropriator of the lion's share of its revenues.

"I mean neither to depreciate nor to disparage graduate work; to the extent of advocating a more exclusive treatment of its privileges, a more ~~thxxxxx~~ thorough fitness for its opportunities, I am doing just the reverse. But I insist that rapidly won distinction as research centres is no compensation for college failure. The diversion of college resources to graduate uses is defensible on the theory that college work is antiquated or superfluous: but this plea can hardly be urged, at a time when the graduate schools themselves suffer from slighted college work." (page 215-217)

Throughout, Flexner points out that the acceptance of too many s tudents has resulted in the lecturership flanked by

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contact of the students through assistants who, even if they could, dare not point out the superficiality of the students' understanding of what has been told them in lectures. The lecturer becomes farther and farther removed from the students and their understanding. The whole system contributes cram and mechanical passing of examinations, ergo, the lack of knowledge on the part of the students.

Flexner then attacks college organization of the day. Both the President and the Dean responsible for the direction of the college lack time and scope. The President is busy with administrative, executive, financial and representative duties. His interests are less pedagogical. The dean who takes his place lacks pedagogical authority. His office has become increasingly clerical, hortatory, and punitive. He keeps records. His contact with the students is mostly occasioned by the latter's delinquency.

The successful functioning of the elective system depends upon a preparatory system of education in which the capacities of the child to learn and to judge are developed.

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The spirit of competition for students among colleges and universities does nothing but remove the realization of this happy hope. It renders further improbable contact between teacher and pupil. Pedagogical problem can only be solved if enrollment is reasonably limited.

Notes on Flexner's book, "The American College"

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ROCKEFELLER FOUNDATION
(GENERAL EDUCATION BOARD) Foundations

FLEXNER, A. Biographical

BUTTRICK, WALLACE

Flexner went to the General Education Board in 1913 just as he finished his study of prostitution in Europe.

The General Education Board was founded in 1902, the first of the great American strictly educational foundations. It had been preceded by the Peabody Education Fund created by George Peabody, an American banker living in London, greatly interested in Southern education following the Civil War, also by the Southern Education Board, consultative body without financial resources, but by no means without influence; by the Slater Fund, devoted to improving the condition of Negro schools, and by one or two other similar bodies. Rockefeller was a Baptist, and had been making contributions to colored schools and Baptist colleges through an agency known as the Baptist Education Society whose funds were supplied by Mr. Rockefeller. Later Rockefeller gave funds to the General Education Board--the University of

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Chicago, the Rockefeller Foundation, and the Rockefeller Institute for Medical Research. In doing this, he had divested himself of all responsibility which thereafter rested upon the officers and trustees of these organizations.

Frederick T. Gates, young Baptist clergyman, had been Mr. Rockefeller's most important counsellor and agent. Gates was a great executive, a large scale operator, with an original and creative mind. He chose for his assistant, Dr. Wallace Buttrick, who had been a fellow student at the Baptist Theological Seminary at Rochester, New York. ~~xxxxx~~ Buttrick complimented Gates' qualities. Buttrick was slow and gentle. He had been a railway mail clerk, and then had gone to the Theological Seminary. They were complete contrasts. Gates was incisive, and at times emotional. Buttrick was shrewd, diplomatic, canny and humerous, and could bide his time.

It was Buttrick who reached for Flexner.

"When I joined the General Education Board, its work was practically confined to the increase of college endowments,

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farm demonstrations, the improvement of Negro education, and the development of state departments of education in the southern states competent to discharge ~~and~~ their varied and important functions." There was not a full-time Superintendent of Education in any southern state at that time. There were no southern public school systems of the kind which exist now, or existed then north of the Ohio River.

"Dr. Buttrick treated me first as an equal, then afterwards as a son." (page 214) Though he had been there a short time, Flexner's salary at Buttrick's insistence was made equal to his.

In order to familiarize himself with the work of the General Education Board, Flexner undertood to write a history of it from 1902-1914. Buttrick aided him. There is no mention in his memoir of his urgence of annual reports. (See his interview in November, 1955).

Staff of the General Education Board when Flexner went in in 1913 consisted of Dr. Buttrick and W. W. Brierly, then

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Buttrick's secretary, and now Secretary to the General Education Board, Dr. Sage and two colored boys, later Wycliffe Rose, Raymond B. Fosdick, George E. Vincent, who had been an important figure at the University of Chicago, in Harper's time, in 1917 became President of the Rockefeller Foundation. ~~[illegible]~~ Rose had been Professor Philosophy in Tennessee, head of the Peabody and Slater Funds, organizer of victory in the campaign against hookworm in the southern states. Fosdick had written a book on European police systems. He knew President Wilson well, and Wilson used ~~[illegible]~~ him toorganize training camp activities W. W. I. Fosdick became powerful advocate of America's entry in the League of Nations. He was made President of the Rockefeller Foundation.

(Continued)

~~I Remember, by Flexner, pp. 185-233~~

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While he was at the General Education Board, Flexner's interest gravitated toward medical education. "For a while, medical education was our most active interest."

I Remember by Abraham Flexner

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1914-1929

SCHOOL OF ECONOMICS & POLITICS	Academic Organization
GENERAL (SOCIAL SCIENCES)	Academic Activities
SPELMAN MEMORIAL (GENERAL)	Foundations
ROCKEFELLER FOUNDATION	
FOSDICK, RAYMOND B.	Biographical
✓FLEXNER, A.	

Fosdick says Gates opposed studies in social sciences proposed by Edwin F. Gay (1914), and though through Greene's influence Rockefeller Foundation financed Institute of Government Research later merged with Brookings Institution, doors of Rockefeller Foundation by 1920 were closed to all fields but public health and medicine. "But by 1920 the Foundation had to all intents and purposes been captured by the ~~ma~~ doctors, and while some grants were made in the following years for biology and cultural anthropology, the doors, although still ajar, were for the time being closed against practically everything except public health and medicine." (p. 193)

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1922 Spelman Foundation looking for a field. Beardsley Ruml then in late 20's, associated with Dr. James R. Angell, President Carnegie Corporation who had been trained in psychology was appointed director of Memorial. Immediately submitted plan to trustees plan to enter social sciences. Twice propitious--World War I had raised many new problems of social control over physical developments. Rockefeller concentrated on money for research and men through university studies--in economics, sociology, and political science and for investigation only and its expenses--men, travel, etc.

Ruml tried to break down departmentalization of universities which hampered cross study--three Rockefeller boards spent $6 million on such things as Institute of Human Relations at Yale, the University's Institute of Psychology and its Psycho-Clinic for child study, etc.--did not realize goal. Failure due to inability to cross lines, merge conflicting personnel and policies into a working relationship. "A unified and integrated program of research does not develop automatically from physical propinquity under a single roof." (p. 196)

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Memorial granted over $20 million for development of major university centers of research--result--notable progress in recognizing need for research in social sciences; research is costly, and that non-academic world is eager to profit by the studies.

With this program 5 schools for social work were established: Atlanta, New York, Tulane University, University of Chicago, and National Catholic School of Social Science, valuable in developing personnel which government needed in its depression program. Ruml also promoted men cross-fertilized in ideas.

Ruml retired as Director 1929 on merger and Edmund E. Day, professor of economics at Harvard, took over--had been associated with Ruml in Spelman.

Fosdick, Story of the Rockefeller Foundation, pp. 192-200

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1919-1937

NATIONAL RESEARCH COUNCIL Foundations

Flexner
Veblen

The research fellowships in chemistry, physics and mathematics were supported by a gift of Rockefeller Foundation totalling $2,075,000 from 1919-1937, another grant of $1,364,344 by the Rockefellers from 1923-1937 for fellowships in the biological sciences (including psychology), Simon Flexner was still Chairman of the National Research Council Fellowship Board in the year 1936-37. (July 1 to June 30). Gilbert A Bliss, Professor of Mathem atics at Chicago, Birkhoff, George D., of Harvard, and Veblen (described in the report as professor of Mathematics, Institute of Public Relations, Princeton University, Princeton, New Jersey!!

In 1937-38 a new research council fellowship board was set up without the direct representation of the scientists and mathematicians who had theretofore served on the Board. The President or Chairman of the National Research Council itself acted to the Chairman Simon Flexner, Veblen, Birkhoff and Bliss were no longer there. After the year 1937-38 the number of mathematicians which had run from about 5-8 or 9 per year

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dropped to around 2 pretty consistently for several years, and, presumably, continued during the war period at the reduced volume.

Reports, National Research Bulletins, National Research Council

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1922-1937

GENERAL — Educational Institutions

ROCKEFELLER — Foundations

✓ FLEXNER, A. — Biographical

For three long essays written by Flexner which have been copied see Vertical File under "F" for Flexner.

The essays were sent by Mrs. Esther S. Bailey to Mrs. Stern and are entitled: A Proposal to Establish an American University, The Usefulness of Useless Knowledge, and Foundations - Ours and Others.

From memoranda sent by Mrs. Bailey to Mrs. Stern, 5/29/56 (Returned to her)

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1922 11/22

GENERAL EDUCATION BOARD Foundations

VINCENT, GEORGE E. Biographical

FLEXNER, A.

A copy of Flexner's memorandum, "A proposal to establish an American university." Vincent said in a comment attached: "This is an admirable analysis. I should like to talk with you about the plan. I am not wholly convinced that the undergraduate department of the University of Chicago might not be gradually discontinued. It is the only institution young enough to permit such a major operation. A number of possibilities occur to me which it would be interesting for me to talk to you about." (Memorandum from G. E. V. to Flexner.)

PA Confidential Files, March 7, 1957

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1923-1932

MATHEMATICS — Academic Activities

VEBLEN, O. — Biographical

FLEXNER, A.

Veblen's early work to set up Research Fellowships in Mathematics, etc. all were for research in applied mathematics and as was practically all research in the United States of that day.

With Flexner came research in Pure Mathematics.

Veblen Interview, December 28, 1956, page 7

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1923

GENERAL (INTERNATIONAL EDUCATION BOARD) Foundations

MATHEMATICS Academic Activities

FLEXNER, A. Biographical

ROSE, WYCLIFFE

See Fosdick's description (p. 151) of Rose's report on world mathematics in every leading institution in the world to his Board: "He ~~X~~ was reporting on where man had arrived in his mathematical thinking, and where the opportunities for progress seemed brightest. His performance was characteristic of the immense pains and thoroughgoing analysis with which he scanned every recommendation he brought before ~~the~~ his trustees. Göttingen and Paris were preferred in his judgment because of ~~X~~ all the places in the world at that time they represented the peaks in mathematical science."

The Story of the Rockefeller Foundation by Fosdick, p. 151

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1923

FLEXNER, A. Biographical

Excerpt from Flexner's book, A Modern College. A Modern School. Filed in Biographical File under Flexner in 1923.

Same as above

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1923 November

NATIONAL ACADEMY OF SCIENCES
✓FLEXNER, A.
VEBLEN, O.

Foundations
Biographical

The National Academy of Sciences was chartered by Congress and approved by President Lincoln in ~~18~~ 1863. The Charter provides that the Academy shall investigate, examine, experiment, and report upon any subject of science or art when called upon by any department of the government. The Academy has long acted as an official adviser to the government on a wide variety of questions. Founded as it was during the Civil War, it dealt actively with military and naval problems in its first years.

In April, 1916, when relations with Germany were already tense, but before the onset of World War I, President ~~Xxxxxx~~ Wilson asked the Academy to organize the scientific resources of the country in the broadest and most effective manner possible to accomplish preparedness for defense. The Academy organized the National Research Council. After it was organized and started operating, the President on May 11, 1918, recognized its existence with an Executive Order which set forth its functions in organizing

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research and securing cooperation of military and civilian agencies:

(1) To stimulate research in mathematical, physical and biological sciences and their application

(2) To survey the larger possibilities of science, formulate comprehensive projects of research, etc.

(3) To promote cooperation in research at home and abroad

(4) To serve as a means of bringing American and foreign investigators into active cooperation with scientific and technical services in the government departments.

(5) To direct the attention of scientific and technical investigators to the problems of the government

(6) To gather collate scientific and technical information at home and abroad. (Page 6)

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The National Research Council differs from other similarly named organizations established in recent years in England, Canada, Australia, Japan, Italy, etc. These are all government supported, and to some extent, government controlled. The American National Research Council was partly supported during the war, but since has been supported entirely from other than governmental sources, and administered by its own representatively selected membership appointed by the President of the National Academy of Sciences. The Council maintains close cooperative relations with the government, scientific bureaus, etc.

The work is carried on by a small group of officers and an executive board with an interim committee. It is composed of 13 major divisions arranged in two groups:

(1) 7 divisions of science and technology representing physics, mathematics and astronomy, engineering, chemistry and chemical technology, geology and geography, medical sciences, biology and agriculture and anthropology and psychology

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(2) The other 6 divisions of general relations--federal relations, foreign relations, states relations, educational relations, research extension and research information.

The Council issues reprints and circulars on the one hand, and bulletins on the other. The latter publication of general sources for scientific knowledge, reports on status of various fields of research, and special contributions with no other logical place of publication.

Financial support of the Council is assured of a gift of $5,000,000 to the National Academy of Sciences from the Carnegie Corporation of New York, part of which was used for the erection of a building in Washington for the Council and the Academy, the balance for permanent endowment.

The Council's scientific projects are supported by special gifts obtained at various times from various sources. Thus, $500,000 was given by the Rockefeller Foundation for

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the support during 6 years of a group of fellowships in physics and chemistry; $500,000 by the General Education Board and the Rockefeller Foundation for supporting 5 years research fellowships in the medical sciences; $325,000 for 5 years from Rockefeller Foundation for research fellowships in the biological sciences; other gifts totalling $1,000,000. for miscellaneous projects.

Simon Flexner was Chairman, 1923-24 of the Board Administering National Research Council Fellowships in Physics and Chemistry. Veblen was one of the 7 other Board members administering the fellowships in physics and chemistry, and at the same time during the year 1923-24, Chairman of one of the divisions of science and technology; namely, the Division of Physical Sciences. After 1923-24, the National Research Council Fellowship's Administrative Board for Physics and Chemistry became the Board for Physics, Chemistry and Mathematics. Flexner retained his chairmanship for several years.

Veblen went on the Committee in the year 1923-4, and remained at least through 1926-7. Birkhoff came on the Board

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and so did Gilbert A. Bliss and Karl T. Compton, then Professor of Physics at Princeton University came on 1924-5. These three remained on the year 1926-7. How much longer, I don't know because I didn't examine.

Flexner was Chairman of the Research Fellowship Board for the first time in the year 1920-21. He was listed as ~~Chairman~~ Director of Research Laboratories, Rockefeller Institute for Medical Research up until the year 1925-6 when he was listed as Director, Rockefeller Institute for Medical Research.

Veblen was listed as Professor of Mathematics at Princeton in ~~1925-6~~ 1924-5 and 1925-6, and in 1926-7 was listed as the Henry B. Fine Professor of Mathematics, Princeton. Both Flexner and Veblen retained those titles and their membership through 1932-1933.

National Research Council, Organization of Members 1919-20
1926-7 Library.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

VEBLEN, O. Biographical

FLEXNER, A.

COOLIDGE, PROF. J. L.

Veblen to Flexner, at General Education Board, 61 Broadway, New York City.

Veblen says Coolidge has written him that he would like to have Flexner and Veblen take lunch with him at the Harvard Club, 27 West 44th Stree, New York City, some time convenient to both Veblen and Flexner. Coolidge wants to talk over with Flexner questions about the Xm American Mathematical Society and this is a subject which I have very much on my mind at present, says Veblen.

Flexner replied, March 17, and sets the date for March 26, and he is to be host. The next day, March 18, he has to write to Veblen putting off the date to March 25 or March 27, 28, or 29.

Finally, they met after some confusion on Friday at 12:30, apparently, ~~xxxxxxxxxx~~ since there is no indication

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

they did not, and this was the date finally set by Flexner in a letter of March 24, 1924.

V File, "Flexner, Abraham"

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1924 NOTES 6/12

MATHEMATICS Academic Activities

VEBLEN, O. Biographical

FLEXNER, A.

Flexner to Veblen, June 12, 1924.

"I have your interesting letter of June 10 regarding the desirability of making some more satisfactory provision for the Department of Mathematical Research in this Country. I shall take the matter up with Dr. Rose and my colleagues, and let you know if there is anything wxxx

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1925-1930

JOHNS HOPKINS (GOODNOW PLAN) Educational Institutions

FLEXNER, A. Biographical

Correspondence between Mrs. Stern and Mr. P. Stewart Macauley, Provost, Johns Hopkins, dated October 29, 1956, November 23, 1956, and November 28, filed in the Vertical File under "J" for Johns Hopkins.

Correspondence

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1925 October

GENERAL Educational Institutions

FLEXNER, A. Biographical

Notes from an article appearing in the Atlantic Monthly of October 1925 (Vol. 136:530-541).

A college in America is "an educational department store containing a kindergarten at one end and Nobel Prize winners (or as good) at the other." (P. 530)

The American college was created as an adaptation of the English college and in scope was practically a secondary school for the economically privileged. Its growth was fast and heterogeneous. The highschool came in not before but during and after. The function of colleges, therefore, became confused. They have been characterized by a lack of sincere desire on the part of the students to learn.

Research has been a factor of increasing importance within the last 100 years. The tight organization of the American school system made it harder to accommodate research than in the European

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

universities which were more flexibly and loosely organized. But highschool, college and university are now all hopelessly intertwined.

"...research was not recognized in America as one of the idominate [?] concerns of higher education until the flag was nailed to the mast on the opening of Johns Hopkins University in ~~XXXX~~ 1876." Despite ~~agass~~ Agassiz at Harvard and Willard Gibbs at Yale scholars of high degree or high rank were rare before 1876.

But Johns Hopkins had from the beginning an undergraduate department, and therefore the graduate work suffered. All others have suffered likewise by "organization," the magic word meaning ~~xxxxx~~ arbitrary standards, units, credits, courses, degrees, etc., and inevitably suffered in a confusion of courses--undergraduate being confused with graduate and mixed classes. Faculty has carried in the graduate schools its parental duties, and the type of teaching which is obviously required in the secondary schools which should not be required in graduate work. They also are required and supposed to investigate to research, but they spend much too much energy in the former occupation.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Flexner stated that he was not asking for the conversion of the graduate school into a research institution alone. But he did believe that the professors in the graduate schools should be relieved of parental duties and should have teaching relations with students who were carefully selected for their devotion to the learning which they were going to pursue and their ability to do so on a more independent basis than the undergraduate. He said the American graduate school stressed supervision and oversight, too ~~xxxxx~~ heavily and felt that students should be left to their own devices--to sink or swim. He concluded that the graduate and undergraduate divisions should not overlap in courses or in classes.

The interests of all concerned will profit if they ~~M~~ are separated. But the cry is that the college is being stifled by the university. "...an experiment is fortunately in sight. Johns Hopkins has announced a policy of looking to the elimination of the first two college years and the A. B. degree, and the creation of a university faculty devoting itself to university work. Whether an institution can go so far without going further, whether the last two years of the present college will not also be sloughed off, or at least telescoped, remains to be seen..." (P. 540). Flexner hailed it as the first distinct move in the right direction. He did not mention Goodnow's name.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

He questions whether Johns Hopkins University will draw students without the undergraduate school. It did once because it had no competition as a university. Now professional schools draw students and also the ~~sak~~ graduate schools are competing for the students. California Tech., he said, drew a larger number of serious scientists than its due proportion because of men like Milliken Hale and Noyes. Flexner concluded that "loyalty" would not keep serious students at graduate schools where they had received their graduate work.

Will America finance institutions where undergraduate alumnae don't exist--in other words, will they finance graduate schools alone? He doesn't make a firm answer. But he said that the true university will be bound to be "irregular affairs. Men, money, and facilities do not come together in such ways as to make it possible to have a nicely rounded institution at the higher level. No single science would be dompletely represented anywhere; still less, all sciences; and institutions most concerned with science would almost inevitably be less adequately developed on the humanistic side--and vice-versa. This has always been the case in Germany, where these things have, on the whole, been hitherto best managed...nor does it greatly matter; the very incompleteness

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

of single institutions will force all real universities and in the higher sense to view themselves as part of one great organic whole." (P. 541)

Atlantic Monthly, October, 1925 (Vol. 136:530-541)

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1927-1933

FLEXNER, A. Biographical

AYDELOTTE, F.

A long and friendly series of letters relating in the beginning mostly to raising money for Swarthmore. No reference to choice of Flexner for the Oxford lectures. No references whatever to the Institute except in July, 1931, as the first one July, 1930, and then little of note on Meritt except for a copy of Aydelotte's submission ~~to the~~ and answer to the questionnaire. The file does cast light on Flexner's timetable. He spent the entire summer of 1927 in Europe studying for his lectures. In November Aydelotte wrote Flexner that a house was being secured for him at Oxford. File is replete with data about the raising of the last $2,000,000 of which G. E. B. was giving $750,000, but I won't go into that.

May 28, 1928, date of a printed notice to his friends from Abraham Flexner that he has retired "in the reorganization of the various Rockefeller boards." Mr. Rockefeller had offered him a post of "equal dignity and importance" but he felt that his presence under the new conditions might be an embarrassment

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

to those having the new responsibilities. He has offered his counsel and it is understood that he will be available to counsel and cooperate "which is itself the best proof there has been no personal tension whatsoever. I write this, because I felt you might be concerned on personal grounds." This apparently was issued while Flexner was still at Oxford, because on June 18, 1928, Flexner cabled Aydelotte asking him and Mrs. Aydelotte to come to Magnetawan about July 15 where they will be.

No further correspondence until July 29, 1929 from Flexner to Aydelotte on attempts to raise money for him from Embry and the Rosenwald Foundation. Flexner also helps Aydelotte with Harkness through Miss Gertrude Moore, his secretary, and a Mr. Aldrich. (F. A. to F. 11/4/29)

October 29, 1929, Aydelotte to Flexner, acknowledging a letter not in the file which evidently suggested Mitrany for Swarthmore, and enclosed an appreciation of Mitrany by Graham Wallas. Aydelotte says it would be wonderful if he could get Mitrany for Swarthmore.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

November 18, 1929, Aydelotte to Flexner, thanking him for helping with Embry and theRosenwald Fund which has pledged one-sixth of the money needed up to $350,000/

Aydelotte with Flexner's help asked Harkness for $500,000.

He also asked, apparently at Flexner's suggestion, Victor Morawetz and George Eastman. He referred them to Flexner for necessary information.

November 27, 1929, Aydelotte ~~xxxxxxxxxx~~ acknowledges Flexner's formula "that you will not give your name to anything which does not require time or money."

Morawetz refused--more interested in secondary education and the teaching of "economic truths."

In 1930 Aydelotte had asked Flexner to deliver the Commencement Address at Swarthmore. Eleanor was graduating. Flexner could not give an answer because he was working on his book, Universities, and if he finished it in time he would take

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

it to Europe before Commencement. During March and April the question was up. Flexner was working against time. Finally on April 9 he said he finished the draft of the last chapter "more dead than alive." He was to have his revised manuscript in the printer's hands during the summer, letting the Clarendon Press print it then when it could. This meant that he would have to go abroad for six weeks before July 1; therefore, he couldn't deliver the address or see his daughter graduate. Expected to get away May 14, 1930 to Europe.

On July 10, 1930, Bailey asked Aydelotte for Swarthmore By-Laws, first time I. A. S. is mentioned in the file.

October 15, 1930, Flexner wants Aydelotte's advice about the new Institute, "for he is merely a theorist.

As late as September 4, 1931, Flexner was still thinking of graduate school, for he thanks Aydelotte on that date for his letter of August 20 (or 30) not in file. "I like the idea of external examiners."

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

In the winter of 1931 Aydelotte's trustees gave him a semester to himself for which he is very grateful, and he goes both to Germany and Mexico in that time. Flexner helps him with the German travel and contacts. The fraternity question was up at Swarthmore at that time, and finally Aydelotte informed Flexner April 19, 1933, that the Trustees had the day before issued a very satisfactory report on fraternity matter. This puts the trustee hassle earlier than I thought.

A, Flexner Correspondence 1925-1933 (10-17-56) returned

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1928

ROSE Biographical

FLEXNER, ABRAHAM

FLEXNER, SIMON

Interview with Louise Pearce, January 20, 1957.

Filed in Vertical File under Pearce Interviews.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1928 4/20

GENERAL Educational Institutions

FLEXNER, ABRAHAM Biographical

Flexner to Aydelotte, Flexner (Hotal Victoria, London). "Kerr has been more than kind and the Wylies most helpful. The lectures are set for May 5, May 12, and May 19. The titles:

I. The Idea of a Modern University

II. American Universities

III. European Universities

I should not want you to take a step out of your way to hear any of them; but if you are coming to Oxford anyway, of course, I'll be glad to be assured your audience of at least two persons (you see I leave your wife no escape!) No. II will be the fun! What a hodgepodge Harvard, Chicago, Hopkins, State Universities are! Indeed, I was myself surprised--and shocked--and studied them more closely...I spent a weekend at Swarthmore before sailing. I observed no sign that the boss had laid down his tools and taken his departure--the best proof that you are a good head! All was lovely and serene on the campus..."

A File, Flexner, Abraham

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1928

5/28
6/1

FOUNDATIONS (ROCKEFELLER) — Foundations

FLEXNER, A. — Biographical

Excerpt and digest New York Times story and editorial May 26 and 28 respectively and New York World Story, June 1, on the reorganization of the Rockefeller General Education Board.

Times, May 26, Quotes a statement from W. W. Brierly, Secretary of the General Education Board, explaining that Flexner's resignation was "wholly voluntary." But the Board had failed to explain the resignation and there was much public speculation.

Brierly explained that the Board had spent nearly all of the $50,000,000 which John D. Rockefeller had given it several years ago for medical education. Expenditures were supervised by Dr. Flexner. "This situation called for changes in the nature of the Board's work with respect to medical education, and Dr. Flexner thought that his withdrawl would facilitate the adoption of a new program, according to Mr. Brierly."

Brierly refused to explain the reorganization, and remarked that since Flexner on leaving was in his 62nd year, he was approaching the

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Board's retiring age (65). Brierly said, "Dr. Flexner's retirement is wholly voluntary, and he leaves the General Education Board after many years of remarkably successful service, carrying with him the unqualified good wishes of the members of the Board and the members of the staff, all of whom greatly regret his withdrawal."

The article goes on to quote some of the British press notices of the furor raised by Flexner's lectures at Oxford. /Quote From the London Sunday Times for May 13, "Degrees for Bus Boys. Lecturer attacks United States universities:" "The most pretentious and richest of American university business schools awarded a $2,000 prize to the woman who organized "a campaign for Pet Milk' (whatever that may be). Is that a proper proceeding for an institution of learning?"

A special cable in the London Times to the New York Times included a denial by Flexner that his resignation from the General Education Board at New York "had anything to do with his criticisms here of the American educational system. He had, he declared, resigned before leaving the United States."

The Times Editorial, May 28 was extremely lauditory about Flexner's work in education, particularly medical education in the United States.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

"Dr. Flexner has had the advantage of having at his hand the funds with which to realize some, at least, of his ideals, or to test their validity. He has had the supervision of the expenditure of $50,000,000 given by Mr. Rockefeller for the advancement of medical education. Several millions of this amount were given to develop a great center of medical training in the south. Other millions have been devoted here and there; in one place to making possible an experiment in the whole-time clinical teaching; in certain others to the promoting of a specific work as that in opthalmology by Dr. Wilmer; in others to recognizing excellent work already done and to helping institutions as at Yale to realize its great opportunities; notably in another to assisting (by the amount of $7500,000) in establishing a metropolitan medical center by bringing the New York Hospital and the Cornell Medical School into a cooperative relationship...

"...He wrote the stirring report which looked toward improved medical education, but his knight's-errantry has not been confined to the field of medical education. He has tilted not only against the diploma mills, but also against the opium traffic. He has dared to say what he thinks about the movies, motors, and jazz. He has spoken out plainly about education in high places--attacking certain traditional methods and disciplines, but condemning also the introduction

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

of new courses wholly devoid of educational values just for the sake of adding to numbers or gratifying a vulgar demand. He had the temerity even to raise the question whether we Americans really value education in spite of the amount we spend for it. He has a bright record of achievement to his credit, and though he has approached the time of official retirement, it is hoped that there will be an epilogue, for he is a wholesome, challenging force in the world."

New York World story, January 1. Attempts to strip away some of the secrecy which has surrounded the Flexner resignation, and contains a statement from Flexner whose resignation, it said, was effective July 1. "Mr. Rockefeller offered me a post of equal dignity and importance.' 'Dr. Flexner explained in a letter to his friends, but on careful reflection I felt that my presence under the new conditions might prove an embarrassment to those who had the responsibility for conducting the new organization, and I, therefore, decline to accept his offer.'" The article proceeds to say that on the best authority it is learned the endeavor is to simplify and strengthen the rather loose structure by which the various Rockefeller boards are linked with the central or apparent body, the Rockefeller Foundation, and to eliminate the present overlapping of functions and duplication of effort and expenditure.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Overlapping and double expenditure, etc., were found to exist, and a remedy was prescribed by Trustees of the Foundation and the various boards more than a year ago. Two of three committees composed of ~~xxxxxxx~~ trustees of the various Rockefeller agencies were appointed at that time to consider the problem dispassionately, and decide the most effective method of elimination and simplification. They apparently have not come to any definite conclusion at the time of writing--the final results of their deliberations are not scheduled to be announced until next November. One of the world's informants who is close to the situation said it might not be a matter of integrating but of emphasizing some activities above others. This idea was confirmed by Raymond B. Fosdick. He agreed "the most probable outcome would be to transfer and reapportion of ~~the~~ functions among the existing boards so as to eliminate duplication and ~~to~~ make more clear cut their lines of demarcation as administrative units."

A File, Flexner, Abraham

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1928 7/21

FLEXNER, A. Biographical

LOWE, E. A.

OXFORD COLLEGES Educational Institutions

Lowe to Flexner, December 16, 1937, enclosing a clipping from New York Times July 21, 1928.

Clipping is filed in Chronological File under 1928, 7/21.

D. Lowe, E. A., 1933-43

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1928 7/28

GENERAL — Educational Institutions

FOUNDATIONS (EASTMAN) — Foundations

✓FLEXNER, A. — Biographical

AYDELOTTE, F.

Flexner to Eastman, July 28, 1928, giving arguments to back up a suggestion he made to Eastman to finance establishment of Chair of American Studies at Oxford: (1) It will contribute to mutual understanding of the peoples in governments of Britain and America to interchange knowledge and intelligence from every source and in every manner to the end they may cooperate in the preservation of the peace. (2) Oxford is the seat of training men in directing British policy and of influence in shaping British opinion in the political and social sciences. Great Britain's young men would learn a great deal from such a chair. (3) Oxford teaches annually at least 200 Rhodes scholars free of all charge; they come from the different states of the Union and from the Dominions.

There are over 600 Rhodes Scholars, graduates of Oxford, in the United States. We are thus in a way to understand Great Britain. It would be a fair return to enable Great Britain to understand us.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

He recommends $200,000 endowment through Dr. Aydelotte.

While different from the aid Eastman has given to Brookings Institution, the object and the point of view are unassailable.

Flexner transmits to Aydelotte a draft of the formal plan, regulations and rules for the establishment and sends to Aydelotte.

A File, Flexner, Abraham

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1929-1930

GENERAL — Foundations

SWARTHMORE COLLEGE — Educational Institutions

FLEXNER, A. — Biographical

AYDELOTTE, F.

See source below for correspondence showing Flexner's aid to Aydelotte at Swarthmore in raising the funds in the endowment drives mentioned in the memorandum to Flexner from Aydelotte, February 21, 1929, file Flexner or Aydelotte. Flexner was not only responsible for the General Education Board's aid, but also had something to do, apparently, with Rockefeller giving the money independently of the Harkness Foundation and others. Flexner writes to Aydelotte on May 8, 1929, evidencing disgust at the refusal of J. Alfred Miller to aid, and promising to see Rosenwald (though that might not have been on Swarthmore's account) and on the Bodleian-Ashmolean-Taylorian proposition.

Aydelotte keeps in close touch with him, and on June 4, 1929, writes him in New York that the endowment fund has reached its two million necessary total to get the conditional gift from the General

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Education Board and from Edward S. Harkness by Commencement Day. He hopes for more from the Rosenwald Fund or from Rosenwald himself. Flexner sends him on the date of March 7, 1930, a refusal from Simon Guggenheim of a further contribution to the endowment of Swarthmore.

A. File, Flexner, Abraham

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

/FLEXNER, A. Biographical

MAASS, H.

LEIDESDORF, S.

In one of their preliminary interviews Flexner gave Leidesdorf andMaass a copy of his article published in Harpers called "The Usefulness of Useless Knowledge" which was a worked-over paper of a study he had made and circulated in the General Education Board in 1921.

Interview with A. Flexner 11/3/55

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1929 2/13

GENERAL Foundations

✓FLEXNER, A. Biographical

AYDELOTTE, F.

FLEXNER TO AYDELOTTE, February 13, 1929.

"I do want to help you raise your endowment, for I believe in you and in Swarthmore. Before coming away in the fall, I had a talk with Embree in which I urged him to consider a gift to Swarthmore on the ground that it was different from other colleges. I did not tell you about it, just because I did not want to influence you to admit his daughter, though I confess I hope that she will find a way to get in...

"I shall see you promptly and take the utmost pleasure not only in advising with you but in tapping for the benefit of the Swarthmore Fund any sources to which I may have access."

A. File, Flexner, Abraham

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1929 12/19

FLEXNER, A. Biographical

BLUESTONE

LEIDESDORF

Initialed copy of a letter Bluestone to Flexner placing date above as of which Bluestone referred Leidesdorf to Flexner first.

Filed with this memo under Flexner in Biographical File.

Handed to me by Flexner, 10/24/56

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1930-32

SCHOOL OF MATHEMATICS	Academic Organization
ECONOMICS (p. 12)	
FELLOWSHIPS (pp. 13, 14, 16)	Academic Personnel
ASSISTANTS (p. 11)	
PARTICIPATION IN ADMINISTRATION	Academic Procedures
SEMINARS (pp. 15, 16)	
POLICIES (pp. 4, 17, 18)	Administration
PRINCETON UNIVERSITY (pp. 6, 7, 12, 14, 16, 17)	Relations W.O.A.I.
CALIFORNIA INSTITUTE OF TECHNOLOGY (p. 8)	
BUILDINGS AND GROUNDS (pp. 12, 15)	Facilities
TRUSTEES (p. 3)	Corporation
✓FLEXNER, A. (pp. 2, 13)	Biographical
BIRKHOFF, GEORGE (pp. 4, 5)	
WEYL, H. (pp. 6, 9, 10, 12, 14, 16, 17)	
GÖDEL, K (pp. 9, 11, 14)	
LEFSCHETZ (p. 17)	
ALEXANDER, (p. 17)	

See Digest Veblen-Flexner Correspondence

VEBLEN - Biographical 1930-32

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1930-1931

TRUSTEES — Corporation

LEHMAN, HERBERT H. — Biographical

FLEXNER, A.

Lehman attempted to withdraw from the Board of Trustees in November after his re-election as Lt. Governor of New York State, but Flexner said there would in infrequent meetings, and no real requirement for the Governor to leave Albany for the next two years; therefore declined to transmit Lehman's resignation. This went on in correspondence for several months.

Lehman to Flexner, November 23, 1931.

He acknowledges copies of the minutes which he has been receiving from Mrs. Bailey, particularly that of October 18, 13, 1931. "I was particularly interested in your suggestion with regard to work initially to be undertaken by the Institute--mathematics and economics. I have very little thought on the subject of mathematics but I full agree with you in respect to the importance of undertaking 'independent, ~~xxxxxxxxxxx~~ unhurried and disinterested' study of economics at this time."

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

There is evidence that he attended no meeting of the Board of Trustees or of the Executive Committee of which he was a member until the annual meeting of April 24, 1933; which he hoped to be able to attend; however, he did not attend that meeting. He attended no meeting up to the time his resignation was presented to the April 24, 1933 meeting.

His presence of the Board of Trustees was due to Herbert Maass who informed Hardin triumphantly that he had accepted the Trusteeship. (Maass to John H. Hardin, May 5, 1930, JHH Correspondence May, 1930 to December, 1933)

D, Lehman, Herbert H.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1956-59

✓FLEXNER, A.	Biographical
RIEFLER, W.	
STEWART, W.	
WARREN	
MITRANY, D.	
FRANKFURTER, F.	
BAMBERGER, L.	
BAMBERGER, E.	
VEBLEN, O.	
SCHOOL OF ECONOMICS & POLITICS	Academic Organization
BOARD OF TRUSTEES	Corporation

Interview with Flexner 11/3/55

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1930-35

SCHOOL OF ECONOMICS AND POLITICS	Academic Organization
HANUS, PAUL H., DR. (Cambridge, Mass.)	Biographical
/FLEXNER, A.	
POLICY	Administration
BUILDINGS & GROUNDS	Facilities

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

See HANUS, PAUL H., DR. - Biographical

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1930-1937

AYDELOTTE, F. Biographical

FLEXNER, A.

FRANKFURTER, FELIX

Aydelotte-Flexner correspondence.

See this file for correspondence. It also contains Flexner's general letter or questionnaire dated ~~xxxxx~~ December 11, 1930.

File I-7

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1930-38

AYDELOTTE, F. Biographical

BAMBERGER, LEWIS

MRS. FELIX FULD

✓FLEXNER, A.

The founders and Mrs. Aydelotte, Aydelotte's file (transfer Lewis Bamberger) shows much correspondence of purely social nature indicating a warm, friendly relationship between Mrs. Fuld and Mrs. Aydelotte, and even on Lewis Bamberger's part himself. Also the warmth extends to Frank.

This was xxxxxxx true as early as September 24, 1934 (Aydelotte to Bamberger which it is stated that the Aydelottes saw Dr. Flexner on several occasions during the delightful two months in Europe, and had some further discussion of Flexner's plans for the Institute.

A File, Bamberger, Lewis

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1930-1939

EARLE, E. M. Biographical

FLEXNER, A.

Personal and official correspondence (mostly Flexner's) showing Flexner's support by constant letters, books, cheer, etc.

Earle papers, Vertical

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1930-1939

FLEXNER, A. Biographical

Gottman saw Flexner after my last interview with him (10/24/56) and told me he was very angry with me. Gottman thinks solely because I'm writing a history.

Told me of a time when he and Flexner were in a taxi and Flexner referred to fact that he "had made a mess" of IAS or of the last professional years of his life.

Interview Jean Gottman, (dinner) 10/27/56

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1930-1940

GENERAL

FLEXNER, A.

BOAS, FRANZ

Relations WOAI

Biographical

Correspondence with Franz Boas and other scientists/ with Flexner. Request of the scientists through Boas to Flexner to cosign an answer to the Nazi attack on theoretical physics and free learning.

File I-10

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1930-50

ROCKEFELLER FOUNDATION	Foundations
SPELMAN MEMORIAL	
NATIONAL BUREAU OF ECONOMIC RESEARCH	
BROOKINGS INSTITUTE	
FOSDICK, RAYMOND	Biographical
SOCIAL SCIENCES (GENERAL)	Academic Activities
DAY	Biographical

FLEXNER, A.

Flexner with Rose, Battrick and Vincent made a study of policy for trustees of the Memorial in view of the fear of venturing into studies of social science. They proposed a "charter"--universities were to do the work; Memorial not to handle research directly, etc. etc. (p. 201, 202) Determination that subjects of controversial nature cannot be avoided.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Day and crash. Followed Ruml's lead--said to Board of Trustees October, 1930: "Practically all the sciences have sprung initially from philosophy. The introduction of laboratory methods enabled the natural sciences to make a rather complete separation, and the medical sciences made the same break later. The social sciences are still in the process of establishing their independence...We have thus virtually to break an academic pattern. We have to establish a new academic mold." (p. 202)

Extensive use of fellowships and use of social science committees at universities to administer fluid research funds given by the foundations, determining then our fields and projects. $2 million from Foundation 1929-34 in this manner appropriated.

In addition 3 major fields laid out and intensively supported:

1. International Relations (p. 203)

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

2. Economic Stabilization (pp. 203-4)
   a. Improvement of knowledge (statistical) of cycles and causes
   b. Methods to ameliorate fluctuation.

3. Public administration (pp . 205-6)
   (Public administration Clearing House, 1313 E. 60th St., Chicago)
   Rockefeller Foundation dropped parts of program involving direct cooperation with Council of State Governments and American Municipal Associations.

In 1934 a special committee (Fosdick chairman) set out to examine the Foundation's program. "It seems to your committee, that we now have the opportunity to see whether we cannot assist in applying to concrete problems of our social, political and industrial life some of the ideas and data which research all over the world is rapidly developing. This would not mean, of course, the relinquishment of research as a method. It would mean that we have no interest in the promotion of research as an end in itself. We are interested in it as a means means to

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

an end, and the end is the advancement of human welfare...The mere accumulation of facts, untested by practical application, is in danger of becoming a substitute rather than a basis for collective action." (Report of Committee on Appraisal and Plans, Rockefeller Foundation, December 11, 1934. Quoted by Raymond Fosdick, p. 207)

The committee found that academic politics interfered with most fruitful application of funds for fluid research in some cases (208). But progress has stimulated and promoted research in universities.

Report resulted in general abandonment of general university research program for more specific programs.

Day resigned to take presidency of Cornell University 1937--summary of decade of Rockefeller Foundation (and Memorial) (p. 209)--changes in institutional centers of research in social sciences. Willits took over on threshold World War II. 1939.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

His approach in broad outline was that of Rand and Day (p. 212), mainly in fields of international relations and economic stability.

Wesley Mitchell leading spirit in foundation National Bureau of Economic Research about 1920--to lay a better basis for objective thinking and research in economics. Began with investigations of amount and distribution of national income. Broadened to include economic cycles, employment, wages, prices, next two decades, production and productivity trends, finance and fiscal policy.

Mitchell's basic thinking sometimes unpopular:

1. The rich capacity of economists to produce imaginative hypotheses not adequately balanced by efforts at verification and inductive research

2. With facilities at hand, it should be possible to supplement theoretical conjecture with scientifically measured fact and relation, thereby, to work toward substitution of tested conclusion and definitely measured knowledge for guesswork and dogmatic hypotheses.

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Two criteria guided N. R. R. R.:

1. Subject must be socialll significant (to promote social welfare

2. Subject must be susceptible of scientific treatment. (pp. 212-13)

Throughout N. R. R. R.'s history Rockefeller Foundation has been its largest single contributer to work which is objective and authoritative and used increasingly by government and business bodies (p. 213). Foundation's appropriations $5 million (1920-51)

Social Science Research Council (pp. 213 ff.) Problems of social behavior--cuts across many fields. Studies--International Relations, Social Security, T. V. A., Government Statistics and Information, Nationalism and Internationalism, Population, Public Administration, Public Opinion Measurement, Housing, Economic History. Rockefeller Foundation and Spelman $8 millions.

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Brookings Institute created by merger in 1927 of 3 agencies: the Institute of Government Research, the Institute of Economics, and the Robert Brookings Graduate School of Economics and Government. Fields particularly of economics, government and international relations. Rockefeller Foundation $2,300,000 ~~1927~~ (1927-51)

Stanford University Food Research Institute.

Institute for Advanced Study. "Scholars from this country and abroad sought out this institution because they felt that it presented perhaps the best combination of stimulus and freedom for truly advanced work that existed anywhere in the world. That the Institute thus served as such a powerful magnet was due to the quality of insight, wisdom, and experience represented in its staff." (p. 216)

Rockefeller Foundation also continued to support graduate school research in economics.

Oxford,(England) funds to aid Institute for Statistics and to develop additional research facilities at Nuffield College

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

(p. 217). At Cambridge (England) funds went to support applied economics which gained great recognition of government. "Cambridge influences teaching and policy on economic questions in Britain more than any other university." (Quote from Minutes Rockefeller Foundation, January 18, 1946, quoted by Fosdick, p. 217)

University of Manchesterwork unsurpassed ~~f~~ "either in tradition or in promise." (Minutes Rockefeller Foundation, September 20, 1946, quoted by Fosdick, p. 217)

American universities economic research (pp. 217-18)

International relations and institutions (pp. 220-21)

Fosdick, Raymond, <u>The Story of the Rockefeller Foundation</u>

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

SCHOOL OF ECONOMICS & POLITICS — Academic Organization

DIRECTOR — Administration

FLEXNER, A. — Biographical

MITRANY, D.

WARREN

STEWART, W.

RIEFLER, W.

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1930- 1955

FLEXNER, A. Biographical

AYDELOTTE, F.

This file exhibits the basic tendencies of Flexner and Aydelotte in carrying on the administrative business.

Even when Louis Bamberger was still living, Flexner relegated some of the inevitable correspondence with his secretary, Walter H. Farrier, to Mrs. Bailey, and note the one letter, September 21, 1938, Flexner to Farrier, in which he sharply told him he didn't have time to correspond with him on matters of small detail.

Aydelotte, on the other hand, since from the time he came into the office, wrote frequently and on the minutest details to Mr. Farrier, and this correspondence continued well after Louis Bamberger's death when Farrier became an unmentioned factotum in handling the estate of Louis Bamberger.

D File, Farrier, Walter H.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1930

✓FLEXNER, A. Biographical

Draft on "Flexner's A„firmative Pâture of a Modern University (Resumé Part I Universities).

Filed in VerticalFile under Drafts.

Dictated Draft

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1930

GENERAL — Corporation

✓ FLEXNER, A. — Biographical

LEIDESDORF

MAASS

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

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

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

A. 10/18/56 AE Lowe

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1930

GENERAL | Corporation

FLEXNER, A. | Biographical

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

Filed in Chronological file under 1930.

A File IAS (T)

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

GENERAL Corporation

/FLEXNER, ABRAHAM Biographical

MAASS, HERBERT

Dr. Flexner to Mr. Maass:

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

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

Source: IAS Trustees - Maass, Herbert H.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1930

1/24
1/27

PRINCETON UNIVERSITY — EDUCATIONAL INSTITUTIONS

GENERAL EDUCATION BOARD (GENERAL) — Foundations

VEBLEN, O. — Biographical

FLEXNER, A.

Veblen to Flexner, January 24, 1930.

"Here in Princeton the scientific fund which we owe largely to you and your colleagues on the General Education Board, is having an influence in the right direction and I think our new mathematical building which is going to be devoted entirely to research and advanced instruction will also help considerably. I think my mathematical institute which has not yet found favor may turn out to be one of the next steps. Anyhow it seems to me to fit in with the concept of a seat of learning."

Flexner to Veblen, January 27, 1930.

"Thank you very much for your kind note. I agree with you absolutely."

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Then he asks what would American scholars and scientists do if some fellow or some foundation set up a "sure enough" institution of learning? Is it necessary to carry the mill-stone of the college about the neck of the graduate school?

V-5 File

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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 bf 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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1938 1930

3/8
5/5
5/9
6/4

FOUNDERS

Corporation

FLEXNER, A.

Biographical

Flexner to Louis Bamberger, addressed Newark, but mentioning the blooming of flowers and acknowledging a picture postcard.

Louis Bamberger to Flexner, May 5, 1930.

"Just these few lines to express the deep appreciation of Mrs. Fuld and myself for the invaluable counsel and assistance you have rendered us in formulating plans for the establishment of an 'Institute for Higher Learning' in fulfillment of our ambitions to devote our respective fortunés to some worthy philanthropic purpose.

"You have been so helpful and the thoughts to which we are about to give concrete expression are so largely your own that we are exceedingly anxious to enlist the continuance of your services in directing the 'Institute' and placing it in a position where it can successfully function in accordance with our ideas. Such being the case, I am writing to inquire

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

whether you will accept the appointment as director as soon as the 'Institute' is established and thereafter devote your time exclusively to its management, to the end that it may become the outstanding success which we are all so desirous of achieving. We recognize that the position will be one of great responsibility which may entail considerable travel on your part to make the desired contacts, and, if agreeable to you, I would be glad to have you indicate your acceptance of the appointment herewith tendered upon the following basis, to wit:

"That you are to be paid a salary at the rate of $20,000 (which is written in the signed copy in ink figures) per annum and your necessary travelling expenses in addition thereto. Also an additional sum of $4,000 for the services of a private secretary.

"Please be assured that your acceptance of the appointment will, in the opinion of Mrs. Fuld and myself, launch our enterprise with a preconceived assurance of its success. "

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Flexner to Louis Bamberger, May 9, 1930.

"I am profoundly touched and gratified by your kind letter of May 5. I need not assure you that I am deeply sensible of the honor and confidence which you and Mrs. Fuld repose in me, and in accepting your suggestion that I be the initial director of the Institute for Advanced Study I wish to express my personal gratitude and my profound appreciation of the great responsibility which I am undertaking. You and Mrs. Fuld are making possible a new step upward in American education - a step that ought in history to count with the founding of the Johns Hopkins University and Medical School and the establishment of the Rockefeller Institute for Medical Research. I can only promise you that I shall do all that in me lies and that I shall spare no effort to make the institution worthy of your beneficent idealism. We cannot look for quick results, for time and patience must be spent in the choice of those whose work is to bring distinction to the institution which you are establishing, but I shall give my entire thought and soul to the effort, and I hope that you may both live long to enjoy the great good which you have undertaken to accomplish. Certainly nothing could be finer than the unselfish

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

spirit which you and Mrs. Fuld have manifested at every moment since the suggestion came under discussion.

"With all good wishes and very high regard, I am

Sincerely your friend,

Abraham Flexner"

The formal invitation signed by both Mrs. Fuld and Mr. Bamberger is dated June 4, 1930, to Flexner as member and Trustee.

D, Bamberger, Louis, 1930-1936

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

GENERAL Corporation

PURPOSE

FLEXNER, A. Biographical

BAMBERGER

HARDIN, JOHN R.

Bamberger to Hardin, April 24, 1930.

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

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

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

JRH Correspondence from May, 1930 to December, 1933

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

FLEXNER, A. Biographical

HOUGHTON, A. B.

Flexner to Houghton. Encloses memo to Bamberger setting forth the idea of the institution which he and Mrs. Fuld intend to establish--in form of letter to Trustees. Mr. Hardin will decide whether to use this form.

D File, Houghton, Alanson

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

GENERAL Corporation

FOUNDERS

FLEXNER, A. Biographical

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

V-5

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1930 9/17

GENERAL (BY-LAWS) Corporation

FLEXNER, A. Biographical

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

D, Bamberger, Louis, 1930-1936

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1930 9/24

GENERAL (BY-LAWS) Corporation

HARDIN, JOHN R.

FLEXNER, A.

Flexner to Hardin, September 24, 1930.

"I am enclosing the copy of Paragraph 2 of the Charter. It seems to me that this is as brief a statement as one can make in the By-Laws regarding the purposes of the Institute." ~~Ixxxxxldxxxx

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1930 9/29 9/29 9/30

GENERAL (BY-LAWS) Corporation

HARDIN, JOHN R. Biographical

FLEXNER, A.

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

JRH Correspondence from May, 1930 to December, 1933

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1930 10/21

TRUSTEES Corporation

COMMITTEES (EXECUTIVE) Academic Personnel

FLEXNER, A. Biographical

Flexner to Louis Bamberger, October 21, 1930.

Suggests Louis Bamberger and Mrs. Fuld and Flexner as Ex-officio members, Hardin, Leidesdorf, Aydelotte and Sabin. This is to secure two things:

(1) A balance as between academic and non-academic people

(2) To get a quorum.

They evidently decided to supplant Dr. Sabin with Lehman who was at the time running for some office.

D, Bamberger, Louis, 1930-1936

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1930

11/6
11/7
12/3
12/4

SCHOOL OF MATHEMATICS — Academic Organization

SMITH, DAVID EUGENE (NEW YORK CITY) — Biographical

✓ FLEXNER, A.

At Flexner's request Smith wrote guardedly to 4 men in 4 European countries for recommendation for the greatest young (30-45) mathematicians in their knowledge: ~~pattkmk~~ potential successors to Klein, Lie, Weisstrasse, Sylvester or Poincaire.

IV-13

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1930 12/11
12/16

1931 8/30

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

EARLE, E. M. Biographical

/FLEXNER, A.

FLEXNER, BEN

Wire Abraham Flexner to Earle at Johns Hopkins Hospital on receiving news Earle has longer invalidism in store:

"Ben and I will see this thing thru."

Earlopapers (Vertical)

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1930 12/24

SCHOOL OF HUMANISTIC STUDIES — Academic Organization

ROCKEFELLER — Foundations

AGLS

ARMSTRONG, EDWARD C. — Biographical

✓ FLEXNER, A.

Armstrong to Flexner, December 24, 1930, about Universities. A very important book. "...if our philosophy is a pragmatic philosophy it would seem to tell us that this is a fight against the inevitable in which we are contending, not merely against a present situation, but a situation which is the logical outcome of a long, historical development.

"It is for this reason that I admire the work all the more. It is not difficult to take the leadership in the fight where conditions are favorable. It is difficult, but most important, to find a leader for a minority and a minority against whom all exterior circumstances combine...I believe it will be impossible to

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

upset your thesis as to what the real issue is.

"Your procedure of concrete illustration is causing no end of persons in educational posts to wince under the knife. I am taking no joy in their discomfort, but it was the only method of approach capable of producing results. In the institutions which were not selected as subjects for the dissecting, there may be a temporary elation, but I see no opportunity nor prospect of permanent hilarity on their part. One might even consider that their being passed over in silence is somewhat humiliating, as it merely marks them out as not sufficiently important to have the large artillary for the moment trained against them."

He read with understanding particularly about Johns Hopkins, because he had been there from 1897 to 1917 on the philosophy faculty; from 1910-17 Chairman of one of the departments. He left not as the result of a quarrel. He had adequate backing, liberal in the light of the financial situation of the University from President Remsen but from his successor neither cooperation nor backing. But Armstrong always won his way on every point.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

"I left because I was convinced that there was no stopping the drift in general university affairs which was increasing from a drift to a flood. I left with no anticipation that in a new place I should escape manifestation of the same tendency. The difference was that the Johns Hopkins as it had been and as it might be was so tied in with my heartstrings that I could not be content to stay there, simply trying to keep my own head above water and letting the devil take the rest. Itwas on this basis that C. C. Harden, J. H. Shaw, and I deliberately decided that the time had come for us to seek to do our work in other places." For that Armstrong came to the Council of Learned Societies. His effort in that organization, he said, is that it will be to hold the organization fast to the ideal which Flexner set forth in his book.

"Now that the situation is changed so that gratitude need no longer be interpreted as thankfulness for favors still to come, I wish to tell you of the surprise and delight that came to me over the outcome of the one rather brief interview which I had with you regarding the application which the Council submitted to the General Education Board. It seemed to me then , and it

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

still seems to me, that you showed a marvelous understanding of the aims which the Council had in view, and a responsiveness which indicated that regardless of the limitations which might be placed upon the successful execution of the aims we had in view...you sensed the wholehearted and honest intent of our group to further the aims which are clearly in your mind of such great import."

Armstrong to Flexner, March 3, 1931, making recommendations: classics, Rhys Carpenter, Meritt; Oriental languages, William F. Albright; semitics; English, John S. P. Tatlock, Harvard, etc.

D, Institute Organization, 1930-1931

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1931-35

PRINCETON UNIVERSITY — Relations W.O.A.I.

JOINT (ANNALS) — Publications

EISENHART, L. P. — Biographical

/FLEXNER, A.

ALEXANDER, J. W.

VON NEUMANN, J.

SCHRÖDINGER

Excerpts from file on L. P. Eisenhart, II-17

See EISENHART, L. P. - Biographical

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1931-1935

FRANKFURTER, F. Biographical

FLEXNER, A.

See correspondence from Frankfurter's Files.

Vertical File, Frankfurter-1

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1931

GENERAL

FLEXNER, A.

Educational Institutions

Biographical

The Graduate School and U. S. (Flexner)

Bookshelves Box

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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 ~~sgag~~ 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 ~~b~~ might be left wholly to those who actually apply because they are attracted by the given man. In this

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connection, I should think there should be no advertising 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 ~~xxxxxx~~ 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.

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1931 1/16

TRUSTEE Corporation

FLEXNER A. Biography

Director's report: Recapitulation of the state of graduate schools in America and purposes of the Institute for Advanced Study. President Eliot is constant critic of Harvard. The universities' complaint of competition for academic ability.

Contrast with beginnings of John Hopkins under President Gilman. Flexner pleads for patience of Trustees: not drifting but being very cautious. Wants to restudy College de France, the Royal Institution in London, and the Institute maintained by Kaiser Wilhelm Gesell-schaft near Berlin.

Vol. 1, Number 2, Pages 2-6, Minutes

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1931 1/17

PRINCETON UNIVERSITY Relations WOAI

FLEXNER, A. Biographical

HIBBEN, JOHN GRIER

Hibben to Flexner, January 17, 1931, thanking him for his gratifying letter. Filed in Chronological file under 1931, 1/17.

Letter sent by Mrs. Bailey, May 29, 1956, from Flexner's office in New York

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GENERAL (PURPOSE) Corporation

FLEXNER, ABRAHAM Biographic al

MAASS, HERBERT

Flexner to Maass:

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

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

Source: IAS Trustees - Maass, Herbert H.

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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: origen of the word patronage in connection with the Institute?

D, Institute - Organisation

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1931 2/6

POLICIES — Administration

EMIGRES — Academic Personnel

TOYNBEE, ARNOLD — Biographical

✓ FLEXNER, A.

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

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FOUNDERS — Corporation

POLICIES — Administration ~~Academic Personnel~~

GENERAL — Academic Organization

✓ FLEXNER, A. — 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

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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

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

HARDIN, JOHN R. Biographical

✓FLEXNER, A.

MOBERLY, WALTER H.

Flexner sends to Hardin a copy of a letter dated February 3, 1931 from Walter H. Moberly, the Vice-Chancellor of the University of Manchester, England in congratulation on the Institute as revealed by the first bulletin which he has received.

Copy of Moberly's letter follows:

February 3, 1931

"Dear Dr. Flexner: The first Bulletin of the new Institute for Advanced Study has reached me to-day and I have read it with a real thrill and with an inclination to exclaim 'Well done our side!' It is inspiriting to know that your book has so promptly elicited - as I suppose it has done - a response which will enable you to embody some of the ideals for which you are contending. I feel sure the Institution will be a source of inspiration to the academic world on both sides of the Atlantic. I feel that

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the Founders, your Country, and you yourself are all to be congratulated.

"In your preface you ask for 'sympathy' and 'suggestions'. You can count on my warm and sympathetic interest, as I am sure you can on all those in this country to whom you have sent the Bulletin. 'Suggestions' are hardly possible from this distance at so early a stage in the design, but when next you are in this country I hope you will make a point of visiting Manchester.

"Owing to the late date of the publication of your book in this country I have seen hardly any reviews as yet. But to me and to the two or three people to whom I have introduced it, it is proving a most valuable and exciting stimulus of thought."

JFH Correspondence from May, 1930 to December, 1933

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SCHOOL OF HUMANISTIC STUDIES — Academic Organisation

FINE ARTS — Academic Activities

MOREY, C. R. — Biographical

FLEXNER, A.

Morey to Flexner, February 16, 1931.

He has received the "preliminary booklet" on the Institute of "Higher Studies," and answering the invitation in that booklet for comment and suggestion. He informs Flexner of a new degree being given at Princeton, M. F. A., Master of Fine Arts, which changes the order for the acquisition of a Masters and a Ph. D. degree.

His opinion reflects many of those in the Humanities who believe that the present system of preparation for the Ph. D. degree is not adapted to the present situation of graduate work and research in the humanities, and we should like to see something more approaching the model of the French Docteur es Lettres, rather than the German system that has obtained hitherto. A graduate student can be really competent in his subject for museums and teaching in the acquisition

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of the Master's degree which would be completion of all work for the first part of the Doctor's examination without the thesis. This would result in a much more comprehensive and severe examination than is at present the first part of the degree for Ph. D.. If a person having gotten his M. P. A. then wished to continue with real research, the Doctor of Philosophy would be granted on the presentation of a published book, "which is worth publishing on its own hook and not as a thesis."

His suggestion is based upon the variety of subjects in the field very closely interlocked, and the voluminousness of the bibliography in those fields.

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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

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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 purpose to give equal

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

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

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FLEXNER, A. Biographical

LEIDESDORF, SAMUEL D.

Mrs. Bailey to Leidesdorf, 19 March, 1931.

Mrs. Bailey transmits from Flexner (in Europe) the closing lines of a review of Universities written by Gilbert Murray in the London Times Literary Supplement:

> "It is good news, and news fraught with consequence to the whole educational world, that by the generosity of two American citizens, Mr. Bamberger and Mrs. Fuld, of New Jersey, an Institute for Advanced Study is to be set up in that State for the pure post-graduate pursuit of learning on the highest standards, with Dr. Flexner as director. May it hold up a torch to the university world, as Johns Hopkins did in its day, and may men of learning flock to it from all nations!"

D, Leidesdorf, Samuel D, 1930-1935

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1931 June ?

POLICIES Administration

VEBLEN, O. Biographical

FLEXNER, A.

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 place where men who are fain seek to develop his ideas in the company of other

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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 experiense 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.

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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 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. Conservativism 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....

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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 onedealing 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.

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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

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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.

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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.

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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.

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GENERAL (Purpose)	Corporation
SCHOOL OF ECONOMICS & POLITICS	Academic Organization
ECONOMICS	Academic Activities
SCHUMPETER, J.	Biographical
✓ FLEXNER, A.	

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

See vertical file under "S"

File IV-6

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1931

6/8
6/9
6/10
6/15

GENERAL (Site)
FOUNDERS
MAASS, HERBERT
✓FLEXNER, ABRAHAM

Facilities
Corporation
Biographical

Dr. Flexner to Mr. Maass:

"In view of our conversation at lunch today, do you think that the language in Mr. Bamberger's letter and the charter would apply to the possible location which we considered or would it be well to ask Mr. Bamberger and Mrs. Fuld to join in a letter saying that the vicinity of Newark can be interpreted by the Trustees, in their discretion, to mean Northern or Central New Jersey?"

Mr. Maass to Dr. Flexner:

"In answer to yours of the 8th inst., I am frank to admit that, after our luncheon conference yesterday, I have been giving some consideration to the question of location which we discussed, and while I consider it an ideal move, I would be reluctant to assume that we could undertake to construe the founders' letter as giving authority to select this location. In other words, I am clearly of the opinion that Mr. Bamberger and Mrs. Fuld so clearly intended Newark and its immediate environment that I would hesitate to adopt any other view unless they first modified their letter."

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Dr. Flexner to Mr. Maass:

"Thank you for your kind note of June 9. I should have made it clear to you yesterday that in the letter written by Mr. Bamberger and Mrs. Fuld and printed in Bulletin No. 1 the statement is made that the institution be 'located in the State of New Jersey': nothing is said about Newark at all. 'Newark or its vicinity' is mentioned for the first time in the Certicate (sic.) of Incorporation and is sub sequently mentioned in the By-Laws. Under these circumstances, I wonder whether the Trustees are not free to modify both the Certificate of Incorporation and the By-Laws if they so choose in future or whether Mr. Bamberger and Mrs. Fuld should be asked to give us a letter. I should myself rather say nothing at this moment in the event that the Trustees already possess full power under the letter which Mr. Bamberger and Mrs. Fuld sent us."

Mr. Maass to Dr. Flexner:

"First of all my congratulations upon your election as a Trustee of the Wilmer Institute. It certainly is not remarkable that men of your capacity are drafted for service in every worth while enterprise.

"Secondly, my apologies for not sooner answering yours of the 10th. When I wrote to you on the 9th, I was thoroughly familiar with the tenor of the letter of Mr. Bamberger and Mrs. Fuld to the effect that the Institution be 'located in the State of New Jersey' and that 'Newark or its vicinity' is mentioned only in the Certificate of Incorporation

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and by-laws. However, I am clear in my own mind that Mr. Bamberger and Mrs. Fuld always expected that the Institute should be located in the environment of Newark, and it is for that reason I suggest that no radical change in that regard be contemplated unless and until they have first been advised thereof and given their approval."

Source: IAS Trustees - Maass, Herbert H.

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1931 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

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1931 6/29

SCHOOL OF MATHEMATICS — Academic Organization

SMITH, DAVID EUGENE (FROM LONDON) — Biographical

✓FLEXNER, A.

HADAMARD

BIRKHOFF, G. D.

Smith to Abraham Flexner. He has seen Hadamard. Birkhoff had just closed a series of lectures in French at the Sorbonne. When Smith said Birkhoff seemed to be nearest to a mathematical genius in America. Hadamard: "In the world."

IV-13

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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1931 7/11
7/19

POLICIES — Administration

GENERAL — Educational Institutions

PARTICIPATION IN ADMINISTRATION — Academic Personnel

VEBLEN, O. — Biographical

FLEXNER, A.

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

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

F. A., 1/8/57

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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 criticise 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

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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

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1931 6/6

POLICIES — Administration

GENERAL — Corporation

✓ FLEXNER, A. — Biographical

MORAWETZ, VICTOR

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

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of medical faculties at Harvard, Chicago, and so forth--
all this without touching secondary and collegiate education.
"It seems to me a fact that the best men are self-selected
and enable these high-grade, special schools to as 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."

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1931 8/11

GENERAL Corporation

✓FLEXNER, A. Biographical

EARLE, E. M.

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

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

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

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

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

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

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

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

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

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

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1931 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 flexibility and allows better grouping of closely related subjects than does "departments."

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

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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."

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1931 9/15

GENERAL Corporation

FLEXNER, A. Biographical

EARLE, E. M.

Flexner to Mrs. Earle, September 15, 1931.

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

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1931

9/21
9/22

FRANKFURTER, F. Biographical

FLEXNER, A.

Letters regarding Flexner's original memorandum of purposes and proposed administrative and academic policies.

Vertical File, Frankfurter-1

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1931 9/25

GENERAL Academic Procedures

GENERAL Academic Personnel

FLEXNER, A.

FRANKFURTER

Flexner to Frankfurter, September 25, 1931.

He returns paper, Observations on Graduate Work, to Frankfurter, and differs with it. He has kept a copy of it for the file.

D File, Frankfurter, Felix

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1931

9/25 ~~9/24~~

DEGREES

MITRANY

FRANKFURTER, F.

FLEXNER, A.

~~XXXXX~~ HABERLER

Academic Procedures

Biographical

Vertical File, Frankfurter-1

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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. . . . ."

Vol. I. No. 4. Report appended to Minutes 10/13/31, pp. 10-14.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1931 9/26

By-LAWS (GENERAL) Corporation

DIRECTOR's REPORT Administration

FLEXNER, A. Biographical

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

JRH Correspondence from May, 1930 to December, 1933

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1931 9/26

POLICIES (Committees on Education) ADMINISTRATION

FLEXNER, A. Biographical

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

Report to Board of Trustees, October 13, 1931

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1931 9/26

SCHOOL OF MATHEMATICS Academic Organization

SCHOOL OF ECONOMICS AND POLITICS

Flexner, a. Biographical

He has decided them to start first with mathematics and then with economics--simulatneously, almost.

Confidential Report 9/26/31 with Minutes Trustees Oct., 1931

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1931 9/26

GENERAL Educational Institutions

✓FLEXNER Biography

Report to Board of Trustees:

General criticism of American Universities as too big, too inflexible, too subject to political and business domination. "(They)" are engaged in training immature and unprepared boys and girls for practical tasks which are merely matters of the moment. Voices of universities ambivalent and timorous; trustees frequently repressive.

Summary, Vol. 1, Number 4 - Appendix to Minutes of 10/13/31

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1931 10/22

PARTICIPATION IN ADMINISTRATION Academic Personnel

FLEXNER, A. Biographical

STRAUS, PERCY S.

Flexner to Straus, October 22, 1931.

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

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

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

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

D File, Straus, Percy S.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1931 11/9

GENERAL Educational Institutions

FLEXNER, A. Biographical

Article, "The Gates of Excellence."

Filed in Vertical File under "E" for Educational Institutions.

Photostated from Flexner's copy

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

GENERAL — Educational Institutions

GENERAL — Corporation

VINCENT, GEORGE E. (Rockefeller Foundation Emeritus?) — Biographical

✓FLEXNER, A.

Vincent to Flexner on the memorandum of September ~~27~~ 26, 1931.

He is obviously critical.

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

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

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

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

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

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

Academic freedom. He questions that academic freedom will be any more realizable at the Institute than in ~~xxx~~ a university. It is the complaint of solid men of affairs which would affect the benefactors, and Vincent thinks that the founders of the Institute would be as ready to listen to it as any other philanthropists are.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

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

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

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

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

D. Institute - Organization

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1931 12/14 12/28

GENERAL (BY-LAWS) Corporation

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

BEARD, CHARLES

FRANKFURTER, F.

FLEXNER, A.

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

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Judging from the letter of December 24, Cohn:

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

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

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

Frankfurter File I (History Files)

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1931 12/17

12/28

PARTICIPATION IN ADMINISTRATION Academic Personnel

MAASS, HERBERT H. Biographical

HARDIN, JOHN R.

FLEXNER, A.

Maass to Hardin, December 17, 1931.

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

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

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

JRN Correspondence from May, 1930 to December, 1933

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1931 12/28

TRUSTEES Corporation

✓FLEXNER, A. Biographical

Confidential memorandum recommending acceptance of memo 9/26/31 and announcing plans to travel to Cal. Tec.--requests for authorization to make first nominations.

JRH, Miscellaneous Papers.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932-1933

COURANT, DR. RICHARD — Biographical

FLEXNER, A.

WEYL, HERMANN

Correspondence between Courant and Flexner on Hermann Weyl, and offer to Courant, himself, through Dr. Niels Bohr.

II-5

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932-33

EINSTEIN, ALBERT

Biography

✓FLEXNER, A.

CALIFORNIA INSTITUTE OF TECHNOLOGY

Relations with Other Academic Institutions

June 14, 1932
Flexner to Frau Einstein:

"...welcome note from your husband and your own kind note as well. I need not say that I am delighted at the decision that you have both reached not only for the sake of the Institute but for the sake of Professor Einstein and yourself...I shall make no announcement whatsoever...Will you send me a line...whenever you and your husband are willing to have it known that your decision has been reached.

"May I ask you to explain to Professor Millikan that I desire not only to treat him with courtesy but to give your husband permanently and without need of further thought on his or your part the security...to which he is so amply entitled."

September 10, 1932
Flexner to Frau Einstein

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932-33 (con't.)

Einstein, Albert
Flexner, A.
California Institute of Technology

"...thank you most cordially [for sending]...your husband's letter to me. I can quite understand that Dr. Millikan and Dr. Hale are disappointed, but I am equally certain that it would be in every way unfortunate for your husband if he endeavored to make any future arrangement at this time with the California Institute of Technology, and I have so written both Professor Millikan and Professor Hale. They are both my close and warm friends and have been so for many years, but in these matters one cannot act on the basis of personal friendship. As far as anyone can now see, Professor Einstein has accepted the arrangement which will be best for him and you and best for the advancement of science. Under these circumstances, were I Professor Millikan or Professor Hale, I should simply congratulate him and not endeavor to disturb his plans or his peace of mind.

"You may be very sure that your letter will be regarded as absolutely confidential by me. No one but ourselves shall ever know anything about it, though as a matter of fact it contains nothing that Millikan and Hale should not themselves understand.

"The announcement which appeared in the American papers of your husband's permanent appointment to the staff of the Institute for Advanced Study has awakened great enthusiasm in America not only on account of the Institute but on account of him. I have been deluged with letters and telegrams, but I shall make no announcement on the part of the Institute until I return to New York and the Board has met in early October.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932-33 (con't.)

Einstein, Albert
Flexner, A.
California Institute of Technology

"There are two things that I should like to ask you: (1) Are there any steps which I can take during the winter in reference to your living accommodations when you come to America in the autumn of 1933? (2) I hope that Professor Mayer may put his domestic affairs in order according to American standards. This will relieve him and me of any possible embarrassment. Would you also be good enough to send me the date and place of Professor Mayer's birth, institutions in which he has studied and worked?"

March 6, 1933
Flexner to Frau Einstein

..."Let me reassure you and your husband about the future. I have in some measure to contend with the same difficulties with which your husband contends, namely, invitations to speak, to visit institutions, and to do all sorts of things. I simply pay no attention to them. My secretary either answers them or throws them into a wastebasket with the result that I lead as quiet a life here in New York as I would lead in Caputh, and the same is true of my brother. It is altogether a question of fixing upon a routine and adhering to it. I suppose I have had two hundred and fifty invitations this year to make speeches, and I have not made a single one."

...

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932-33 (con't.)

Einstein, Albert
Flexner, A.
California Institute of Technology

May 29, 1933
Flexner to Frau Einstein

"You will remember that, when Professor Einstein agreed to come to America, I said that the Institute would pay the expenses of your transportation from Europe to Princeton. If you will let me know the amount required, I shall be delighted to send you a remittance.

"We now have our office in Princeton, and for the present I am living at the Princeton Inn. Mrs. Hall communicated with me on Saturday, telling me that she had received a cable from you that you would rent her house from November 1. I told her that I thought there must be some misapprehension, inasmuch as the Institute would begin October 1, and Professor Einstein had agreed to be present at that time. I have written Professor Einstein explaining why it is necessary for the group to assemble here at the beginning of the appointed time. Mrs. Hall tells me, however, that her son and his wife will be visiting her at the beginning of October, so that she cannot vacate the house until the middle of the month. I assume that for a fortnight you and Professor Einstein will perhaps do, as I am doing, namely, live at one of several possible inns. I find the Princeton Inn very comfortable and agreeable."

..."

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

July 6, 1933 Flexner to Frau Einstein

"...

"I enclose a copy of the memorandum which I prepared for Professor Einstein when I was in Berlin a year ago and which he accepted in writing. Subsequently Mr. Bamberger insisted that the salary should be $15,000 and the retiring allowance $8,000 in order that Professor Einstein might be thoroughly protected against the need of undertaking outside work that might interfere with his own researches.

"While I wish to be as kind and considerate in everything as is possible, I think you should realize that I have undertaken a great responsibility to Mr. Bamberger and his sister, namely, the founding of an institution of higher learning. I have emphasized in my letters and in pamphlets the fact that the scholars and professors will be free to follow their own desires, but on the other hand we shall have no institute at all unless a few fundamental facts are recognized. I cannot understand, for example, why when you were in New York, you should have decided when you would come to Princeton, though you could easily have asked me the question as to when the Institute would begin. At the beginning of October the mathematical group will be assembled, and there will be ten or twelve advanced students - foreigners and Americans - who have mainly held academic posts and whose qualifications Professor Veblen has very carefully examined. These have been accepted, though we have had hundreds of applicants. Now at this time things are of absolute importance to the Institute: (1) that the professors should have an opportunity to talk over the general plan which will be pursued, though of course each of them will retain his own individuality; (2) that these workers who have made great sacrifices to come to Princeton shall find there men with whom they can consult or work in ways that they may arrange between themselves.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

July 6, 1955

"When the appointment of Professor Einstein was first announced, Professor Millikan and Professor Hale wrote and asked me to allow him to spend part of the time in Pasadena. Despite my long and intimate friendship with them both, I declined because I realized that, if this sort of thing began, it would be difficult to stop and because further, if it began, people would not understand that Professor Einstein's connection with the Institute represented him main academic connection. Unfortunately from the point of view of the Institute when he and you went to Europe, he accepted a number of engagements so that American newspapers at once began to question the nature of Professor Einstein's relation to the Institute. Only a few days ago the following was printed in the New York Times: "Professor Einstein has accepted professorships in Madrid, Paris, Brussels, Leyden, and Oxford." The only institution not actually mentioned is the Institute for Advanced Study. On going to Princeton I found great confusion and doubt as to the nature of Professor Einstein's connection. At first I thought that I would issue a statement, but on second thought I decided that there was only one way in which to set the thing straight, namely, to assemble in the beginning of October and get to work. That will prove to the world that Professor Einstein's position in reference to the Institute is that of a professor precisely of the same nature as my own connection. Do not for a moment believe that I think either you or your husband have consciously done anything that is not entirely correct, but you cannot possible know the American press, including the scientific press, and American institutions. The sacrifices which you and Professor Einstain are making are precisely the same as those which I am going to make. I feel that it is required of me by Mr. Bamberger's generosity, and no domestic or other consideration of convenience shall be allowed to interfere with it as far as I am concerned. We have all undertaken to create a "heaven for scholars" and to that purpose all other considerations must yield.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

July 6, 1933

"You must feel perfectly free to make any arrangements you please regarding your secretary and assistant. The Institute will provide in Fine Hall a thoroughly competent secretary, whose services Professor Einstein and his associates may use.

"I hope very much that you will not misunderstand the spirit in which I write. I wish to do everything in the world to make your husband's life and efforts profitable and happy. On the other hand, I have undertaken a very heavy responsibility, and I cannot carry it out unless those associated with me put the Institute first and foremost.

"I am doing everything in my power to secure opportunities for the German professors, who have been displaced. The situation is heart-breaking, but here again the Institute must come first, and we must not do anything except on the basis of sheer merit. It is not easy to live up to these standards, but I have promised Mr. Bamberger and his sister that I will do so, and I shall keep my undertaking.

"Please give my affectionate greetings to Professor Einstein and your children, and believe me, with all good wishes,

"P.S. Since dictating this letter the New York Times announces that Professor Einstein has accepted a chair in the University of Jerusalem. The Institute for Advanced Study is thus once more placed in a really absurd position, from which it can be rescued in only one way, namely, by assembling at Princeton on October 2 and showing that the connection there is actual and that the appointments received elsewhere are honorary or semi-honorary in character."

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1932-33

July 19, 1933
Flexner to Mrs. Einstein

"Since writing you last week Mrs. Fuld, who is one of the founders of the Institute for Advanced Study, as you know, has sent me without comment the enclosed clipping, which shows that in consequence of the various appointments, honorary or otherwise, the relation of Professor Einstein to our Institute as his real post is not understood. I know that neither you nor your husband would under any circumstances knowingly embarrass me, but I assure you that I have had a great deal of trouble on the score of these connections, which must be merely nominal. I wish that Professor Einstein could take the same attitude towards foreign offers that I myself took in dealing with American institutions. In no other way will he secure the peace and continuity which should constitute the great charm of the Institute. I would not advise him to withdraw from anything at once, but I think that, first, he should decline further invitations and, second, one by one these outside appointments should be dropped in the course of time. I believe he will be happier and more effective in this way than in any other, and the position of the Institute in reference to its other professors will be very greatly simplified and helped. I leave it to you to bring this change about in the way that seems to you feasible. You can well understand that I do not wish in the slightest degree to control Professor Einstein's use of his free time, but at his age, with his great possibilities, and with the future of the Institute at stake I venture to call your attention to a point that has evidently escaped your notice."

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Undated letter from Flexner to Professor Einstein

"I write in German so as to make sure that all is clear. Your understanding regarding Prof. Mayer is correct. Professor Mayer receives $100 monthly until October 1st; from October 1st he will be in Princeton with the Institute and receive $4,000 a year. The Institute also pays the travelling expenses of himself and his wife to America. As to the future, we will confer in Princeton. His monthly checks have been sent to him regularly.

"I am sorry that I have been unable to make your wife understand the situation. The Institute is new; its members desire to confer with one another at the outset. The members and about ten or twelve advanced workers already holding academic posts will be in Princeton on October first. They want and need your suggestions and criticism. They cannot postpone this conference for two or three weeks. Hence, it is necessary for you to be in Princeton by October 2nd, when the members of the School of Mathematics will meet for discussion. As to your own work, I stand by our agreement: you shall work in your own way; there will be the utmost possible freedom for you as for all other professors.

"I am delighted that your work continues to be important and fruitful. I shall do everything in my power to continue Professor Mayer's association with you.

"With highest regards and best wishes,"

Story in New York Times - August 4, 1933 - Belgium

"Professor Albert Einstein passed through here today on an automobile trip from Le Coq, another Belgium seashore resort, where he has been staying since his return from the

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United States. He deplored the numerous unfounded reports regarding his future activities, particularly concerning his contracts with numerous universities.

"'My obligations,' he said, 'for the coming season are as follows: First, I have a permanent contract to lecture at the Abraham Flexner Institute at Princeton. Second, I have accepted a chair at the College de France in Paris. Third, I am engaged to lecture in Madrid. The Paris and Madrid engagements are for April and May, 1934. Fourth, I have been invited to lecture next Spring at Christ Church College, Oxford. All other reports are devoid of foundation.' "

Clipping September 8 from Istanbul and Blankenberghe in New York Sun (A.P. dispatch) relating to Einstein's decision to leave Belgium because "recently a number of prominent Nazis were at nearby Coq-Sur-Mer...

"...planned to get out of the country aboard the yacht of a friend. Their destination was said to be South America.

"The police placed a guard at his villa after hearing reports that a secret German Nazi organization had set a price of 20,000 marks ($6,800) on his head."

Prof. Albert Malche of Geneva University, engaged by the Turkish Government to direct the modernization and Westernization of tis university's standards, is elated by his success in securing the promise of Albert Einstein to give a series of lectures at the university this winter.

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October 25, 1933
Flexner to Frau Einstein

"I am enclosing Governor Moore's letter. Yesterday afternoon I went to Trenton to see him. He was perfectly charming and thought that we were right in declining the invitation which had been extended to your husband. I expressed your and your husband's profound appreciation of his courtesy, and Governor Moore assured me that it would not be necessary for you or your husband to write him.

"I then saw Rabbi Silberfeld. To my surprise [he] told me that he had seen you and your husband Saturday evening and that you had both agreed to attend the dinner." (Governor Moore evidently aided Flexner in convincing Silberfeld that Einstein could not and should not accept at this time.) "Now, of course, it is idle for me to try to protect your husband on Monday, if you and he agree, as Rabbi Silberfeld said, to a different course of action a day or two before. The Governor's judgment entirely supports the policy we have been pursuing on the advice of the authorities at Washington. Unless therefore you and your husband will take the same line, it is useless for me to continue to Protect Professor Einstein. Of course, it is quite possible that Rabbi Silberfeld attached more importance to what you said than you yourselves meant, but, if you will simply say, 'Professor Einstein has undertaken to make no public appearances', and stick to that, there will be no trouble. The happenings in New York in the last few days in consequence of attempted Nazi activities show that the Washington authorities know that danger exists and there are in New York, close to Princeton, absolutely irresponsible persons."

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November 14, 1933
Flexner to Mrs. Einstein arranging to persuade Dr. Einstein to cancel commitments made to play the violin at a Benefit concert at the Waldorf Astoria, and he points out that he, Flexner, could have been likewise used to raise money but "I will not do it because it will interfere with my duties to the Institute and to Mr. Bamberger and to Mrs. Fuld."

November 15, 1933
Flexner to Mrs. Einstein

"I thank you sincerely for your frank and candid letter of the 14th. It is quite clear to me and to President Dodds, with whom I have discussed the entire question, that, while your ideals and intentions and those of your husband are of the highest possible character, you do not understand America. Every person of prominence is in this country subjected to pressure, precisely as your husband is. President Dodds has a secretary, who protects him from publicity which may be injurious to him or the University. In my own case, Mrs. Bailey is absolutely inflexible, and she makes it impossible for any one to reach me unless, in her judgment, the matter is really worth my time and attention. Letters come to me daily requesting interviews, articles, etc., for which I would receive considerable sums which I should be happy to devote to the relief of the Jews in Europe. Mrs. Bailey declines them without even consulting me. You are apparently afraid that I wish to limit your husband's freedom. Precisely the contrary is the case, as I assured you at Caputh. I wish to protect his freedom in order that the dignity of the Institute and the dignity of Princeton University, with which we are so closely associated, may be preserved. You say in your letter that "Wenn man mit Menschen nett ist, so ist es hier in kiesem Lande üblich, eine Pressenotiz darüber zu machen.' This statement shows, as I said above, that you do not understand America. There are undoubtedly many people, whose

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names constantly appear in the newspapers, but they suffer in the judgment of their colleagues and of the best persons in the country for this very reason. Persons connected with the institutions like the Rockefeller Institute never permit their names to appear in the newspapers except in connection with something directly associated with their work.

"There is another consideration which I think you lose sight of. It is perfectly possible to create an anti-Semitic feeling in the United States. There is no danger that any such feeling would be created except by the Jews themselves. There are already signs which are unmistakable that anti-Semitism has increased in America. It is because I am myself a Jew and because I wish to help oppressed Jews in Germany - not only scholars but ordinary people - that my efforts, though continuous and in a measure successful, are absolutely quiet and anonymous.

"There is no danger that there will be any breach of friendship between us. I write you in the kindest and most helpful spirit and only after conference with those who know American and Europe and who are as deeply concerned for your husband, for you, and for oppressed Jews as I am.

"Let us once more assure you that you are entirely wrong if you think that I wish to make 'irgendwelche Vorschriften in Bezug auf seine Lebensführung'. I wish only to do for your husband what a first-class American secretary does with intelligence and inflexibility for her chief and therefy saves him from interruption and saves the institution, with which he is connected, from unfriendly criticism which can only harm him and the institution and the causes which he would like to help.

"To show you how far I am from wishing to limit your real freedom, I may say that I have been asked by many Princetonians in the faculty and out of the faculty whether

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they were free to call on you. In every case I have said, 'Yes', because I thought you and your husband would enjoy their company and that they would help to make you feel at home here. Let me repeat again and again that there is no question of freedom or 'Vorschriften' involved. The questions involved are the dignity of your husband and the Institute according to the highest American standards and the most effective way of helping the Jewish race in American and in Europe. Fortunately, not only in my judgment but in the judgment of others, Jews and Christians, whom I have consulted, all these good causes can be helped by the same course of action."

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1932-35

MATHEMATICS

WEYL, HERMANN

✓ FLEXNER, A.

Academic Activities

Biographical

Correspondence official I. A. S. file.

A, 10/18/56

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1932-1939

PRINCETON UNIVERSITY	Relations WOAI
GENERAL	Public Relations
GENERAL	Academic Organization
FLEXNER, A.	Biographical
EINSTEIN, A.	
VEBLEN, O.	

For notes taken on material in the Princeton Alumni Weekly see Vertical File under "P" for Princeton University.

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1932-39

FLEXNER, A.	Biographical
JONES, THOMAS	
BROOKINGS	Educational Institutions
GÖTTINGEN	
PILGRIM'S TRUST	Foundations
GENERAL	Corporation

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

See FLEXNER, A. - Biographical

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1932-39

FLEXNER, A. Biographical

Excerpts from "A Diary with Letters 1931-1950" by Thomas Jones, C.H., LL.D. Published by Oxford University Press in 1954.

(pp.23-24)

Jan. 7, 1932, Flexner to Jones from IAS, Princeton, N. J. (Background, Disarmament Conference at Geneva; China accepts, Japan refuses, British and American proposals for peaceful settlement. Manchurian declaration of independence. Nazis win 229 seats, plurality but no clear majority. Roosevelt elected President.)

"I was very happy indeed to get your letter with its Christmas greetings to the Flexner Clan. How I wish we might have dropped in on you on Christmas Eve, as you were kind enough to suggest! I quite agree with you that it is hard to find an argument for living in America when we might be living at Oxford or London and now and then visit the Jones family at 'St. Nick'. I shouldn't bother about reforming the universities, and I should quit thinking about reforming ours. I should prefer spending the twilight of my life with the books and the people that I love and letting the world muddle out of its troubles just as it has muddled in.

"Meanwhile, here I am deeply interested in starting this new Institute. Though I have been careful to keep absolutely out of the papers since the initial announcement was made, my mail is heavy. Overworked and underpaid scholars and scientists look towards this modest undertaking, as though it might be a paradise for them all. It can't be that,

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but it may perhaps be a paradise for a few, and in the course of time it may have some influence in deflating higher education in the United States. Perhaps the most alarming thing that has happened in America in recent years is a fact, to which I devoted altogether too little attention in my book, namely, the disastrous luxury which is being lavished upon students. In the new Harkness houses at Harvard and Yale there is a bath with every bedroom. The places are palaces. What are these boys to do after four years spent in such luxury? They will come out Sybarites instead of Spartans, and instead of doing the world's work as you have done it, giving much and asking little, they will all have to be corporation lawyers and heads of great business enterprises.

...

"Our own politics are in an absolutely deplorable condition. Hoover is the feeblest and most ineffective president the country has ever had, and Congress totally misrepresents, ...the general feeling of the country...In a position in which we might really lead the world out of the morass we are holding back and telling Europe to solve its own problems... I hope that the forthcoming conference at Lausanne will take a strong line, wipe out German reparations, and then turn upon us and say that the war debts cannot be paid. Arthur Salter has been quoted over here as saying that the recent action of Congress forbidding cancellation has made repudiation respectable..."

Flexner to Jones (no date given, p. 29-30).

"The financial and business depression over here continues, and the stock markets sink lower day by day. The trains to the Coast were all but empty, and one might play football in the hotels where I stopped without doing any person any damage. What will be the end of it Heaven only knows."

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Flexner to Jones, March 17, 1932, pp. 34-36.

"Eleanor was very much interested in what you had to say about the Pentagon. She is still homesick for England and Oxford. She reads the Manchester Guardian much more assiduously than she does the Bible, and last night when I came into the ~~xxxxx~~ sitting-room she was going through for the hundredth time Wells's book on "The Charm of Oxford". It saddens me that we have nothing in this country to offer persons like Eleanor that is at all comparable to what she found at Oxford. The truth is that, when you really do educate an American, you educate him beyond the society in which he has to live, for you don't really know how barren this country is. You and Fletcher and your ilk come over here, and you are picked up by a few congenial spirits, and you say to yourself, 'That's America'. No, no, it isn't. It isn't that the present times are out of joint. It is only that we have grown far more rapidly in wealth than in culture. There are times when I am more lonely in New York than I would be in the Sahara Desert if it were not for a very few precious souls in my family, with whom I am spiritually and intellectually at home."

Re protection--"Protection is like the morphine habit. It grows and grows and grows."

Re Japanese invasion of China: "I cannot, however, but think that John Simon has made exactly the same mistake in failing to co-operate promptly and effectively with Stimson that the French made in failing to co-operate promptly and effectively with Hoover when he proposed the moratorium." (Ibid.)

Flexner to Jones, Dec. 22, 1932.

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"The unemployment situation is unrelieved, and business is dead...the production of steel is about 14% normal. After the severe snowstorm of a week ago I noticed that the men who were shovelling the snow away were not the ordinary bums who do work of this character but respectable men, neatly dressed, who looked as if they might have been clerks or bookkeepers." (Ibid., pp. 74-75.)

"I jest--but I am sick at heart. Hoover and Roosevelt are exactly the equivalent of your English and Continental politicians--lazy, timid, and really unintelligent. Hoover has come very close to going back on an implied promise and Roosevelt has acted and spoken like an immature boy." (Ibid., pp. 72-73.)

Flexner to Jones, Feb. 27, 1933.

"I gave a good deal of thought to yours of the third, in which you briefly described the conversation you had had with Macmillan, Stamp, E. D.Simon, and others respecting the foundation of a national research board. I am in this country--and I rather suspect the same applies elsewhere--strongly against the small crusading body, for that is precisely what political parties and newspapers are. They will break up into factions or they will make ineffectual compromises because they do not understand the subjects. There are lots of bodies that influence public opinion and force or do not force governments to act, and, if they were ineffectual in the past crises, what reason is there to suppose that another small group of crusaders would be better?

"The Brookings Institution is an admirable case in point. It was founded by Mr. Brookings against my advice upon the basis that a group of able men working at current public problems would tremendously affect Congress and public opinion."

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He says that the affect of their findings on subjects from coal strikes to the St. Lawrence waterways and foreign debts has been next to nothing. They can't be called crusaders nor fact finders and they have less effect, he believes, than the officials of the English Board of Trade have, of whom Graham Wallas once said, "complete responsibility for making known the facts but no responsibility for making their will prevail", had.

"Now that I have the School of Mathematics ready to open next year, I am starting to let my mind play on the subject of politics and economics. I am in no hurry, for I feel certain that any measures that depend upon my being in a hurry will either be wrong or ineffectual. On the contrary, I am proceeding upon the theory that the world is going to endure a great many years and that the best service in the long run--'even if', as Keynes says, 'we are all dead in the long run'--is to study without bias serious problems of an economic and social nature."

Business conditions are still unspeakably bad. The people look to Roosevelt like little children for leadership. He lacks the strength to risk his future and "I am inclined to think lacks the intelligence. The proposed appointment of Bingham as Ambassador to England is bad beyond all words. He has two qualifications--an oily manner and a forture." He has sent Roosevelt a telegram on this subject and if he does not see Flexner Flexner will appear before the Senate Committee against the confirmation of Bingham. (Ibid., pp. 94-95.)

Flexner to Jones, May 12, 1933.

He informs Jones of what he has been reading.

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"But it is very difficult really for me to concentrate my mind. Never in my life--certainly not since 1914, when I did not take things so much to heart--have I been so torn and distracted as during these last two months. Daily I receive letters from distinguished Germans, mailed to me shomehow or other, from Italy or Switzerland or Holland, and telling me things infinitely worse than anything that has appeared in the American or English press. Curious to relate, only one of them thus far has come from a Jew. I am trying in every way possible to find work for Germans who are visiting America to lecture or study, and racking my brains to find posts and means of exit for those who are struggling to escape...

"...We have a staff of eight or ten mathematicians who all agree are first-rate, which doesn't mean as much as the fact that outsiders say the same thing. We have, I should say, perhaps a dozen students, who have been carefully selected by Professor Veblen, from a mass of applicants. I am glad to say that one of them is a woman. Most of them are working on a year's leave of absence, and have risen to be associate professors or assistant professors in American universities, but one of them is a Communist from Moscow, another an Austrian, etc. Now that the group has been assembled, I have nothing whatsoever to do, for I don't understand what they do, and I want each of them to do what he pleases." (Ibid., pp. 109-110.)

Flexner to Jones, May 19, 1933, tell Jones that with the exception of one man, the entire faculty at Göttingen has been dismissed. All are in the prime of life, all of first-rate distinction--Courant, Neugebauer (history of mathematics), Born, etc. "Now I am wondering whether this is not an opportunity for the English and Welsh universities--particularly, perhaps, the provincial universities--to take a step forward. These men speak English,--some of them, like Courant, extremely well. I know, of course, that the English universities are hard up, but I suspect that the Rockefeller Foundation would help them

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over a probationary period of at least three years. Thus the men themselves can be saved, and the English education will profit. We are undertaking to pursue the same policy over here." (Ibid., p. 110.)

Feb. 8, 1934, Flexner to Jones. He says that conditions are somewhat better in America. The country has caught Roosevelt's enthusiasm.

"The most distressing thing I have to go through is the constant pounding of letters which I receive, mostly indirectly, from my friends in Germany. Every foreign mail brings me some tragic tale. We are doing what we can to take care of these people, but with diminished resources and with many of our own men unemployed the task is not easy.

"The Institute for Advanced Study is really doing very well for an infant. It is the most open kind of education or enterprise that I have ever known. There are absolutely no rules or regulations whatsoever..." (Ibid., pp. 120-121).

Flexner to Jones, Nov. 5, 1936

"I was very much interested indeed in your account of your visit to Germany, and I am glad you made it. Lloyd George simply does not understand Germany and can never understand it through the medium of an interpreter and after a couple of interviews with Hitler. I marvel at his venturing to write on the subject on the basis of a superficial knowledge which he could acquire in that fashion. I could show him letter upon letter which I almost daily receive--I have had three this week--from men who are the very salt of the earth and who find existence in Germany almost insupportable. Nor do they come from Jews alone but from Jews and Gentiles and very often from persons who have themselves suffered

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no inconvenience; but they know of the concentration camps; they know of the blood purge which horrified us so that Sunday morning at Snick, and they live in the atmosphere of a prison.

"At this moment one of the most distinguished scholars is in Princeton,...a Jew, retired, and told me that he himself had suffered in his own person no inconvenience but that his relatives,--doctors, lawyers, merchants,--were having a dreadful time and that, as far as the bringing up of children in Germany is concerned, no man in his senses would do it if he could help it. How much of all this did Lloyd George get or could he get in the course of a couple of conversations with a cocksure fanatic?..." He then spends several paragraphs arguing brilliantly against a thesis that Hitler is consolidating Europe for peace. (Ibid., pp. 281-83).

Flexner to Jones, Jan. 30, 1937. He gives short to the abdication of Edward.

"I have had an interesting correspondence with Governor Norman of the Bank of England during the last four weeks. We have invited Henry Clay to come to Princeton and spend a period with Riefler who is turning out extremely well. Norman wrote me that...he could not spare Clay but that he would like to send Mynors...as Clay's understudy...Mynors turned up ten days ago. He is a Cambridge man, cultivated and attractive, and he and Riefler are having a grand time together. He expects to remain here several months. I shall let you know when he returns to England. Perhaps you would like to see him, for he will know a great deal about finance in America and everything that there is to know about the Institute")Ibid., p. 310.)

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Flexner to Jones, Feb. 4, 1937. He adds a postscript to his previous letter. He thinks the British are being too sensitive to Hitler. He thinks that they should go on with their armaments and the French go on with theirs and ignore what Hitler does "for it is perfectly obvious that he knows he is being watched and every word he utters is made the subject of a Cabinet meeting."

He cites an experience in which this country wooed the South for a while before the Civil War making a sugar pill of the truths that they would not tolerate either the extension of slavery or the secession of the South..."they increased the insolence of the South to the point of rebellion." (Ibid., p. 311.)

Flexner to Jones, Feb. 19, 1937. This is on the packing of the Supreme Court. It has aroused bitter feelings. Roosevelt "has undoubtedly had to deal with unusual circumstances, and the court has at times been perhaps too literal in its interpretation of the constitution..." but it is not a matter of the Democratic platform and there is "a widespread feeling that the President has been guilty of a low trick. I have always thought him a man of good intentions but undeveloped intelligence. I might say even harsher things about him now." (Ibid., p. 317)

Flexner to Jones, March 3, 1937.

"If my memory serves me correctly, you and I first met when you arranged for me to lunch with Balfour in Carlton Gardens. I had just returned from Germany a year or two after the war ~~and had been talking to Sir William~~..." (Ibid., pp. 321-322.)

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Flexner to Jones, March 8, 1938. He writes a very bitter letter on Munich.

"...If Chamberlain's method is a successful one these sentimental discussions can perhaps be profitably renewed, but it operates just now to give the impression that Great Britain is relying upon North American to 'pull the chestnuts out of the fire'. This is probably unfair, but fairness never prevailed in politics except in the very long run.

...

"I hate to write you in this vein, and I say as little about the whole situation as I decently can, but there is no use disguising the fact that it is going to be infinitely harder to get America into another foreign war after Chamberlain has practically abandoned democracy and the League than it was for Wilson to get us in before..." (Ibid., pp. 392-394.)

Flexner to Jones, April 25, 1939. There is correspondence intervening between this and the last item of strong statements by both men for the need for leadership, for Jones, having gone out of the government, Stanley Baldwin's resignation, and the successorship of Neville Chamberlain (see letter Jones to Flexner, May 30, 1937.)

In the letter of April 25 Flexner makes the point that what is happening in Europe is not the effect of Albania or Czechoslovakia..."The civilized world should overwhelm them [Hitler] and Mussolini] in the only way in which they can be brought to their senses, namely by the show of force or, if necessary, horrible as the alternative is, by its use."

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He says that Phillip Kerr, Marquess of Lothian, just appointed Ambassador to the U.S. for England is in bad odor because of his visit to Hitler and his identification with Chamberlain's appeasement. He says that when Lothian's appointment was mentioned in the press the press played up all his ideas about a world federation. "I mean fantastic from the standpoint of practical politics in the present emergency." Then he says that within 24 hours Lothian breaks out in a speech in Edinburgh, quoted in the New York Times, which he sends Jones. "Can't you somehow convince Lothian that his one chance of being an efficient and successful ambassador is by avoiding public discussion of topics which drive every southern and western congressman almost man? Why can't he study the technique of Jusserand and Bryce who, first of all, made themsleves respected, desired, and beloved by avoiding subjects of a political nature and confining their public utterances to cultural and other similar problems? When he is once at home in this country he may very cautiously venture to discuss such a topic as he discussed so freely...at Edinburgh." (Ibid., pp. 432-435.)

Jones to Flexner, Oct. 17, 1940. During the V bombs he went into the basement at the Athenaeum in London to read. "I had only one pillow so I propped myself with three volumes of the ancient 'Journals of the House of Commons' and in this posture settled down to read 'I Remember' while the bombs fell and the anti-aircraft guns thundered back. I shall alwyas associate your book with that night. It is a fine book, finely produced and nobly written with quiet dignity, independence and humour."

"You will be as sorry to hear as I am to tell that the Pilgrim Trust office was wrecked last Saturday night by a bomb which fell between Nos. 9 and 10. It is a heap of rubble and too dangerous to approach at present." (Ibid., pp. 473-474.)

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Jones to Flexner, Oct. 31, 1940.

"Picture Mrs. Jerome and T. J. in the 'Quiet Room' of Coleg Harlech, now transformed into the P.T. office, and looking out over the sand dunes on to a grey mist which covers the sea. We took possession on October 22, ten days after the bombing of our London office." (Ibid., pp. 474-475.)

?

T.J. protests and says it isn't necessary and to the secretary of the Pilgrim's Trust. Also books, one by Nevins and one by Commager, on which there is a lively correspondence.

Jones to Flexner, June 15, 1944.

"D day came at last to our immense relief (6 June 1944), as its occurrence was beginning to be spoken of as a colossal bluff. I had got to London the night before, and jumped out of bed soon after four to look out for the planes roaring over London en route for France. At 8 I heard the news in my dressing-gown, all keyed down, in the British or rather the English way. The only sign of excitement in the streets was the buying of the afternoon papers by everybody and the reading of them on the pavements, the Star, the News, and the Standard. After 24 hours I was assured on 'inside' authority that things had gone much better than expected. For the rest you know the story." (Ibid., pp. 517-518.)

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Jones to Flexner, Oct. 20, 1939.

"The Times to-day contains the news of Aydelotte's appointment as your successor. I cannot tell you how happy I am at this news because I know the confidence you repose in him. No nurse more after your own heart could have been found to cherish your offspring in these earlier difficult years. It must be an enormous relief to you and you should now get rid of your ailments." (Ibid., p. 442)

(If Flexner communicated his real thoughts about his retirement to Jones they do not appear in the book. This was the beginning of the War and shortly thereafter of the air invasion of Britian.)

In 1930 Thomas Jones at 60 retired as a civil servant. Stanley Baldwin was out of office and invited Jones to be secretary for the administration of 2,000,000 pounds to be spent for the benefit of this country, left by a rich American called Harkness. On the Board were John Buchan . Jones carried on for 15 years as secretary. In 1945 he became a Trustee and in 1952, on the death of Lloyd Macmillan, its Chairman, he became Chairman. Edward Stephen Harkness had advised the Trustees, of whom Baldwin was the first Chairman, to send their new secretary to New York to learn his job. There in the Rich Foundations, Carnegie, Rockefeller, Commonwealth, Rosenwald, etc. to 200 of these foundations Jones went and was well entertained. At the end of a short visit he wrote a report on a half sheet of note paper and said "I would not need an elaborate staff with expert assistants for education, hospitals, churches, etc. If only

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

somehow I could be made a member of the Athenaeum Club where at mid-day is gathered more/queer knowledge to the square table than anywhere else in the Kingdom, I could secure whatever advice I needed on every sort of appeal, free or at the modest price of a luncheon. In due course, I was proposed, supported, and elected, into this Club and to the choicest company of its public rooms and the unasssailable repose of its silent South Library I owe much of any usefulness that is attached to my life since 1931." (Ibid., pp. 40-41 of the introduction.)

In the acknowledgments he mentions that premission to reporduce the copyright letters he is indebted to Abraham Flexner, among other.

"A Diary with Letters" 1931-1950, Thomas Jones, Oxford Univ. Press, 1954.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

EARLE, E. M. Biographical

FLEXNER, A.

Flexner to Veblen, January 4, 1932.

"I plan at present to leave New York January 15th, stopping at Colorado Springs to visit a young Barnard Professor who is there recovering from tuberculosis. I shall be at Pasadena shortly after the 20th and shall communicate with you quite promptly."

V-5 File

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932

1/7
1/11

FRANKFURTER

Biographical

FLEXNER, A.

SCHUMPETER, J.

Frankfurter agrees with Schumpeter that Viner is the man much as he dislikes Schumpeter.

Vertical File, Frankfurter-1

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

GIFTS (HARKNESS) Finance

FLEXNER, A, Biographical

MOORE, GERTRUDE (HARKNESS/SECRETARY)

Memo by Flexner. Also Flexner sent memo of organization of I. A. S. acknowledge/by Miss Moore (12/31/30)

Filed in Chronological file under 1932, 1/15. (Memo)

D, Institute Organization

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 February 7

SCHOOL OF MATHEMATICS — Academic Organization

WEYL, HERMANN — Biographical

COURANT, R.

FLEXNER, A.

Flexner to Courant February 18, 1933.

Tells Courant confidentially that about a year ago one of Weyl's colleagues in America showed his letter from Weyl: in view of unrest in Germany he often had wished he might reconsider a previous invitation to come to America. This led Flexner to talk to Weyl in Göttingen. Furthermore, Aydelotte saw Weyl during summer and cabled Flexner Weyl wanted a definite proposition.

The confidential source was Veblen (See Flexner to Veblen, February 1, 1933, re: Weyl).

II-5

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

BUILDINGS AND GROUNDS (SITE) — Facilities

VEBLEN, O. — Biographical

MAASS, H. H.

✓FLEXNER, A.

Flexner to Maass, February 20, 1932.

"I have yours of the nineteenth with a copy of your letter from Mr. Edgar Bamberger. I wonder whether Mr. Bamberger is really familiar with the real estate about Princeton, inasmuch as I found in motoring about with Professor Veblen that Princeton University had here and there acquired tracts which now still look like open country. In the absence of the real estate agent, the ideal arrangement might be to get Professor Veblen to go with us, but Professor Veblen is now on the way from the Pacific Coast to Princeton, though I think it likely that he will be in Princeton on that day. As I have taken him into my confidence in reference to many things, I would suggest that, if he is in Princeton on the 28th, we ask him to go with us. His discretion is absolutely to be trusted.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

"In any event, Mr. Leidesdorf and I will, unless you hear from Mr. Leidesdorf to the contrary, be at the Princeton Inn early Sunday morning, February 28."

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933

11/13
11/14
11/15

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

Corporation
Biographical

Mr. Maass to Mrs. Bailey:

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

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

Flexner to Maass:

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

...

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

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Maass to Flexner:

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

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

Source: IAS Trustees - Maass, Herbert H.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 2/29, 3/20, 3/28

GENERAL — Academic Personnel
SCHOOL OF MATHEMATICS — Academic Organization
BIRKHOFF, GEORGE D. — Biographical
FLEXNER, A.

After correspondences with Birkhoff over a full year, and subject to authorization by Trustees, Flexner offered Birkhoff professorship of mathematics at $20,000 per annum, retiring age at 65, 10 per cent to be added to Birkhoff's TIAA accumulations, retirement pension to be $8,000 per annum with IAS making up deficiency, pension of surviving widow at $5,000, teaching basis full time, that is, no outside activity for a financial return, select own students, appointment to begin 10/1/32. Invitation is to round out personnel by about 2 more appointments to be selected (not by Birkhoff) with same high standard.

Birkhoff talked to Richardson, the Chairman of his department, and President Lowell. He accepted the position on March 20, and changed his mind and renounced it on March 28, 1932. On March 10 Flexner committed Leipsendorf to ask Trustees for full sabatical year at full pay.

I-12

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 3/1

BUILDINGS AND GROUNDS Facilities

FLEXNER, A. Biographical

Flexner to Bamberger, March 1, 1932.

The last weekend, Leidesdorf, Edgar Bamberger and Maass drove around the country in Princeton. They decided there was plenty of land and it was very ~~xxxx~~ beautiful, and because of the library in the University, an ideal site. Its accessibility to New York, Philadelphia, Baltimore and Washington is good! "However, we shall have no meeting of the Committee on Site until you and Mrs. Fuld return, for we shall do nothing at all without your knowledge and concurrence."

D, Bamberger, Louis, 1930-1936

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 3/1

FOUNDERS Corporation

BIRKHOFF, GEORGE Biographical

✓FLEXNER, A.

MAASS, HERBERT H.

LEIDESDORF, S. D.

Flexner to ~~Leidesdorf~~ Bamberger, March 1, 1932.

Recounts a conversation with Birkhoff who came down from Harvard, "And, following out the understanding I had with you, I told him that I was disposed to recommend his appointment at the April meeting of the Board as a professor of mathematics. I wish very much that you and Mrs. Fuld could have been present at the interview. His enthusiasm and interest were beautiful to witness, and he has since written me that if we carry out our plan as we have outlined it to him, it will mark another new era in higher education in this country. I have made him no promises, but

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

I am perfectly sure that on the terms which we discussed he will accept, and this will be a great 'feather in our cap', for it means much that a man of the highest standing should be willing to give up a privileged position in Harvard University in order to cast in his lot with us. Before and after talking with Professor Birkhoff I conferred with Mr. Maass and Mr. Leidesdorf, and they thoroughly approve all that you and Mrs. Fuld and I agreed upon and all that I have done."

D, Bamberger, Louis, 1930-1936

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

BUILDINGS AND GROUNDS — Facilities

FLEXNER, A. — Biographical

FRANKFURTER, F.

Flexner to Frankfurter.

Committee on Site appealed to 40 or 50 scholars for suggestions. Replies emphasized freedom of thought, speech, action; absence of pressure; full-time salaries with adequate retirement ~~pen~~ provisions.

Frankfurter 1

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 3/28

POLICIES Administration

FLEXNER, A. Biographica 1

Sent with the agenda for the meeting of April 11, 1932, his report on hismeeting with Dr. Millikan of California Institute of Technology and his ~~xxxx~~ 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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 April

GENERAL (JOHNS HOPKINS) Educational Institutions

FLEXNER, A. Biographical

Notes from an article appearing in the Atlantic Monthly ~~of April~~ of April, 1932 (Vol. 149, pp. 441-452)

Another Flexner article. Largely this article is an analysis of Gilman's speaches, including his reasons for starting the undergraduate school which were:

(1) To teach undergraduate science since the medical school was soon to be ~~xxxxxxx~~ opened and science was not being adequately taught elsewhere.

(2) For money. Foundations didn't exist then to help. Hopkins' gift was munificent, but not sufficient.

Flexner noted that a few years ago an announcement that Johns Hopkins was going to discontinue its first two years and the A. B. degree had been made, but that the policy has alas since been discarded.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

On faculty participation he said, "The faculty ought not to be bothered with the details of administration, but it shouldbe enabled to speak to the trustees itself, not through the president." (p. 452)

Atlantic Monthly, April, 1932 (Vol. 149, pp. 441-452)

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 April

GENERAL
JOHNS HOPKINS

Educational Institutions

FLEXNER, A.

Biographical

An article by Flexner called, Failings of our Graduate Schools.

Excerpts from Atlantic Monthly, April, 1932.

He cites a book written in 1906, The Launching of a University.

In giving an account of the Johns Hopkins, he said it was for allpractical purposes the first and only university in America when it opened in 1876. As long as funds existed and were sufficient, the Johns Hopkins lived up to Gilman's ideals. Gilman said: "Remote utility is quite as worthy as immediate advantage." "All sciences are worthy of promotion." But despite the great men that Gilman brought: Remsen, Sylvester, Rowland, and Gildersleeve, Johns Hopkins would be hopelessly outclassed by the graduate establishments of 1932 which had equipment, libraries, laboratories, and all the

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

necessary materials for good study. The question is, what do they do with it. Great opportunities are open to the students.

He could not recall, he said, that Gilman ever mentioned the training of teachers for high school or college as a function of the graduate school. Flexner said it is the student's business to learn, and implied at least was the correlary statement that it is not the business of teachers to teach, but rather to lead.

The graduate school is organized today. ~~xxxxx~~ In Johns Hopkins it was a matter of laissez-faire. Even in the undergraduate department that was true when Flexner was there. Flexner got his bachelor's degree in two years, a feat which was considered quite impossible. He said he attended lectures outside of the courses which he was "taking" and read their texts and collateral reading so that he was prepared in those fields even though he did formally take those courses.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

He says that the premium which has been placed for teachers on the Ph. D. has overcrowded the graduate schools and made them less our worthy.

Why did Johns Hopkins start an undergraduate school? A good question. He said it started alongside the graduate school in the very beginning. Gilman always stressed the university, "the university the graduate school." He started the undergraduate school because of local pressures partly, and partly because American colleges were notably weak in the sciences. He was planning to open a medical school, but he knew he would need scientists when he did open it.

But the lack of money and the smallness of the original endowment which Horton says was $3,500,000 was of primary importance in the opening of the undergraduate school. There were no great foundations then. There were many people in and around Baltimore who wanted to send their sons to the Johns Hopkins College for undergraduate work, and Gilman needed community support.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

"As matters now stand the undergraduate department is the big element in the American university." (Page 446). Gilman feared making a polytechnic school and started with a philosophy faculty and the medical faculty a little later. In that article Flexner criticized bitterly Harvard Business School's professing to treat of a profession.

~~Ixxxxxxxxxxxxxxxxxxxxxxxxxxx~~ "It is the university's concern to face fearlessly problems of political organization and political theory, of social organization and social theory, of business organization and business theory, but it is no concern of the university to train in a technical sense either politicians or businessmen." (page 449).

Flexner cites the raising of the standards at Harvard Law School when the part-time lecturers: retired men, judges, practicing lawyers, etc. were eliminated, in favor of full-time men, and, subsequently, apparently, this was also done at the medical school.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

He said that one of the reasons American education in universities or colleges had gone to such lengths to provide vocational and technical training was exemplified by the teacher's college at Columbia which stated that "more than 85 per cent of current expenses...come from students' fees." Of course you give them what they want. (Page 451).

He condemned inbreeding which was common in American and English universities of the time, not in German universities.

He said the faculty "should not be bothered with administration, but should be able to speak to the trustees itself, not through the president who may or may not present a given case understandingly and impartially."

From the Atlantic Monthly, April, 1932, an article as cited above.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932

GRADUATE SCHOOL

Academic Standards

McCLUNG, C. E.

Biography

FLEXNER, A.

Prof. McCluny (Zoological Laboratory, U. of Pa.) compliments Flexner on Universities and tells of a U. of Pa. meeting called 6 years ago to consider position of American Universities in relation to the research program of the country. Forty representatives of educational and research institutions, & commercial laboratories, participated. Nothing accomplished but a survey of Yale, Cornell, Stanford, and Penna. decided upon which also did not result successfully. Shapley conducted the survey. Fundamental question not answered.

The original Research Committee recommended that work for the MA degree be referred to the College and that the Graduate School be made a school for research.

Sends Flexner a report (in file) of the Committee's work and also a 4 page suggestion for the organization of a "School of Research". (in file) (McClung to Flexner 4/4/32)

File III-17 Vault

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932

4/7
1/9

POLICIES — Administration

GENERAL — Corporation

STRAUS, MERCY 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."

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Flexner to Straus, April X 9, 1932.

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

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 4/11

INSTITUTE MED. RESEARCH
ROCKEFELLER (I. M. R.) Educational Institutions

BENEFITS Academic Personnel

BAMBERGER, EDGAR Biographical

FLEXNER, A.

Flexner to Aydelotte, October 1, 1943. Deplores small IAS pensions--should be none less than $6000. Rockefeller Institute for Medical Research pensions much more liberal. Competitive advantage. Flexner says, "We faced this question at our first annual meeting; founders and Trustees are agreed to my position." Flexner fears Aydelotte is angry with him for pressing issue.

Aydelotte to Flexner, October 4, 1943. Not angry. But even the minimum pensions agreed upon mean adding $30,000 to $40,000 to budget per annum. There are two economists salaries the budget won't meet. If there isn't substantial addition to endowment by July 1, 1945, drastic retrenchment will have to be effected, probably in salaries. Furthermore, faculty are satisfied with action of Board.

A, 10/18/56, Benefits

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932

5/3
5/7
5/23

FLEXNER, A. Biographical

VEBLEN, O.

Flexner to Veblen, May 3, 1932.

He arrived in France after a warm and smooth voyage and found a letter from Veblen. He shall not expect to see Veblen until after several days he goes to Göttingen. "I'll let you know when to look for me. We can, I am sure, ~~ah~~ have our talk at Göttingen, without troubling you to meet me elsewhere; but I appreciateyour willingness to take the trouble.

"Remember me warmly to Mrs. Veblen..."

Flexner to Veblen, May 7, 1932.

He says he is going to London May 9, and to Germany about two weeks later. He sends his address in London.

Flexner to Veblen, May 23, 1932.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

He has received a letter from Weyl telling him that Weyl's father has died, and this throws Flexner's plans out since Weyl will not be there when he gets to Göttingen. He says he has several alternative plans for seeing both Veblen and Weyl in Göttingen.

File V-5

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

ECONOMICS — Academic Activities

CLAY, ~~SIR~~ PROFESSOR HENRY — Biographical

RIEFLER, W. W.

FLEXNER, A.

Clay to Flexner, May 13, 1932.

Tells him in a postscript of a letter about Riefler: "The pupil of Walter Stewart's who is at the Federal Reserve Board, Washington. The name of Riefler's book is Money Rates and Money Markets in the United States; it is a solid piece of research which only specialists are likely to have heard of, but which is indispensable to serious students."

D, Clay, Sir Henry (Deceased)

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 5/18

EINSTEIN, A. Biographical

FLEXNER, A.

Einstein to Flexner.

He writes from Christ College and says he looks forward with great joy to speaking again with Flexner in such a short time. He says that he will hold the following Thursday and Friday entirely subject to Flexner's time, with the exception of the evenings when he has engagements.

D, Einstein, Albert - 1932-1933

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

VEBLEN, OSWALD Biographical

FLEXNER, ABRAHAM

Flexner to Veblen?

"I was very deeply distressed this morning to receive from Professor Weyl a letter telling me of the sudden death of his Father. I had planned to leave London the day after to-morrow going Paris, thence to Göttingen. Professor Weyl tells me that he will be in Gottingen at the end of the present week or next week. I have several courses between which I can choose. I am going to Paris where I shall be a week. I could come from there to Göttingen arriving towards the end of next week; or if you think it wiser I can go to Vienna for a few days, thence to Berlin for a week, thence to Göttingen. I want, however, particularly to be in Göttingen while you are still there. Will you wire me to the Guaranty Trust Company, Paris, advising me which course to pursue?"

File V-5

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 June - August

APPOINTMENTS Academic Personnel

EINSTEIN, A. Biographical

✓FLEXNER, A.

The memorandum Flexner sent to Einstein early in June provided the following:

(1) Salary $10,000 per annum free of American income tax plus transportation for self and wife.

(2) Is eligible for retirement at 65. The age can be postponed by mutual consent.

(3) Retiring allowance $7500 per annum.

(4) Pension for wife in case she should survive her husband $5000.

(5) Term shall run from approximately beginning of October to approximately middle of April.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

(6) Object of the Institute research and training of a few competent workers chosen by the professor. "Salaries will all be at a high level in order that the faculty may be free from the necessity of outside earnings."

(7) Mayer to be appointed as assistant--salary shall begin at October 1, 1932 at $100 per month. "Should he come to America his salary would be $4,000 free of American income tax."

Einstein replied June 8 thanking Flexner for formal statement of the proposals with which he is in the main in accord. Particularly appreciative for the tax and travel cost provisions--very generous.

Items three and four, he thought, were too high and proposed instead $6,000 and $3500 respectively.

* (Supplying something at the end).

He asked for an independent appointment for Mayer who did not want to find himself without a position in the case of Einstein's death.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Flexner to Einstein June 14, 1932. Agreeable to everything except items three and four, first of which should read not less than $6,000 nor more than $7,500, and the second not less than $3,500 nor more than $5,000 with the with the precise sum to be settled later.

The misunderstanding about taking the position arose here. Apparently Einstein meant any October but Flexner took it to mean October, 1932, and said the new relationship would begin in October, 1933. On point six he agreed, "We will so phrase the condition that you will be absolutely protected, and the same will be true of College. I will myself protect them against applicants or students or conferences, according to your and their wish. On the other hand, you may be very sure that I shall myself never ask you to do anything which does not seem to you to be worth your while." Meyer did receive an independent appointment.

Flexner to Einstein July 12, 1932. Returned home two weeks ago. Founders delighted and insisted on the Institute paying Einstein $15,000 either directly or part to be set aside to be available to Einstein at any time. Also extremely anxious that

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

a retiring allowance and pension for his wife should be the higher figure that be mentioned. (Flexner mentioned). Wants Einstein to be permanently relieved of any concern about income in the future.

Will probably make no announcement about the Institute until the beginning of next October. "I hope that in the meantime you may have arranged matters to your satisfaction with Professor Millikan and the Berliner Akademie. I shall...make no announcement whatsoever until you have given me notice that I may do so."

* (Supplying something at the end). (See translation of Miss Dukas under 6/8/32).

D, Einstein, Albert

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 6/2 6/5

VEBLEN, O. Biographical

FLEXNER, A.

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

Filed in Vertical File under "V" for Veblen.

XXF V-5

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932

6/4
6/4

VEBLEN, OSWALD

Biograhpical

FLEXNER, ABRAHAM

WEYL, HERMANN

Flexner to Veblen:

"I reached Berlin last night and spoke with my wife over the telephone. I also found another cable here. The news from America is not good; so that I do not know just what my future movements will be.

"This morning I called at the Kultusministerium in order to meet my old friends there, and saw Professor Windelband and Professor von Rottenburg. As a result I have written a letter to Professor Weyl, copy of which I enclose. I hope that you will understand that I mentioned him simply because I could not possibly see these men and refrain from answering their questions in a candid and a straightforward manner.

"I neglected, in writing you regarding terms and conditions to say that there will be no difficulty about the assistance etc. that you would need. I have the feeling that you ought to postpone writing to Eisenhart until I have myself 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."

Flexner to Weyl:

"On reaching Hamburg, I received a cable containing very distressing news about a member of my wife's family. As my wife is in Vienna, I therefore came here immediately so as to be in easy reach of her if matters became more serious. I cannot at the moment therefore say what my future course will be.

"This morning I called on my old frield Professor Windelband at the Kultusministerium, and he quite naturally asked me what I was doing in respect to the Institute. Our relations have been so intimate and confidential that it seemed necessary for me to say that among other places I had visited Göttingen and that I had talked with you, for Prof. Windelband already knew that I am interested in a school of mathematics. I told him, however, that we have come to no conclusion and that you would take no steps without conference with him and the other proper authorities in the Kultusministerium. I hope that you will understand that I had to be candid with Prof. Windelband on the basis of our long and intimate friendship. However, you are in no way involved for I told him that you had said you would do nothing and come to no conclusion until you had consulted freely with the Kultusministeri

"Even if you should decide with the approval of the authorities here to come to America, work would not be possible before the autumn 1933. If you should decide in the affirmative, and if your wife should wish to come with you to America during the coming winter, while you are at Swarthmore College, in order to have time and opportunity to decide on questions of living arrangemtns, I am sure that the Trustees of the Institute for Advanced Study would be happy to pay your wife's travelling expenses.

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"After you have spoken with Prof. Windelband and others, I will if you so desire write you a letter setting forth the terms and conditions which we discussed the other day. Meanwhile I have spoken very freely with Prof. Veblen, who has been in my confidence from the beginning, and you can speak with him as freely as you choose; in order that he may thoroughly understand I am sending him a copy of this letter.

"Whatever happens, I am delighted to have made your acquaintance and I am most hopeful that some arrangement can be made."

File V-5

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 6/5

SCHOOL OF MATHEMATICS Academic Organization

VEBLEN, O. Biographical

/FLEXNER, A.

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

Filed under "V" in the Vertical File.

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

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 6/6

EINSTEIN, A. Biographical

FLEXNER, A.

It was on 6/6/32 or 6/5/32 that Einstein agreed to accept appointment to I. A. S. (See Flexner's letter to Veblen, 6/6/32.)

File IV-2

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 June ~~August~~ 8

APPOINTMENTS — Academic Personnel

✓FLEXNER, A. — Biographical

EINSTEIN, A.

Translation by Miss Dukas of letter Einstein to Flexner 6/8/32.

I thank you for your kind letter and for the quick formulation of the proposals concerning our agreements about which we already agreed in the main. It is very generous of you to pay the taxes and our travelling expenses. To ~~sx~~ points three and four I must remark the sums are too high. I propose $6,000 retiring allowance for $3,500 to $5,000. I want to ask you not to oblige me to start in October. This would be very uncomfortable for me here and it doesn't mean anything for the fruitfulness for my work there (Princeton). Point six should be drafted that officially I am not free to choose my collaborators because if this would be known I would be in a very annoying position because of the colleagues who would lay siege to me. (This holds not only for myself). To point seven I would like it if some way would be established that Mr. Mayer's appointment is independent of mine in case of my death. Otherwise I would feel that he would be without a position. I am really overjoyed

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

to be united with you in such a wonderful cause and I am convinced that we will have joy in working together.

With kind regards

P. S. I am sorry to say Dr. Mayer didn't get a message of the telephone call. He is very sorry that he couldn't present himself.

D, Einstein, Albert

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 6/14

EINSTEIN, A. Biographical

/FLEXNER, A.

Flexner to Frau Einstein, June 14, 1932, a letter.

Filed in Chronological File under 1932, 6/14.

II-16

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 6/15
6/18

VEBLEN, OWSALD Biographical

✓FLEXNER, ABRAHAM

BENEFITS Academic Personnel

Flexner (Paris) to Veblen (Göttingen):

"The illness in my wife's family has terminated fatally. I had therefore to leave Berlin and go to her at Vienna. Her physician, Professor Eiselsberg, insisted that she go to Gastein; I stayed with her a week, took her to Gastein and then myself, in consequence, am forced to return to America to-morrow on the Bremen; so I cannot see you and Professor Weyl again at this time.

"I have your two notes of June the 5th, and June the 12th. Please thank your wife for her excellent copy. I find on comparing it with the letter I wrote in Berlin to America, that in writing to America, I placed the pension at 7500 dollars. I am quite willing to abide by the letter which I wrote to you if the difference is of any importance to you, though it would be simpler for me to make the pension one half the full salary. I am sorry that I made this error, but writing without a secretary and relying on my memory at a time of considerable worry must be my excuse. However, be absolutely candid with me on the subject.

"I am immediately interested in the sketch which you sent me in your letter of June the 5th. At the moment I will not try to discuss all the details because certain questions arise in my mind regarding some items in reference to which I want to talk with you. You may however 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. I can arrange also that the Institute take over the salary of Vanderslice (1000 dollars). The other details, we can agree upon in the autumn when we meet, for I shall try to go to Canada as soon as I set in order my wife's affairs in New York. You may be assured, however, that details like secretary, books, publication, will be provided for, as well as anything else that is needed in order to make the Institute as good as it can possibly be made.

"I wish however to guard against attempting everything at once; though neither of us is young, time for reflection and growth is necessary and there is much that we can learn from the experience of the Rockefeller Institute from which we can freely draw. They have had a good deal of experience in some of the matters you mention, which will save us from making mistakes at the outset.

"I have had in writing a favorable and enthusiastic response from Berlin, but it must be kept absolutely confidential until proper explanations have been made to the Berliner Academy and to Millikan. I hope therefore that you will protect this information completely. I look forward with the keenest interest and the utmost confidence to our association. Perhaps at Zurich, you will get suggestions or see people whom we may want as our scheme develops."

Veblen to Flexner:

"We are very sorry that your trip was interrupted so tragically and can only hope that

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Mrs. Flexner will recover her usual health as soon as possible . Your news from Berlin is very exciting, and you must feel that, in spite of your personal misfortune, you are returning with a good 'bag'. I have had no chance to speak with Weyl since he received your last letter--or rather we were both too much interested in a mathematical argument when we went this morning to talk about anything else. But all the signs are favorable.

"To your questions about the difference between a $7500 and a $8000 pension, which you ask me to answer with absolute candor, I can only reply that it is of practical importance. The pension is so near to the amount that we actually need to live on in Princeton, in a simple way that plus or minus $500 is likely to be felt when the time comes. I don't in the least make it a condition of my acceptance of the position, but I am trying to give a straight forward answer to your question. It did not occur to me on reading your letter from Hamburg that there was anything abnormal about $8000 because both my wife and I remembered that as the amount which you had mentioned in talking with us about the pension.

"I agree with you about the danger of attempting too much at once. Also it is quite likely that I shall want to change some of my suggestions after further travel and thought this summer.

"A few days ago I had a long talk about Algebraists with Miss Noether. She regards Albert as the best man in America in this field, after Wedderburn and Dickson. She has the same opinion as Weyl about Artin and Deuring. Also (going outside of the algebraic field) she shares my suspicions that Gödel, the young man in Vienna who has upset Hilberts program in mathematical logic, is the best of the young Germans. I hope to get better acquainted with him week after next."

File V-5

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932

6/15
6/18

BENEFITS — Academic Personnel

VEBLEN, O. — Biographical

FLEXNER, A.

See correspondence in V-5 file regarding misunderstanding as to amount of Veblen's retirement pay at 65. Flexner offered $8,000, remembered $7,500 and Veblen holds him to $8,000.

Filed in V-5 file, this correspondence.

V-5

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932

6/30
7/12

~~MMMMM~~ GENERAL

Finance

FLEXNER, A.

Biographical

Flexner to Veblen, June 30, 1932.

Play safe and not commit more than 1/3 of estimated income of I. A. S. Cautions Veblen on plans for expansion.

Flexner to Veblen, July 12, 1932. Eisenhart and he have agreed to issue statement as close to October 1, 1932 as possible.

File V-5

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 6/30

PRINCETON UNIVERSITY — Relations WOAI

BUILDINGS AND GROUNDS — Facilities

FLEXNER, A. — Biographical

VEBLEN, O.

Flexner to Veblen.

Eisenhart has offered space in Fine Hall for mathematicians and Flexner.

V-5

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

VEBLEN, OSWALD Biographical

/FLEXNER, ABRAHAM

GENERAL Corporation

Flexner to Veblen:

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

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

File V-5

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932

7/25
7/30
8/15

CALIFORNIA INSTITUTE OF TECHNOLOGY — Relations WOAI

GENERAL — Finance

EINSTEIN, A. — Biographical

✓FLEXNER, A.

MILLIKAN, ROBERT A.

~~See: CALIFORNIA INSTITUTE OF TECHNOLOGY~~
Re: Flexner and Millikan letters from File III-18

See: CALIFORNIA INSTITUTE OF TECHNOLOGY - Relations WOAI

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 7/26

VEBLEN, O. Biographical

WEYL, HERMANN

AYDELOTTE, F.

✓FLEXNER, A.

D File, Bamberger, Louis, 1930-1936

Flexner to Bamberger, July 26, 1932.

Since writing Mrs. Fuld yesterday, he has had a very interesting letter from Aydelotte. Quite accidentally Aydelotte, Veblen and Weyl met in Berlin. This is an abstract from Aydelotte's letter:

> "Weyl, Veblen, and I dined on Monday night with the Einsteins. I was much impressed with the enthusiasm which Einstein and indeed all three expressed for the new Institute. Their feeling seems to be that of the whole German learned world. I have seen Veblen several times, and the more I see of him, the more I am impressed with the wisdom of your choice both as to his ability and as to his personality."

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 7/30

EINSTEIN, A. Biographical

FLEXNER, A.

CAL TECH Relations WOAI

Flexner to Einstein, July 30, 1932.

Transmits a copy of a letter from Millikan in which Millikan suggests that Einstein spend a period of five or six weeks a year in each of several institutions. Flexner comments that this will not be satisfactory either to Einstein or to the scientists, nor will it permit Mayer to be with Einstein.

On the same day Einstein writes Flexner in German about staying in one place and about Mayer, translated exactly later.

D, Einstein, Albert, 1932-1933

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 8/2

INVESTMENT
WEYL, HERMANN
/FLEXNER, ABRAHAM
MAASS, HERBERT

Finance
Biographical

Flexner to Maass:

"Professor Veblen, Professor Einstein and his assistant, Professor Mayer, have accepted our offer. Weyl has not yet given a final answer but cabled me last week that a forable reply was 'immer wahrscheinlicher'. His hesitation is due to the fact that his father died just before I reached Göttingen and that separation from his mother and resignation of the most distinguished mathematical chair in Germany with other family considerations make the decision difficult. I have not urged him, because I wish the ultimate decision to be his. This will make for his happiness and content and that of his family. We shall have his answer before the October meeting.

"I am glad to know of the business improvement and the rise in the price of Macy stock. I hope that Mr. Bamberger will not urge the immediate selling."

Source: IAS Trustees - Maass, Herbert H.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932

8/18 8/20
8/19 8/22

FOUNDERS — Corporation 8/26

WEYL, HERMANN — Biographical

FLEXNER, A.

Flexner writes Bamberger in Newark that he has had two important letters from Weyl in Göttingen and also has just discussed the matter with Courant who has been with him in Magnetawan. "I believe that Weyl will come to us, but before making him final offer wish to confer with you and others available. Can arrive New York ten forty daylight saving Tuesday or Wednesday morning next week."

On August 19, 1932, Bamberger wires Flexner. "Mrs. Fuld and I feel that you should not make trip to city. Maass in New York Tuesday next. Leidesdorf not available today. We feel that if Weyl is seriously interested he will come on reasonable terms that you could offer. Our greetings to Mrs. Flexner you and family."

Flexner replied August 20, 1932, deeply touched by consideration. Will think matter over and communicate with you both Monday.

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On August 22, 1932, Flexner wires Bamberger he has mailed a memorandum to them.

August 22, 1932, Flexner to Bamberger .

He writes a memorandum presenting all the relevant facts regarding Weyl to Bamberger, and sends a draft of a letter which can be mailed to him if Bamberger and Mrs. Fuld, Mr. Leidesdorf and Mr. Maass agree.

August 26, 1932, Bamberger wires Flexner. Have mailed you[r] letter to Professor Weyl today. Maass Leidesdorf and undersigned find it entirely satisfactory. Trust it will bring the bacon.

D, Bamberger, Louis, 1930-1936

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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FLEXNER, A. Biographical

LEIDESDORF, SAMUEL D.

WEYL, HERMANN

Flexner is at Magnetawan. Flexner to Leidesdorf, August 22, 1932.

"Today and tomorrow I shall spend in preparing a letter to and memorandum regarding Professor Weyl of Göttingen, who will, I think, come to us. I shall sand copies to Mr. Bamberger and Mrs. Fuld, you and Mr. Maass for your careful consideration before I mail the final offer to him. If he accepts, we shall be able to announce in the autumn the strongest mathematical group, insofar as it goes, that exists in any university in the world."

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932

8/22
8/30
9/7
9/20

HALE, GEORGE E. (MT. WILSON OBSERVATORY) Biographical

EINSTEIN, A.

/FLEXNER, A.

Correspondence regarding Einstein and time for Cal. Tech and Mt. Wilson Observatory.

D, Institute Organization

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 8/26

FOUNDERS Corporation

FLEXNER, A. Biographical

Bamberger to Flexner, August 26, 1932.

Confirms that he has mailed the letter to Weyl. He had consulted Maass and Leidesdorf and would have consulted Hardin, but he was out of town.

"The news that the papers have published that Professor Einstein is coming to the Institute naturally is creating great interest. The N. Y. Times and the Newark Evening News phoned to me for further particulars, to which I replied that you were the only person who could know if the information was correct.

"Mrs. Fuld and I are in best of health and are enjoying the mild summer weather at the seashore. We are quite enthused over the splendid work that you have done for the Institute, carrying out the policy you first outlined. I trust that you will not overtax your strength in this great work, as we appreciate you have given it much serious thought. Please

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remember you are now on your vacation and allow nothing connected with the Institute to interfere with your holiday."

D, Bambe ger, Louis, 1930-1936

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 8/30

FOUNDERS Corporation

EINSTEIN, A. Biographical

FLEXNER, A.

Flexner to Bamberger, August 30, 1932.

"Yesterday I had a letter from Professor Einstein in reply to the letter which I wrote him after speaking with you and Mrs. Fuld requesting that he accept the higher rather than the lower salary which he proposed. He expresses his warm thanks for our generous offer and says that, in view of the severe economic conditions which may involve him in obligations to children, relatives, and friends, which he cannot foresee, he will accept the same. He looks forward confidently to a fruitful and joyous life at Princeton and to a permanent connection with us all. He tells me further that he has spoken with the President of the Berlin Academy and has agreed for the present to spend his summers in the neighborhood of Berlin. It is, in my opinion, this conversation that undoubtedly leaked out and led to the announcements in the papers."

D, Bamberger, Louis, 1930-1936

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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1932 8/30

CAL TECH

FLEXNER, A.

EINSTEIN, A.

Relations WOAI

Biographical

Flexner to Einstein, August 30, 1932

Says that Bamberger and he are delighted that Einstein has accepted the Institute's offer, and assures him that Mayer is well taken care.of. The letter of appointment and the terms are not in the file. They have been removed.

Flexner alludes to a suggestion by Professor Hale, suggesting alternate years in Princeton and Pasadena, and expresses sympathy with Hale and Millikan, but is sure that the Institute should make no compromise on the on the full-time theory at that time.

D, Einstein, Albert, 1932-1933

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 9/8 9/23
9/13

CAL TECH Relations WOAI

✓FLEXNER, A. Biographical

EINSTEIN, A.

Flexner receives a hearty agreement from Einstein to the full-time commitment at Princeton, and points out, of course that he is commited to go to Pasadena the winter of 1932-1933. He suggests that it would be friendly if Flexner should send travel money to Mayer.

On the 13th of September, 1932, Einstein reinforces his distaste for the prospect of leaving Princeton for Pasadena after he comes to Princeton. He wants it understood by Pasadena that he has made a commitment to the Institute, and that he cannot break it. He, therefore, confirms his understanding with Flexner that Flexner should write Hale this fact, and expresses the hope that relations ~~with Pasadena~~ between Pasadena and the Institute will not depend upon his dividing his time between the two institutions.

Flexner in responding to this September 23, 1932, congratulates Einstein on his clarity, and says that until the

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Institute becomes stabilized, it would be quite impossible to arrange for any such partitioning of time. There is left the implication that later on it might be considered as a special emergency.

D, Einstein, Albert, 1932-1933

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 9/27

EINSTEIN, A. Biographical

WEED, LEWIS H.

FLEXNER, A.

Weed to Flexner, September 27, 1932.

Miss Sabin "told me that you had confirmed the newspaper accounts of Einstein's appointment to the new Institute. I want you to know that I am thoroughly delighted as I think the appointment is a 'ten strike'. We could not have started out in any better way, both as a demonstration of the ideals of the new institute and as a matter of selection of proper personnel. Many, many congratulations to you on this very definite and outstanding first step. And Miss Sabin tells me there are other steps of equal significance to come before the Board at the October meeting."

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 10/10

✓FLEXNER, A. Biographical

For full text of Flexner's report to Board, see Minutes of Trustees 10/10/32 as Appendix.

Excerpt from Flexner's report:

".... It is as true today, as it was when Goethe closed his eyes in death, that 'what the world needs is more light' - more light to illuminate what is obscure, more light to enable us to reorganize our intellectual and social and political lives. No one is wise enough to tell the source from which illumination will come, but we can rest certain that the experience of the race will not in the future be different from what it has been in the past ...."

Vol. I, No. 8, ~~XXXXXXXXX~~ report appended to Minutes 10/10/32, p. 2

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1932 10/10

BUILDINGSAND GROUNDS Facilities

VEBLEN, O. Biographical

FLEXNER, A.

Flexner to Veblen, October10, 1932.

"I am forwarding to Mr. Maass, Chairman of the Committee on Site, your letter of October 8."

File V-5

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 10/11

ARCHEOLOGY Academic Activities

MERITT, B. Biographical

CAPPS, EDWARD

✓ FLEXNER, A.

Capps to Flexner, October 11, 1932. Thinks that Meritt is being "used up" in his youth, working too hard. He wants to see Meritt head of the Department of History and Archeology in the Institute. "Seriously I believe that archeology as a part of history is one of the subjects that can be most successfully prosecuted on the higher levels of research in this country, and that such stimulus to research in that field is greatly needed here. Conducting excavations alone is all right if the excavator is trained to his job, but exploiting finds can be terribly superficial and will generally be so unless the scholar in question is imbued with the historical spirit from first to last and thoroughly grounded in his department of history. The bad tendency in archeology over here today is to be attached to a department devoted to the history of art, and

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

thus to be divorced almost completely from its chief background of history."

D, Capps, Edward

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932

10/11
11/5
11/7
12/6

GENERAL (I. A. S.)

FRANKFURTER, F.

FLEXNER, A.

EINSTEIN, A.

Public Relations

Biographical

Einstein and Veblen.

Vertical File, Frankfurter-1

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1939 1938 10/11 11/28

GENERAL Corporation

PRINCETON Relations WOAI

EINSTEIN, A. Biographical

VEBLEN, O.

FLEXNER, ABRAHAM

Flexner in Virginia to Aydelotte, November 20, 1939.

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

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

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

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

A File, IAS, (F)

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 10/11

GENERAL — Public Relations

CARNEGIE INSTITUTION — Foundations

MERRIAM, JOHN C. — Biographical

FLEXNER, A.

BAMBERGER, LOUIS

Flexner to Bamberger, October 11, 1932.

"Of course I have been overwhelmed with telephone messages of congratulation this morning. I shall not trouble you with them in detail, but one significant thing happened. Dr. John C. Merriam, Director of the Carnegie Institution of Washington, called me up to say that the Carnegie Institution would regard it as a privilege if they could cooperate with us in developing the work of Professor Einstein and Professor Veblen in any way possible. I imagine that this is just about the first time in the history of the Carnegie Institution when the Institution has taken the initiative."
D, Bamberger, Louis, 1930-1936

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 10/13

COMMITTEES (COMMITTEE ON SITE) Corporation

CAPPS, EDWARD Biographical

✓FLEXNER, A.

Flexner to Capps, October 13, 1932.

The Committee on Site, ~~xxxxxxxxxxxx~~ two of the Trustees, and Flexner are coming to Princeton on October 14, and Flexner invites Capps along with two or three of his closest friends at Princeton to come over to Princeton Inn between 8:00 and 8:30 to meet and chat with Institute trustees.

D, Capps, Edward

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 10/22

BENEFITS Academic Personnel

FLEXNER, A. Biographical

VEBLEN, O.

Flexner to Veblen, October 22, 1932.

He acknowledges his pension application, and has seen the Secretary of the Teachers Insurance and Annuity Association, and Mrs. Bailey has filled out two blanks which had to be filled out before the application could be accepted: (1) Total monthly premium ($125.00), (2) When the first annuity payment to be made to Veblen, the first day of the month following Veblen's 65th birthday, with the understanding that the date of the first annuity payment could be changed with the consent of both Veblen and the Institute. This is in accordance with the resolution passed by the Board at its meeting on October 10, 1932.

File V-5

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 10/26
10/29

REPORTS Administration

DIRECTOR

HARDIN, JOHN H. Biographical

FLEXNER, A.

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

Flexner to Hardin, October 29, 1932.

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

D File, Hardin, John H.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 10/26

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

FLEXNER, A. — Biographical

VEBLEN, O.

Flexner to Veblen, October 26, 1932.

"I am returning herewith Professor Wilson's letter. I do not feel that I am sufficiently well oriented myself to make any move in the field of economics. Of the men whom Wilson mentions I know Hotelling personally, but I think we shall first have to find a leader before we choose subordinates. At any rate I shall want at least another year before taking any action in reference to economics. I see no reason why you should not yourself write Wilson to this effect."

File V-5

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932

10/27
10/29
11/1

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

~~XXXXXXX~~ FRANKFURTER, F.

Biographical

FLEXNER, A.

SERUYS

Correspondence regarding Monsieur ~~XXX~~ Seruys.

Vertical File, Frankfurter-1

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 10/28

WEED, LEWIS H. Biographical

FLEXNER, A.

EINSTEIN, A.

VEBLEN, O.

A letter of fulsome from Weed to Flexner, October 28, 1932.

"You have achieved a perfect balance between the oustanding world figure and the best of the American school; it is the most desirable combination that we could have for the inauguration of a great undertaking in Mathematics. Comment here in Baltimore is widespread, and universal approval and commendation are heard on every side. I am more proud than ever to be connected with the new Institute even in a thoroughly minor capacity. Again many congratulations."

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 10/29
10/31

BENEFITS (WIVES) Academic Personnel
(INSURING OF)
BAMBERGER, L. Biographical

MAASS, H. H.

FLEXNER, A.

SEE L. Bamberger file 10/31/32, Bamberger to Flexner commending Flexner for inquiring into insuring Institute's responsibility. "I appreciate the wisdom of insuring these responsibilities which you refer to in your letter."

D. L. Bamberger

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 Nov.

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

SALVEMINI, GAETANO (Professor, Yale University) — Biographical

FLEXNER, A.

The early part of the correspondence is not in the file.

Salvemini to Flexner, Nov. 3, 1932, a long letter in which he asks permission to lay before Flexner some ~~xxxxxx~~ ideas which are the results of some 40 years of study in historical studies and in sociological readings. He proceeded to do so.

His point is that a new center of historical studies "would be useless to science and human society....The literature has developed into such tremendous proportions that no historian can attack a subject without being overwhelmed by a heap of works, most of which discover that their predecessors had already discovered.

"While historians are piling up books, reviews, collections of documents, etc. , the scholars who devote themselves to social sciences, pile up doctrines on doctrines. Most of them have no historical training; they accept the most ridiculous misstatements as if they were facts carefully checked by historical research; they build castles in the air, and these castles in the air call 'sociological laws'."

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

He says that history and sociology are in the same situation as that in which the natural sciences would be, if every student were studying on his own account piling up facts on facts, without checking other students' statements, and without checking their own hypothetical laws with the help of other students' experiments.

He points out that history and sociology today need two kinds of work:

(1). An historical bibliographic encyclopedia with citations to all works published on that subject. The encyclopedia should have quinquennial supplements. Two or three scholars, expert in each subject, in different countries, should be entrusted with the task of gathering the bibliography of their subject, and send it to a central bureau with their opinions, where it can be shaped for publication, by a small group of scholars in the central bureau.

(2) A bridge between historical and sociological studies. In this connection he suggests a study of all the revolutions in the world. He suggests the presence of scholars who could contribute their knowledge based upon careful studies of the various revolutions in different countries.

He receives a sympathetic letter from Dr. Flexner on the death of Howland of Yale who, he says, brought him to Yale to lecture and whom he loved and respected "for his fine mind and human, generous and sweet heart." He and Flexner make an engagement for luncheon on Dec. 17, 1932 but Flexner goes to Europe before the luncheon comes and asks to be excused. No further correspondence is in the file on this subject.

File IV-6

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 11/7

BENEFITS Academic Personnel

MAASS, HERBERT Biographical

✓FLEXNER, ABRAHAM

Maass to Flexner:

"Referring to your correspondence with Mr. Bamberger and the change in the minutes which I proposed covering the form of contract for pensions to the widows of professors, I would advise you that I find nothing in the Statutes inhibiting that form of contract. Inquiry develops the fact that the Teachers Annuity Association has never yet written a contract precisely in the form covered by the statement which you embodied in the minutes, but at the same time they state that they know of no reason why one cannot be worked out. Would it not be wise, therefore, for you to take up the matter with the Association before the next meeting of the Trustees so that we can either confirm the minutes in their present form or make such revision of them as may be necessary to conform them to whatever the ultimate arrangement may be."

Source: IAS Trustees - Maass, Herbert H.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 11/11

FRANKFURTER, FELIX Biographical

FLEXNER, A.

HOWLAND

Howland's Armistice Day address likened to Gettysburg.

Filed in Vertical File under H for Howland.

A File, Frankfurter

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 11/12
11/26

PRINCETON UNIVERSITY — Relations WOAI

MATHEMATICS — Academic Activities

EISENHART — Biographical

VEBLEN, O.

FLEXNER, A.

See Flexner to Eisenhart, November 12 and Eisenhart to Flexner regarding asking Princeton mathematicians to I. A. S. Flexner offers to hold back on Princeton faculty. Eisenhart says that would prejudice Princeton in recruiting in future. He is taking matter up with Curriculum Committee--Board of Trustees--Princeton.

II-17

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 11/12

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

FLEXNER, A. — Biographical

VEBLEN, O.

LEFSCHETZ

PUBLICATIONS (GENERAL) — Publications

Lefschetz has suggested that the Institute assume some responsibility for the publication of the Annals, and Flexner, Veblen, and Lefschetz have discussed it. Veblen writes to Flexner, November 12, 1932, to confirm Flexner's offer of a contribution of $2,000 a year, provided the cover of the Annals of Mathematics be amended to show that it is published by both Princeton and the Institute. This ~~xxxxx~~ takes the place of support which the Annals has theretofore received from the Mathematical Association of America, and from the Rockefeller Foundation. The Annals have been supported by various institutions, including insurance companies and businesses, but the depression has left it rather

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

poor. Princeton contributes $1200 a year in cash, and relief of one of the professors from one course of instruction in order to give him time for his work on the Annals. This was approximately 1/3 of a professor's teaching load.

Veblen says that if the Institute does give this contribution, "So far as I can fore-see these results, the sustaining membership in the Mathematical Society and the support of the Annals will be all that we need to ~~xxxxx~~ [do] in the way of helping mathematical periodicals. As Weyl and I indicated last summer, however, it is not impossible that we may wish to do something about mathematical books."

V-5 File

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 11/12

PRINCETON UNIVERSITY Relations WOAI

FLEXNER, A. Biographical

VEBLEN, O.

EISENHART

Flexner to Eisenhart, November 12, 1932.

"More and more a few points stand out clearly, not because of any possible difference of opinion between you and Veblen and me, but because we are setting precedence and establishing relations which we hope will prove sound after all three of us are dead and gone...Our chances for perfect harmony, understanding and cooperation are best if each of us goes his own way."

II-17

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932

11/12
11/16

SCHOOL OF MATHEMATICS

members

GENERAL

NATIONAL RESEARCH COUNCIL

FLEXNER, A.

Academic Organization

Academic Personnel

Relations WOAI

Foundations

Biographical

Flexner to Dr. F.K. Richtmyer, Cornell University, Ithaca, New York.

"Dear Dr. F.K. Richtmyer, we have made the first move in the organization of the Institute for Advanced Study by appointing Einstein, professor of mathematical physics, and Veblen, professor of mathematics. To this group, two or three other mathematicians of first-rate standing will be added during the course of the present year. We are planning to begin the work in mathematics on October 1, 1933.

"It is possible that there may be Fellows whom you may wish to entrust to this group, but ofcourse you will realize, as I do, that no personal consideration must influence your judgment."

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Richtmyer to Flexner, November 16, 1932.

"In response to your letter of November 12, may I say that I assume you have in mind National Research Fellows who may be appointed to begin work subsequent to October 1, 1933.

"We shall be very glad, indeed, to refer prospective Fellows to you, and to the Institute."

Flexner wrote the same letter, that of November 12, to Dr. Reed of the Commonwealth Fund who replied on November 22, saying that if a Fellow is elected who would appear to be qualified for the Institute, he would at once get in touch with Dr. Flexner. Not many mathematicians apply to the Commonwealth Fund. He mentions one of their best Fellows as Henry Whitehead, now at Balliol who worked for three years with Professor Veblen before going there.

Flexner also sent his letter to Dr. Tisdale.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Flexner to Veblen, a telegram, December 5. "Tisdale writes me that he has awarded Jessen a fellowship to work with you next year; also that he expects to send us a regular supply of Fellows. Greatly enjoyed my stay in Princeton. Greetings to Mrs. Veblen.

V-5

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

FLEXNER, A. Biographical

COPE, (MISS ELLEN (Jenkintown)

Flexner to Miss Cope who has suggested a conference on psychology, and so forth.

"You are quite right in saying that I would not turn you away because you do not possess a lot of degrees. I happen not to possess them myself, which fact makes me extremely sympathetic with others who are in the same boat."

File II-5

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932

11/30
12/6

GENERAL

SCHMALZER ECONOMICS INVESTIGATIONS

HISTORY

LEGAL

FRANKFURTER, F.

FLEXNER, A.

Academic Personnel

Academic Activities

Biographical

Vertical File, Frankfurter-1

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 December

PRINCETON UNIVERSITY Relations WOAI

LAFOSSETT Biographical

ALEXANDER

EISENHART

VEBLEN, O.

✓ FLEXNER, A.

See Veblen to Aydelotte December 11, 1944 explaining how Alexander was appointed by Institute and how salaries of Alexander and von Neumann were decided. See Veblen to Aydelotte November 10, 1944 on qualities of Alexander and Morse.

V-6

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 12/1

BUILDINGS AND GROUNDS Facilities

FOUNDERS Corporation

FLEXNER, A. Biographical

Flexner to Bamberger, sending a paper by Professor Munro of Cal. Tech. Pay high salaries--use makeshift buildings: way to reform higher education in United States.

D. L. Bamberger, 1930-36

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 12/2

PRINCETON UNIVERSITY

LECTURES

SCHOOL OF MATHEMATICS

VEBLEN, O.

FLEXNER, A.

Relations WOAI

Academic Procedures

Academic Organization

Biographical

Princeton graduate students and faculty were free to attend lectures and seminars when acceptable to I. A. S. professor without payment of fees, but no one was "registered" in I. A. S. but those acceptable to and accepted by professors of I. A. S.

IV-21

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932
1933

12/2
February

GENERAL

Public Relations

PRINCETON UNIVERSITY

Relations WOAI

VEBLEN, O.

Biographical

FLEXNER, A.

See Veblen to Flexner, IV-21, December 2, 1932; also Veblen to Flexner, IV-21, December 16, 1932 with draft for Bulletin #2 and Bulletin #2, pp. 4-6. Differ. But Veblen won on reference to stipends, thereby favoring Princeton students.

Bulletin #2, IV-21

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 12/2

STIPENDS Academic Personnel

VEBLEN, O. Biographical

FLEXNER, A.

Veblen to Flexner, December 2, 1932.

Flexner's idea of giving a few fellowships approximately equivalent to N. R. C. Fellowships is a good one. Do you intend to put something about that in the Bulletin? I should think we would want a couple of years of experience before arriving at any definite policy.

IV-21

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 12/5

EINSTEIN, A. Biographical

FRANKFURTER, F.

FLEXNER, A.

Felix Frankfurter to A. Flexner (from Cambridge, Mass.)
Visa will be granted tomorrow.

D File, Flexner

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 12/7

VEBLEN, O. Biographical

FLEXNER, A.

EINSTEIN, A.

Flexner to Veblen.

Authorizes Veblen to ask Whitney to visit him at Princeton at Institute expense.

"The tornado about Einstein was terribly funny for everybody except for Mrs. Bailey who was kept at the telephone from 9 a. m. until almost midnight. I, myself, talked to nobody. There was terrific chagrin here among sensible people. Stimpson must have been peppered with telegrams, for I have heard of many, and by no means all. However, 'All's well that ends well.'"

V-5

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

HUXLEY, JULIAN Biographical

FLEXNER, A.

Huxley to Flexner, December 11, 1932.

"I thought it might save a little time if I sent you a letter beforehand about some of the ideas I had in mind. The reason I ventured ~~km~~ to butt in at all was that in talking to Veblen I got the impression that the general policy of the new Institute was still largely undetermined, and as I'd reflected a bit on the subject, and realized you must obviously be doing the same, thought it would be mutually advantageous to exchange some ideas. I have been much impressed with the wastefulness of the current ideas of research--that every institution of higher learning ought to try to do everything (the same wasteful principle as in education wants everyone to have courses in everything); and feel that real specialization with an idea behind it is the way to get big results.

(1) One thought I have had for some time of a place where whose prime function should be the application of the

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

mathematical method in every possible field--of course this has been very largely done in the physical scien ces; but in biology (biometry, evolution theory, genetics, certain aspects of physiology, ecology, population studies) it is clear that much could be done, as obviously too in economics (continuing the work of Volheus, Evans, etc.).

(2) Another thing would be to foster real group research in fields to which it has not yet been applied. Here, though there doubtless will be instances , I have only examples in mind from my own subject. There is ~~xxxxxxxx~~ in biology a lamentable lack of general appreciation of a great deal of systematic and descriptive work done by ultra-specialists,--because the results are not yet expressible in terms ~~af~~ capable of general comprehension. In museums there are vast sotres of information just untouched. e. g. Is it true, as said, that abundant species are more variable than scarce ones? Is it true, as appears to casual inspection, that some families or genera are inherently more variable than others? Does occur with the same degree of difference between the resultant species in different groups? Then there is the

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

problem of changes proportionate from with increase of absolute size, on which I have touched in my recent book--we badly need facts to show how widespread it is, what exceptions there are, and why..."

The memorandum goes on with further suggested researches into biology, closes as follows:

"(4) Again, along similar lines, there is the investigation of 'supernormal' phenomena--it is, I am convinced, the duty of someone to to go counter to the wide spread scientific distrust on the subject, and get together a group of people good enough and big enough to command respect; ti study telepathy, table-turning, clairvoyance, and to mention the more complex things such as has recently been doing with Rudi Schneider. Until this is done by a reputable and general institution, the whole subject will remain a tantalizing mess!

"These are some of the ideas I have in my mind. I shall be much interested to hear your reactions to them on Monday. Yours very sincerely, Julian Huxley"

D File, Huxley, Julian

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 12/16

MEMBERS	Academic Personnel
SCHOOL OF MATHEMATICS	Academic Organization
VEBLEN, O.	Biographical
WEYL, HERMANN	
FLEXNER, A.	

Question as to whether members should be admitted only to work with designated professor, or generally.

IV-21

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 12/19

PRINCETON UNIVERSITY Relations NOAI

TUITION Academic Procedures

RAAB

VEBLEN

✓FLEXNER

Flexner fears remitting tuition for Dr. Raab will react to disadvantage of Princeton University.

IV-21

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1932 12/23

MAASS, HERBERT
FLEXNER, ABRAHAM
HARDIN, JOHN R.
FOUNDERS

Biographical

Corporation

Mr. Maass to Dr. Flexner:

"If Mr. B. still adheres to the views he expressed to you there is a method of amendment of the By-laws by which he and Mrs. F. may be constituted 'honorary trustees,' and as such members ex-officio of each committee. Should it be determined to follow such a course it is my belief that the designation of honorary trustees should cease with the founders, and in the enclosed 'Suggestions for Ammendments to the By-laws' I have deemed that essential to preserve the dignity of Mr. B's and Mrs. F's positions should they elect to resign as President and Vice-President, respectively.

"Frankly, I have given our Sunday discussion much thought and after mature reflection can merely say that you know perhaps better than anyone else the extent of my interest in the institute and its future. If, therefore, you feel that carrying out the suggestion you had in mind will enable me to cooperate with you to promote the welfare of the project which both of us have so close to our hearts, I shall be glad to conform to your views. On the other hand, the depth of my interest is such that I will be content to continue to serve in the present, or any other capacity that may be suggested, so long as I may

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

have a part in bringing to fruition what has had so auspicious a beginning. I cannot, however, refrain from cautioning you that we are likely to meet with some opposition from Mr. J.R.H., and it might be well to have the matter fully determined by Mr. B. before we set it under way with the Trustees.

"In view of our telephonic conversation this morning I will not pause to discuss our personal situation here except to say that Herbert Junior has had a slight setback, which does not, however, discourage me in the least. Yesterday we consulted with Doctor Tappan, of the Desert Sanatorium, who knows both of you and Doctor Sabin and asks to be kindly remembered to each of you."

Source: IAS Trustees - Maass, Herbert H.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933-1934

EARLE, E. M. Biographical

FLEXNER, ~~xx~~ BEN

Correspondence reveals Earle as a close friend of Ben's as well as of Abraham Flexner's

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933-35

POLICIES	Administration
SALARIES	Academic Personnel
FRANKFURTER, F.	Biographical
~~FLEXNER~~, A.	
WEYL, H.	
BIRKLER, W.	
VEBLEN, O.	
AYDELOTTE, F.	
STEWART, W.	
TRUSTEES	The Corporation

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

Frankfurter II.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933-36

MATHEMATICS — Academic Activities

COURANT — Biographical

/ FLEXNER, A.

Correspondence showing close friendship between the mathematicians and Flexner. See Courant's note on Nazis and Naturwisschenschaft Spring and Berliner--9/12/35, 9/17/35, 12/12/35. Flexner helped Courant with Fosdick and Weaver in ~~NYU~~ NYU work 12/14/36.

A, 10/18/56, Institute file on Courant

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

POLITICAL SCIENCE — Academic Activities

MITRANY, DAVID — Biographical

FLEXNER, A.

Notes have not been taken on the source given below, but the file has been marked as to pertinent correspondence in their long, and somewhat bitter relationship.

There seems little doubt that Flexner had a fatherly and, therefore, somewhat overbearing attitude toward Mitrany, and that ~~nevertheless~~ his influence was not conducive to productive work by Mitrany, since Mitrany became aware of hostility. Apparently, part of this hostility derived from the fact that Mitrany's sponsor, Frankfurter, was dropped from the Board of Trustees; and that during his tenure on the Board, he took Flexner down the line on a couple of occasions in a high-handed fashion.

It is Mitrany's own doubts as to what he should do in fulfilling his function at the Institute which in part

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

conduced to the bad relationship. It seems apparent, as on reads the correspondence, that Flexner lost confidence in Mitrany's ability as a scholar to perform research and deliver results in his field of political science.

As Flexner realized, and said to Mitrany, this was largely due, or partly due in any event, to the fact that Mitrany's heart was divided as between the United States and England. Mitrany was prepared, apparently, to come to this country when his wife's illness which was mental caused him to remain longer in England, and, undoubtedly, acted to make it more ~~id~~ difficult for him to collect his thoughts and proceed on a serious piece of research and work. This illness lasted into 1938 from about 1934, and at no time did Mitrany feel that he could spend a great deal of time in this country. As a matter of fact, the correspondence does not render it certain that except at one time, about 1937, he ever decided to become an American and to operate in America. While he endeavored to find his way with Flexner in the early part of 1938, Munich occurred, and he stayed during the "crisis" which took him up into September of 1939;

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

whereafter, he engaged in work for the British Government in connection with the war, and did not come. See later files for the later history.

III-23 Mitrany, David - 1935-1939

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 Jan.

SCHOOL OF MATHEMATICS	Academic Organization
FACULTY	Academic Personnel
VEBLEN, O.	Biographical
WEYL, H.	
FLEXNER, A.	
VON NEUMANN, J.	
ALEXANDER, J.	

Excerpts from Mrs. Veblen's diary, 1933

See SCHOOL OF MATHEMATICS - Academic Organization

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933

1/9 1/28
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SCHOOL OF MATHEMATICS

Academic Organization

FLEXNER, A.

Biographical

VON NEUMANN, JOHN

Flexner to von Neumann, January 9, 1933.

"When Professor Veblen and I saw you briefly Friday, I was mainly preoccupied with the fact that Professor Weyl had finally agreed to accept. I had, however, been greatly impressed both by Dean Eisenhart and Professor Veblen with the importance of setting your mind at rest and providing for you a permanent and important post consonante with your abilities and promise. I said, as you will remember, that I was not clear as to whether this could be best done at the Institute or in the mathematical group at Princeton. From a practical poing of view one is as good as the other, for the two groups will be functionally one, occupying the same hall, exchanging students, and keeping up the same warm personal feelings that have been characteristic of the Princeton group during its entire history.

"Since returning to New York I have been thinking the whole problem over very carefully and deliberately. Now that Weyl has

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

accepted and Eisenhart has been generous enough to part with Veblen and Alexander, it seems to me the Institute has gone as far as it ought to go at the very outset. I am just as anxious that the Princeton University group shall be strong as I am that the Institute shall be strong, and I am hoping therefore that Dean Eisenhart can work out a plan which will give you a permanent post in his department where you will be as happy and as effective as is possible anywhere. Do not have the feeling that he and I are moving men about like pawns on a checkerboard. This is not the case, but we are trying to look at the subject of mathematics from a broad point of view so that the two institutions at Princeton may function as one and may make the largest possible contribution to the science of mathematcis. I hope very much that, if Dean Eisenhart makes you any such offer as I have in mind, you will accept and thus enrich the entire situation."

Von Neumann to Flexner, January ~~13~~ 24, 1933.

There has been a conference, evidently, in the meanwhile, because von Neumann now assumes that he is on the Institute staff. He takes up with Flexner Lefschete's request to him made some days ago to join the board of editors of the "Annals of Mathematics."

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Flexner to von Neumann, January 26, 1933.

He says that he is presenting the nomination to the Executive Committee af the following Saturday that of Dr. Torrence whom von Neumann wants as his assistant. He also approves von Neumann as representing the Institute on the editorial board of the Annals if Professor Veblen also approves.

On January 28, von Neumann wires Flexner thanking him for the telegram and quick action of the appointment.

His appointment was effective April 1, 1933 (See Bailey to Wintringer, ibid./ August 26, 1933.)

D File, von Neumann, 1933-1935

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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COMMITTEES (NOMINATIONS) The Corporation

BENEFITS Academic Personnel

✓FLEXNER, A. Biographical

Minutes, p. 8:

"The President announced the appointment of the Committee on Nominations to report at the annual meeting as follows:

Mr. Percy S. Straus, Chairman
Mr. Frank Aydelotte
Miss Florence R. Sabin
Mr. Louis Dembergar, ex officio
Mrs. Felix Fuld, ex officio"

Minutes, p. 9:

"RESOLVED, That upon the retirement of the Director he be granted a pension of Eight thousand Dollars ($8,000.00) per annum to be paid by the Institute for Advanced Study, and that in the event of his death there be paid to his wife, Anne Crawford Flexner,

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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should she survive him, during the period of her widowhood, a pension of Five thousand Dollars ($5,000.00) per annum."

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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EINSTEIN, A. Biographical

✓FLEXNER, A.

Flexner telegraphs greetings of the Trustees to the Einsteins at Pasadena.

D, Einstein, Albert, 1932-1933

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 1/17

PRINCETON UNIVERSITY Relations WOAI

FLEXNER, A. Biographical

MITRANY, D.

Flexner to Mitrany.

Note Paragraph Second Page.

Princeton people have been marvelous. "I did not know that there was in America or indeed anywhere else an academic group so wedded to the promotion of knowledge as to be willing to make great sacrifices in order that ~~xmax~~ this new scheme might succeed."

Frankfurter Papers

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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FLEXNER, A.

Biographical

MITRANY

Vertical File, Frankfurter-1

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 1/18

FOUNDERS Corporation

FLEXNER, A. Biographical

HARDIN, JOHN R.

EXECUTIVE COMMITTEE Corporation

Flexner to Hardin, January 18, 1933.

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

JRH Correspondence from May, 1930 to December, 1933

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 1/21

EINSTEIN, A. Biographical

FLEXNER, A.

Flexner acknowledges a letter from Einstein dated January 17, not in file. This contained a statement for the Bulletin on Einstein's contemplated work during ~~thex~~ his first session at the Institute. In this letter Flexner cautions Einstein against the "Jewish Telegraphic Agency" and other newspapers and publications who are beseiging Einstein.

D, Einstein, Albert, 1932-1933

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 1/26

HARVARD Relations W.O.A.I.

FLEXNER, A. Biographical

VEBLEN, O.

ASSISTANTS Academic Personnel

See PARTICIPATION IN ADMINISTRATION

Letter from Veblen to Flexner dated 1/26/33 on Morse (harvard) and junior appointments.

File IV-21

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 1/28

EINSTEIN, A. Biographical

✓FLEXNER, A.

Einstein to Flexner, January 28, 1933.

A cordial letter saying that he had reached the conclusion on his own that the Jewish Telegraphic Agency was really ~~not~~ furthering the Jewish interests ~~at all~~, and also saying that he had been very suspicious of Mr. Landau who was, ~~apparently~~, with the agency.

Flexner has made arrangements for the Einsteins to stop at the Bambergers in Newark on the way back to Europe. There also was an arrangement that he would stop at Mr. Warburg's which Flexner, likewise made, but the evidence in the file would indicate that Mr. Landau finally knew where he was. There is some correspondence in German which I have not translated which may be necessary.

D, Einstein, Albert, 1932-1933

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 1/28

HARVARD Relations WOAX

MORSE, MARSTON Biographical

FLEXNER, A. Biographical

CURRIER

Letter from Morse to Flexner, January 28, 1933, regarding Currier at Harvard.

Letter filed in Chronological File under 1933, 1/28.

D. Morse, Marson, 1933-1945

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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SCHOOL OF ECONOMICS AND POLITICS

HARVARD UNIVERSITY

FRANKFURTER, F.

FLEXNER, A.

MITRANY

Academic Organization

Educational Institutions

Vertical File, Frankfurter-1

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

MITRANY, DAVID
MAASS, Herbert
FLEXNER, ABRAHAM
FRANKFURTER, FELIX

Biographical

Mr. Maass to Dr. Flexner:

"Herewith returned please find Professor Frankfurter's letter to you. Having so high a regard for Professor Frankfurter's judgment, especially, in matters of this kind, I am constrained to believe that we could get no higher recommendation of Professor Mitrany's qualifications. Certainly, the lectures that I had the privilege of reading strongly sustain the views expressed by Professor Frankfurter."

Source: IAS Trustees - Maass, Herbert H.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 2/21 to 4/27

FRANKFURTER, FELIX Biographical

FLEXNER, A.

Frankfurter to Flexner
~~Flexner to Frankfurter~~, February 21, 1933.

"My mind is not yet turned to the personal matter you put to me." This was undoubtedly an invitation to join the Board of Trustees.

Frankfurter to Flexner, February 24, 1933. He is still considering eagerly and sympathetically, Flexner's desire to have him on the Board.

Frankfurter to Flexner, March 4, 1933. A letter also transmitted to Mr. Straus of the Trustees accepting a place on the Board subject to the conditions that he is an exceedingly busy man, and will give as much time as he can to the Institute. The delay in his consideration has been due to his abhorrance of ~~"dummy directors,"~~ "dummy directors", especially dummy educational directors.

Flexner to Frankfurter, April 26, 1933. Flexner informs Frankfurter he has been elected Trustee.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

On April 27, 1933, Frankfurter deplores his "thoughtless" in a letter to Flexner, for he will not be able to attend next year's meetings, as he is to be in Oxford. He briskly suggests a "leave of absence" if Flexner finds that is the appropriate mechanism.

Flexner replies comfortably that of course he understood Frankfurter would be away, and that he will take it up at the Board meeting in October.

On May 4, 1933, Mrs. Bailey informs Frankfurter in Oxford that he has been appointed a member of the Executive Committee.

D File - Frankfurter ~~File I (History Files)~~

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 3/10

FOUNDERS Corporation

EINSTEIN, A. Biographical

✓FLEXNER, A.

Flexner to Mrs. Fuld, March 10, 1933, wire to Arizona, that Professor and Mrs. Einstein cannot sail on the Deutschland as expected and they will have to remain inNew York a few days. Acting on something they once said to him he has invited them by wire to spend a few days quietly in Mrs. Fuld's home in South Orange which he happily accepted. Hope you approve.

March 11, 1933, welcoming statement from Mrs. Fuld.

The Einsteins apparently accepted,but later sent Flexner a wire from Chicago changing the arrangements. They stayed with Mr. Warburg instead, or he put them up at the Waldorf--it's not clear which. Because of the short time they were in New York it was more convenient. There was a banquet given for Einstein at the Commodore Hotel.

D, Fuld, Mrs. Felix

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

TRUSTEES — Corporation

BAMBERGER, LOUIS — Biographical

✓FLEXNER, A.

FRANKFURTER, FELIX

STEWART, W. W.

Bamberger to Flexner.

Frankfurter and Stewart will add "prestige and influence" to the Institute.

D. L. Bamberger, 1930-32

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 3/14

TRUSTEES	Corporation
FRANKFURTER, F.	Biographical
FLEXNER, A.	
SCHOOL OF ECONOMICS AND POLITICS	Academic Organization

vertical file - Frankfurter-1

Vertical File - Frankfurter-1

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 3/29

TRUSTEES Corporation

FOUNDERS

DODDS, H. W. Biographical

EISENHART

✓ FLEXNER

Flexner to founders.

Suggests that Eisenhart would be admirable trustee to fill Lehman's unexpired term. Would compliment the University and serve as token of appreciation. Would suggest Dodds but hands full--no answer in file but it did not come up.

E. L. Bamberger

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 3/29

TRUSTEES Corporation

EISENHART, L. P. Biographical

BAMBERGER, L.

FLEXNER, A.

Flexner suggest Eisenhart for Trustees vice Lehman. Agreed upon between Maass, Leidersdorf and Flexner. Not done--vacancy not filled at April meeting--answer of Founders not available.

D, Bamberger, L.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 3/29

PRINCETON UNIVERSITY — Relations WOAI

TRUSTEES — Corporation

FOUNDERS

FLEXNER, A. — Biographical

Flexner to Mr. Bamberger and Mrs. Fuld, March 29, 1933, in Arizona.

They have warmly welcomed Flexner's nominations of Stewart and Frankfurter to the Board of Trustees and ask him to inform the Nominating Chairman of the Nominating Committee.

Flexner discussed with them an idea which they had before, and had discussed to appoint the new president when he was chosen of Princeton University to the vacancy left by Lehman's resignation. Flexner now knows who the new president is, and says he is going to have his hands full. It might be sounder to elect to the vacancy Dean Eisenhar, who is

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Dean of the Faculty in Princeton University, and a very fine person.

D, Bamberger, Louis, 1930-1936

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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BY-LAWS (GENERAL) — Corporation

FLEXNER, A. — Biographical

HARDIN, CHARLES

HARDIN, JOHN R.

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

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

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

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

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

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

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

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

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

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

Proposed changes are in file in parallel columns

JRH Correspondence from May, 1930 to December, 1933

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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TRUSTEES

MEMBERS

FLEXNER, A.

HARDIN, JOHN R.

Corporation

Academic Personnel

Biographical

Flexner to Hardin, March 29, 1933.

Flexner proposes changes in the By-Laws actuated by the resignation of Mr. Bamberger and Mrs. Fuld as active Trustees.

Hardin to Flexner, April 5, 1933.

The abolition of the office of president and the substitution of chairman is in conflict with the New Jersey statute under which we were incorporated, which requires a president, secretary, and treasurer, and so forth. This is mere terminology, but we should adhere to the requirement

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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of the statute.

Under the law ~~xxxxxx~~ and our charter the trustees are required to be members of the corporation. It is also required that they shall hold office for one year, or such term as the by-laws provide, or until their successors shall be elected. "This provision seems to me to prevent floating trustees with indefinite term." He sees no objection to the title of "honorary" to a particular trustee, but even though designated he would be required to be elected for a definite term if entitled to vote as a trustee. There would be no objection to having Mr. Bamberger and Mrs. Fuld chosen with the title of honorary trustees without right to sit or vote in the Board. He asks whether Flexner thinks the desire of the founders to retire goes so far as to have them altogether eliminated. "Could they not be elected as trustees, or honorary trustees, with right to sit and vote in the Board, but relieved otherwise of official responsibility?"

Flexner to Hardin, April 7, 1933. Thank you. I shall revise the By-Laws, incorporating the suggestions which you make.

D File, Hardin, John R.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 3/3 4/3

EINSTEIN, A. Biographical

FLEXNER, A.

Flexner cables to Einstein THAT THE newspapers report German government has confiscated Einstein's bank deposit and if he needs salary it can begin immediately.

Einstein replies on April 3, 1933, "Hearty thanks. ~~Unnecessary~~ Unnecessary."

D. Einstein, Albert, 1932-1933

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

PARTICIPATION IN ADMINISTRATION — Academic Personnel

✓FLEXNER, A. — Biographical

VEBLEN, O.

BLEICK

GRANT-IN-AID — Finance

Flexner to Veblen (Princ. Univ.):

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

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

File IV-21

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

PARTICIPATION IN ADMINISTRATION — Academic Personnel

✓FLEXNER, A. — Biograqhical

VEBLEN, O.

BLEICK

WILDER

BERNAYS

GRANTS-IN-AID — Finance

Veblen to Flexner (NYC):

"...

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

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

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

Flexner to Veblen (Princ. Univ.):

...

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

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

"I wonder just what Weyl and Bernays wrote you.

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

File IV-21

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933

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5/1
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SCHOOL OF MATHEMATICS — Academic Organization

WEYL, HERMANN — Biographical

FLEXNER, A.

The only papers in this file appertaining to any of the appointment matters respecting Weyl are 4 letters from Professor Dr. H. Zangger of the Medical Institute of the University of Zürich at Zürich in Switzerland appertaining to Weyl's health.

The first is directed to Flexner, April ~~XX~~ 12, 1933, and explains that Weyl's health was bad because he overdid prematurely after a very severe case of influenza.

This was responded to by Flexner, May 1, 1933. He informed Zangger that before he received Zangger's letter of April 12, he had "taken the steps to have Professor Weyl invited to deliver a course of lectures in the autumn at Swarthmore College. This will give us an opportunity to talk over the whole situation. Your explanation of Professor Weyl's illness satisfies me completely."

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Flexner to Zangger, May 29, 1933 after another letter from Zangger, noting that Weyl is completely recovered his health. Flexner says he understands "Professor Weyl is now almost alone in Göttingen." He asks Zangger whether Weyl had made arrangements with the Ministry to come to America to deliver the lectures at Swarthmore College. There is discussion about the general situation in Germany about which Flexner says the American people are very angry and disallusioned.

The messages go from Zangger by mouth through other people, apparently.

July 18, 1933, Flexner to Zangger, enclosing a letter to Weyl inviting him to become professor in the School of Mathematics at I. A. S. This is to be forwarded by underground. These are the only letters of the 1933 period which remain in the file. Other correspondence in this file goes from 1935 on to 1945, and consists of affidavits of the residence of Weyl, etc., expense accounts, notes about Weyl's asthma, etc. The correspondence which belongs in this file has been removed.
D File, Weyl, Hermann, 1933-1945

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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 onmy part, I think I shall have to accept that oo. I make 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.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

"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 conceeded 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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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for my own work. Besides, his retirement would be a great loss to your ~~immikkatim~~ institute.

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

D, Einstein, Albert, 1932-1933

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 May-June

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

WOODWARD, E. E. — Biographical

MITRANY, D.

FLEXNER, A.

SENT memos to Flexner regarding organization of School of Economics and Politics. Held personal abilities to cooperate and coordinate approaches to study as more important to work than individual specializations.

D, Mitrany, 1930-34

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 5/1

FLEXNER, A. Biographical

WEYL, HERMANN

ZANGGER

Flexner to Zangger. He has had Weylinvited to Swarthmore to give lectures in autumn.

D, Weyl, 1933-45

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

FOUNDERS
COMMITTEES
BUILDINGS AND GROUNDS
✓FLEXNER, ABRAHAM
VEBLEN, OSWALD

Corporation

Facilities
Biographical

Dr. Flexner to Mr. Nauss:

"I lunched with Mr. Bamberger and Mrs. Fuld at Orange yesterday. Mr. Bamberger submitted to me your letter of April 27 regarding the committees. His preference is as follows:

Executive Committee
Dr. Aydelotte, Chairman
Mr. Leidesdorf
Dr. Sabin
Mr. Straus
Mr. Frankfurter

Finance Committee
Mr. Harden, Chairman
Mr. Leidesdorf

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Finance Committe (Cont'd.)
Mr. Wood
Mr. Louis Bamberger
Mr. Edgar Bamberger

"Saturday afternoon, Professor Veblen and I drove out to the Hale farm, and walked back to Fine Hall at a good pace. The results showed that it is impossible to estimate distances and time by motoring, as you will see from the following figures:

Hale farm to Olden farm	13 minutes
Olden farm to Marquand residence	6 minutes
Marquand residence to 20 Nassau St. (where we shall have our office)	28 minutes
Office to Fine Hall	5 minutes
Total	52 minutes

"On the basis of the preceding, it seems to Professor Veblen and to Mr. Bamberg er that if we should purchase the Hale farm now, all our future developments would be determined by the fact that we owned a piece of real estate fifty-two minutes, walking distance, away from Fine Hall. My inclination is to proceed precisely the other way around: namely, to work out the Institute program, plan and prodedure, and to buy real estate hereafter on the basis thereof. In fact, I got a new squint on the subject in walking around Princeton this week-end. Whether it will bear criticism and longer consideration I do not know, but in my opinion we ought to have a year, or perhaps two years, of experiment before taking any steps in the matter of site. Then the Institute will determine the site, instead of the site determining the Institute."

Source: IAS Trustees, Naass, N.H.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933

5/3
5/6

GENERAL — Public Relations

FLEXNER, A. — Biography

MALONE, KEMP

GENERAL — Academic Organization

Malone (Johns Hopkins Univ.) ~~to~~ from Flexner 5/3/33

"Miss Melville was good enough to send me a copy of the March number of The American Scholar containing your very interesting comment on the Institute for Advanced Study. You have certainly grasped clearly and expressed admirably the idea which was in my mind and historically too you are correct, namely, that this new development is only a small step forward along the line of what Mr. Gilman had in mind as long ago as 1876, but for Mr. Gilman and my own accidental presence there in 1884-1886 there would have been no Institute for Advanced Study. I am glad that you approve a total omission of undergraduate work. As a matter of fact, it looks as if we were going also to omit graduate work in the ordinary sense of the term, since thus far we have accepted no one who has not received his Ph.D. degree. This can be secured just as well at the Johns Hopkins or Harvard or Yale as at the Institute for Advanced Study. Why duplicate?

"There are one or two minor points, which I should like to bring to your

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

attention, though they do not require any public correction:

"1. The proposal to turn the Johns Hopkins into a university by doing away with the undergraduate work did not fail simply for the lack of money. In fact, in my opinion, the money could have been secured. Why did it fail? That is something that I will some day explain to you. I prefer not to put it in black and white.

"2. The resources of the Institute are 'comparatively limited' now at my own suggestion. I believed it would be better for me and better for the Institute to do one thing at a time, and I therefore deliberately asked for a modest sum which would enable me to do one or two things.

"3. I gave very thoughtful consideration to Washington as a location and decided against it for several reasons. While the Institute is to be at Princeton, there is no reason in the world why persons who wish to work in the Library of Congress should not do exactly what the Cambridge and Oxford dons do when they go to London to do their work at the Public Record Office or the British Museum. They can spend their week-ends in Princeton and their working time in Washington. Washington is almost as bad as New York as a place in which to live quietly and think. We are not going to be set in the midst of undergraduate Princeton. We shall be within reach of the library and of such of the graduate departments as have attained actual eminence like the Department of Mathematics. The fact is that with the whole country to choose from my real choice lay between Princeton and Baltimore. Harvard,

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Yale, Columbia were all impossible on account of their size. There is something to be said for Baltimore, but on the whole - and I am viewing the matter objectively - I think we have made the best choice possible, for we can get at Princeton not only the use of the library and the collaboration of the small graduate school but all the land we want close enough to the University and far enough away to prevent confusion.

"4. Finally, the choice of Einstein had nothing to do with the front page. Poor Einstein is himself not responsible for the publicity which he has received. He is an unworldly man whom the newspapers have exploited. I had one reason in taking him, namely, his acknowledged eminence, precisely the same reason which has guided me in other selections. If you will look at Bulletin No. 2, I think you will agree that there is not an educational institution in the country which has been so careful to state facts simply as the Institute, and, if you knew the pressure to which I have been subjected by newspaper to give them front page stuff, you would appreciate this fact even more fully.

"You are quite right when you say that the appointments made in mathematics tell us what he is about. The proceding paragraph ought to have been omitted."

M alone (Johns Hopkins Univ.) to Flexner 5/6/33

"...

"Of your four comments on 'minor points' I need say nothing about (1) and (2), except to express my interest and look forward to the time when we can have the personal chat you speak of (do let it be the next time you are in Baltimore). As regards (3), the

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

location of your Institute, I am afraid I cannot agree with you. The Oxford and Cambridge dons who go to London from time to time to work in the British Museum and the Record Office make their trips at a heavy cost in time, money and energy. In practice, these difficulties result in their not using Museum and Record Office as much as they ought to; in other words, their scholarly activities are seriously curtailed because of the inconvenience involved in so much traveling. The picture you paint of your own professors oscillating to and fro between Princeton and Washington is to me a most depressing one. No scholar likes to live a long way from the materials he must work with. The ideal (to have everything in one's own private library or laboratory) cannot be made a reality, of course, but certainly home and workshop ought to be as close together as is humanly possible. As regards Princeton itself (where I spent a year once, and a pleasant year it was), I can't make out how you expect to evade the undergraduate atmosphere which dominates the place. The fact is, I have the feeling that atmosphere means little to you, and that this peculiarity of yours lies at the root of your otherwise inexplicable failure to appreciate the Hopkins of today. In any case it strikes me as ironical indeed that you, who have said so much about the desirability of doing away with the relatively unimportant undergraduate school at Hopkins, have set up your own graduate work in Princeton of all places!"

"As regards (4), let me say that I defended you against a charge of publicity-seeking, a charge widely made and widely believed. I might, of course, have ignored this talk as unworthy of serious notice. I thought it best, however, to be frank and face the issue - that is my way! I agree with you in what you say about Einstein, who has been victimized by our stunt-loving public. But enough of this. It was good to hear from you, and I hope we shall soon have that chat."

File III-17

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 5/4

WEYL, H. Biographical

NEUGEBAUER, O.

FARKAS

PONTRAJAGIN

LEFSCHETZ

SCHOOL OF ECONOMICS AND POLITICS Academic Organization

VEBLEN, O. Biographical

/FLEXNER, A.

Veblen to Flexner (NYC):

"I return herewith the letter from Weyl and the correspondence with Dr. Bleick. I have kept the copy of your letter to Dr. Zangger but I will return it if you wish. I should think this letter would put Weyl at his ease as far as it is possible to do so. His fear that he would have to take over the

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Directorship of the Institute at Gottingen is probably well founded for Bohr's information that Courant has been 'given a leave of absence' seems to be quite definite. I have suggested Courant's name in a couple of places where they need a man to build up a mathematics department. He would be ideal for such an undertaking.

"I think it very likely that Neugebauer will also be dismissed because he is well known as a radical in politics. I believe it is quite true that he occupies a unique position as an historian of mathematics.

"I am going to talk with Taylor of our Chemistry Department about Farkas. I seem to remember that the chemists think very highly of him. I suppose you noticed in the morning paper that Haber himself has resigned.

"I can't help returning to the point that if the funds could be made available, now would be a golden opportunity for starting some of the other departments. But this idea is so obvious that you have doubtless already considered it from all points of view.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

"Mrs. Bailey's account of the grants in aid in her letter of May 3rd agrees entirely with my notes on the subject except that there should also be set aside $1200 for travelling and extra expenses in the case of Pontrjagin. You will recollect that we agreed with Lefschetz that a total of $3000 should be available for this case and we decided to make the stipend small in order to have a good large reserve on account of the pecularities in his situation. Contrary to what I wrote in one of my letters last week, this means that we have not disposed of $500 out of our additional $5000."

File IV-21

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933

5/9

FOREIGN

GENERAL

VEBLEN, O.

✓FLEXNER, A.

Academic Personnel

Foundations

Biographical

See FOREIGN - Academic Personnel

letter from Veblen to Flexner

File IV-21

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

✓FLEXNER, A. Biographical

See FOREIGN - Academic Personnel
Letter from Veblen to Flexner

File IV-21

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 5/11

BUILDINGS & GROUNDS Facilities

✓FLEXNER, A. Biographical

VEBLEN, O.

Flexner to Veblen (Princ. Univ.):

...

"I should think Finley an excellent choice for the committee you have in mind, but the matter is not one which I myself can pursue.

"Mrs. Bailey is planning to move the office to Princeton May 18. Thereafter, our address will be 20 Nassau Street.

"I know of no particular message which we can send to Weyl at this time. Perhaps you have something in mind which does not occur to me."

File IV-21

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

FOREIGN — Academic Personnel

VEBLEN, O. — Biographical

FLEXNER, A.

DUGGAN, STEPHEN

GENERAL — Foundations

Veblen to Flexner (NYC):

...

"It looks now as if the relief work for the Jews and Liberals who are dispossessed in Germany would be handled through the office of the International Institute for Education. At least that is what Dr. Duggan seems to think and my colleagues here think it is probably best not to interfere with that arrangement."

...

File IV-21

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 5/29

POLICIES Administration

EINSTEIN, A. Biographical

FLEXNER, A.

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 5/29

WEYL, HERMANN Biographical

FLEXNER, A.

ZANGGER, Dr. H.

Flexner to Dr. H. Zangger, Zurich--understands, "Weyl overburdened since he has also had letters from his colleagues, who are in Zurich or Italy, who tell me that Professor Weyl is now almost alone in Göttingen."

D, Weyl, H., 1933-35

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 5/31

FOREIGN — Academic Personnel

GENERAL — Foundations

✓FLEXNER, A. — Biographical

VEBLEN, O.

Flexner to Wiener, Norbert (Depart. of Math., M.I.T., Cambridge, Mass.):

...

"I shall forward the correspondence to Professor Veblen. This is one of scores of letters which I have received which have driven me almost to distraction. I have had some correspondence with President Compton on the subject of dismissed professors and also with President Mason of the Rockefeller Foundation, who has told me that the Foundation will coöperate with any university which desires to secure the services of dispossessed professors..."

File IV-21

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 July

General Academic Procedure

WOODWARD, E.L. Biographical

FLEXNER, A.

Notes from Woodward's memorandum to Flexner not dated but sent July, 1933 on founding a historical institute.

"An ideal society of historians might include as many types as possible...If a comprehensive society of this kind could establish a rule of mutual tolerance...there might be a danger that the different points of view would cancel out. This cancelling out is a real danger; it has been a factor making for sterility in the ancient intolerant societies of Oxford and Cambridge. Even if this danger were guarded against, there would be the tendency which has affected all monastic societies, all aristocracies which have owed their existence to ideas of service; the tendency towards becoming a closed and privileged order, with a private code of behavior and narrow excellencies. There is the practical danger of making men--particularly men of the sensitive, timid scholars' temperament too comfortable and secure. Life seems very long to a scholar in an assured position, working at a subject which absorbs his interest. He will make a virtue out of industrious indolence,

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

and use 'incompleteness of knowledge' as an excuse for producing nothing...

"It is still essential to remember that there are different approaches to history. A small society if it is to be effective, must be homogeneous or it will not be a society at all and its endowments might as well be distributed to the firstcomers who could show sufficient technical aptitude."

He then eliminates certain types of historical institutes--those organized to train a particular class of students or those aimed at providing a clearinghouse or central organization. He does not think the Institute should do either, nor does he favor an institute of politics...one representing cooperative work of men of experience and knowledge of affairs such as the Institute of Foreign Affairs in Great Britain organized to develop and guide public opinion, etc.

He suggests that the most urgent problems before modern society apart from problems of personal ethics are those of government which fall largely within the field of modern history.

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He suggests considering first the subject matter of study and then the best means of getting results. Having eliminated subject matter of history before the agrarian ~~and~~ industrial and commercial political revolution of the 18th century, we have left two main divisions in the problem of government: (1) theoretical; a study of forms, institutions and laws and their historical setting and a survey of the general trend of modern societies, such as the validity of the classical theme of sovereignty; and (2) ~~xxxxxxxx~~ practical problems: the history of particular states or particular questions. ~~But~~

But he then after discussion concluded that the study of the most urgent problems of modern society will not involve apriori need to distinguish between the theoretical and practical divisions. The choise will not lie there but between different methods of carrying out a program of investigation.

To ~~xxxxxxxxx~~ accomplish this he says the Trustees may draw up a program covering a subject which they would decide needed investigation--a detailed plan of research. "The execution

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of this research would fall largely outside of the sphere controlled by the endowment which would be used by three or four workers to be engaged upon one or more aspects of the subject but who would be doing their best to get other institutions to take up other aspects. The work of coordination would be done by the endowment. Its program would be known, its advice would be taken by other types of institutions. Its standards of impartiality, relevance and thoroughness would be an example to others.

He suggests that good policy would be to formulate a working definition of the subjects which the endowment will deal with and then to look for individuals who have proved themselves. They should submit their program. Program to be worked out by personal relationships and contacts as between the men working on the subject.

"...The choice of men is of first importance. In some respects once a general definition has been made of the subject of study the choice of the right men is more important than any special delimitation of subject." As to whether appointments

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should be permanent or temporary he gives arguments on both sides. A permanent appointment gives a tranquility and a sense of certainty in developing relationships for specialized work. But ~~the~~ disadvantages are great; if you make a mistake you have to live with dead weights over a long period...There are very great practical difficulties in the way of getting good results from a series of temporary appointments." (where did quote begin?) You can always get good young men for appointments lasting only a few years and senior men for an exchange tenable for a year, but very difficult to get a man of senior standing to take a post which is not a life appointment.

Compromise possible here. If you appoint a staff of four, not counting research assistants, or young men working to learn method of research, possible to have two of the four as permanent residents appointed for life and the other two to be held by younger men ~~taking~~ taking the position for five, six or seven years to get a good piece of work done. It might be possible for the latter group to give not full time but ~~that~~ stipulate that he shall do nothing incompatible with research obligations

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with the rest of his time. (This is being done at All Souls on occasion).

He then emphasizes the advisability of having young men a small number of "postgraduate students" but the main work would be research and not teaching--no lectures. Keep the apparatus down as much as possible, "not merely for reasons of expense, but because the multiplication of research assistants, etc., has ~~in~~ probably done as much harm as good to the cause of really first-class research.

(Memorandum tentative and preliminary and paid for).

D. E. L. Woodward

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 July

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

WOODWARD, E. L. — Biographical

FLEXNER, A.

Woodward's memorandum on history (small society must be homogeneous). Draw up plan for research, only part of which would be controlled by I. A. S. Institute might coordinate and "manage studies."

D, Woodward

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

STEWART, W.W. Biographical
MAASS, HERBERT
✓FLEXNER, ABRAHAM
INVESTMENT Finance

Mr. Maass to Dr. Flexner:

"Last week I had the pleasure of lunching with Mr. Bamberger, Mr. Leidesdorf and our new Trustee, Mr. Stewart, and cannot begin to tell you of the very splendid impression he created and how helpful I am sure he is going to be in our affairs. The purpose of the luncheon was to review our investments, and we had the benefit of some very constructive criticism from Mr. Stewart , which is already leading to action, and will, I am certain, improve the calibre of our portfolio."

Source: IAS Trustees - Maass, Herbert H.

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

VEBLEN, O. Biographical

WEYL, HERMANN

FLEXNER, A.

BAMBERGER

Flexner to Veblen.

"I am greatly moved by your letter and by Weyl's. On the strength of them both, I have written Mr. Bamberger, because I do not like, in view of past circumstances to take action without his knowledge, and indeed I have no legal authority to do so. Should he concur, I feel sure that the Executive Committee will ratify the action. I will communicate with Weyl and with you by wire as soon as I have a reply. I am sending you a copy of my letter to Mr. Bamberger."

Flexner to Bamberger July 14, 1933.

"For a good many months past, Professor Veblen and I have been in communication about Professor Weyl, and Professor Veblen has had several letters from him. In addition, I wrote his

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physician in Zürich, Professor Zangger, and...it is quite obvious to me now that Weyl's hesitation was due to the fact that he was in ill health last winter, and that his final declination was really creditable to him rather than otherwise, for, as he was not well at the time, he was afraid that he would not do justice to the opportunities of the Institute. Since then both his physicians assure me that his health is perfect, and certainly his letter s to both Veblen and myself have been in the highest degree satisfactory and dignified." He then says that Veblen has told him that Weyl has been offered a position at Madrid, and that if there is not likely to be an opening with us in Princeton, he is disposed to accept it on account of current conditions in Germany. Mrs. Weyl ~~xxxx~~ agrees in a postscript.

He goes on to say that in Veblen's mind if we could add Weyl to the mathematical group, it would be the most distinguished and able group of mathematicians in the world. Veblen is strongly of the opinion that we should do this, and Flexner agrees with him after long reflection. I should

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not feel obligated to make Weyl the proposition I made him a year ago, for conditions have changed, and the offer contained a great many extras which I should now drop. I should simply offer him the salary which Veblen received and the pension arrangements with the Teachers Annuity Association. I believe on these terms he will come and be happy. If you and Mrs. Fuld are willing, you may telegraph me at Burke Falls. He tells Bamberger he is sending a copy of this letter to Veblen, and shall not act affirmatively until all of us agree. Weyl's appointment would begin October 1, 1934.

V File, Flexner, Abraham

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933

7/14
7/19
7/24

FOUNDERS — Corporation

WEYL, HERMANN — Biographical

FLEXNER, A.

Flexner's long letter to Bamberger, July 14, 1933, presenting the revived question of appointing Professor Weyl.

Bamberger's wire to Flexner, July 19, 1933. "Mrs. Fuld and I are surprised that you are again considering Weyl. We do not approve his method of dealing with us last year. Our understanding that Prof. Neuman was engaged to take his place. Warm greetings to all." They telegraph this from Asbury Park.

There is a three-page letter from Flexner to Bamberger, July 24, 1933, explaining the Weyl matter further in a gently disputatious fashion. He quotes Veblen freely and uses him as an ally. Disavows pressure on the founders, and prefers to let the matter rest until the fall when the subject can be talked over. He holds out the bait of distinction. Again disavows persuasion. He quotes Aydelotte for Weyl,

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

since Aydelotte needs Weyl, and has a spot for him to lecture in the fall.

D, Bamberger, Louis, 1930-1936

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 7/15

FLEXNER, A. Biographical

LEIDESDORF, S. D.

WEYL, HERMANN

Flexner to Leidesdorf from Magnetawan, July 15, 1933.

He is writing ~~another letter to Weyl~~ again about Weyl--to Mr. Bamberger with a copy to Mr. Maass, which he suggests Leidesdorf see, suggesting that we offer a position to Weyl. "It is clear from my correspondence with his physician in Zürich and my talk with Dr. Lichtwitz of Berlin that his hesitation and declination last year were due to ill health, which led him to fear that he would not do justice to the position. I am assured by both men that he has completely recovered. Should he come to us, as Veblen and Aydelotte hope and desire - and I do too, we would have the most distinguished mathematical faculty that exists in the world. My letter to Mr. Bamberger makes clear the general line on which I am proceeding."

D, Leidesdorf, Samuel D., 1930-1935

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

EMIGREES Academic Personnel

BORN, MAX Biographical

POLANYI

√FLEXNER, A.

Re: Veblen to Flexner letter concerning German scholars invited to England, e.g. Max Born invited to Cambridge and Polanyi to Manchester. File IV-19

See: EMGIREES - Academic Personnel

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 7/18

FLEXNER, A. Biographical

ZANGGER Biographical

WEYL, HERMANN

Flexner sends Zangger a letter inviting Weyl to I. A. S.

D, Weyl, 1933-45

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 NOTES 7/24 7/25

VEBLEN, O. Biographical

WEYL, HERMANN

✓FLEXNER, A.

BAMBERGER

Flexner to Veblen.

Mr. Bamberger has just telegraphed he hesitates about Weyl, fearing that he may be an unstable factor or in poor health. Flexner says he has no legal right to act, and he believes it is wisest to defer any action until he can bring the Executive Committee together on his return to New York about the middle of September. He suggests Veblen write Weyl asking him to postpone an answer to Madrid until he has had a chance to talk with me when he comes to Swarthmore in the early fall. "With tactful management, I believe it will come out well in the end."

~~XXXX

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Flexner to Veblen, July 25, 1933.

Aydelotte has just come over to pay us a brief visit, and he thinks I did right in not pressing the matter of Professor Weyl by mail on Mr. Bamberger and Mrs. Fuld. He will call a meeting of the Executive Committee just as soon as he goes back to New York.

Flexner says that he has cabled Weyl that the Executive Committee will meet in the middle of September.

EXF V File, Flexner, Abraham

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 7/25

EMIGREES Academic Personnel

WEYL, HERMANN Biographical

AYDELOTTE, F.

FLEXNER, A.

Flexner to Veblen letter re: inviting Weyl to join group. File IV-19.

See: EMIGREES - Academic Personnel

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 NOTES 7/27

VEBLEN, O. Biographical

WEYL, HERMANN

FLEXNER, A.

BAMBERGER

EINSTEIN, A.

Flexner to Veblen.

This morning I received from Leydenburg a telegram from London which reads: "Very urgent. Official invitation that German professors be expedited as they may not be allowed to leave."

V File, Flexner, Abraham

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 7/31

DEGREES Academic Procedure

✓FLEXNER, A. Biographical

Flexner (Ontario, Canada) to Veblen (Hancock County, Maine): Excerpt

"..... I don't want to begin giving Ph.D. degrees, for I don't want to involve the staff in theses, examinations, and all the other paraphernalia. There are plenty of places now in which men can get a Ph.D. degree. Our work ought to be beyond that stage."

File IV-19

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 August

EINSTEIN, ALBERT Biographical

FLEXNER, A.

There is quite an exchange complicated by press relations in German on the question of whether Einstein has winter half-year. This is finally ironed out, but it is clear that the Einsteins and Mayor will not arrive until after the Institute opens, since they embark on October 7. Flexner (September 7, September 28, informs Einstein that he has been authoritatively requested to ask Einstein to enter the country quietly and offers him facilities to disembark at Quarantine and avoid the press, coming directly to Princeton. Arrangements, made by Maass, for the disembarkation, Edgar Bamberger to drive him down to Princeton).

Einstein, Albert, 1932-33

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 8/1

DIRECTOR — Administration

FOUNDERS — Corporation

AYDELOTTE, F. — Biographical

FLEXNER, A.

Flexner to Bamberger, August 1, 1933.

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

D, Bamberger, Louis, 1930-1936

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 (Mistyped 1922) NOTES 8/2

VEBLEN, O. Biographical

WEYL, HERMANN

FLEXNER, A.

BAMBERGER

Flexner to Veblen.

He has written two notes July 29 to Flexner which are not in file.

He has asked Aydelotte to visit Bamberger and Mrs. Fuld and talk over a number of matters, incidentally the Weyl matter. I hope and believe that the thing can be ironed out so that Weyl can bring his wife and children with him. If Mr. Bamberger and Mrs. Fuld were young, the incident would give me concern. As it is, I do not feel that there is anything for us to worry about, so far as the future of the Institute is concerned. With a Board constituted as our is, the academic point of view will prevail in academic matters.

V File, Flexner, Abraham

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 NOTES 8/21

VEBLEN, O. Biographical

WEYL, HERMANN

FLEXNER, A.

BAMBERGER

EINSTEIN, A.

Flexner to Veblen, August 21, 1933.

He is hopeful that we shall make the permanent appointment for Weyl and a year's invitation to Courant (Richard), though I do hope that Courant will be reinstated in Göttingen.

Veblen has been in correspondence with Lowan in regard to the full-time work expected of Einstein, apparently. Flexner agrees with Veblen that we don't wahh to establish too many precedents. "I think there are one or two things that we will have to insist upon, and full time during the abbreviated year is one of them, that ought to apply not only

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

to workers, but to members of the Faculty. Of course, I do not mean that you or Alexander or Einstein should not during the term attend scientific meetings or make scientific addresses, but I do mean that the taking on of additional chairs and professorships, as Einstein has done, does not seem to me to harmonize with the spirit of our undertaking. However, this is a matter which I shall take up with Einstein in the course of the year. I beg you not to mention it to anyone."

V File, Flexner, Abraham

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933

8/24
8/27

FOUNDERS
NAASS, HERBERT
✓FLEXNER, ABRAHAM
WEYL, HERMANN

Corporation
Biographical

Dr. Flexner to Mr. Naass:

"I received from Mr. Bamberger the following telegram:

'Mrs. Fuld and I are surprised that you are again considering Weyl. We do not approve his method of dealing with us last year. Our understanding that Professor von Neumann was engaged to take his place. Warm greetings to all.'"

Naass to Flexner:

"Needless to say, I am in thorough accord with the psychology you have employed in the matter. Nothing is to be gained by trying to rush Mr. Bamberger and Mrs. Fuld into a decision. In fact, were we to do so, even their concurrence might be a source of regret to us thereafter. If therefore, Prof. ~~R~~ Veblen could persuade Prof. Weyl not to accept the appointment at Madrid, I think it would be well for us to wait until the Fall when the matter can be thoroughly thrashed out at a meeting of the Executive Committee. At

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

that time, I am confident we will have no difficulty in persuading Mr. Bamberger and Mrs. Fuld to our point of view, and that their adherence thereto at that time will not be reluctant."

Source: IAS Trustees - Maass, Herbert H.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 NOTES 8/30

PARTICIPATION IN ADMINISTRATION — Academic Personnel

FLEXNER, A. — Biographical

VEBLEN, O.

EINSTEIN

MAYER

Flexner to Veblen, August 30, 1933.

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

V File, Flexner, Abraham

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 9/6

SCHOOL OF MATHEMATICS — Academic Organization

NEUGEBAUER — Biographical

SARTON, GEORGE

FLEXNER, A.

Sarton to Flexner, September 6, 1933, informing Flexner of word which he has had from Neugebauer at Göttingen that he is editing the Corpus of all the original documents of Babylonian mathematics. Sarton says the world will owe much to Neugebauer for this.

Sarton suggests the history of science as one of the fields for the Institute to study; first because it has been neglected by other agencies except for the Carnegie Institution, and because when colleges that do give courses in it, it debases the subject rather than elevating it. Furthermore, because the history of science, that is, the history of mathematics and other sciences down the scale, is the best introduction to the philosophy of science and synthetic knowledge; next, because it is the best means of humanizing science; and, last, because

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

it would be an excellent preparation for increasing groups of people needing a general scientific knowledge and intelligence rather than a specialized and technical knowledge.

The organization of such studies in the United States could be reconciled with the urgent needs of many German scholars--a new opportunity to them, a great opportunity to this country.

Then he goes on to compare himself with Neugebauer, in relation to whom he said he, Sarton, was only a dilettante. "He works in the front trenches while I amuse myself way back in the rear--praising the one, blaming the others; saying this ought to be done, etc.--and doing very little myself. What Neugebauer does is fundamental, and what I do, secondary."

He assures Flexner Neugebauer did not ask him to write the letter.

D. Institute--Organization

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

WEYL, HERMANN Biographical

FLEXNER, A.

VEBLEN, O.

AYDELOTTE, F.

Flexner to Veblen, September 8, 1933.

The Executive Committee met yesterday, and authorized Flexner to make an offer to Weyl which he considers more attractive than the former one. He cautions Veblen to silence except for Eisenhart, "for if it should leak out in Germany that Weyl is bringing his wife and children to this country to stay, they might all be held in Germany." His appointment at the Institute will, if he accepts, start January 1, 1934. He asks Veblen to write, saying that the matter is being kept secret in America. Flexner expresses the hope that Weyl, like von Neumann, will become a citizen. He depends on Veblen to tell Weyl that he is on full time at the Institute, "that is, he will not accept multiple-professorships the way Einstein has been led to do, though, of course, he enjoys academic freedom in respect to lectures, papers, etc."

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

The letter contains further data about Courant. The Rockefeller Institute would appropriate $3,000 to meet an appropriation of an equal amount from the Institute for Courant. The plan which Flexner and Veblen have evidently worked out is that Courant would come to the Institute for the first half year, and be lent without expense either to Cambridge or Yale for the second half year.

Flexner to Veblen, September 9, 1933.

Informs of cable from Weyl. Warmest thanks for your confidence. Hope for long and happy collaboration.

At the same time Weyl ~~takes~~ writes Veblen that Courant has accepted a three-year appointment at Cambridge.

V File, Flexner, Abraham

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

EMIGREES — Academic Personnel

WEYL, HERMANN — Biographical

√ FLEXNER, A.

AYDELOTTE, F.

VEBLEN, O.

POLICIES — Administration

Flexner to Veblen (Hancock County, Maine): Excerpts

"The Executive Committee met yesterday and authorized me to make Weyl a permanent offer somewhat different in form from the preceding offer but, in my opinion, really more attractive. I shall write him on the subject. Of course, this matter must be kept absolutely confidential between you and me. I shall not mention it to another person except perhaps Eisenhart, if, in your judgment, that is desirable, for, if it should leak out in Germany that Weyl is bringing his wife and children to this country to stay, they might all be held in Germany."

" .... I wish very much also that you add in some way that we will look upon his acceptance as indicating that he intends to make America his home. I hope that, like von

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Neumann, whom you may instance, he will become an American citizen. Of course, he will be free in the future to accept an invitation to go elsewhere, if he chooses, just as you and the others can, but as long as he is in the Institute, he is on rigorous full time, that is, he will not accept multiple professorships the way Einstein has been led to do, though of course he enjoys academic freedom in respect to lectures, papers, etc. I am anxious that he should understand the spirit of the thing, the fact that we have made the salaries and retiring allowances high and the vacations long in order that men may work under favorable conditions. If a man sacrifices his long vacation regularly or often, I think the spirit of the Institute will be compromised. .... "

File IV-19

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933
1940
1940

9/8
7/29
7/31

HISTORICAL STUDIES (HISTORY OF SCIENCE) — Academic Activities

SARTON, DR. GEORGE (Editor of Isis at the Harvard Library, Cambridge, Mass.) — Biographical

FLEXNER, A.

NEUGEBAUER

Flexner to Sarton, September 8, 1933.

He alludes to a recommendation of Neugebauer which Sarton has sent. "What I wonder now is whether there exists in this country the material which he would need for his Babylonian and other work in case the Institute could give him a position...Some day I should like to see the Institute of Advanced Study develop an institute of the history of science or the history of culture, which would include both science and the humanities. Thus our American scholars might be enabled to gain a perspective, which very few of the younger men now possess."

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Sarton to Flexner, July 29, 1940.

He asks Flexner to devote his time for the rest of his life to founding an endowment for an institute of the history of science.

Aydelotte to Sarton, July 31, 1940.

He acknowledges the letter to Flexner and points out that the war would render impossible any such effort at the present time.

IV-10

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933

9/9
9/11
9/14

EMIGREES — Academic Personnel

WEYL, HERMANN — Biographical

VEBLEN, 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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 9/12

COURANT, RICHARD Biographical

FLEXNER, A.

BOHR, N.

Flexner to Courant. Says he has cabled Bohr he has obtained invitation for Courant, half time at Princeton, half time somewhere else at $6,000.

II-5

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 9/22

PRINCETON UNIVERSITY Relations WOAI

PRIN DODDS, H. W. Biographical

FLEXNER, A.

Flexner to Bamberger, September 22, 1933.

Flexner made his first call on Dodds, and thought very highly of him.

D, Bamberger, Louis, 1930-1936

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 9/26

FLEXNER, ABRAHAM Biographical

MAASS, HERBERT

WEYL, HERMANN

Flexner to Maass:

"Mrs. Flexner and I came to Princeton last Wednesday, and have been most courteously received by the new President and by all others with whom we have come in contact.

"I went down to Washington last Saturday to make sure that no difficulties would be placed in the way of the immigration of Professor Weyl and his family. This morning I received the following cable from him in Zurich:

'THANKS FOR ALL YOUR ASSISTANCE IMMIGRATION PRESENTS NO DIFFICULTY SHALL WIRE FORMAL ACCEPTANCE AS SOON FAMILY IS SAFELY OUT OF GERMANY.'"

Source: IAS Trustees - Maass. Herbert H.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933	October
1934	October
TRUSTEES (MINUTES)	Corporation
POLICIES	~~Academic Personnel~~ Administration
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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 Oct. 10/2

MAASS, HERBERT Biographical

LEIDESDORF, SAMUEL

✓FLEXNER, ABRAHAM

Wire from Maass and Leidesdorf to Flexner:

"On the opening day of the first term of the Institute we extend to you our heartfelt congratulations upon the achievement of one of your life's dreams and hope its fulfillment will accomplish all which your fondest hopes can visualize Stop We are proud and delighted to have been associated with you in its establishment and trust that you will be spared many years of active life to give it the full measure and benefit of your splendid abilities Stop Kindest remembrances to Mrs. Flexner and to you."

Flexner to Maass:

"Am deeply touched by the joint telegram from you and Mr. Leidesdorf. From the first I have felt fortunate and assured in your cooperation. Nothing could exceed the kindness and helpfulness of the Princeton people. I hope ~~xxx~~ with you that the founders may have no reason to regret their beneficence. Mrs. Flexner joins me in warmest greetings. Please share this with Mr. Leidesdorf":

Source: IAS Trustees - Maass, Herbert H.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 10/10
10/13

EINSTEIN, ALBERT Biographical

✓FLEXNER, ABRAHAM

MAASS, HERBERT

Dr. Flexner to Mr. Maass:

Flexner wrote to Mr. Coulter, head of the Visa Division of the Department of State, about a visa for Prof. Einstein.

"Before I returned to Princeton this morning, the mayor of the town and the chief of police called on Mrs. Bailey to offer their services in the matter of Professor Einstein. I shall see them both and get them to coöperate with us in maintaining quiet. I shall send you a letter of introduction to Professor Einstein when I communicate the results of my letter to Mr. Coulter."

Flexner to Maass:

"...I have put in writing the point, which I think cannot be too strongly emphasized, namely, that Professor Einstein's safety and his scientific reputation both depend not only in my judgment but in the judgment of everybody with whom I have canvassed the

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

the subject upon his leading a quiet and unobstrusive life at Princeton.

"This week I have been deluged with requests that he make speeches on political or other topics in New York...I have made the same reply to all, namely, that Professor Einstein has come to Princeton to pursue his scientific work and will not be deflected threrfrom...]"

The next day Dr. Flexner sent Mr. Maass a letter he had received from Mr. Billikopf of the Federation of Jewish Charities of Philadelphia which said:

"I do hope that our people will not exploit Einstein during his stay here. I wish [our leaders would realize what Lucretius once said, that man has a limited amount of moral enthusiasm, and even though Einstein is the greatest scientist, even he can readily reach the point of saturation. He must be left alone to do his scientific work and speak on other subjects at rare intervals."

Source: IAS Trustees - Maass, Herbert H.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 10/11

EINSTEIN, A. Biography

FLEXNER, A.

Flexner to Judge Julian W. Mack (NYC)

"Thank you for your kind note of October 4. There is only one way to procure quiet and safety for Einstein and that is by saying 'No' without exception, and this I have done without consulting him for the last year. He himself is so amiable that his natural tendency is to say 'Yes' to everything. I should not make an exception in favor of Jesus Christ, not to say, the President of the United States. Professor Einstein and his wife have written me and told me that they want Ruhe and no publicity. Whether they mean that or not or know what that means, their conduct in Europe causes me to doubt, but it will be absolutely impossible for him to stay in the United States, unless he completely divests himself of the role which he has in recent months played in Europe. He has hurt himself, his work, and in my opinion and in that of others has done the Jews - neither in this country nor in Europe - any good at all. So, if anybody asks you in future to intercede whether for a speech or a dinner or his mere presence, please tell them that under no circumstances will I make an exception in favor of anything or anybody."

File III-17

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 10/12

GENERAL Corporation

FLEXNER, A. Biographical

EARLE, E. M.

Flexner to Earle, October 12, 1933.

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 10/16

EINSTEIN, A. Biographical

FLEXNER, A.

Flexner had to cable Einstein, October 16, 1933, on the S. S. Westernland, the ship on which he came to America, as follows:

"Have just learned of O'Brian Untermeyer plans. Please avoid them as they are concerned in a racial political quarrel involving forthcoming Mayor election. Your dignity and that of Institute endangered. Follow advice and arrangements made for you by national government which Mr. Herbert Maass who will meet you at Quarantine alone understands."

D, Einstein, Albert, 1932-1933

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 10/17

FOUNDERS Corporation

EINSTEIN, A. Biographical

MAASS, HERBERT H.

FLEXNER, A.

Flexner to Bamberger and Mrs. Fuld, October 17, 1933.

"You will be interested and amused to know that Mayor O'Brien and Mr. Untermyer got up a committee to wait at the dock in the rain in order to meet the Einsteins and make a great to-do over them during the day. Without authority from us they printed in the morning paper my name and Felix Warburg's, though neither of us had authorized such use. Meanwhile, Mr. Maass arose at daybreak, took a little motor boat, reached Quarantine, met the Einsteins and turned them over to the two cars, and they are now here, very happy and enormously delighted that they escaped the New York reception. Mr. Parrier and Edgar brought them down easily and quietly... They are overflowing with gratitude."

D, Bamberger, Louis, 1930-1936

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 10/24

GENERAL Educational Institutions

STRAUS, PERCY S. Biographical

FLEXNER, A.

Flexner to Straus, October 24, 1933.

This is what has happened to the Mathematics Faculty at the University of Göttingen. Professor Courant (Chairman of the Faculty), Landau, Neuther, Jews, were either dismissed, put upon leave of absence and told not to lecture, which is the equivalent. Professor Frank, Nobel Prize winner in physics, resigned in anticipation, and as a protest. Thereupon Professor Born (mathematical physics) resigned, also Professor Neugebauer and Professor Weyl, Christians, who resigned in protest, and the emeritus professor, Hilbert, one of the greatest mathematicians of the last century, a Christian, wrote a scorching letter to the Minister of Education, of which I possess a copy, protesting against the destruction of the most distinguished mathematical faculty in Germany. The work is, as I was told Saturday, now being carried on by one man of no great eminence and a few young assistants.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

He says that with the exception of Landau, who is well-to-do for the present prefers to remain in Germany, all of these men have received posts, except for Courant, who has a one year post. He commends Courant to Straus for New York University, to strengthen itself in the field of mathematics.

D File, Straus, Percy S.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 11/1

SCHOOL OF MATHEMATICS — Academic Organization

MEMBERS — Academic Personnel

✓FLEXNER, A. — Biographical

FRANKFURTER

Flexner to Frankfurter.

Thought School of Mathematics might not have 10 members in first year because of the "severe requirements that Veblen and his colleagues had set up" not only post doctoral but that they should have given evidence of the ability to work independently.

D, Frankfurter, Felix

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933

11/1

FRANKFURTER, F.

FLEXNER, A.

MITRANY, D.

EINSTEIN, A.

STEWART, W.

WOODWARD, L.

LOWE, E. A.

Biographical

Vertical File, Frankfurter-1

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

FLEXNER, A. Biographical

FRANKFURTER, FELIX

WOODWARD, SIR L.

LOWE, E. A.

Introduces Felix Frankfurter to latter 2 while Frankfurter at Oxford, or at least prompts him to meet them.

D File, Flexner, A.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933

11/1
12/1

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

STEWART, W. W. — Biographical

FLEXNER, A.

FRANKFURTER, F.

Flexner to Frankfurter.

He is sorry Frankfurter missed the last meeting when there was a lengthy discussion upon the subject of the point of view from which to start the development of the School of Economics and Politics. "Walter Stewart was very clear that we ought in view of existing experiments and conditions to make a fresh and scientific approach from the historic side. He was of the opinion that we would not get far with men who had already committed themselves about so many of the problems, with which a school of this sort must concern itself. He thought in the long run we should do far better to take younger men of promise for a period of prolonged probation. It will be a slow development as compared with mathematics, but Stewart thought this method of approach offered the best chance of making a contribution of value in this field."

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Frankfurter to Flexner
~~Flexxxxxxxxxxxxxxxxxxx~~, December 1, 1933.

Rejoices in Flexner's account of the good start in mathematics. He judges by the minutes and from Flexner's letter of November 1: "I should find myself in agreement with Stewart that fruitful endeavor by that School implies work by younger men of promise rather than of the men, so far as I know, of stabilized reputation. Such younger men are scarce as white crows, so far as I know the field both here and with us. In economics there are some unknown men at Oxford, and, I think, at Cambridge, also in political science. I will know better about such things at the end of my stay than I do now. I am clearer than ever that I care very little for what--I am speaking frankly--that Taussigs and the Schumpeters think. Brandeis makes them all seem like little children--and vain little children at that. One of these days, someone will write on the arrogance and the humorlessness of the distinguished economists of the 19th and earlieth 20th centuries."

D File

FranFurter ~~File I (History Files~~)

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 11/2
11/3

WEYL, HERMANN Biographical

✓FLEXNER, ABRAHAM

MAASS, HERBERT

Dr. Flexner to Mr. Maass:

"This morning after breakfast I had a wonderful talk with Weyl, who wanted my advice, first, about the matter of insurance, second the matter of citizenship, third, the matter of a house. As to the first and second, I suggested that he should consult with you. He is expecting to be in New York on Thurday of the coming week. If you are to be there, would you be good enough to write to him - Professor Hermann Weyl, Bartol Foundation Institute, Swarthmore, Pennsylvania - telling him that he could see you. I imagine it would be towards noon before he could reach New York..."

Flexner to Maass:

"Since writing you yesterday, I have talked with President Aydelotte and Professor Veblen on the subject of a house for the Weyls. Though they have looked at everything available, they are finding it extremely difficult since houses here...are very scarce.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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Veblen made the suggestion that, inasmuch as he has come here for the rest of his life, what he ought to do is to build a house, though he is without funds - so much so that I have myself personally advanced money to him, which, however, is a confidential matter between you and me. Aydelotte suggested that he might save enough out of this year's salary to buy a lot and that, if he would, the Institute would be perfectly secure in lending him the money needed to build next year..." Flexner goes on to say that the Weyls have always saved money but lost it during the post-war conditions. They are both "people of simple tastes".

Source: IAS Trustees - Maass, Herbert H.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933

11/3
11/4

FOUNDERS

Corporation

FLEXNER, A.

Biographical

EINSTEIN, A.

FULD, MRS. FELIX

The Flexners had given a party for the Einsteins on Wednesday evening. Mrs. Fuld sat next to Dr. Einstein. Her letter expressed great appreciation.

About the dinner Flexner said: "We tried to let you see without any publicity whatsoever something that you and your brother had made possible--something too that I believe will be memorable in the history of American culture. You have no idea how many people have told us in the two days that have passed since the dinner what a successful affair it was and how glad the Princetonians are that we have come to this quiet and hospitable place..

Then Flexner said that he wants to give a second dinner

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

early in December after the Weyls have moved to Princeton to enable the Trustees of the Institute to meet its faculty. Asks for a day agreeable to the Fulds and Mr. Bamberger.

D, Fuld, Mrs. Felix

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

DIRECTOR

GENERAL

✓FLEXNER, A.

EINSTEIN, A.

Administration

Public Relations

Biographical

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

Dear Mr. President:

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

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

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

"With great respect and very deep regret, I am

Very sincerely yours,

Abraham Flexner"

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

File IV-3

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

PRINCETON UNIVERSITY Relations W. O. A. I.

FOSDICK, RAYMOND Biography

✓FLEXNER, A.

Flexner (Princeton) to Fosdick (NYC)

"President Dodds has told me that you have been appointed a member of the joint committee which is to meet from time to time to discuss the inter-relations of the Institute and the University. Needless to say, I am very happy at this choice, and I think you will be very much interested indeed in the way these coöperating institutions are developing.

"I am going to be in New York November 13, 14 and 15. I had a talk with Simon recently regarding which I should like to report to you. If you will see me at any time on any one of these days for ten or fifteen minutes, except Friday luncheon, let me know. I think you will be interested in what passed between Simon and me.

"P.S. This morning I had a letter from George Hale, in which he spoke of the progress made in connection with the 200'inch telescope, and he adds the following: 'My own work is slight in comparison with your own, as you have created an entirely new and greatly

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

needed type of institution, secured funds for it, and staffed it with men of the highest order. I congratulate you very warmly on the great advances you have made and the powerful influence of your work on universities and other institutions. Such shining examples, reaching aloft because of their unequalled standards of true values, are greatly needed in this modern world, where quantity is so often preferred to quality.' There are very few persons to whom I would dare to show an opinion like this - you are one of them."

File II-23

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933

11/13
11/15
11/16

EINSTEIN, A. Biographical

FLEXNER, A.

A quarrel breaks out between Einstein and Flexner over whether Flexner is interfering with Einstein's private undertakings and commitments. Einstein disputes this heatedly, Flexner says, "Hereafter, however, I shall refrain from any intervention at all. I think you will agree with me that I have done everything possible to live up to my promise to give you the utmost security and freedom for your scientific work and have made most liberal possible provision for you and your wife throughout your lives."

He makes two points, however, that he hopes Einstein won't misunderstand: the Institute is an independent institution but for the moment a guest of Princeton, and must, therefore, curb its activities to suit Princeton in a sense. There is grave danger of anti-Semitism in other countries than Germany. Whether it becomes a serious problem in America depends almost entirely upon American Jews...

D. Einstein, Albert, 1932-1933

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 11/14

TRUSTEES (MINUTES) Corporation

STEWART, W. W. Biographical

MAASS, H. /H.

✓FLEXNER, A.

Flexner to Maass saying that minutes are drawn without attribution except in case of chairman of a committee who has had a chance to weigh his words. Arose in case of Stewart.

D. Maass

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933

11/14
11/18

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

HOUGHTON, A. B. — Biographical

FLEXNER, A.

Letters on need for study of current economics.

D File, Alanson Houghton

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 11/16

EINSTEIN, ALBERT

Biographical

/FLEXNER, ABRHAM

MAASS, HERBERT

Flexner to Maass:

"I am still uneasy about the Einstein situation. Have you any way of ascertaining the price of tickets, how they are being distributed, and to whom? Neither Professor nor Mrs. Einstein appreciates the danger of his giving a concert in such a well-known place as the Waldorf-Astoria/."

Source: IAS Trustees - Maass, Herbert H.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 11/17

DODD, WM. E. Biography

FLEXNER, A.

ECONOMICS Academic Activities

POLITICS

Flexner to William E. Dodd (Berlin)

"I am very happy to have your kind note of October 31. Now that I have the School of Mathematics well under way, I am wondering whether a similar opportunity to deal fundamentally and thoroughly with politics, economics and history does not exist. It is a subject, regarding which you could advise me with great authority. If ever time hangs heavily on your hands, I should like a memorandum on the subject. I may say that, in such discussion as we have had within the Board, the importance of a thorough and sound historical approach has been emphasized, and this I should judge from your letter to be your own view."

File II-12

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 11/30
12/9

EINSTEIN, A. Biographical

/FLEXNER, A.

Einstein to Flexner, November 30, 1933.

Not sure of translation, but it is a ~~6-line~~ 6-line letter objecting strenuously to something Flexner has said or done. Apparently it concerned the exploitation of Einstein at the recital at the Waldorf Astoria (See Herald Tribune press account, November 30, 1933 in the file).

December 9, 1933, Einstein makes three points, four paragraphs in German, requiring translation, signed by A. Einstein, and, evidently, laying down the law on his privileges as an individual ~~axxx~~ while at Princeton.

D, Einstein, Albert, 1932-1933

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 12/1

FOUNDERS Corporation

FRANKFURTER, FELIX Biographical

FLEXNER, A.

MENDELSSOHN-BARTHOLDY

Frankfurter to Flexner.

Mendelssohn-Bartholdy has been fired in Germany. Frankfurter is at Oxford, and eager to see Mendelssohn-Bartholdy appointed. He has suggested him to Flexner for the Institute, but without pressure. Now he understands that Oxford, that Balliol College is very, very anxious to get Bartholdy, and very hard up. Frankfurter suggests to Flexner that if $1,000 could be promised to Balliol, Bartholdy would probably get a long-term appointment. He suggests asking Bamberger for the money.

D File Frankfurter ~~File II (History Files)~~

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

EINSTEIN, ALBERT Biographical

FLEXNER, ABRAHAM

MAASS, HERBERT

Flexner to Maass:

"I wrote Mrs. fHall a kindly letter saying that the Institute did not wish her to lose anything but took no position whatsoever in regard to the difference def opinion between her and Mrs. Einstein. Thus far I have heard nothing from her. Meanwhile, the E's have broken their promise in almost every possible way and have brought down upon themselves very serious criticism not only in Princeton but elsewhere. Last week two vagrants seeking Einstein were arrested and jailed. I have not mentioned this fact either to Professor or Mrs. Einstein, since the Mayor and I are taking care of things of this sort between ourselves, but the Einsteins are absolutely inappreciative and touchy in reference to imaginary matters beyond any conception."

Source: IAS Trustees - Maass, Herbert H.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 12/8

FLEXNER, A. Biographical

HARDY, WILLIAM B.

Hardy to Mrs. Flexner, December 8, 1933.

He is ill in bed with a heart condition which carries him off in January.

"Of course I do not know how this thing is going to end. If it is thumbs up how the common things of life will have gained in savour! The sun, the road, the tools in the workshop. Men will walk as trees. I have never before been withdrawn from life to see it with eyes washed clean of commonplace."

II-36

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 12/11

EINSTEIN, A. Biographical

FLEXNER, A.

BAMBERGER, LOUIS

Flexner to Bamberger, December 11, 1933.

"I have had a two-hour talk with Professor Einstein, and I wish to assure you and Mrs. Fuld that all the little misunderstandings, which had disturbed him and his wife, have been completely removed. He is thoroughly happy and satisfied with everything which I have done. Some day I will explain to you the details. They are not important enough to put into a letter.

"This morning we had a meeting of all five professors, and we discussed the way the Institute had been functioning up to this time and our plans for the future. I wish you could have both been there for anything more ideal and coöperative I have never witnessed. Professor Einstein was really extremely helpful

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

in some of his suggestions, as were the others also.

"We have asked Professor and Mrs. Einstein to share your box Thursday night of this week, and they have accepted eagerly. They have asked us to a Deutsches dinner tomorrow evening, which we shall eat with relish. So everything is lovely, and the goose hangs high."

D, Bamberger, Louis, 1930-1936

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

MAASS, HERBERT Biographical

✓FLEXNER, ABRAHAM

Mr. Maass to Dr. Flexner:

"What miracle has been wrought, for certainly the copy of your letter of the 11th inst. to Mr. Bamberger indicates that somewhere, somehow there is still a God in heaven. It will be interesting to learn the details, but more satisfactory than anything else is the obvious peace of mind which must have come to you from this new attitude. Hail to the New Day!"

Source: IAS Trustees - Maass, Herbert H.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 12/16

MITRANY, D. Biographical

FLEXNER, A.

FRANKFURTER, FELIX

Flexner to Frankfurter, December 16, 1933.
He has heard from Frankfurter about Mitrany who is still thoroughly engaged by Mitrany. "I am worried about Ena and the effect upon him, but I say nothing."

He refers ~~to~~ Frankfurter to Sir William B. Hardy of 5 Grange Road in Cambridge, as one of the great men at Cambridge.

D File Frankfurter ~~File I (History Files)~~

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 12/16

GENERAL Academic Personnel

FRANKFURTER, F. Biographical

~~FLEXNER~~, A.

Vertical File, Frankfurter-1

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 12/16

FOUNDERS Corporation

FRANKFURTER, FELIX Biographical

FLEXNER, A.

MENDELSSOHN-BARTHOLDY

Flexner to Frankfurter.

He has sent Frankfurter's letter about Mendelssohn-Bartholdy to Ben Flexner because he was in touch with the Rockefeller Foundation, and he at once telephoned Flexner that he had spoken to Gregg, and would send Frankfurter a radiogram. He was very hopeful that the Foundation would furnish Balliol the money needed to aid Mendelssohn-Bartholdy.

Flexner goes on to characterize the School of Mathematics as a paradise for scholars. They have 20 members or workers and 5 ~~summ~~ mathematicians of great eminence as professors. They have all been turned loose in Fine Hall, and make their own arrangements for contacts. Tea is served every afternoon. and 60 attend, comprising both the advanced workers and the

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

staff at Princeton and our own folks. There is a Mathematics Club meeting once a week at which some members of one of the two institutions presents a paper. Informal discussion follows.

D File Frankfurter ~~File I (History Files)~~

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934-36

PANOFSKY, ERWIN

Biographical

✓ FLEXNER, A.

Beginning with Panofsky's visit to Princeton and hope to come to IAS, March 29, 1934 to December 1, 1936 correspondence between Flexner and Panofsky. Letter of appointment absent.

A, 10/18/56, Home IAS Panofsky file section

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

193444

BENEFITS — Academic Personnel

LOWE, A. E. — Biographical

FLEXNER, A.

AYDELOTTE

Originals of correspondence on retirement age, commitments etc. between the three. Also copy of Aydelotte to Maass and Leidesdorf (9/27/43) urging periodic subsidies to Lowe and Berfeld for completion of their work and Maass' answer 9/28. 12/16/43 Board set aside $13,500 for Lowe at $4,500 per annum.

A, 10/18/56, A. E. Lowe

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

MORSE, MARSTON Biographical

FLEXNER, A.

VEBLEN, O.

WEYL, H.

Morse nearly didn't come--Flexner and Veblen were just beginning to disagree with each other. Intrigue.

Interview with Morse, 6/21/56

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

MITRANY — Biographical

EARLE, E. M.

FLEXNER, A.

Report on study of politics (Mitrany's ?)

(Sent by Flexner to Earle?)

Report is filed in the Chronological File under 1934.

Earle papers (Vertical)

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934

1/19
2/21

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

FLEXNER, A.

Biographical

FRANKFURTER, F.

LOWE, ELIAS

MOSKOWITZ, H.

Moskowitz commends Lowe to Frankfurter.

Vertical File, Frankfurter-1

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 1/29

GENERAL Administration

FLEXNER, A. Biographical

Dr. Flexner reported in part:

"In order that the members of the two groups might mingle freely and thus profit from the interchange of ideas, my wife and I have taken several steps. On one occasion we brought all the workers together, and they spent an entire afternoon getting acquainted with one another and forming agreeable, social contacts. In the second case, we brought the professors of the two institutions together in the evening, and on a third occasion we brought together the professors of the Institute and the members of the Board of Trustees. Unfortunately, it was not possible for all the members of the Board of Trustees to be present, but I am hoping that perhaps during the spring something can be arranged in New York, for it seems to be easier for the professors to come from Princeton than for the Trustees to go there. In addition, my wife and I have each Sunday afternoon received at an informal tea workers in the fields of mathematics and physics in the two institutions. Thus social contacts have undoubtedly done much to break through the ice and to bring these men, young and old, together on a basis of intellectual and scientific equality."

Vol. I, No. 16, Minutes 1/29/34, pp. 8-9

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 1/29

✓FLEXNER, A. Biographical

Dr. Flexner reported in part:

"In conclusion, let me say that I have a feeling as if the mist had risen, that what we saw more or less dimly as a vision when the Institute was first conceived is beginning to stand out clearly defined in the sunlight as a feasible and, if we are careful, a notable addition to the weapons which the human race must use in its war on ignorance intolerance, and fanaticism."

Vol. I, No. 16, Minutes 1/29/34, p. 9

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 2/15

✓FLEXNER, A. Biographical

EINSTEIN, A.

Flexner to Governor A. Harry Moore (Trenton):

"I have your very kind favor of February 12. I have been asked to allow the use of my name in so many connections since coming to Princeton that I have had to take the position that I would under no circumstances be a member of any committee at all. If I make an exception in favor of Professor Einstein, I shall find myself overwhelmed with similar requests and with a precedent which will greatly embarrass me. I hope therefore that you will excuse me and that you will understand my appreciation of your kindness and my tremendous admiration for Professor Einstein."

File III-19

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

EINSTEIN, ALBERT
✓FLEXNER, ABRAHAM
MAASS, HERBERT
WEYL, HERMANN

Biographical

Flexner to Maass:

"Einstein has had the grippe, and I have kept him indoors by main force. His wife told me over the telephone that he was feeling quite well today. You will be interested to know that he is so happy that he has cancelled his Oxford and Spanish appointments and is now endeavoring to do the same with his appointment at the College de France. He wishes, however, no public mention made of these facts. The truth is that he is happy and tranquil here, that more and more he is associating with others at the Institute, students and professors, and I have the feeling that he begins to realize that I was right when I ventured last summer to suggest that he should concentrate on the Institute. His wife spoke to me the other evening of his not going to Europe at all, spending the summer here in America and buying a house next winter in Princeton. Of course, I did not crow but said in the calmest way, 'That would be very nice.' All this ought to be confidential, for people like Einstein don't like to feel any pressure, even the pressure of approval.

"You have doubtless heard from Mr. Harris that the Equitable Life refused Professor

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Weyl's application for insurance. I have discussed the matter with Dr. Alfred Cohn, who persists in his opinion that there is nothing really wrong with Weyl and that the rejection is only in consequence of certain rules, from which the companies know too little to depart. Mr. Harris is now trying the New York Life, and I have taken the matter up with the Teachers Insurance and Annuity Association of America. By the time you return we shall have all the information, and I have the feeling that at that time we should have a meeting of the Executive Committee and in one way or another give Professor Weyl and his wife the assurance which we have given Professor Einstein and Professor Veblen. Certainly no one could have thrown himself more actively in the work of the Institute than Weyl has done. He is extremely active and very happy, as are also his wife and children."

Source: IAS Trustees - Maass, Herbert H.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

SCHOOL OF ECONOMICS AND POLITICS — Academic Organisation

FRANKFURTER, FELIX — Biographical

✓FLEXNER, A.

VINER, J.

Flexner's handwritten footnote on letter to Frankfurter: P. S. Of course, Viner is also a possibility.

Frankfurter papers

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934

3/4
3/6

FRANKFURTER, F.

Biographical

FLEXNER, A.

Frankfurter accepts Trusteeship.

Vertical File, Frankfurter 2

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

FOUNDERS Corporation

EINSTEIN, A. Biographical

FLEXNER, A.

FULD, MRS. FELIX

Flexner to Mrs. Fuld, March 6, 1934. (Mrs. Fuld in Arizona).

The Veblens and the Knebelmans of the Princeton faculty gave a party to the mathematics group--cold night but everybody turned out. "As previously, Einstein was the unconscious lion of the evening. He spoke with everybody and in the sweetest possible way. He is working very hard, going to Fine Hall seven days in the week; but, on the other hand, he continues to accept useless engagements which require him to leave Princeton, going to Philadelphia for a dinner and returning at 1 o'clock in the morning. Curiously, these interruptions do not affect either his health or his work. He apparently...does these things almost mechanically. The other day President and Mrs. Dodds and Mrs. Flexner and I had lunch with him, and we had a real German feed of sauerkraut, liver sausage, and such. I trembled

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

for Mrs. Dodds, but she survived the ordeal, as did also the rest of us.

D, Fuld, Mrs. Felix

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

SCHOOL OF MATHEMATICS — Academic Organization

SCHOOL OF ECONOMICS AND POLITICS

✓ FLEXNER, A. — Biographical

SCHROEDINGER

Report on School of Economics and Politics.

Report that members of Faculty had been making inquiries in field of mathematical physics, which "has already been opened by Professor Einstein and Professor von Neumann." No nomination to submit (Schroedinger matter related?) Dirac coming as visiting professor.

In April, 1934, Minutes, pp. 2-3. Director reports on Schroedinger as great mathematical physicist who resigned from University of Berlin when Hitler assumes power, accepted immediately a professorship offered by Oxford, subject to a term as visiting professor previously arranged with Princeton University. Worked with Einstein while here. See correspondence with

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Eisenhart indicating that Princeton offered him a professorship whiis which he refused, apparently looking toward I. A. S.
The March Minutes indicate this is what happened.

Executive Committee Minutes

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934

3/13
3/14

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

STRAUS, PERCY S. — Biographical

FLEXNER, A.

Straus asks Flexner whether in view of the failure of the economists to help in the period from '29 on, it might be well to seek impersonality in an appointment in the form of a young man of purely scientific training, without any previous economic interests, and start him from scratch as an economist, in the hope that the previous training will prevent him from falling into any of the ruts of previous economic thinking.

Flexner to Straus, March 14, 1934.

"There is something to be said in behalf of a historian who is familiar with the economic and historical developments from the beginning of the Industrial Revolution...It may also turn out that we shall find within the field of mathematics

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

someone who has an interest in historic and economic life. Finally, it might not be without advantage to include within this group a really able young economist, who has not yet gone on record..."

D File, Straus, Percy S.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

VINER, JACOB Biographical

FLEXNER, A.

FRANKFURTER, F.

Flexner to Frankfurter.

We cannot "get far" with economists who are too much on record. "I am afraid Viner's relationship with Morganstern and the need of cooperating in doing polite things may hurt him, although there is always the possibility it may simply enrich him."

Felix Frankfurter's papers.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 3/16

SALARIES Academic Personnel

BENEFITS

DODDS, HAROLD W. Biographical

MAASS, HERBERT H.

✓FLEXNER, A.

Flexner to Maass.

Talked with Dodds, who, influenced by what IAS is doing on benefits. Princeton Trustees feel need of making more secure provision for their professors' futures. Flexner says he would rather "make a sacrifice myself" than see IAS professors exposed to anxietie anxiety. Compliments Maass' statement of last meeting on salaries--one school loss if necessary to keep them high.

Maass' answer to Flexner a high compliment on far-seeing plans.
March 20, 1934.

D. Maass

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

SALARIES
PRINCETON UNIVERSITY
/FLEXNER, ABRAHAM
MAASS, HERBERT

Academic Personnel
Relations W.O.A.I.
Biographical

Maass to Flexner:

"It is quite remarkable, in reading your report at this late date, to note how farseeing you were and how what you stated at that time fits in so closely with what the Institute is doing. Bringing Dirac over here is a splendid achievement, and certainly will add immensely to the prestige of the Institute.

"Surely, if what we have done to assure a competence to our faculty has had no other re-action than what is indicated in your talks with Professor Dodd, we have accomplished something worth while, and I for one hope that we will rigidly adhere to our policy preferring to sacrifice expansions of subject matter to the maintenance of substantial salaries and assurances to our staff.

"Note your comment about the situation of Professor and Mrs. Weyl. The matter is having the attention of Mr. Leidesdorf and myself, and I hope, before the expiration of this week, to be able to make some definite and constructive report, of which I shall apprise you promptly."

Source: IAS Trustees - Maass, Herbert H.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 NOTES 3/23

FOUNDERS Corporation

FLEXNER, A. Biographical

Flexner's statement on resignation of the founders from active positions on the Board of Trustees as quoted in the New York Times:

"...inasmuch as the Institute was well established and functioning according to the principles laid down by the founders, both Mr. Bamberger and Mrs. Fuld felt that they could resign from active participation and withdraw into the background."

File I-6

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 3/25

GENERAL Corporation

FLEXNER, A. Biographical

EARLE, E. M.

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

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

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

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

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

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

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

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 NOTES 3/27 4/12

BUILDINGS AND GROUNDS — Facilities

FLEXNER, A. — Biographical

VEBLEN, O.

Flexner to Veblen, March 27, 1934.

"I continue from time to time to turn over in mind the question of site to which you have repeatedly alluded." He asks for a memorandum in black and white what for. Owning real estate may be more of an encumbrance than a help. He welcomes reduction of the ideas to writing.

Veblen to Flexner, April 12, 1934.

He puts it down in writing:

(1) "I hope that the Institute will be permanently a seat of learning (italics mine)."

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

He quotes Mr. M. H. A. Newman of Johns' College, Cambridge in a statement years ago about his own university: "It has been in existence as a seat of learning for a very long time. There have been periods in which learning has not occupied its seat, but the seat has always been there, and learning is generally returned in the course of time."

Veblen pleads for a permanent and visible locus as important to the perpetuation of the pusposes of the Institute in the long future.

(2) We are all agreed it is very desirable to work in close cooperation with the University. Well, we are also agreed that the Institute should maintain its independence. He fears a confusion of the Institute with the general conflicting purposes and interests in a university, and he thinks that the preservation of the independence of the Institute with the aid of site and building is important.

(3) He thinks that the plant of the Institute should be near that of the University.

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This is to ~~maintain~~ promote the good relationship between the two institutions.

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

(5) The considerations stated above lead to the conclusion that the Institute should have if possible a large plot of land. It would be a mistake to get too small a piece. You hardly could get too large a piece. All universities, including all the Oxford colleges, have made the mistake of getting too small plots.

(6) It is up to any institution which settles in a place like Princeton to contribute to the amenities of the place. A large enough plot of land could aid in the accomplishment of this by keeping away "objectionable intruders."

(7) All of the considerations hold good, no matter what

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subjects the Institute is going to develop, or how it's going to develop them. However, he raises the question, what shall be the first building the Institute should erect or move into in case there's a suitable building already on the site. He thinks the Institute should have sooner or later a residential center analogous to an Oxford College without the monastic background. He thinks the first step probably ought to be something analogous to the Atheneum at Pasadena, Harnack House in Berlin, the Rhodes House in Oxford, including a residence for the Director, something in the way of club rooms or meeting place for members of the Institute, and, if possible, a certain additional amount of residential accommodation. It should be a recognized social nucleus for the Institute.

(8) The actual working quarters of the different schools might, in some cases, be located right on the University campus, in contiguity to the appropriate department of the University, and that in other cases, it would be possible to have working quarters on the Institute's own territory. "But this matter I regard as not affecting the question of site very seriously, because the site should be adequate to take care of completely the Institute's enterprises in case

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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circumstances/at some time in the future should make it desirable to do so."

(9) About Fine Hall. It is now full; therefore, any substantial increase in the School of Mathematics, or the these facilities for theoretical physics, would tend to overcrowd it. The situation with regard to offices in Fine Hall: there are nine offices with fireplaces and fifteen without. The permanent members of the two staffs all have separate offices. In addition to this, the instructors in the University, assistants in the Institute, and a certain number of National Research Fellows have offices which are shared with two or three persons. It is desirable that our assistants have ~~their~~ individual offices for their own work.

(10) It will be feasible/to make an addition to the quarters in Fine Hall either by building an addition to Palmer Laboratory or to Fine Hall on the lower side of the hill, or by taking over the University Infirmary and replacing it by a new hospital in a more suitable location. He favors the last proposal, since the infirmary would lend itself to the purposes well. He suggests it might be possible to purchase

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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the land and building now used for the ~~infir~~ infirmary, or at least lease them for a long term.

(11) He mentions a problem which he says we have not had to face this year, but we might have to deal with it at any moment's notice; serious illness on the part of one or more workers at the Institute. He suggests this would be a problem for the administration of the Institute. If the ~~Ix~~ Institute~~s~~ participates in the replacement of the old infirmary, it should be a simple matter to arrange that members of the Institute had the right to admission to the new hospital on similar terms.

V File, "Flexner, Abraham"

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934

3/29

PRINCETON UNIVERSITY

SCHOOL OF HUMANISTIC STUDIES

PANOFSKY, ERWIN

✓FLEXNER, A.

MOREY, C. R.

Relations WOAI

Academic Organization

Biographical

Panofsky to Flexner, March 29, 1934.

Thanks for visit to Princeton. They have decided to come to Princeton in fall, and ~~xxxxxxxxxxxx~~ leave the rest to destiny. Chance to work with Morey great--I. A. S. a utopia--He was not promised an offer by Flexner but thereafter vigorously pressed for one, informing Flexner that he had declined both Chicago and N. Y. U. (3/21/35)

A, 10/18/56, Panofsky (File No. 11)

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

POLICIES — Administration

SALARIES — Academic Personnel

✓FLEXNER, SIMON — Biographical

Simon to Ben Flexner regarding Frankfurter's and Flexner's dispute and with 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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 4/2

FLEXNER, SIMON Biographical

FLEXNER, BEN

FRANKFURTER, F.

Simon on Felix, Abe and academicians. (See Frankfurter to Flexner 2/21/34 Vertical File, Frankfurter-2.

Frankfurter-II, Vertical File

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 4/2

EARLE, EDWARD MEADE Biographical

FLEXNER, A.

SABIN, FLORENCE R.

Flexner to Sabin, April 2, 1934.

Flexner asks Sabin to write Dr. Webb, Earle's physician in Colorado, to ask whether Earle's present condition and the outlook are such as would be justified "from the standpoint of the Institute" in taking any such step. "Search as I may, I have not been able to find anyone who seems to me to possess Earle's intelligence, vigor of expression, etc.

D, Sabin, Florence, R.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934

4/6

SALARIES
STIPENDS
√FLEXNER, ABRAHAM
MAASS, HERBERT

Academic Personnel

Biographical

Flexner to Maass:

"Dear Mr. Maass:

"The question has been raised as to whether, in disposing of grants-in-aid, the Institute can, in view of the wide-spread destitution and need, take into consideration not only scientific and educational factors, but financial and other hardships under which applicants may be laboring in consequence of no fault of their own, but rather of conditions which now prevail in Germany, Austria, and other countries. Before taking any action I should like a legal opinion from you, as our ~~xxxx~~ counsel, as to the right of the Trustees or of the members of the School of Mathematics to admit such factors in deciding on the use of the funds at their disposal."

Source: IAS Trustees - Maass, Herbert H.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 4/9

BY-LAWS (GENERAL) Corporation

FOUNDERS

FLEXNER, A. Biographical

HARDIN, JOHN R.

Flexner to Hardin, April 9, 1934.

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

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

JRH Correspondence from January, 1934 to December, 1936

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934
1935

4/12
3/19

PRINCETON UNIVERSITY	Relations WOAI
SCHOOL OF MATHEMATICS	Academic Organization
BUILDINGS AND GROUNDS	Facilities
VEBLEN, O.	Biographical
✓FLEXNER, A.	

Originals Veblen to Flexner on School of Mathematics and Fine Hall. Very important. Independence of I. A. S. stressed. Did he believe that scholarship of I. A. S. adversely influenced by graduate school atmosphere?

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

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

F. A., 1/8/50

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 4/13

BUILDINGS AND GROUNDS — Facilities

VEBLEN, OSWALD — Biographical

✓FLEXNER, A.

Flexner to Veblen (Fine Hall, Princeton):

"Thank you for your wise, thoughtful, and very clear letter of April 12th.* I have read it only once, but I can see that it will give the Committee on Buildings and Grounds something very substantial to meditate upon. I have the feeling that what might have looked like dilatory procedure has really allowed our minds to work subconsciously on what will become in the course of time a question of overwhelming importance. I shall bring this letter to the attention of the Committee at the earliest possible opportunity."

*Not in file.

File IV-19

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

SCHOOL OF HUMANISTIC STUDIES
LOWE, E.A.
FLEXNER, ABRAHAM
CARNEGIE INSTITUTE

Academic Organization
Biographical

Foundations

E.A.Lowe (Oxford) to Dr. Flexner:

Dr. Lowe says he has written to the Carnegie Institution to see if they would have any objection to his accepting a post in America similar to the one which he holds in England. His work in European libraries is not finished but his health suffers and he must leave Europe. "It took a good deal of diplomacy to win Dr. M /Merriam/ over to give me leave to assume the editorship of CLA."

"While in Paris during the Easter vacation I saw E.K.Rand, with whom, as you know, I am on intimate terms. We had a confidential talk about my plans for the future and we dismissed Harvard, first because Rand himself teaches palaeography there, and secondly for financial reasons, Harvard having just offered Köhler a twelve-thousand dollar professorship and an extra two thousand for déménagement (but for lack of funds Harvard would take Kohler's brother, the Gestaltpsycholog as well). The other possibility which occurred to you - Princeton - also occurred at once to Rand, who said that there had always been a friendly rivalry between the two universities as well as close cooperation, and now that Harvard had made such an acquisition in Köhler, Princeton might be moved

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

to strengthen its medieval and art departments by calling "a man of European standing" (I am quoting Rand). He had the feeling that if Princeton wanted me they would give me nothing less than a full professorship and would consider it infra dig. to share me with Carnegie Institution. Be all this as it may, the way is now open for you to use any kind offices you may find it in your heart to employ in my poor behalf - and you know I shall be everlastingly grateful. I ought to add that the ideal conditions for me are those under which I should have the minimum of teaching and no administrative duties, with the greatest possible opportunity for research. I'm not asking much!!!"

File: IAS - E.A.Lowe - 1933-43

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 4/23

FOUNDERS — Corporation

GIFTS — Finance

MAASS, H. H. — Biographical

✓FLEXNER, A.

Minutes of members misquotes a letter of founders on $1 million "an unrestricted" gift as read by Maass.

L. Bamberger said for two purposes:

(1) a site

(2) as stated by Maass--for economics and politics.
(Hardly likely that Maass would have misread it--Flexner & minutes).

D. L. Bamberger (Original of letter) & Minutes of Corporation 4/23/34

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 4/23

FLEXNER, A. Biographical

LOWE, E. A.

See Note file for Note regarding the following: Flexner was possibly led almost forcibly by Lowe to appoint him in 1936; Lowe severed his connection with Oxford and jeopardized Carnegie Institution's favor in so doing. (See digest his letter of 4/23/34 filed in School of Humanistic Studies).

Flexner had no thought then that Lowe would attract young workers.

File: IAS, E. A. Lowe, 1933-43

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934

4/25
5/4
5/10

ECONOMICS

Academic Activities

MORAWETZ, VICTOR

Biographical

✓FLEXNER, A.

Flexner to Morawetz (New York): Excerpt 4/25

"Now, as you may have noticed in the paper, I am getting ready to make a move in the field of economics. We have received an anonymous gift of a million dollars, which will be helpful but is inadequate. I should like very much to talk with you on the subject and to interest you, if possible, in it, for in this topsy-turvy world of economic and political experimentation it seems to me of prime importance that there should be a group of really able men who can approach economic and political phenomena with fresh minds, trying to understand them and to enlighten the public."

Flexner to Morawetz (New York): Excerpt 5/4

".... reason I feel so strongly that we have got to begin at the top in order to train persons who will go into the colleges and secondary schools fully equipped to present one of the most intricate subjects in the world.

"I can give you an illustration: As you doubtless know, the science of mathematics

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has undergone a great revolution in the last ten years. The result is that the teaching of mathematics in secondary schools is largely antiquated. Now, our problem is to train men as we are training them here and place them in secondary-school positions where their influence will be felt at the crucial period of intellectual development. Last Wednesday one of the associate superintendents of education of New York City visited Princeton with a half dozen of his best associates. They spent a whole day here and their eyes were opened to the fact which I have just stated above. The result is going to be that these mathematicians with modern training will go into key positions in the secondary schools, and in ten or fifteen years will revolutionize the teaching of high-school mathematics just as the high-school teaching of science has been revolutionized in the same manner. We will need ultimately sound text books, but sound text books in the hands of unqualified teachers will accomplish little."

V. Morawitz to A. Flexner (Fenwick Hall, Johns Island, South Carolina), May 10, 1934. Excerpt:

"The proper teaching of elementary economics in the secondary schools and colleges is urgently needed and to attain this the first step must be to train competent teachers.

"How to attain this end is the problem. You cannot produce the kind of teachers you want by teaching them theoretical economics in the established or conventional manner. Nor can you produce them by research into specific economic problems. My view is that the way to proceed is to find two or three economists of exceptional ability and independence

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of mind to collaborate in mapping out a way of teaching the subject realistically.

"The problem is not to discover new economic facts or to develop new theories based on assumed facts, but the problem is to devise the most effective way of teaching economic fundamental truths and their application to the realities of life. I think, therefore, that the first step should be the preparation of an elementary text book in which the subject is approached in a realistic manner. Such a text book would be of great immediate value to teachers and students and, incidentally, would bring glory to the Institute."

Morawetz to Flexner: Excerpt 5/10

"The proper teaching of elementary economics in the secondary schools and colleges is urgently needed and to attain this the first step must be to train competent teachers.

~~"How to attain this end ~~

~~III-19 file~~

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

"How to attain this end is the problem. You cannot produce the kind of teachers you want by teaching them theoretical economics in the established or conventional manner. Nor can you produce them by research into specific economic problems. My view is that the way to proceed is to find two or three economists of exceptional ability and independence of mind to collaborate in mapping out a way of teaching the subject realistically.

"The problem is not to discover new economic facts or to develop new theories based on assumed facts, but the problem is to devise the most effective way of teaching economic fundamental truths and their application to the realities of life. I think, therefore, that the first step should be the preparation of an elementary text book in which the subject is approached in a realistic manner. Such a text book would be of great immediate value to teachers and students and, incidentally, would bring glory to the Institute."

File III-19

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 5/18

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

WOODWARD, E. L. — Biographical

MARSCHAK

FRANKFURTER

/FLEXNER

Woodward to Flexner who has asked about statistical approach to economics. Will talk it over with Frankfurter. Woodward discounted quantitative approach but thought Marschak good. ~~goodkxxxxxx~~

D, Woodward, E. L.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 5/28

EARLE, E. M. Biographical

FLEXNER, A.

Flexner apparently secured Mrs. Earle her position at the Fine School. See letter Earle to Flexner, May 3, 1934.

Flexner to Earle, May 28, 1934.

Flexner apparently sat in on Bea's examination by the Committee or by Mrs. Forsyth. He characterizes Bea as a triumph, "restrained, wise, modest, and yet showing a quick comprehension of the kind of problem she would have to deal with."

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

SCHOOL OF MATHEMATICS Academic Organization

MORSE

✓ FLEXNER

VEBLEN

Flexner in New York writes to Veblen in Brooklin, Hancock County, Maine, and says that he has interviewed Morse who is very anxious to come to the Institute. In view of the fact that Birkhoff is now not in the country, Flexner says that it would not be courteous or fair for Professor Morse to make any change during the coming year. "I asked him to make up his mind clearly and irrevocably as to what he wished to do, and promised that I would recommend his election as full professor, if, after talking with Birkhoff and Conant he decided in the affirmative. "He has found the work at Harvard extremely wearing and complex, and, therefore, longs for the simplicity which he will find in our group, which fortunately does not have to concern itself with many of the activities which a university cannot easily avoid."

He says Morse's present salary is $8,000. He told Morse

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that as soon as this financial situation is cleared up he wants to put all professorial salaries at $15,000. "That in any event, his salary would from the outset be considerably higher than he is now getting." Morse made inquiry about minor positions, but Flexner told him there was nothing but personal assistance with which every professor is provided. We have no intermediate grades of appointments.

Flexner says Morse also asked him as to whether he contemplated a differential in the matter of professorial salaries, "to which I replied that inasmuch as I, myself, could not possibly know the relative values of different individuals... I was disinclined to depart from the simple scheme with which we had begun. In other words, if a person is good enough to join the group and deal with students of maturity and achievement, then he is entitled to a full salary whether some differential inability or productiveness existed or not. On the other hand, I said that until a monetary situation was perfectly stable I wish to play safe. As to the soundness of this I am more convinced since spending two days in Washington, during which I had several confidential talks with persons connected with the Federal Reserve Board. They believe that

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the danger of inflation has passed. If so, we are all right in our present basis. If not, then, of course, we will have to readjust." He is going to see Morse in the early autumn. He is on his way to Europe now; that is, Flexner is. "I hope that nothing will interfere with adding him to our group without any ill feeling whatsoever on the part of the Harvard people--on the contrary, I want their cooperation and sympathy if I can possibly obtain them."

V File, "Flexner, Abraham"

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 6/19

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

STEWART, W. M. — Biographical

FLEXNER, A.

FLEXNER to the founders, June 19, 1934, from England.

He has crossed the ocean with Stewart "and his companions." He expresses great confidence in Stewart, and says that he would be the best possible choice to head the School of Economics and do for it what Veblen did for mathematics. He possesses a rare combination of learning and experience. He is arranging for Flexner to see the leading English economists. He is enormously interested in what the Institute is going to do, and may well mark a new era in economic studies and practice in the United States.

D, Bamberger, Louis, 1930-1936

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

6/25
7/4

~~APPOINTMENTS~~ ~~Academic Personnel~~

PRINCETON UNIVERSITY Educational Institutions

SCHROEDINGER, ERWIN Biographical

FLEXNER, A.

Schroedinger to Flexner notifying him that he has just written to Eisenhart and Dodds telling them that he could not accept the professorship offered by the University of Princeton. Flexner has expressed interest in his acceptance, but the letter is not in the file. Schroedinger says that the single arguments that encouraged him were; first, Flexner's concern and kind interest, second that Flexner had said the Institute would continue to build in the direction of theoretical physics, and, third, that as long as the offer from the side of the University was in suspense, Flexner's loyalty toward the latter would absolutely prevent him from hinting at any other possibility; fourth, is that hearing that Schroedinger had refused Princeton, he might easily be induce to infer that Schroedinger does not like Princeton after all and wants to put off the idea of going there altogether. Schroedinger informs Flexner that he is enchanted at the beautiful scientific milieu of Fine Hall. He has no longer

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

any apprehensions about transplanting from Europe to the U. S. A. after what his friends Ledenburg, Einstein, Weyl and Veblen said and write him in very kind letters. It was after this, he said, that he carefully reconsidered the financial side, especially also the conditions of pension, security for his wife, and so forth, and these he decided kept him from accepting the University professorship.

Flexner to Schroedinger, July 4, 1934. A kind reply indicating that he has to proceed with great caution because of the financial circumstances in the country, and the anxiety of the Trustees that in the short time Flexner has left he should start other schools either in the Humanities or economics or both. He has as yet, however, no program to submit to the Trustees when they meet in October. ~~xxxxxxxxx~~ He says he is delighted that Schroedinger likes Princeton and hopes that under the circumstances he will be inclined to reopen the Princeton offer with Dean Eisenhart, and informs him that he need feel under no hesitation in doing so. "Unfortunately, I am in no position to advise, since I do not know the terms upon which either Oxford or the Princeton

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

professorship is held." He wrote from London to Oxford; that is, Flexner was in London. See Schroedinger under these dates for reply in German to translate dated July 9--merely an acknowledgment of the letter.

D, Schroedinger, Erwin

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 6/28

ECONOMICS Academic Activities

FOUNDERS Corporation

STEWART, W. W. Biographical

/ FLEXNER, A.

Flexner in London to Founders.

Got advice at Oxford on economists. Conferred with Stewart who will read works of several and give his advice. Wants small nucleus and sure men from England will come over to work with them. Stewart has been most helpful.

D. L. Bamberger.

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

FLEXNER, A. — Biographical

STEWART, W. W.

Flexner to Bamberger, June 28, 1934.

He has been to Oxford where he found the Institute better known than it is in America. He had many conferences on the economics question, and politics, and got the fullest and most candid advice concerning persons. He is assembling their various publications, and Mr. Stewart and others will read them for him in order to enable Flexner to make an intelligent choice.

Stewart has also seen some of the leading persons in London. In this memorandum Flexner mentions no ~~n~~ names of those whose works Stewart is reading.

D, Bamberger, Louis, 1930-1936

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 6/28

SCHOOL OF HUMANISTIC STUDIES — Academic Organization

ARCHEOLOGY — Academic Activities

HISTORY OF ART

PRINCETON — Relations WOAI

MOREY, C. R. — Biographical
FLEXNER, A.
SCHLUNK
WEITZMANN
PANOFSKY

Flexner to Morey from London, June 28, 1934, commenting on his inability to do anything for Schlunk and Weitzmann, but mentioning an interesting conversation with Panofsky. "It seems to me clear that we must be most punctilious in helping him to carry out his engagements with New York University both for his sake and because of ultimate possibilities therein which I can explain to you when I see you in the fall."

III-24

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934

7/4
7/11

PHYSICS

Academic Activities

SCHROEDINGER, ERWIN (1887)

Biographical

EISENHART

FLEXNER, A.

Schroedinger left University of Berlin when Hitler came to power. Was fellow at Oxford, 1933, but came to lecture in physics at Princeton for several weeks, spring semester, 1934. Refused an offer from Princeton, evidently thinking he was going to get an offer from I. A. S. (why? Einstein or Veblen?). Worked with Einstein while here. Minutes (4/23/34). Flexner had to placate Eisenhart. Shroedinger did not come to Princeton. International Who's Who lists no connection 1933-6; 1936-38. University of Graz, 1930--Dublin Institute for Advanced Studies.

II-17

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 7/14

FULD, MRS. FELIX Biographical

FLEXNER, A.

Flexner to Mrs. Fuld, July 14, 1936, (From Europe).

Has hadthree very profitable weeks from the standpoint of the Institute, "and I can now see quite clearly in what direction to move and with whom to move, though I shall keep my mind open and not come to a decision until after I have reached home...the voyage has been of priceless value to me. The persons whom I have consulted have given me of their very best and very freely.

D, Fuld, Mrs. Felix

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 8/11

SALARIES Academic Personnel

MORSE, MARSTON Biographical

VEBLEN, O.

FLEXNER, A.

Re: Morse breaking relations with Harvard, and salary offer from IAS. File IV-19.

See: SALARIES - Academic Personnel

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 NOTES 8/30

SCHOOL OF MATHEMATICS — Academic Organization

MORSE — Biographical

✓FLEXNER

VEBLEN

Flexner to Veblen. He has just had a note from Veblen, indicating that the Morse matter is being proceeded with, and he has cabled urging that neither Morse nor Veblen do anything about it until Flexner returns from Europe. "This does not mean in the least that I am any less anxious to add Morse to the group as you and your associates desire than I was when I went away, but I think it best that he should not speak with Birkhoff, Graustein, and Conant until: (1) I have been officially authorized to make a definite offer, (2) I can be sure than an invitation to come to us will not cripple Conant at the very outset of his career."

He recalls the analogy in his handling of Veblen's own

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appointment; that is, a making clear what he wanted to Veblen in Göttingen, but in failure to move until he had discussed it with Eisenhart. He does not think that Conant will act selfishly in respect to any person "whom we may wish to approach."

"I agree with you entirely that when and if he is invited to join the mathematical group, a definite offer should be made to him, and, of course, it should be financially as well as otherwise more advantageous than his present position. On the ~~xxxx~~ other hand, I am not persuaded that every person who is called professor must necessarily receive the same remuneration. There are certain distinctions in age, experience, eminence and future promise which may be fairly taken into account. Universities, as a rule, take these factors into account by giving new appointees inferior badges, calling them associate professors, etc. I should prefer, I think, certainly for an experimental period, the simpler organization which we now have. It might prove to be advisable to change the title of 'professor' to that of 'member of the Institute' as is done in various institutions more or less resembling our own. My general feeling remains what it was, though of course I am prepared to carry out the

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instructions of the Board, until ordered by the Board to do otherwise; namely, that our salary scales should be distinctly higher than that which prevails elsewhere, that there should be no 'pulling and hauling', that the short year and the elimination of examinations and other routine in the rigid adherence to high standards of admission with such informal contact between workers and staff as existed last year should continue until it is obvious, first, to the staff, and next, to the Board some change should be made. But I suspect that the Board will wish to continue its present policy of watchful waiting for a while longer in order to see whether our extraordinarily happy experience last year really lay in the nature of the organization of the Institute or was a mere accident. I think the former."

V File, "Flexner, Abraham"

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 8/30

SALARIES Academic Personnel

TRUSTEES The Corporation

MORSE, MARSTON Biographical

FLEXNER, A.

VEBLEN, O.

Re: Flexner (Paris) to Veblen (Maine) concerning invitation to Morse and discussion of IAS salary scales. File IV-19

See: SALARIES - Academic Personnel

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 NOTES 9/14

SCHOOL OF MATHEMATICS — Academic Organization

SALARIES — Academic Personnel

MORSE — Biographical

FLEXNER

VEBLEN

Flexner has just returned from Europe, and has found a letter from Veblen predicting an equally happy next year. He comments on the letter which raises several points which he will not discuss now, but two he will, which concern two different problems, one general, and the other particular. One is the salary problem. He outlines his thinking as this. He says he is committed hand and foot to the principle that academic salaries should be increased; they should be high and dignified for professors. He has been calling for this for the past 25 years, and only now has he got an opportunity to put it into effect. "I cannot say though that every person in the professorial group shall be

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

on the same salary basis at the start. Age, experience, eminence and fertility are all factors that ought to be taken into consideration, and no one ought to be given a maximum salary to make it impossible for a man to receive a call from another institution unless we have absolutely decided that we want him for good and for all. This distinction is by no means original with me. I imagine it exists in Princeton, and I know that it exists in other places. On the other hand, when we do invite a man, it ought to be, first, on the formal recommendation to the group, and, second, after the matter has been laid before the Board, The authority and interest of which I greatly desire to strengthen. (Italics mine) At the moment, therefore my hands are tied, since though you and Alexander have talked to me about Morse, no one else has, and the matter has not even been mentioned to the Board. I do not possess the authority 'to bring the matter to a conclusion as soon as possible.' I find Faculty somewhat inconsistent in matters of this sort. In one moment they resent the unilateral action of the President, and in another, they want him to cut of and ignore the ~~xxxx~~ constituted authorities. I do not want myself to do either."

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

He goes on to say that other considerations he feels that he may not even have the power to talk to Veblen about, much less write. "I have no desire, as I think you well know, to keep matters from you, but our position is such that we have to be extremely tactful, and I am most anxious to cement the Princeton combination. This does not mean that we have to adhere to the Princeton scale, but it may mean that we will have to proceed with caution I have in mind a particular incident, which, during the summer, gave me a distinct shock."

He continues saying that he wants the Institute to be an example and a stimulus to higher education, and the two things that are of most importance in achieving it are: (1) salary, (2) working conditions and freedom. But we have been running only one year, and Rome was not built in a day. Perhaps I am unduly cautious, "but certainly in the present state of the world's finances, a little extra caution is better than a little extra haste.

"I am gratified with what you report to me about Birkhoff, especially as his visit to you, and the promised visits of his

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

son, show that relations between the two groups are kindly and cordial."

He continues saying that he will want to talk to Morse, and, perhaps, get Simon's judgment on the situation. "For you must bear in mind that this is an entirely new job of mine, but I cannot hope to hold it for many years, and that I am awfully anxious, even at the expense of somewhat slower progress, to make no blunder that may embarrass my successor. I ought to add that I am terribly anxious as soon as financial conditions warrant, to make a start in the way of a nucleus in one or two other fields, because I have the feeling that that is the kind of thing which I am equipped to do--much better, pehhaps, than anything else connected with the conduct of an institution in America.

"It seems a little funny that you should be in a hurry, while I, nearing the end of my tether, should be the cautious one; but I do not believe that in the long run we will loose if we use a method of procedure that is in the highest degree dignified and considerate, while at the same time, holding ourselves to our ideals...

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"I had a very successful summer as far as the Institute is concerned, and feel quite clear that I know what to do when the time for action comes. After finishing with Institute affairs, I got four weeks of the most perfect rest imaginable in Gastein..."

V File, Flexner, Abraham

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 9/14

SALARIES Academic Personnel

PRINCETON UNIVERSITY Relations WOAI

MORSE, MARSTON Biographical

VEBLEN, O.

√FLEXNER, A.

Re: Flexner to Veblen letter concerning professorial salaries and adherence to Princeton U. scale; inviting Morse. File IV-19.

See: SALARIES - Academic Personnel

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 9/17

STIPENDS Academic Personnel

TRUSTEES Corporation

VEBLEN, O. Biographical

FLEXNER, A.

Flexner to Veblen.

"I think it not a bad thing that there is a surplus in the two funds appropriated for grants, and I hope that the mathematics group will make no further appropriations unless somebody eminently worthwhile turns up. The moral effect made on a board by a small surplus is out of all proportion to the amount involved. It does really show that the group has been guided by the single purpose of finding competent persons."

~~V-File: FLEXNER, ABRAHAM~~ IV-19

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 October 8

11/2

FRANKFURTER, F. Biographical

FLEXNER, A.

On October 12, 1934, Flexner sends Frankfurter resumé of Mrs. Bailey's notes on Frankfurter's remarks at Trustees Meeting (10/8/34) on School of Economics and Politics, as they finally appeared on p. 12 official minutes. On October 20, Mrs. Bailey asked for a response, and on 11/2/34 she sent him complete minutes, on each occasion, suggesting that if he had corrections he should notify her as Secretary. Ther's no evidence he responded but 3 p. memo October, 1934, which he evidently prepared. Filed School of Economics and Politics. Vertical File.

F File, 1, I.A.S.

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

FRANKFURTER, F. — Biographical

FLEXNER, A.

Regarding Frankfurter remarks at Board meeting of October 1934.

Vertical File, Frankfurter-1

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 10/15

EARLE, E. M. Biographical

FLEXNER, A.

FRANKFURTER, FELIX

SALARIES Academic Personnel

Earle to Flexner, October 15, 1934.

He drafts a proposed statement as to the terms of his appointment at $10,000 per annum effective September 1, 1934, with leave for the academic year 1934-1935 on half salary. And the appointment is to run for two years, with provision that the next academic year may also, if necessary, be spent on the same basis, with the understanding that he would be carried on the roles as a professor whether he was being compensated or not. The matter of illness is not mentioned.

In discussing the economics program he said that "many of our so-called economic laws are merely slogans," as Felix Frankfurter says. He compliments Flexner on getting Frankfurter on the Trustees Board. He states that he is thoroughly in sympathy with Frankfurter's, Flexner's and Stewart's idea that the entire subject should be approached without preconception.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934

10/29
10/30
10/31
11/5
11/28
12/21
1/5/35

FRANKFURTER, F.

Biographical

MORSE, M.

MARSHACK

STEWART, W.

ATTELOTTE, P.

Flexner
FLEXNER, A.

Vertical File, Frankfurter-1

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 November

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

RIEFLER, W. W. — Biographical

FLEXNER, A.

EARLE, E. M.

First memo from Riefler on I. A. S. economics program (potential) Flexner tells Earle that durable goods approach (approved by Stewart too) is in their minds not the whole but the most useful now. (Flexner to Earle, 12/3/34)

Memo is filed in the Vertical File under Economics and Politics, School of.

Earle's papers

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

SCHOOL OF ECONOMICS AND POLITICS
RIEFLER, Winfield
STEWART, W. W.
FLEXNER, Abraham

Academic Organization
Biographical

Flexner to W. W. Stewart:

"The minutes had hardly been mailed to you this morning when I received from Professor Frankfurter an elaboration of the views which he expressed at the meeting. I shall send this tomorrow to the various members to be read and considered by them in connection with the brief summary of his remarks contained in the minutes. It is interesting to note that Frankfurter expresses in general terms a conception of economics that you and Riefler put in very concrete terms at luncheon the other day.

"I enclose the draft of a letter which I propose to send to Riefler; please change it in any way you please and let me have your revision. I hope that he will come to Princeton in the near future. In case he comes some Saturday afternoon to stay over Sunday, is it possible that you could motor over from your farm Sunday and have at least part of the time with us?

"I need not say that I am enormously obliged to you for your helpful and constant interest in this venture." File: IAS - ~~Reviews - 1933-34~~
Stewart, W.W. - 1932-45

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

FRANKFURTER, FELIX — Biographical

FLEXNER, A.

HARDIN, JOHN R.

Flexner to Hardin, November 3, 1934.

Transmits Frankfurter's elaboration of the brief statement at the Board meeting on economics meeting of October 8, 1934, on economics. Flexner asks for comments.

Here is the statement:

"Mr. Frankfurter thought that the director's observations on the proposed school of politics and economics stated the dilemma inherent in grappling at once fruitfully and honestly with the problems of society as an intellectual pursuit. All talk about science in connection with the so-called social sciences is misleading if we mean anything more than

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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the temper of mind which seeks to be as objective and as disinterested as possible and unconcerned with immediate reforms and the practical settlement of day-to-day social problems. Essential to this temper of mind is awareness of the biases, the predilections in which all of us are implicated and the unconscious deflections of which we can only guard against by consciousness of them. In a word, in dealing with social problems that is the whole field of politics in its broad sense, we must endeavor to pursue purely intellectual ends, at the same time that we are concerned with the most controversial issues of our time.

"For disinterestedness in the sense of abstract political problems is to the extent that it is attainable altogether futile. It is highly significant that the great contributions to political science were all contemporaneous documents, that is, they dealt with the contentious issue of their time and were directed towards the promotion of definite political views or goals. Hobbes, Locke, Montesquieu, the Federalist,

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all were, as it were, contributions not in abstracto but in the context of their time, and ~~fo~~ of course the same is true of Adam Smith's Wealth of Nations.

"And so in our time we must deal with issues which, however scientifically framed, are enmeshed in an emotional matrix. ~~[illegible]~~ In this field we are largely still dealing with slogans. These slogans undoubtedly express truths or desires relevant to the time of their origin. These partial truths were then generalized into universals, as is the way of man, and were floated down the tide of tradition, so as to become in themselves powerful forces in men's thinking and action. To that extent I do not think it is helpful to suggest that political science today is comparable to clinical medicine. After all, despite all the obstinacy of tradition that encounters the pioneer in medicine as in all other fields of human endeavor, in any event the obstructions that meet the medical scientist are not those pervasive and permeating emotions and presuppositions that are the very air of interest of man's economic and social life.

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"And so I believe that the most hopeful mode of attack, if we are to be true to the spirit of science in the field of politics, is historical. By that I mean a painstaking and pertinacious endeavor to analyze the fighting slogans and the rallying cries that give rise to mass loyalties. For all our current terms like 'individualism' and 'regimentation' and the 'profit motive' have a history, were born out of a particular environment or a ~~xxxxxxxx~~ defined state of society and have been carried over to environments quite different from that of their origin. This means not only history in the ordinary sense of the term, for adequate history implications psychological, statistical and legal factors indispensable to a just understanding of economic and political institutions.

"In politics, unlike mathematics, there are no half dozen or three ~~xx~~ or four recognized great men whom one can collect into a great faculty of politics. Mr. Frankfurter thought that the great men must be

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made, as it were, that the Institute must turn to youngish people and develop them through their actual pursuit under favoring circumstances of problems in politics of major moment. To this end it is important to bring together a group of people who will have a certain harmony of purpose and more or less common conception of the task to be pursued. For one cannot bring together a group of individuals not selected with relation to one another and expect a harmonious interplay of minds. To that end it seemed desirable to Mr. Frankfurter if possible to invite a promising collection of political scientists and economists for a long enough period, say half a year or a year, for purposes of intensive discussion of what the problems of political science are and how they are to be pursued in the hope that thereby the desirable group of distinction will reveal itself."

JRH Correspondence from January, 1934 to December, 1936

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934

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11/7

SCHOOL OF ECONOMICS AND POLITICS
FRANKFURTER, FELIX
FLEXNER, ABRAHAM
MAASS, HERBERT

Academic Organization
Biographical

Statement by ~~Felix Frankfurter~~ Mr. Maass:

"Recognizing as one must that the science of economics is presently in a state of flux, the obvious requirement of any newly organized department must be to get away from set standards and from the predilections that have developed amongst those members of the profession who have committed themselves by writing or expression to a fixed point of view.

"While it is true that all great political essayists wrote in the light of current problems that were the pressing questions of their times, nevertheless, the problems which confronted them are in reality the recurring problems of today - perhaps, in a different form or a broader scope, but in their vital effects upon the life of the times, essentially similar. Therefore, the correlated history of those times, together with a review of the applicability of the principles which were developed during those periods to the changed conditions of to-day, and a determination as to whether they are of present value or have been outmoded, would present a composite picture of the processes of development in the course of mens' and nations' conduct which has brought about the evolution in world economics to its present state.

"While in their origin economic problems were, in a sense, purely national, the change which has been wrought by the World War and the great progress which has been made in systems of communication, methods of travel and otherwise, has caused international relations to play a far larger part in present-day economic affairs than was ever heretofore the case.

"One cannot overlook the fact that, fundamentally, political economy in its broadest sense, is the establishment of rules of conduct which tend to make national and international relations, based upon trade, exchange of goods, and methods of living, flow currently along lines of least resistance so as to be productive of the best results for humanity.

"It would seem, therefore, that the vision of a modern Department of Political Economy should be to inquire into and pursue the historic background of all great economic movements, tracing their development and their effect upon national and international relations, manifesting their weaknesses and their strengths, and culling from amongst them those which survive and merit such survival, and discarding those which have demonstrated their uselessness, their purely temporary effect or their distinctly local origin and application. Then, from this background, to develop new theories of general application which can be demonstrated to be fundamental in operation and international in scope.

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"If these premises are correct, such a department cannot be launched with a crew that is hidebound by existent theories or committed thereto by its writing or its expressions. The hope of accomplishment lies more nearly in the principle that the staff be comprised of competent historians and a group of young economists with the capacity to accept or discard old theories and to develop from than new ideas which are sufficiently elastic to permit not alone their present application but their future adaptability."

Nasse to Flexner:

"With respect to Professor Frankfurter's statement, I do not deem myself qualified nor would I presume to comment thereon. However, I cannot agree entirely with his point of view. I feel so strongly that there is a historic background upon which competent unbiased economists can work, that I have written a memorandum of my own, which I enclose herewith. It is intended to be the expression of my belief that what we have in mind is not nearly so hopeless as Professor Frankfurter pictures it, and that there exists a structure upon which men can build with safety for the future."

Flexner's answer to Mr. Nasse:

"Thank you for your favor of November 5th with its enclosure, which I have read several times with very keen interest. I am much more struck by the similarities in the views between Stewart, Frankfurter and yourself than by the disparities on which you very rightly dwell. I am glad that the establishment of the department has really given the members of the Board something to chew upon, and I hope that as the school develops those of you who have had practical experience may give the Board your views just as f really and fully as those whose experience has been more academic in character."

Source: IAS Trustees - Nasse, Herbert H.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 11/14

FLEXNER, A. Biographical

FRANKFURTER, FELIX

~~MARSCHAK~~ SCHOOL OF ECONOMICS + POLITICS Acad. Organization

Flexner to Aydelotte, November 14, 1934.

"I hate to bother you, but I hate it the less since I may also be amusing you at the same time. This morning comes Frankfurter's last word, which with my poor intelligence I am utterly unable to understand in the light of the various points he raised in connection with the trivial Marschak proposal. As I reflect upon the whole correspondence, I realize (1) that in writing to a lawyer I should have been much more meticulous in saying what was in my mind, (2) that when I said that it did not matter with whom we started, whether a mathematical economist or any other kind of economist, I should have added that no extreme specialist could possibly start the school unless his range of interest went far beyond his specialty, but that would have seemed to me to be too obvious to be stated. Dr. Welch organized the Johns Hopkins Hospital

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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and the Medical School without ever having had a patient in his life, but, though a pathologist, he had vision that comprehended the whole field of medicine and public health. The same is true of Simon, who, though nothing but a pathologist, organized the Rockefeller Institute for Medical Research, which includes clinical medicine, chemistry, bio-physics, and no end of subjects of which Simon knows nothing, though he appreciates their proper scope and place. Veblen, who has been my mainstay in the School of Mathematics, is a highly specialized mathematician, but he has a vision that ranges over the entire field. If I had said to Frankfurter that it wouldn't make any difference with whom we started, provided in addition to his special interest he had the vision of the whole economic field, I might have avoided this correspondence, but I doubt it."

File I-7

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934

11/15
12/5

DODD, WM. E. Biography

FLEXNER, A.

GENERAL Public Relations

Wm. E. Dodd (Berlin) to Flexner (Princeton) Nov. 15, 1934

"Many thanks for the cordial invitation which you wrote us on October 30. I think there will be nothing to prevent my appearing at Princeton on January 16. The State Department has given its consent to making an address on historical subjects. Since there may be some doubt as to my actual appearance, it may be well not to make announcements until arrival in New York. In fact, I would prefer that no publicity except in University circles be given to the matter. However, I do not make a definite condition. The reason is that so many other invitations came last year after it was known that I had made a public address in Richmond. I leave the matter therefore to you.

..."

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Flexner (Princeton) to Wm. E. Dodd (Berlin) Dec. 5, 1934

..."As to publicity, he made the point that, if no publicity was given to your address here, it would mean uncontrolled publicity, which might of course be unpleasant. The relations of the University and the Institute to the press representatives here is such that, if we give them a notice at any time, they will print exactly what we give them. We need do nothing therefore until you arrive in this country. We can then arrange some form of announcement that is perfectly agreeable to you and also agree upon the date when it is to be released.

..."

File II-12

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934

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11/17

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

RIEFLER, W. — Biographical

FLEXNER, A.

Reports, School of Economics and Politics.

Filed in Vertical File under School of Economics, and Politics, "S".

S IAS Economics & Politics, 1934-39

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934
1935

11/29
1/15

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization
Biographical

MARSCHAK

RIEFLER, W.

FLEXNER, A.

ADAMS, W. G. S. (?Warden, All Souls College, Oxford ?)

Adams to Flexner, November 29, 1934.

Adams is answering Flexner's question as to whether inviting Marschak to visit the Institute to be considered for a position would be hurtful to Marschak's standing. He raises this on account of Frankfurter's objections. "I do not see that so doing would in any way prejudice his chance as a candidate for the Readership in Statistics and I do feel very strongly that the most should be made of Marschak and that nothing should be done to stand in the way of his having such a rare experience as you can make possible." He suggests

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

also making it clear that he is not offering a position or that he is not standing in the light of All Souls.

He also suggests a new form of cooperation between the Institute and Oxford as follows: A Readership in Statistics will receive an appointment in the coming year. The appointment will be in the hands of a University Board, then the field will be open. Marschak may well be a candidate. In considering his application, undoubtedly, says Adams, much as they want to do for emigrees, they will not let them stand in the way of younger men, British, who qualify. Adams suggests that they have an Associate Director who would keep in close touch with the work at Oxford and spend a term at Oxford from time to time, but would ~~xxxthexxxx

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1934 11/30

COMMITTEES (EXECUTIVE) Corporation

FRANKFURTER, F. Biographical

AYDELOTTE, F.

FLEXNER, A.

MARSCHAK

Frankfurter to Aydelotte.

"Flexner tells me that he has shown you correspondence that he and I have had regarding the Marschak proposal. Since this matter to my way of thinking involves very serious issues affecting the Institute...I should like you to see the whole of the correspondence. I will trouble to return it..."

There followed correspondence with Aydelotte by Frankfurter. Aydelotte away due to mother's illness and death, and replied ultimately with the letter of December 21, 1934 which Flexner so vigorously opposed in the letter of December 24 to Aydelotte

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in the same file insisting that his action on Marschak was not administrative but part of his creative role in the Institute. To this Aydelotte replied with a telegram to Flexner: "Deeply regret unfortunate phrasing of my letter especially utter failure to convey intense admiration I feel for your leadership and importance of not allowing trivial causes of friction to hinder you in realization of your great vision. I hope talk with you Princeton or New York before January meeting or if easier for you could go Florida tomorrow or Monday for two or three days which would do me no harm. F. A."

To this Flexner replied with a letter of December 20, asking Aydelotte's pardon for taking exception to his letter, and suggesting that if Aydelotte writes Frankfurter, "Don't send me a copy of the letter and should you speak with him don't send me a report. I want you to feel free to do as you please--you owe me no account of your doings." Flexner is in Florida.

Frankfurter sought an interview with Aydelotte before the Board meeting of January 14. It seems obvious that he intended to oppose the appointment of Riefler, though the matter is not

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but no qualms of conscience. His term is expiring andhe is not going to resign since it would imply a confession of wrong-doing which he does not feel. This letter is sent to both Stewart and Leidesdorf. There is no meeting of the Committee since it can't make satisfactory date, but they all agree that Frankfurter should not be reported. Flexner commented on the letter of the 3rd from Frankfurter in a letter of April 9 in the file, indicating that the danger of Aydelotte's position is that he said in his letter of April 3: "From this it will appear that I wrote to Riefler in accordance with the practice I have been following ever since I have been a member of the faculty." Frankfurter points out that this is a danger to any Board of Trustees and any Director. He rehearses some of the painful correspondence with Frankfurter which he said dated almost from the time Frankfurter became a Trustee. (A point which I have observed in Frankfurter's correspondence). Frankfurter characterized his correspondence in the spring of 1934 and in the Marschak affair as informal and "gentle." He characterized Frankfurter's as that of a pettifogging lawyer.

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After the Board took its action on the recommendation of the Nominating Committee and for all that the Minutes reflect, took it unanimously, Aydelotte informed Frankfurter that hex his name had not been presented by the Nominating Committee, and that the Nominating Committee had recommended the re-election of Straus and Flexner only. He had previously informed Frankfurter of the consensus of the Nominating Committee on this matter.

On May 6 Frankfurter to Aydelotte, saying that he had been told "that he had been credibly informed that members of the Board were told that I had 'preserved the right, after a disagreement with the Board, on any subject, to discuss that with a revelant person afterwards.'" This the members of the Nominating Committee and the Board said was not true. When Frankfurter defended himself in this ~~xxxxx~~ letter, he quoted not the passage in his letter of April 3, but his passage on his practice as a Faculty member in the letter of January 16 to Riefler. The matter died down when Leidesdorf, Stewart, and Flexner and Mazzs all disavowed any such report to the Board, and Aydelotte so-informed Frankfurter.

A Frankfurter, Felix

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1934 December

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

FLEXNER, A. — Biographical

EARLE, E. M.

They have correspondence on whether or not to "stake all the Institute's chips on one card" in economic research, the durable goods industry. Earle thinks it is the most important single factor in the economy, and cites Veblen, Thorstein to support it. Yet he does not want to see all the eggs put in one basket. Flexner responds that he favors being more cautious also. "Frankfurter pointed out in his memorandum that the great contributions to political thought had been made by beginning the study of contemporaneous problems." The most precious thing one can do is to leave the person appointed alone and let him find out. Frankfurter also pointed out that one of the great difficulties in the way of straight economic thinking is the vogue of economic slogans--free trade, protection, sound money, etc.

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

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SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

FLEXNER, A. — Biographical

EARLE, E. M.

RIEFLER WINFIELD W.

STEWART, WALTER W.

Flexner to Earle, December 3, 1934.

~~Riefler xxxx

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notions are not those of the Brookings Institution, because Brookings has always had its eye open to application; therefore, it has taken a short-ranged view.

Riefler, Stewart, and Walton Hamilton take exactly the opposite point of view, selecting a problem, but being utterly indifferent where it carries one or what happens in politics or industry in consequence of the theoretic results to which it may lead.

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

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1934 12/6

SCHOOL OF ECONOMICS AND POLITICS

LINDSAY, A. D.

FLEXNER, A.

Academic Organization

Biographical

Memo on social studies.

D, Institute Organization

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 12/10

EARLE, E. M. Biographical

FLEXNER, A.

Earle to Flexner, December 10, 1934: "Dear Abe,

"Every year at about this time I get out my files and read the enclosed letter and telegram. They have me great job four years ago, and they still do. You and Ben have been the most wonderful of friends, and what I should have done without you I don't know.

"I have been having a very trying time the past month or so. I'm really very sick right now, and I sometimes wonder--much against my will--whether I ever shall be well again. This pneumothorex has been a technical success, but it has certainly made me feel a great deal worse rather than better. Last spring and summer I really seemed to be much better, so I hope you will not feel I have betrayed you and the Institute if all does not turn out as well as we then hoped. Of course I shall continue to do everything I can to get well, as you know, I shan't surrender.

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"I write Bee very little about how I feel. There is nothing she can do either in Princeton or here. But she will be seeing me soon and will let you know her own impressions when she returns East.

"Please return the enclosed letter and telegram. I prize them highly.

"Where shall you be spending the holidays? Wherever you are, you will have my affectionate thoughts.

Always yours,

Ed"

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 12/12

MARSCHAK Biographical

FLEXNER, A.

Flexner to Aydelotte, December 12, 1934.

"I have had a long letter from Adams of a most charming and coöperative kind. It appears from this letter that, if Marschak is to come over to the United States, the best time would be the spring vacation. Such being the case, there will be no need of an Executive Committee meeting to consider the matter in advance of the regular Board meeting which comes on January 14."

File I-7

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 12/12

WEED, LOUIS H. Biographical

VEBLEN, OSWALD

FLEXNER, A.

Veblen (Fine Hall, Princeton) to Flexner (Princeton):

Flexner placed 5 people connected with IAS Math. group in positions where they could be useful. Veblen feels action justified--"Every one of us feels it to be a part of his problem to help these men and women to find jobs when they are ready for them."--has no influence on their scientific work, but Dr. Weed has misgivings.

File IV-19

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1934 12/24

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

FLEXNER, A. — Biographical

AYDELOTTE, F.

FRANKFURTER, FELIX

Flexner has submitted his correspondence regarding the Marschak affair, and his proposed moves in the School of Economics and Politics to Aydelotte. Frankfurter, likewise, has been in correspondence with Aydelotte over his differences with Flexner. (This is the material which has been photostated from Frankfurter's records in the Vertical File, and is duplicated in the Director's file on Felix Frankfurter).

In a letter from Flexner to Aydelotte, December 24, 1934, Flexner takes exception to statements which Aydelotte made to Frankfurter in commenting on the issues. See Flexner's statements, page 3, of that letter, rejecting the concept of himself as administrator, and taking the role of creator.

Also see pages 6 to 8 in the same letter for a ~~xxxxxx~~ recapitulation of the reports to the Board which Flexner has made on the development of

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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his ideas and concepts respecting appointments to economics.

He suggests that Aydelotte was too kind to Frankfurter in making what concessions he did, and that he finally reviewed the matter and came to a firmer conclusion in correspondence with Frankfurter.

"The truth is that Frankfurter has proved himself a trouble-maker. I value his wisdom, learning, and experience, but he is not the only person who possesses those qualifications. I also value ~~xxxxxxxx~~ harmony, cooperation, candor, as I think you well know, and in the interests of the Institute and my successor, I think that we can secure all the qualities above mentioned, in some of which Frankfurter is quite plainly constitutionally deficient. I do not intend that the beautiful spirit which has characterized the work of Princeton, and which has characterized the work for of Trustees until Frankfurter's advent should be marred by him...

"That I regard as my duty, and I shall continue to do so. That there shall be no pettifogging lawyer's to create irritation or intrigue as long as I am Director of the Institute." He then says that he cannot imagine how violent would be the reaction of a Mr. Gates or a Dr. Buttrick, had any Trustee on their Boards taken such steps as Frankfurter has.

File, Frankfurter, Felix

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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1935-1936

SCHOOL OF MATHEMATICS — Academic Organization

SCHOOL OF ECONOMICS AND POLITICS

MITRANY, DAVID — Biographical

FLEXNER, A.

See Flexner's spirited defense of the School of Mathematics during dispute, 1936 1935 and 1936.

Mitrany argues that Flexner treats the School of Economics and Politics like a step-child, while giving full authority and dignity to the School of Mathematics.

Flexner replies that the School of Mathematics has known where it wanted to go, and has gone without bothering him too much about the details.

III-23 Mitrany, David, 1935-1939

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935-42

SCHOOL OF ECONOMICS AND POLITICS	Academic Organization
SALARIES	Academic Personnel
RIEFLER, W.	Biographical
FLEXNER, A.	

Excerpts from Minutes as cited.

Filed in Subject Matter File (A-F) under Academic Organization, School of Economics and Politics.

Excerpts from Minutes as cited.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935

MARSCHAK, J. Biographical

RIEFLER, W. W.

FLEXNER, A.

See Flexner's letters asking Riefler to review papers of Marschak and advise him. No final disposition of matter in file or elsewhere.

D, Riefler, W. W.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933 January

GENERAL — Academic Procedures

FRANKFURTER, F. — Biographical

WEED, LEWIS H.

FLEXNER, BEN

Frankfurter correspondence with Weed and Weed's with Flexner regarding relations with secondary schools and mathematicians. Also with Ben Flexner on ~~Alec's~~ Abe's intractable position.

See Vertical File, Frankfurter-3.

Vertical File, Frankfurter-3.

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 1/11 1/15

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

RIEFLER, WINFIELD W. — Biographical

FLEXNER, A.

DODDS, HAROLD W.

RELATIONS-WOAI; PRINCETON UNIVERSITY — Relations WOAI

Dodds to Flexner, January 11, 1935.

He has talked with Professor Howard about Flexner's plan for Riefler, and with one or two others in conference in the Department of Economics, and assures Flexner they are in a very welcome frame of mind toward Riefler. He then suggests a conference between Flexner and Professors Howard, McCabe, Graham, and Kemmerer.

This conference Flexner had on January 15, and he wires Dodds in Minneapolis, Minnesota on that date. He greets Dodds and saying the conference was very satisfactory.

D File, Dodds, Harold W.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

BOARD OF TRUSTEES	Corporation
FLEXNER, A.	Biographical
SCHOOL OF MATHEMATICS	Academic Organization
SCHOOL OF ECONOMICS & POLITICS	

Excerpts from the Report of the Director, Minutes Jan. 14, 1935

See BOARD OF TRUSTEES - Corporation

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935

1/15
1/17
1/16

FRANKFURTER, FELIX
✓FLEXNER, A.
RIEFLER, WINFIELD W.

Biographical

Telegram from Flexner to Riefler, January 15, 1935.

"Board of Trustees ratified with great enthusiasm your appointment yesterday on basis upon which we had agreed. Letter follows."

Letter of January 17, 1935 from Flexner to Riefler.

"...I wish to assure you once more that there is nothing within reason that we will not do to enable you to fulfill your own ambitions and to make you and your family happy in the new environment."

January 16, 1935, Frankfurter's letter to Riefler.

Indicates that he had voted against his appointment on terms, not on personal qualification.

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 1/16

FOUNDERS Corporation

GIFTS Finance

YESHIVA COLLEGE Educational Institutions

✓FLEXNER, A.

Counsels Bamberger against giving to Yeshiva College: first because it will take a lot of money to become significant; second because it discriminates in favor of Jews. Wrong.

L. Bamberger agrees January 18, 1935.

D. L. Bamberger

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

GENERAL	Public Relations
GIFTS	Finance
FOUNDERS	Corporation
✓ FLEXNER, A.	Biographical

Flexner to Mr. Bamberger, January 16, 1935.

"I am returning herewith the letter from Dr. Lowan regarding Yeshiva College. It is a small Jewish institution and would require a very considerable sum of money to build it up so that it would be scientifically and educationally an important factor. There is also in my mind the question as to the wisdom of establishing an institution of this kind for Jewish students alone."

Then he goes on to say that Gentile students of second-rate ability are rejected just as are Jewish candidates of the same quality. "In neither case, as far as my experience goes, is the religious factor the important one. Institutions like Harvard, Yale, Swarthmore, and Princeton have four or

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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five times as many applicants annually as they can possibly admit." He thinks they make their selection as nearly as they can on the basis of merit. It ~~max~~ is not true, he believes, that the Jewish boys are turned down because of their religion.

D. Bamberger, Louis, 1930-1936

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 1/17

SCHOOL OF MATHEMATICS — Academic Organization

MEMBERS — Academic Personnel

WEED, LEWIS H. — Biographical

FLEXNER, A.

Flexner to Weed, January 17, 1935.

He compliments Weed on what he said at the meeting, and particularly on the comment regarding the grants-in-aid or stipends which the Institute is spending. This money should be preserved for men of such promise that they can hope to make research careers. But, says Flexner, not all men turn out as expected, and for those who do not qualify for higher research, they can be used adequately to bring up the level of college and secondary teaching.

D File, Lewis H. Weed, 1930-1940

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 1/18

VEBLEN, O. Biographical

FLEXNER, A.

FRANKFURTER

Photostat of original letter which is attached to this memo and filed in Chronological file under 1935, 1/18, is in the Frankfurter papers #2.

Frankfurter papers, File #2

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 1/18

ASSISTANTS

MORSE, M.

✓FLEXNER, A.

Academic Personnel

Biographical

Flexner to Morse, January 18, 1935.

"We are anxious to avoid regimentation and standardization and have thus far succeeded in doing so without creating the slightest tension, as far as I have been able to ascertain...Ø perhaps you will not mind my calling attention to the peculiar situation of the professorial assistants. These are annual appointments, subject of course to renewal for a relatively brief period of years, for two reasons: (1) in order that, as soon as a young man is able to stand on his feet, he may go out and make a career for himself; (2) that, in order that those young men who have enjoyed close contact with the professorial group may after a time leave Princeton in order to improve the status of mathematical teaching and research throughout the country." He authorized Morse to offer Mr. Pitcher his mathematical assistant, either $1,500 or $1,800. The salary is quite low so as not to make it difficult for outside institutions to attract these men.

D file, Morse, Marston, 1933-1945

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

FLEXNER, A. — Biographical

FRANKFURTER, FELIX

RIEFLER, WINFIELD W.

Frankfurter did not send a copy of his letter of January 19 to Riefler to Hardin. It is not in the Hardin file.

JRH Correspondence from January, 1934 to December, 1936

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 1/19

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

FRANKFURTER, FELIX — Biographical

FLEXNER, A.

RIEFLER, W.

Flexner to Riefler, January 19, 1935.

"I received this morning a copy of a note which Professor Frankfurter wrote you. Unfortunately, Professor Frankfurter, while expressing his own views, does not tell the whole truth. The Board was practically a unit against him. In the School of Mathematics there are salary differences at every stage from the assistants up to the very top.

"This is not the first time that Frankfurter has violated the ~~xxxxxx~~ semi-confidential nature of a Board meeting. I hope you will not permit yourself to be in the slightest degree disturbed. Your associates are perfectly happy, and I am enclosing you a copy of a letter which I received yesterday from the Social Science Group.

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"We look forward to a visit from you and your wife in the near future, and beyond that to a happy and scholarly association for many year to come. With all good wishes. Sincerely yours, Flexner."

D File, Frankfurter, Felix

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 1/21

PRINCETON UNIVERSITY Relations WCAI

✓FLEXNER, A. Biographical

McCABE, DAVID A.

Flexner to McCabe (Princeton University):

"I have no words in which to express how deeply I was touched by the joint letter which I received from you and your colleagues. Princeton has been inexpressibly kind and generous to us - both the University and the townsfolk. The letter which you and your colleagues have sent me shows, what indeed I already knew, that the economists and social scientists connected with Princeton University would cooperate with the Institute economists unselfishly and impersonally in trying to advance a study in which they all are profoundly interested and to which they have all devoted their lives. I have in my own mind no doubt whatsoever that we can repeat in the field of this thorny and difficult subject the experience, cooperation, helpfulness, and tolerance characteristic of the mathematicians in Fine Hall. It would not be possible to aim at a higher ideal, and we shall all be satisfied with nothing less."

File III-17

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

PRINCETON UNIVERSITY — Relations WOAI

FLEXNER, A. — Biographical

Flexner to Hardin, January 21, 1935.

Flexner sends Hardin a copy of a letter signed by eight senior members of the economics group at Princeton, Department of Economics and Social Institutions notifying him and the Trustees of their appreciation of their decision to establish in Princeton the School of Economics and Politics, "announcement of which appears this morning in the press." (This is the memorandum signed by Kemmerer, Graham, Smith, Whittlesey, McCabe, Frank Dixon, Stanley Howard, J. Douglas Brown, dated January ~~16~~ 16, 1935)

JRH Correspondence from January, 1934 to December, 1936

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

RIEFLER, W. W. — Biographical

✓FLEXNER, A.

Flexner to Riefler, January 21, 1935.

"Frankfurter has simply had a brain-storm, not, I regret to say, the first, but the last. Professor Veblen, who was present at the meeting and to whom he also wrote, has come to see me and has described Frankfurter's conduct as outrageous. This morning I have a letter from one of the members of the Board, from ~~xxxxxxxxx~~ which I quote the following:

> 'I was surprised that Frankfurter should have displayed such bad taste at the last meeting. There is no question but that he was absolutely wrong in his contention.'"

"...under no circumstances permit Frankfurter to inveigle you into a correspondence."

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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1935 Jan. 28

BUILDINGS AND GROUNDS	Facilities
FACULTY PARTICIPATION	Academic Personnel
VEBLEN, O.	Biographical
✓ FLEXNER, A.	

Discussion on buying property and building of building, from File IV-19

See BUILDINGS AND GROUNDS - Facilities

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 1/31

BUILDINGS AND GROUNDS — Facilities

PARTICIPATION IN ADMINISTRATION — Academic Personnel

VEBLEN, OSWALD — Biographical

✓ FLEXNER, A.

Re: Veblen to Flexner letter concerning congestion in Fine Hall. File IV-19.

See: BUILDINGS AND GROUNDS - Facilities

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933

2/15
3/22
4/17
5/13

SCHOOL OF MATHEMATICS — Academic Organization

✓ FLEXNER, ABRAHAM — Biographical

FERMI, ENRICO

Flexner to Fermi, 2/15/35:

Flexner writes that he met Fermi in Rome several years earlier and discussed the possibility of establishing a school of mathematics at the IAS.

"Since that time the School of Mathematics has been established. Its organization is extremely simple. We have brought together, as you will see from the bulletins which I am sending you, a small group of eminent men who have been free to work each in his own way. There are no rules or regulations in the usual sense of the term. Those admitted as workers are persons who have shown capacity for creative and original effort, and each of them works as he pleases and with whom he pleases. Thus the workers and the members of the staff really enjoy the same sort of freedom. During the current year the Institute established a visiting professorship which has been filled by Professor Paul A. M. Dirac. The members of the mathematical and mathematical-physics groups have been discussing the question of inviting another visiting professor for the next academic year,

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beginning October 1 and ending May 1, with an interval of a month at Christmas. This morning I was informed that you were their choice. The professorship carries with it a salary of $10,000.

"In the name of the faculty I have the greatest pleasure in inviting you to become Visiting Professor to the School of Mathematics of the Institute for the next academic year, and I trust very much that the authorities of the University and the Italian Government may make it possible for you to accept this invitation."

Fermi answers on Mar. 22, 1935 asking if he can use the physical laboratory of the Princeton University, if he accepts the offer.

Flexner writes on Apr. 17:

"I am enclosing a copy of a letter from Professor Smyth, who is the acting Chairman of the Department of Physics in Princeton University, which I hope will answer ~~yu~~ the questions which your letter raises. I may add that the mathematical institute and physical institute adjoin one another and are connected by a corridor, so that you will be in the closest possible contact with both departments. All of the professors of the faculties of both the Institute for Advanced Study and Princeton Univeristy are looking forward with the keenest interest to your visit.

"You will notice from the bulletins which have been sent to you that different methods of carrying on work are followed by different individuals..."

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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On the same date Flexner wires "Facilities will be provided."

On May 11 Fermi wires "Impossible leave Italy next year. Writing."

Source: D Fermi, Enrico

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

FRANKFURTER, FELIX Biographical

FLEXNER, A.

AYDELOTTE, F.

Aydelotte (?) to Frankfurter, February 18, 1935, saying he is sorry Frankfurter wrote to Riefler as he did.

Filed in Chronological File under 1935, 2/18.

D File, Frankfurter

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

PRINCETON UNIVERSITY
SCHOOL OF ECONOMICS AND POLITICS
MAASS, HERBERT
✓FLEXNER, ABRAHAM

Relations W.O.A.I.
Academic Organization
Biographical

Maass to Flexner:

"Upon my return this morning, my attention was called to your letter of January 21st, in which you enclosed a copy of the letter which you received from the senior members of the Department of Economics and Social Institutions of Princeton. You cannot imagine how much joy the enclosure gave me, for it certainly is a remarkable indication of the strong accord which exists between the Institute and Princeton. It gives every indication that the rapprochement should lead to higher and better things."

Source: IAS Trustees - Maass, Herbert H.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

PARTICIPATION IN ADMINISTRATION — Academic Personnel

VEBLEN, O. — Biographical

FLEXNER, A.

FRANKFURTER, F.

MOETHER, MISS

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

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

File 4/19

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

PARTICIPATION IN ADMINISTRATION — Academic Personnel

VEBLEN, O. — Biographical

✓FLEXNER, A.

FRANKFURTER, F.

MEOTHER, MISS

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

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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a developing concern which in the near future will take up economics and humanistic studies. This is an important point because, on it, I think, depends the extent to what is erroneously called 'faculty government' is likely to be inaugurated." He goes on to say that faculty government exists nowhere, not in Germany, subject to control by education ministries, nor in Oxford where the fellows deliberate. A university is an anomalous affair" depending for its real program upon a personality." He cites examples.

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

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

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

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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practical, and prudential reasons why the Institute should in the near future possess a building of its own. For the immediate present we can improvise."

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

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

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

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

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

File IV-19

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

FLEXNER, A. Biographical

HOWARD UNIVERSITY Educational Institutions

Excerpted from file II-35

Flexner to Paul H. Hanus (Cambridge, Mass.), Mar. 4, 1935.

"I do not know whether you knew that I had been trying for three years to bring about a gradual reorganization of Howard University in Washington. On the surface I appeared to be succeeding, but the thing has taken a great deal of time and required endless trips to Washington and back. About a fortnight ago there was a terrific explosion on the Board, of such a character that I was convinced that my efforts had been practically in vain, and I therefore resigned. There is some indication that my resignation has brought the persons involved to their senses. I have the deepest interest, as you know, in the higher education of the negro, and I confess I was terribly disappointed to find some of the leaders of the race absolutely devoid of magnanimity and consideration, and flaring up with savage hatred against one another."

File II-35

F

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935

3/7
3/8
3/11

PRINCETON UNIVERSITY

Relations W.O.A.I.

MAASS, HERBERT

Biographical

/FLEXNER, ABRAHAM

Flexner to Maass:

"I wonder if you noticed in Sunday's Times a statement which shows that Princeton with its 250 advanced workers actually has more National Research Council fellows in attendance than Harvard or Columbia, whose graduate students are ten times the number of Princeton's. In addition out of eleven fellows appointed by the National Research Council to do advanced work in mathematics ten of them are here. These men themselves choose the institution in which they desire to carry on their advanced work."

Maass to Flexner:

"I had read the item in Sunday's 'Times' and found a great deal of satisfaction in it. Am I correct in assuming that the prestige of Princeton in this regard has been considerably enhanced by the establishment of the Institute?"

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Flexner to Maass:

"In answer to your question I think it is fair to say that the prestige not only of the University but of Princeton as a center of learning has been enhanced by our coming here. On the other hand, we must not forget that before we started our School of Mathematics Princeton was known over the whole world as having one of the strongest mathematical groups in existence. What we can fairly say is that we have made it still stronger."

Source: IAS Trustees - Maass, Herbert H.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 3/11 - 4/27

GENERAL

FOUNDERS

NEW YORK UNIVERSITY

STRAUS, PERCY S.

FLEXNER, A.

Finance

Corporation

Relations WSAI

Biographical

Refer to correspondence on finances and cost of social sciences which Strauss insists will preclude start in Humanities.

See Chronological file of above date, 1935, 3/11 - 4/27

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 3/11-4/27

GENERAL Finance

STRAUS, PERCY S. Biographical

FLEXNER, A.

FOUNDERS Corporation

Refer to correspondance on finances and cost of social sciences which Straus insists will preclude start in Humanities.

See Chronological File of above date, 1935 3/11-4/27

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935

3/11 3/22 4/26
3/18 4/24 4/27

SCHOOL OF ECONOMICS AND POLITICS	Academic Organization
SCHOOL OF HUMANISTIC STUDIES	
GENERAL (CALIFORNIA INSTITUTE OF TECHNOLOGY)	Educational Institutions
PANOFSKY, ERWIN	Biographical
FLEXNER, A.	
STRAUS, PERCY S.	

Flexner is endeavoring to convince Straus that the Institute should proceed with the Humanities. He cites the adequate treatment of the sciences and professions in institutions of higher learning generally in this country. Fifty or seventy-five years ago the provision made for them was far inferior to that which was made for the humanities, but at the present the pendulum has swung as to the opposite direction. The cultivation of the Humanities is distinctly in danger.

As long ago as 1931 the Bulletin of the California

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Institute of Technology, originally founded as an institute for research in science, contained on its title page the words, "An Institute of Research in Science, Engineering, and the Humanities." Prior to that, in 1928, it said, "one of the largest and most attractive buildings on the Institute campus is devoted to work in the humanities." At least three pages of the catalogue explain why the California Institute felt the necessity, even for the sake of science, to build up an interest in the humanities.

Flexner says his own reports to the Board have from the very beginning insisted on the three great divisions. The start has been made in the first and the second. He wants to start the third before his connection with the Institute ceases.

Then he describes the negotiations which led to his proposed appointment of Professor Panofsky. He has known him for a long time in Hamburg and here. He was in America at New York University on a temporary basis. Flexner gave his assurance to Chancellor Chase that he would

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do nothing to interfere with their retention of Panofsky. Since that time Panofsky told Morey, and Flexner quotes the letter, that Flexner urged Panofsky to remain with N. Y. U. and take the offer of the professorship. But Panofsky does not intend to take the offer of New York University, and, therefore, he is available to the Institute.

It is Flexner's policy never to interfere with a man leaving the Institute for a better post. By the same token he does not/ nadge on other people's territory. He knows that several institutions are after Panofsky.

As to the building up of Humanistic Studies, there is a survey being undertaken by a very competent person at the present time. He was of the opinion that the way to build up humanistic studies in the United States is primarily and fundamentally to build up two great centers--Harvard and Princeton--from which men will go to other institutions and strengthen them.just as He says that Princeton is a pioneer in this field. It established a professorship of art in 1881 before Harvard or any other institution had done so, and it maintained its eminence. Professor Morey,

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the present head of the School, was offered a professorship at Harvard last year, but declined it. Mr Flexner thinks that Princeton is a more important center for studies of this kind than is known outside of the circle of humanists themselves.

Straus to Flexner, March 18, 1935.

Straus, evidently a Trustee of New York University, comes back at Flexner with the suggestion that until we have proved the success of the efforts in mathematics and economics, we shouldn't go into the humanities. He draws a cautious picture about finances saying that we have the possibility of having to put capital into buildings, and with the unknown cost of the department of economics, it might be extremely unwise to do anything more ~~xxxxxxxx~~ about the humanities. He went on to say that competition between universities always impressed him as highly undesirable. "If in the field of education cooperation cannot develop, it would be a sad commentary on the approach of

~~Mr Flexner R. Straus~~

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

universities to their joint problems."

Flexner to Strauss, March ~~2~~ 22, 1935.

He defends the proposed selection of Panofsky and Altmann repeats the arguments that he is not robbing New York University of anybody. "As a matter of fact, though this will be a startling statement, the Institute has in less than two years done more cooperating than all other universities in this country during the same period. In one department, mathematics, within a year and a half, we have at our own expense cooperated for periods of almost invariably a year by offering the opportunities of both Princeton and the Institute to men holding academic posts in the following institutions: Chicago, Cal. Tech., Univ. of Vienna, Univ. of Cincinnati, etc., etc....opportunities which they never had before in their lives."

Flexner to Strauss, April 24, 1935.

He has lunched with Chancellor Chase and Professor Cook of New York University, and it was a "love feast."

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They agree entirely that Panofsky should come to the Institute. As the third point which Strauss made involved money. Flexner agreed with him that the Institute must live within its income. It cannot be forecast with certainty Flexner can run the Institute on $300,000 a year or he can run it on $1,000,000 a year, but it would be run in different ways. We have a surplus of about $50,000 on the basis of next year's budget. We could save $4,0,000 a year, thus we would have a surplus of one-third of our probably income.

"After the Board Meeting on Monday I spent another day in New York conferring with persons who may possibly be interested in the development of the Institute. It is too early to ask help, for we have thus far made a success in only one field, but there is no doubt in my mind that when the time comes we can secure additional help from the outside, and in this I am leaving out of consideration any future benefactions from Mr. Bamberger and Mrs. Fuld."

(Having just finished the correspondence with Frankfurter, he is happy to thank Strauss/ for his interest and his courtesy in taking up his points.)

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Straus to Flexner, April 26, 1935.

He is writing in the light of his statements made at the Board meeting. "I have great hopes for an even more outstanding piece of work in the social sciences than we are now doing in mathematics, which I recognize to be the best department of its kind in the whole country, if not in the world. Of course, this opinion as to mathematics is based largely on what you have told me.

"I can see the social sciences, in the course of the next five to six years, requiring far greater funds than we now have. Mr. Bamberger, although advanced in years, is young for his age. We all hope that he will live for many more years. Naturally, the full amount which he and Mrs. Fuld plan to leave to the Institute, will not come to it until after their deaths. I can foresee not only the possibility, but the probability of the development of the social sciences being limited by lack of funds. That is the basis of the attitude I took at the meeting."

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He thinks that the humanities are doing well enough at the hands of other universities.

"In spite of the fact that all the other directors apparently disagreed with me, I cannot help thinking that the step we took at the last meeting was premature." He is disappointed, but does not resent it.

Flexner to Strauss, April 27, 1935.

He gives further discussion about his feeling about financial resources. "I have reason to believe that our present resources will be supplemented from other sources, though I cannot say precisely when. Second, what is the great and perhaps only real contribution that I can make? It lies, I believe, in the formulation of a general policy and in the choice of men."

He thinks that a small economic group can work for several years without any considerable expense, because being young, they cannot be expected to take the responsibility for workers. In the course of years the

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School of Economics will expand, but there is no particular date for this.

In the humanities we have two men. There have been no promises made to them, but their field is a big one.

"Neither of these departments is going to develop substantially until our resources increase. The men chosen one can perfectly well work by t hemselves and as they are in their best years it is far better that they should work alone or with such cooperation as Princeton affords than to go on with their university professorships...We can any year omit the visiting professorship in mathematics and resume it later when our financial resources increase. We can also decrease the amount of the grants and increase the sum later when our resources increase. Thus, practically one-third of our income--that is, our surplus and the two foregoing items--can be disposed of in the light of conditions from one year to the next, even if we do not receive an additional cent. In effect, therefore, we have set a standard in two new departments and we can sit back and await developments without imperiling our solvency.

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"As to being outvoted, I formed that habit at the General Education Board. It occurred so frequently that I was some times more surprised when my associates agreed with me than when they disagreed with me. Our Board is developing along the lines of the General Education Board in that respect. There are no personal feelings and everybody--now that Professor Frankfurter has been omitted--accepts the decision of the majority wholly and enthusiastically--and no one more so than yourself."

D File, Straus, Forey S.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 3/25

MATHEMATICS
SCHOOL OF ~~ECONOMICS AND POLITICS~~ Academic Organization

MEMBERS Academic Personnel

FOUNDERS Corporation

FLEXNER, A. Biographical

Flexner to Bamberger in Arizona, March 15, 1935.

"Everybody who wants a teacher of mathematcis comes shopping to Princeton, just as the people who know what they are after go to L. Bamberger & Company in Newark. Several additional workers have received excellent and promising appointments since I wrote Mrs. Fuld. It now looks as if our stock would be exhausted before the end of the year. I feel quite sure that there is no other institution in the country that can say this of its advanced students."

D, Bamberger, Louis, 1930-1936

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

FLEXNER, ABRAHAM Biographical

MAASS, HERBERT

Maass to Flexner:

"To-day was the first opportunity I had to read your report made at the Trustees' meeting on January 27th last.

"I cannot refrain from letting you know the feeling of elation which overcame me when I had concluded its reading. I am, indeed, convinced that Mrs. Fuld and Mr. Bamberger builded better than they knew, and that you have done a monumental work, which will reflect great credit upon you and great glory to them."

Source: IAS Trustees - Maass, Herbert H.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

BUILDINGS AND GROUNDS — Facilities

PRINCETON UNIVERSITY — Relations WDAI

SCHOOL OF MATHEMATICS — Academic Organization

MEMBERS — Academic Personnel

VEBLEN, O. — Biographical

FLEXNER, A.

Veblen to Flexner.

At Flexner's invitation Veblen has re-read his letter of April 18, 1934 on space. Makes the following points:

(1) During the present year there has not been any over crowding visible to him in the library in Fine Hall. It may be because workers come and find no space and take their work home.

(2) During the present year Dirac has had an office of his own, but when Wigner went away Dirac moved into his office.

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Other members the equivalent of Institute staff, Siegel, le Mère, have been using Gillespie's office when he is not there. The older workers have been given the privilege of the professor's room, and it has been used rather regularly by Walsh and Tarski, occasionally by Moore and Ward, and very rarely by Douglas and Eckert--all Institute members and all men of academic standing outside.

The younger members equivalent to instructors in the University are pretty crowded. The only full-time University instructor at Fine on Princeton faculty, Dr. Wilks, has an office to himself.

(3) There were four assistants assigned to the room next Einstein to Veblen. Lefschetz thinking it was too crowded shifted one to another room, leaving three. Veblen formerly had a separate room for his assistant.

(4) The five professors in the Institute and the associate, Dr. Mayer, all have offices. The rooms assigned to

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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Alexander, Einstein and Flexner are extremely good.

(5) Summary. We feel our present quarters in Fine Hall to be inadequate not so much because of the number of workers enrolled in the Institute as because of their high quality.

(6) Lefschetz intimated strongly the early part of the year that Veblen talk to Eisenhart about space which he did. His ideas which Veblen concurs with he summarizes as follows:

(A) If possible we should have something in the way of an additional building on the campus close to Fine Hall.

(B) This building should ultimately be adequate for the personnel of the School of Mathematics of the Institute so far as office space is concerned. It would not be necessary to do this in the immediate future, however, nor build adequate space all at one time. (Here did he discuss chemistry and biology? Not apparent except that he was apparently saving Flexner from a blow). Also "it was Eisenhart's and my understanding that

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members of the Institute will continue to use rooms in Fine Hall, and that certain members of the University might well use rooms in the new construction." The Department of Mathematics should ultimately have available for itself as much room as there is in the whole of Fine Hall.

(C) A small number of seminar and lecture rooms should be provided.

(D) Common use of library, common room and professor's room should continue.

(7) Veblen says that in planning provision of facilities development in theoretical physics should be contemplated.

(8) He is not submitting an actual estimate of space or of size.

PA 1/8/57. Filed in V Vertical.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

TRUSTEES: Corporation

FRANKFURTER, F. Biographical

AYDELOTTE, F.

✓ FLEXNER, A.

Copy of handwritten notes of a conference with Frankfurter by Aydelotte made on stationery of the Harvard Club, 27 West 44th Street on the above date in relation to Frankfurter's future on Board of Trustees:

"1. Made it clear re-election impossible. More dignified for him to resign. Wife agreed.

"2. Put whole emphasis on letter to Riefler.

"3. I indicated Dr. Flexner would not insist that there be Board action.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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"4. F. argued good intentions--did not mean to ignore Director. He admitted would have been better to act through Dr. F., and if Dr. F. objected to write and resign at same time. But raised point whether this was capital offense. I insisted that it was--at least he bound to resign--if Board agreed with him they could refuse to accept resignation.

"5. F. raised question whether he had right to appear before Board or Nominating Committee. I said possibly--explain technical situation--but advised him not to do so as undignified. He agreed but may write letter justifying his position with him. copies of the whole correspondence with Dr. F. I discouraged and believe he will not do it.

"6. F. displayed curious unwillingness to resign in face of my arguments and wife's. Thinks he owes duty to others--mentions members of the Board agreeing with him. Believe he feels weakness of his position, but not willing to confess it.

"7. Many curiously involved arguments--may misrepresent me--A. F. or any member of Board--must simply face this.
A. Frankfurter, Felix

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

/FLEXNER, A. Biography

RIEFLER, W. W.

POLICIES Administration

Flexner (Princeton) to John Dickinson (Washington) Asst Secy of Commerce.

"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 your 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 II-12

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935

3/23
3/25
3/26

PRINCETON UNIVERSITY — Relations WOAI

BUILDINGS AND GROUNDS (SITE) — Facilities

MAASS, HERBERT H. — Biographical

AYDELOTTE, F.

/FLEXNER, A.

Flexner to Maass, March 23, 1935.

Some sites being considered are too far away to permit use of University--lose benefits of close association. "This will apply to the Olden Farm and similar properties, which from this point of view would be, I believe, in the long run, the most expensive investment we could make both educationally and financially. If we cannot obtain a single adequate plot near the campus, we can develop, as the foreign universities developed, by building different buildings on different plots

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

not very far from one another and all sufficiently close to the University to enable us to use its priceless facilities."

Maass to Flexner, March 25.

Surprised Flexner thinks Olden Farm too far away--but idea regarding European universities might be good.

Flexner to Aydelotte, March 26.

Encloses a copy of letter from Maass: "I think [Maass] is beginning to realize that the Olden Farm, though situated on a main highway 3 miles off, is far too distant to permit of anything like the interdevelopment with Princeton which we are carrying on in mathematics and which mighhxt ought to extend to one subject after another."

But see Alumni action after favorable action, 2/17/37.

D, Site

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 3/31

SCHOOL OF HUMANISTIC STUDIES — Academic Organization

MERITT, B. D. — Biographical

DODDS, HAROLD

HUTCHINS

✓ FLEXNER, A.

When appointment was first discussed with Meritt, he had an offer from Chicago. He was at Johns Hopkins which raised his salary to $9,000 to keep him, and Flexner discussed his offer to Meritt before he made it with Dodds.

The formal letter of appointment is not in the file.

Meritt to Flexner, March 31, 1935. Raises questions about his connections and works. He wmmm will have to give up his work on the American Journal of Philology moving away from Hopkins, but he thinks it would be possible for the magazine to publish him from time to time.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

His relations with Athens are important, however. He has acted as General Edx Editor of the documents coming from the Agora, and has 3 assistants working with him. These he cannot afford to let go. He is also a member of the Managing Committee of the Classical School at Athens, American School for Classical Studies at Athens, and has been representative from time to time from Brown, Princeton, Michigan, and presently from Hopkins. He does not want to resign, but he asks if the Institute would be willing to become a member for $250. Flexner replies in the affirmative.

D, Meritt, Benjamin, 1937-1945

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 NOTES 4/2

BUILDINGS AND GROUNDS — Facilities

FLEXNER, A. — Biographical

VEBLEN, O.

EISENHART

Veblen to Flexner.

He reports that Eisenhart has checked up with Winteringer again about the property across the street from Palmer Laboratory. The club is in difficulties, the University holds a mortgage on the property, and there is some likelihood that the property could be secured. Though he didn't check again, Eisenhart believes that the mortgage is $30,000.

Veblen urges giving the property immediate and favorable consideration. Acquiring it will allow us to study the ultimate solution of the housing problem for the mathematical group in an unhurried fashion. "Unless something is done, I feel that we are going to have very

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considerable difficulties next fall."

Eisenhart has suggested that another club property just down hill from the one above considered might be considered, but they are not in difficulties, and it might be harder to get it.

V File, "Flexner, Abraham"

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935

4/5
4/8

✓FLEXNER, A. Biography

DICKINSON, JOHN

LEGAL Academic Activities

John Dickinson (Ass't. sec'y. of Commerce, Wash.) to Flexner (Princeton) Apr. 5, 1935

"...

"You think quite naturally of a scholar in the field of jurisprudence as being appropriately attached to a professional school of law. What has happened in this country has been that our professional schools of law, even of the highest grade such as Harvard and Yale, have been so professional that while they may maintain a professor of jurisprudence, nevertheless the study of the more profound and, if you will, theoretical aspects of the law does not proceed in a favorable atmosphere. Even a teacher like Pound, who succeeds in attaining a large reputation among students for the value of his lectures in some practical branch of the law like criminal law or wills and administration, cannot attract more than a handful of students to a course on jurisprudence. A professor who should seek to teach jurisprudence without having made a reputation for skill in some

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technical subject like bills and notes or agencies would not be taken seriously. My own feeling is that if jurisprudence in its more fundamental and theoretical aspects is ever to have a chance in this country, it must be through some type of institution outside of the professional law school. At the present time we are in the situation where it falls completely between two stools."

Flexner (Princeton) to John Dickinson (Washington) April 8, 1935

"Thank you very much for your kind note of April 5th. The point you make has often occurred to me, namely, that the School of Economics and Politics should contain the right sort of lawyer, despite the fact that it has no interest whatsoever in the training of lawyers. The point is one which I am going to submit to the economics group when it assembles next fall. Should you have an opportunity, talk it over with Dr. Riefler in the meantime.

..."

File II-12

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 4/17

FRANKFURTER, FELIX Biographical

FLEXNER, A.

AYDELOTTE, F.

Aydelotte to Frankfurter, April 17, 1935, advising him that the Nominating Committee has considered it inadvisable to renominate him for membership to the Board.

Filed in Chronological File under 1935, 4/17.

D File, Frankfurter

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 4/22

PRINCETON UNIVERSITY Relations WOAI

FLEXNER, A. Biographical

See Director's Report p. 9 on techniques adopted between Princeton and I. A. S. President of the University, Dean of the Graduate School and Director of the Institute talk on "...any points of interest before undertaking any direct communication with members of the faculty of either institution. There has been no crossing of wires..."

Trustees' Minutes, 4/22/35

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 4/24

SCHOOL OF HUMANISTIC STUDIES — Academic Organization

GENERAL — Finance

FOUNDERS — Corporation

FLEXNER, A. — Biographical

HARDIN, JOHN R.

STRAUSS

GIFTS — Finance

Flexner to Emberger, April 24, 1935.

A long and reassuring letter after what must have been a furious debate in the Board meeting on the appointment of two in the School of the Humanistic Studies. Evidently Hardin and Strauss had been very outspoken, and Flexner professes to have welcomed it. Flexner insists that he is building with an eye to the University.

He also has turned his mind to raising money. "In New York yesterday I conferred with several people by whom,

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

I believe, in the course of time, the Institute will be financially aided, but I do not wish to push the point at this moment. Though we have made our reputation in mathematics, we have not made it in other subjects. I believe that we will make it and that when that has happened benefactions will flow in.

"I am not a sanguine or hasty person. The new steps that we took on Monday I have been pondering for four years..."

D, Bamberger, Louis, 1930-1936

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 4/25

FLEXNER, ~~MMXXX~~ ABRAHAM Biographical

FRANKFURTER, FELIX

Flexner to Maass:

"I thought Monday's meeting an ideal one. We had perfectly frank discussion, differences of opinion, a decision which is, in my opinion, sound, and we parted with absolute good feeling. What would have happened if Brother Frankfurter had been there, God knows!"

Source: IAS Trustees - Maass, Herbert H.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 4/25

SCHOOL OF HUMANISTIC STUDIES — Academic Organizatio n

NEW YORK UNIVERSITY (FINE ARTS GRADUATE CENTER) — Relations WOAI

PANOFSKY, ERWIN — Biographical

FLEXNER, A.

COOK, WALTER W. S.

From Walter W. S. Cook to Flexner, April 25, 1935.

Informs Flexner that he and Panofsky have over the luncheon table discussed the matter of his new appointment with the Institute and his cooperation with the Department of Fine Arts. All the details have been worked out, and both Panofsky and Cook are well satisfied.

During the coming academic year, Panofsky plans to give one full course for the University at the Metropolitan Museum. During the first term he will lecture on "Principles of Baroque Art," and during the second term on "Michelangelo."
D File, Cook, Walter W. S.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 4/26

GIFTS — Finance

FOUNDERS — Corporation

STRAUS, PERCY — Biographical

✓FLEXNER, A.

Straus to Flexner.

Mention of certainty of founders' commitment of Institute for estates, but uncertainty of time.

See Chronological File 3/11/35.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 4/29

TRUSTEES
FRANKFURTER, FELIX
AYDELOTTE, FRANK
✓FLEXNER, ABRAHAM

Corporation
Biographical

Flexner to Aydelotte:

"I have been wondering whether it would not be good form, inasmuch as you have talked with Frankfurter, for you to write him a letter which would run somewhat as follows:

"'My dear Frankfurter:

At a meeting of the members of the corporation, The Institute for Advanced Study, held April 8, 1935, the Committee on Nominations recommended only the re-election of Messrs. Straus and Flexner. This recommendation was unanimously adopted. I should like to renew the expression of my regret that the Committee found it advisable to take the step which I had previously discussed with you.

Very sincerely yours,'

Of course, you can use your own judgment about this, but it seems to me that it would be a nice way of finishing off the chapter.

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"I am sorry for the time and trouble and annoyance that the incident has caused you, and I need not say how deeply I appreciate your tact, as well as your willingness to step into the breach."

Source: A File IAS (home)

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935

4/29
5/1

FRANKFURTER, FELIX — Biographical

FLEXNER, A.

AYDELOTTE, F.

Flexner to Aydelotte. Suggests that as a matter of good form since Aydelotte has talked with Frankfurter, it would be wise for him to write a letter to Frankfurter notifying him of the action of the Committee on Nominations in recommending the re-election of Strauss and Flexner, and its unanimous adoption, and expressing again his regret that the committee found it advisable to take the step which I had previously discussed with you.

Aydelotte to Frankfurter, May 1, 1935, doing just that.

File I-7

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 4/30

SCHOOL OF MATHEMATICS

PRINCETON UNIVERSITY

FLEXNER, A.

RIEFLER, W.

Academic Organization

Relations WOAI

Biographical

Flexner to Riefler, April 30, 1935.

He tells Riefler about a garden party given on the golf links by him to the School of Mathematics. There were about 80 people present, including those from the University and the Institute. "I could not help but reflect that, if Secretary Wallace were to plugh them under, mathematical salaries throughout the country would rise to a height that would satisfy Elmer Thomas."

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 5/1

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

DIRECTOR — Administration

MITRANY, D. — Biographical

✓ FLEXNER, A.

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

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

III-23

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 5/1

SCHOOL OF ECONOMICS AND POLITICS Academic Organization

MITRANY, D. Biographical

✓FLEXNER, A.

Letter from Flexner to Mitrany, May 1, 1935, regarding above headings.

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

D, Mitrany

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935

5/2
5/30

SCHOOL OF MATHEMATICS

Academic Organization

FLEXNER, A.

Biographical

MARSCHAK

RIEFLER, WINFIELD W.

Riefler writes Flexner apologizing ror not having studied the Marschak papers, and indicating that he is going to get up to Princeton as soon as he can. He also tells Flexner that if for any reason Flexner "wants to regain your freedom from our compact" you can let me out with honor. The Social Science Research Council which is researching into the proposed Social Security program has begged him to come to it, and gives him reign to research as he will for the good of the program. The financial inducement is very high, and the freedom which he would be offered is, likewise, high.

"It offers one of those rare opportunities where an original commitment can be freely reconsidered--if there is any reason for reconsideration."

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Flexner to Riefler, April 30, 1935, also May 6, 1935.

Flexner writes that he and his wife are about to take a Mediterranean cruise beginning May 11, but that he has no desire to escape from his commitment to Riefler. He paints the difference between the project and the opportunity for long-range, undisturbed thought on big problems. "I do not want to let you out either with honor or anything else...There is no need for reconsideration at this end of the line--not the faintest. I should just like to see you spend the next year or longer 'stewing about' to quote the phrase used by one of Walter Stewart's friends.

Riefler to Flexner, May 8, 1935.

I just wanted to give you the opportunity to change your mind. I have told the Social Science Research Council that I am not interested

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 5/8

FRANKFURTER, FELIX Biographical

FLEXNER, A.

AYDELOTTE, F.

Aydelotte to Leidesdorf, May 8, 1935. He encloses a letter which he received from Frankfurter, regarding to a letter he wrote to Riefler1

Filed in Chronological File under 1935, 5/8.

D File, Frankfurter

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

FRANKFURTER, FELIX Biographical

FLEXNER, A.

AYDELOTTE, F.

Aydelotte to Frankfurter, May 9, 1935, regarding a report of the Nominating Committee and a letter to Riefler.

Filed in Chronological File under 1935, 5/9.

D File, Frankfurter

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

BUILDINGS AND GROUNDS — Facilities

VEBLEN, O. — Biographical

FLEXNER, A.

MAASS, HERBERT H.

BAMBERGER

Veblen to Flexner.

He has just returned from Europe, and went to Princeton. He was informed by Mr. Thomas that the lots between Olden Farm and the golf course were going to be sold at foreclosure. He was fearful that if they fell into other hands, it might be difficult to get them. Flexner referred him to Maass, took the matter up with Bamberger, and Bamberger very promptly put of the money to secure them. As for the rest, Mr. Thomas told me this morning he had options on almost everything that we wanted, only one or two little pieces being left out still. "I have had a talk with President Dodds who told me that the Committee on Buildings and Grounds was very favorable to cooperation with us, and had left it to a committee composed of

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

himself, Mr. Wintringer, and some other person whose name I forgot. There was neither time, nor, I believe, need to call the committee inasmuch as there was general agreement on the Olden Farm and the property connecting it with the golf course. The options all run until late next fall. If the worst comes to worse, and we decide to build elsewhere than on the golf course, we should easily dispose of the lots which Mr. Thomas is going to secure for us."

V File, "Flexner, Abraham"

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 8/26

/FLEXNER, A. Biographical

HANUS, PAUL H.

"...on quite short notice Ann and I went to Italy for a prolonged vacation, sailing on an Italian boat at the beginning of May immediately after a Board meeting, the prepatation for which had exhausted me..."

File II-35

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 9/25

PRINCETON UNIVERSITY Relations WOAI

BUILDINGS AND GROUNDS Facilities

FLEXNER, A. Biographical

Flexner to Dodds, September 25, 1935.

The Institute has been deliberating on sites. "As I did not at the beginning feel myself at home in Princeton, we have proceeded in a very leisurely way." He expresses the hope that the location of the building should be such as to give Princeton University the hospitality which Fine Hall has given the Institute. He suggests a site which would begin at the corner of Alexander Street on the road which leads to the Graduate College. However, three lots with two wooden houses on them now belonging to three elderly women block this plan. He then suggests the nearest point would begin with the gold course and extend toward the Graduate College and back toward Princeton Inn. "If in the future it is possible to obtain the properties which I have above mentioned, a second building, if and when required, could be located on that site." He tells Dodds the

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Institute has taken options on Olden Farm, and on practically all the vacant property lying between Olden Farm and the golf course. "The really important point to decide at this moment is the willingness of the University to cooperate with the Institute by allowing us to obtain the land needed, each party relying upon the good faith of the other and upon the determination of both to preserve as much open space on both sides of the Graduate College as is possible so as to preserve the amenities of the situation and to shut out the possibility of any real estate development which might be objectionable. The options as which we now hold run until towards the end of October and involve the expenditure of about $200,000. If the University is prepared to cede us the requisite amount of ground, the Institute would be equally willing to cede the University whatever may be needed on the plt we would possess in order to allow the extension of the golf course in that direction."

Flexner says, although they have not retained an architect, he hopes that the architecture of the building would harmonize with the buildings at Princeton University.

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"The experiment of cooperating with the University in the field of mathematics has been so brilliant a success and the good will manifested by the University as respects the two new schools which we are proposing to establish encourages me to believe that Princeton University and the Institute for Advanced Study have an opportunity to give the country an example of cooperation inthe field of higher education such as the country has never before experienced..."

D File, Dodds, Harold W.

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1935 10/7

STIPENDS	Academic Personnel
PUBLICATIONS GENERAL	Publications
MEMBERS	Academic Personnel
ASSISTANTS	
WEYL, HERMANN	Biographical
FLEXNER, A.	
PAULI	

Interchange letters Weyl and Flexner on administrative matters in School of Mathematics--stipends, salary of assistants, secretarial help, etc. Flexner called a meeting of the Mathematics group.

D, Weyl, 1933-45

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 10/8

PARTICIPATION IN ADMINISTRATION Academic Personnel

/FLEXNER, A. Biographical

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

Veblen's History

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 1/ 10/22

BOARD OF TRUSTEES Corporation

FRANKFURTER, FELIX Biographical

FLEXNER, A.

MITRANY, DAVID

Flexner to Mitrany, October 22, 1935.

During their controversy over Mitrany's work for the Institute, and the question of whether or not he should come to this country, Frankfurter is dropped from the Board of Trustees by a failure of the committee to renominate him. Mitrany brings this up to Flexner, and Flexner replies in this letter.

He says that the fact that Felix is no longer a member of the Board of Trustees, should have no bearing whatever on his and Mitrany's controversy over Mitrany's activities as a professor in the School of Economics and Politics. Flexner tells Mitrany that Frankfurter's views differed on some important matters from those of a majority of the Board

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but said that this, itself, was not a reason why he was not ~~XXXXXXXX~~ asked, since the Board was not always in total agreement.

"You will naturally then ask why he was omitted. It was purely and entirely a question of his conduct. He did things in violation of the confidential nature of his position. On hearing of one of them, I wrote him a hasty and angry letter, for which I asked President Aydelotte to apologize. I should not have written it."

He then says that he kept away from the meeting of the Committee on Nominations, and he also asked Aydelotte not to tell him what transpired between Frankfurter and himself on a trip which Aydelotte made to Cambridge at the request of the committee. The committee's report omitting Frankfurter's name was unanimous. The matter was discussed freely and fully without feeling by the Board. Flexner says he did not contribute to the discussion.

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"You will see therefore that no question of freedom of opinion is or was involved at any stage. The decision was taken first by the Committee and then by the Board solely on the question as to how members of the Board must comport themselves outside Board meetings, if the high level which we have succeeded in establishing is to be maintained."

III-23 Mitrany, David - 1935-1939

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 10/28
10/29

FOUNDERS	Corporation
BUILDINGS AND GROUNDS	Facilities
MAASS, HERBERT H.	Biographical
VEBLEN, O.	
FLEXNER, A.	

Flexner to Bamberger, October 28, 1935.

He has talked with both Maass and Veblen, and is glad the Institute has acquired a site. It would be prudent to keep the matter quiet. "Though I do not wish to criticize either Mr. Maass or Professor Veblen, I think there is some danger that they will both be too enthusiastic about the acquisition of additional land. My own inclination is to go very slowly..." in the interest of not impairing our ability to obtain men of the highest rank.

He recounts a conversation which Morgenthau had with him at the Inn yesterday noting that the Institute had taken

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 NOTES 10/28

BUILDINGS AND GROUNDS Facilities

✓FLEXNER, A. Biographical

VEBLEN, O.

Flexner to Veblen. They have had a conversation on additional land. Flexner lays down his position again:

(1) Every dollar invested in real estate diminishes income, and thus hampers what we can do in respect to men and facilities. It is men and facilities that make institutions of learning, not acreages or frontage. Same is true of building.

(2) Our next moves must be in the very nature of things in the direction of strengthening the two new schools. I do not wish to do this at the expense of mathematics, and yet unnecessary investment in real estate may threaten it.

(3) You are rightly insistant on the importance of additional space for the mathematicians, but we are unlikely to invest in additional space for the mathematicians if we are simultaneously confronted with the need of gradual

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

for
expansion of the two new schools and a considerable additional investment in real estate.

(4) Someday or other, we shall want to consider our relationship to the Princeton Library which is, again, from my point of view, more important than additional acres.

"I have absolutely no desire to speak with finality as to the order in which these various questions shall be met. In fact, the primary responsibility for decisions must be taken by the Committee on Buildings and Grounds. Having stated my own views, I shall carry out loyally any decision arrived at by the Board."

V File, Flexner, Abraham

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935

10/31
11/2

SCHOOL OF ECONOMICS AND POLITICS
STEWART, W.
RIEFLER, W.
FLEXNER, A.

Academic Organization
Biographical

Prof. Stewart writes to Flexner that he had a long talk with Riefler and "I was very much impressed with the extent to which he has adapted himself to the problems of the Institute and the degree of concreteness of the proposals which he has formulated...You may feel, as I am inclined to, that we should act rather promptly on some of the things he has in mind.

...

"The evenings discussion c onfirmed my feeling of how fortunate we are to have a person of Riefler's intelligence, judgment and lack of conventional commitments to help us conceive the proper field of work in the social studies."

Flexner replies on 11/2 and says:

"I appreciate very deeply indeed your willingness to help Riefler and the Institute at this crucial moment of his and its development. Though my intercourse with him has been casual, I have reached the same conclusion about him that you have, namely, that he

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

has extraordinary intelligence, high ideals, and a spirit of complete devotion. You will be glad to know that both he and his wife have made the most favorable possible impression on those they have met at Princeton,..."

File: W.W.STEWART - 1932-45

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 11/12
1936 2/7

DIRECTOR Administration

AYDELOTTE, F. Biographical

FLEXNER, A.

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

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

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

File I-7

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1933

11/18
12/3
12/5

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

EARLE, E. M. — Biographical

RIEFLER

✓FLEXNER

Earle to Flexner. Liked Riefler. He has seen Riefler who came to Saranac. Riefler thinks he should put out some Near East material he has. The three are not yet ready for a coordinated approach.

Asks Flexner for assistance in translating and digesting documents etc. and for books. He and Riefler evidently decided that his ultimate field will be international affairs, emphasizing American foreign relations.

Flexner to Earle, December 5. O. K. but be careful of health.

Books and assistants O. K.

D, Earle

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 11/20

BUILDINGS AND GROUNDS — Facilities

SCHOOL OF HUMANISTIC STUDIES — Academic Organization

DODDS, E. R. — Biographical

✓ FLEXNER, A.

EISENHART

Flexner to Dodds acknowledging his of November 19, 1935, regarding Princeton Buildings and Grounds Committee, and saying that he will confer with Mr. Houghton on members of the Institute Committee to meet with the Princeton Trustees' Committee.

"Meanwhile I am happy to say that collaboration with the members of the University Departments of Art and Archaeology and of Economics is developing precisely as it has developed in the Department of Mathematics. For your attitude and that of Dean Eisenhart and all your associates I am extremely grateful.

D. Dodds.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 11/20

RIEFLER, WINFIELD W. Biographical
FLEXNER, A.

Flexner to Riefler, November 20, 1935.

He evidently refers to a memorandum of November, 1935 from Riefler about the proposed work in economics. "As far as my knowledge and experience entitle me to an opinion, the problems which you have selected and the methods by means of which you propose to attack them seem to me sound and promising. Perhaps, as you proceed, surprises will emerge, but there is nothing in your program or in our organization which will prevent taking advantage of them. I am sure that the Executive Committee will meet in the near future and authorize such expenditures as you desire for the rest of the year, and our next year's budget can include the larger sum upon which you figure."

He suggests that perhaps the four projects enumerated are too many to undertake at one time. There is no need of getting into a rush. There is no hurry. Reflect and think.

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 12/3

FLEXNER, A. Biographical

EARLE, E. M.

MITRANY,

~~Earle to Flexner~~ Flexner to Earle, December 3, 1935.

He thinks that Mitrany is one-sided: that he does not know American History, of the American people, or their ways of doing things. He is well versed in English history. He thinks that he, therefore, cannot be of the importance that he should in the Institute, unless and until he buckles down and does what Riefler is doing, studies his problem, and understands it well.

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 12/3

MITRANY, D. Biographical

✓FLEXNER, A.

EARLE, E. M.

Flexner to Earle regarding Mitrany. (page 2-3)

Earle papers, (Vertical)

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

3

1935 12/11

GENERAL (PURPOSE) Corporation

DEGREES Academic Procedures

FLEXNER, A. Biographical

VEBLEN, O.

TAUB, A.

GIVENS, W.

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

Filed in Chronological File under 12/11/35.

File IV-20

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 NOTES 12/11

DEGREES — Academic Procedures

PRINCETON UNIVERSITY — Relations WHAI

FLEXNER, A. — Biographical

VEBLEN, O.

EISENHART

They have had a conference:— Eisenhart, Veblen, and Flexner;— and Flexner has gone over again the four bulletins which have already been published.

He quotes from Bulletin No. 2, page 1, and says that in subsequent bulletins the following specific statement is made:

"In some fields universities provide admirable opportunities for work beyond the Ph. D. degree, but with the exception of medicine and certain other branches, the country has not hitherto possessed an institution in which young men and women could continue their independent training beyond this stage, and in which research could be carried on with adequate

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

support without pressure of numbers or routine, and unhurried by the need of obtaining practical results."

He said the reference to medicine embraced the Rockefeller Institute, "and to some extent similar facilities are availabe in a few medical schools.// Dean Eisenhart's suggestion that in the future the Institute should enroll only post-doctoral students, therefore, harmonizes with the statements which have been printed, although a few exceptions, not on reflection worthwile, have previously been made.

Flexner was opposed to the multiplication of rules and regulations. He thinks that the question of importance attached to degrees is one which cannot be answered in such a way as to make sure that one is doing in every individual case the wisest possible thing. He cites Johns Hopkins as holding to the rule that admission is restricted to holders of the A. B. Degree, though there were worthy persons equally fit to enter the school who had not yet obtained the degree. In the same way the Rockefeller Institute has followed the practice of admitting only persons who have obtained the M. D. Degree

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

although it is an arbitraty decision, and there may be some individuals who could qualify for admission, and would be just as good as some who are admitted ~~xxxx

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1939

12/14
12/16

CARNEGIE INSTITUTE — Foundations

TRUSTEES — Corporation

WEED — Biographical

FLEXNER, A.

Weed to Flexner, December 14, 1935.

Weed informs Flexner he has been elected as a Trustee of the Carnegie Institution of Washington. "I am of course eager to accept but I do not care to do so unless I receive assurances that service on the Carnegie Board will not affect my relationship to the Institute for Advanced Study, in which I am fundamentally interested. I am therefore writing to ask if you, as Director, can give me this assurance."

Flexner to Weed, December 16, 1935.

"It was extremely courteous of you...I should like you to accept, not particularly on account of the Institute, because of course as a Trustee of the Carnegie Institution you will have to be absolutely impartial, but because you are one of the few scientists who are keen to develop humanistic studies and interests. I hope that our Institute and the Carnegie Institution will cooperate, but quite aside from that the

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

scientific inherent in humanistic studies can exercise a most wholesome influence. In any event, there is no conflict between positions on the two Boards."

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 12/18

GENERAL (PURPOSE)

DEGREES

✓FLEXNER, A.

VEBLEN, O.

TAUB, A.

GIVENS, W.

RIDENOUR

BLEICK, W.

PRINCETON UNIVERSITY

Corporation

Academic Procedures

Biographical

Relations WOAI

Flexner to Veblen in regard to giving Ridenour a full-time post as instructor. Filed under 1935, 12/18 Chronolical file

File IV-20

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935

12/~~18~~ 17 and
12/23

GENERAL (PURPOSE)	Corporation
DEGREES	Academic Procedures
FLEXNER, A.	Biographical
VEBLEN, O.	
TAUB, A.	
GIVENS, W.	
RIDENOUR	
BLEICK, W.	
HIRSCHFELDER, DR. J. L.	
PRINCETON UNIVERSITY	Relations WOAI

Letters from Veblen to Flexner and Flexner to Veblen
Filed in Chronological file, 1935, 12/18

Source: IV-20

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1935 12/27

GENERAL (PURPOSE) Corporation

DEGREES Academic Procedures

FLEXNER, A. Biographical

VEBLEN, O.

TAUB, A.

GIVENS, W.

RIDENOUR

BLEICK, W.

HIRSCHFELDER, DR. J. L.

PRINCETON UNIVERSITY Relations WOAI

Veblen to Flexner.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

~~1955~~ ~~10/31~~

FLEXNER, A. Biographical

VEBLEN, O.

AYDELOTTE, F.

Veblen's file, V-2, contains originals signed letters as follows: March 14, 1936, Veblen and Riefler to Flexner; Oct. 5, 1936, Veblen and Riefler to Flexner; March 15, 1939 Sister, Goldman & Morse to Flexner.

Also there are the two copies cited in the history of statements or memorandum submitted by Flexner to the Faculty meeting (see Veblen's history) and another, although these are not signed, and might have been his file (see File V-2) and also in the same file an apparent draft of a memorandum from Flexner to Morse dated March 15, 1939 answering the Faculty letter of March 15. At the head of this are marked the words, "Not sent" and "Keep in file" signed "AF". The presence in Veblen's file of the signed letters from the Faculty to Flexner sheds some light perhaps upon Flexner's charge in his interview that the files were "gone through" after he left in Oct. of 1939.

File V-2

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936-39

FACULTY PARTICIPATION IN ADMINISTRATION

POLICY

✓FLEXNER, A.

VEBLEN, 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"

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1938-1944

DIRECTOR	Administration
FACULTY	Academic Personnel
TRUSTEES	Corporation
BENEFITS	Academic Personnel
ECONOMICS	Academic Activities
AYDELOTTE, F.	Biographical
✓FLEXNER, A.	
EINSTEIN	
VEBLEN, O.	
MAASS, H. H.	

Interview with Dr. Aydelotte, October 16, 1956, 10:30 a. m.

Filed in Vertical File under Aydelotte Interviews.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936-1944

SCHOOL OF MATHEMATICS — Academic Organization

PHILOSOPHY — Academic Activities

RUSSELL, BERTRAND — Biographical

FLEXNER, A.

Russell to Flexner, December 28, 1936. Wants to live in America and to return to logic. A number of friends have told him that he might join Einstein and Weyl at the Institute. He has to earn a living. He has a number of people depending on him. He should like to apply to the Institute if there is a vacancy.

Flexner to Russell, January 27, 1937. Obviously greatly flattered. There is no place.

"Institute for Advanced Study began with a somewhat ambitious mathematical group known as the School of Mathematics. Thereupon, the Trustees decided to make a start in certain other directions...the humanistic studies on the one hand and economics

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

on the other on the theory that the Institute would be a more nearly rounded affair if its entire income was not concentrated in the field of mathematics. I doubt, therefore, whether in the next few years the mathematical group would be enlarged..."

Russell's response, February 8; accepts philosophically, but states that he is usually classified as a philosopher rather than as a mathematician. Sets store by Flexner's statement that if the situation changes he would be happy to be considered.

August 10, 1940, Einstein to Aydelotte. Has been informed Russell would like to come to the Institute (has had a letter from Charles Morris of the University of Chicago dated August 10 urging Russell's continued competence and his great need for money). Einstein said, "I know that our Institute is hindered by its precarious financial situation; but it may be possible to get some special funds to enable this great mind to do his valuable work in Princeton for a few years. If there is any possibility it must be avoided that later generations should

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

have to tell that this master could not find opportunities to finish his work."

Aydelotte, August 18, responds only that as a member of the Executive Board of Emergency Committee in Aid of Displaced Foreign Scholars he shall raise the question of assistance for Russell. At the same time he asks Veblen what can be done.

Veblen to Aydelotte, August 24, 1940. Russell would fit in the Mathematics Department. Alexander, Einstein and Weyl have great admiration for him. I have known and liked him since 1908. Don't remember von Neumann or Morse saying anything about him.

He is great as a mathematical logician and as a master of the English language. The chief point against him is that he is already past retiring age in years. "If someone came forward with what would amount to a pension for the rest of his days, I can see no reason for not giving him asylum, as it were, in the Institute." But he doesn't see that a foundation would grant the funds for the purpose. Cites Flexner's earlier rejection, not only because of funds but because he did not think we should

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

go in for philosophy.

Veblen says Gödel is the one man who now has surpassed Russell in mathematical logic. (Not philosophy).

January 8, 1943, Phoebe H. Gilkyson of Montclair, Pennsylvania, to Aydelotte on Dr. Barnes' casting Russell forth from the Barnes Foundation because he dared to lecture outside. The Russells are hard up, stranded in a country house at Chester Spring, no servants, no money, very frail tires on their car, and somewhat frail in health. No one is friendly; they are too British.

Stephen Duggan, also communicated in distress with Aydelotte about the Russells.

On March 10, 1944, Aydelotte invites Wolman, Moe, Mass, ax the few members of the School of Economics, and one or two members of the League of Nations to seminars to be conducted at the Institute by Russell. There were two. Aydelotte thanked Russell effusively (April 15) and sent him an honorarium of $100.

D, Russell, Bertrand

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 1/13

ROCKEFELLER Foundations

GENERAL EDUCATION BOARD

FOSDICK, R. B. Biographical

FLEXNER

Bamberger to Flexner. Made President of both Rockefeller Foundation and G. E. B. in interests of modified policies and non-duplicating gifts. Contemplates that G. E. B. would be finally expended. Clipping Survey

D, Bamberger, Louis

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 1/22

PRINCETON UNIVERSITY Relations WOAI

✓Flexner, a. Biographical

A letter from Flexner to Institute faculty wives assisting in arrangements for Institute Valentine Party addressed to Mrs. Alexander. In looking over the list handed to him by Mrs. Flexner for the party, he became aware that a consideration which he has to bear in mind continuously, Princeton University, has not been taken care of. It is a valuable asset to the Institute. It seemed to him that the ladies ought to include in our little festivities now one group and now another of the Princeton faculty, especially the younger men who with their wives do not have too much enjoyment of this kind. It will show our attitude toward Princeton and will contribute more ~~the~~ to the gaiety of the party than including a group of the townspeople which apparently had been done. He announces his intention gently of making a few substitutions and additions to the list saying that he has not consulted Mrs. Flexner about it .

D, Alexander

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 1/22

PRINCETON UNIVERSITY Relations WOAI

FLEXNER, A. Biographical

Dr. Flexner to Mrs. Alexander, January 22, 1936. Mrs. Flexner has given him list of persons to be invited to the Valentine party. Gracefully suggests inclusion of some of the younger Princeton faculty rather than the towns people, including a certain number of "strangers." "I hope you will therefore permit me, feeling as I do a sense of great responsibility for the relationship of the two institutions, to make a few substitiutions and a few addition to the list...In so doing I have not consulted Mrs. Flexner because she told me that she did not feel that she had a right to change any action taken by the committee."

D, Prof. James W. Alexander M Permanent Mem.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

SCHOOL OF HUMANISTIC STUDIES — Academic Organization

NEW YORK UNIVERSITY (FINE ARTS GRADUATE CENTER) — Relations WOAI

PANOFSKY, ERWIN — Biographical

FLEXNER, A.

COOK, WALTER W. S.

HERZFELD

Cook to Flexner.

The confirmation of arrangements whereby Herzfeld will come and live in Princeton and carry on his research and publication where there is an excellent art library for his purposes, and at the same time, give one course per term at New York University. Herzfeld's expected publication of the results of 20 years of excavation will be a great contribution to science.

"Dr. Herzfeld is internationally regarded as the most outstanding scholar in the field of Near Eastern Art. For the

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

past twenty years, he has directed one expedition after another in Persia on behalf of the University of Berlin, the German Government, and the Oriental Institute in Chicago. Last year, his excavation of Persepolis was completed and his recent dismissal as Professor in Berlin and completion of his contract with Chicago which terminated January 1st of this year, leaves him entirely free to come to this country. He is not only universally accepted as the outstanding scholar in the ancient art of the Near East, but also has personal qualifications which will enable him to fit perfectly into the American scene. He speaks English with practically no accent, and has many influential and prominent friends in this country."

He speaks of the appointment of such outstanding scholars as Panofsky, Merit, Lowe and Herzfeld as a great contribution to American scholarship. It will raise the level of higher education in other American institutions.

D File, Cook, Walter W. S.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

"Within a comparatively short time, the Institute for Advanced Study has become one of the most potent factors in American education. I have often wondered whether Mr. Bamberger and Mrs. Fuld, when they brought this Institute into existence, realized what a great contribution they were making. Most professors in American universities are so overburdened with teaching and administrative details that they have little opportunity for research and publication. However, the establishment of this Institute with a small group of outstanding scholars who are devoting themselves primarily to the advancement of knowledge is an outstanding challenge to all our American universities."

He cites the recent announcement of Professor Conant of Harvard of the future creation of a limited number of chairs for professors who would not be attached to any one department, and who would devote themselves to research and be free from the routine of administration. Cook is sure that the creation of these proposed chairs, one of which will be financed by Thomas Lamont, is the direct result of the existence of

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

the Institute, which is a constant example of the fact that the most important element in an institution is the scholar, rather than the brick and mortar and machinery which surrounds him. "Everyone in this country and abroad who is vitally interested in the future of the advancement of knowledge and the preservation of scholarship can be deeply grateful to Mr. Bamberger and Mrs. Fuld for the unique contribution which they have made."

D File, Cook, Walter W. S.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

FLEXNER, A. Administration

DIRECTOR Biographical

The Director reports:

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

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

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

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

DIRECTOR Administration

POLICY

✓FLEXNER, A. Biographical

Flexner to the Board:

"In old institutions it is perhaps wholesome that from time to time quite new personages be introduced as directors but in an institution that is being formed along definite lines and for definite purposes it would be unfortunate if too early in its general career its general policy were abruptly changed. Mr. Bamberger's solicitude about the future has never been absent from my mind. But I have not hitherto felt that we have progressed to the point where a step of the kind he recommended should be taken. We have I think now reached that point. I am further more in my seventieth year and while my health and strength are unimpared, 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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 1/22

SCHOOL OF HUMANISTIC STUDIES — Academic Organization

MOREY — Biographical

CAMPBELL

STILLWELL

LARSON, JEAN

✓ FLEXNER, A.

Morey to Flexner, / January 22, 1936.

To clarify position on W. A. Campbell and his appointment to a permanent post in the School of Humanities as Field Archaeologist. Seek Situation discussed previous Saturday but not with some clarity. Campbell, Associate Professor Art Department, Wellesley and was given leave for the second term to act as Field Director at Antioch during the last of the five-year concession ending in 1936. Position open in classical archaeology full-time basis Wellesley next fall, and Campbell will have to decide whether he wants that position or not.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

If the Institute's post that the offer of the Institute cannot be made until the renewal of the Antioch concession is assured in July that the appointment be as of July 1, 1937 in order that arrangements may be made this spring for Campbell or somebody else to cash classical archaeology at Wellesley academic year 1936-37.

In view of these doubts Henry says no permanent post of Field Archaeologist could be created, and that it would seem better to create the post tentatively on the Institute's budget for 1936-37 to be made a permanent post if the Antioch dig is continued from July 1, 1937. He then suggests that the tentative post is thus created. He would recommend it be filled 1936-37 by Stillwell, ex-Director of the School of Classical Studies at Athens, and ex-architect of the Corinth and Agora excavations in order: (1) to provide an architect for the Antioch season of 1936, and (2) to acquaint Stillwell who in the event of an extension of the concession would be architect and assistant director with the site. Suggests the stipend $3,000. On the other hand the appointment in Campbell's case should be a

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

stipend of $6,000, since the post he is giving up at Wellesley would at once or in the immediate future carry a full professor's salary of $8,500, and he needs $1,000 to make up for the devaluation of the dollar and for travel ($500 for travel.

Suggests leave available for a year's research to work on his own material and that gathered by Weitzmann. This in place of Wange, instructor at Cornell whose appointment should be discussed with Meritt (absent in England) in the hope that Wange would come in 1937.

Summarizing, Morey suggests that Stillwell be appointed temporarily field archaeologist in the School of Humanities and a stipend of $5,000, and that Gunn leave be appointed on a 1-year grant of $1,000 to prepare for publication at Princeton the Book of Kings in the Herzfeld-Friend-Weitzmann Corpus of Old Testament Illustration.

D. ~~Humanities~~ Humanistic Studies School
(Correspondence, Memoranda, etc.)

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936

1/30
1/31
2/17

WELLESLEY COLLEGE (GENERAL) Relations GOAL

PRINCETON UNIVERSITY

CAMPBELL, W. A. Biographical

PENDLETON, PRESIDENT ELLEN F. (Wellesley)

✓FLEXNER, A.

MOREY, E. A.

Pendleton to Flexner, January 30, 1936.

Asks if the New York Times story that the Institute has appointed W. A. Campbell means the same Campbell who is Associate Professor of Arts at Wellesley, because Wellesley knows nothing about the appointment.

Flexner to Miss Pendleton, January 31, 1936.

Is deeply distressed. Has left arrangements entirely in the hands of Professor Morey of Princeton University, including, of course,

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

appropriate arrangements with Professor Avery, Chairman of the Department of Archeology at Wellesley. Morey and Flexner had agreed to a temporary appointment for Campbell of one year beginning July 1, 1937, provided the concession to continue the excavations at Antioch was renewed.

Pendleton to Flexner, February 17, 1936.

Acknowledges his letter, and does not seem to be mollified inasmuch as the announcement did not mention Campbell's connection with Wellesley College.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 February - June

GEST ORIENTAL LIBRARY	Facilities
PRINCETON UNIVERSITY	Relations WOAI
MC GILL UNIVERSITY (TORONTO)	
ROCKEFELLER	Foundations
MORGAN, A. E.	Biographical
DODDS	
✓FLEXNER, A.	
STEVENS, DAVID F.	

For memo on above headings see Chronological file under 1936, February - June or any one of the first five headings listed above.

Gest Oriental Library, Misc. Correspondence, M-Z

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

MEMBERS Academic Personnel

FLEXNER, A. Biograph ical

EARLE, E. M.

Earle to Flexner, February 6, 1936.

"Westermann writes me as follows: "E. A. Lowe is absolutely an ace as a Latinist, an American, I think, who has been at Oxford since his young manhood. Herzfeld could not be improved upon in the field of Middle Eastern art. I am sorry I do not know Campbell the young archaeologist. I must say that Flexner has shown admirable judgment in his selections thus far among the men known to me." Then, humorously, he says it is a joy to find you making selections in the field of archaeology without choosing Tenney Frank of the Hopkins."

D, Earle, Edward M., 194 1936-1939

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

DIRECTOR Administration

FLEXNER, A. Biographical

AYDELOTTE, F.

Flexner to Aydelotte.

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 2/8

SCHOOL OF HUMANISTIC STUDIES — Academic Organization

CAMPBELL — Biographical

EARLE, E. M.

FLEXNER, A.

Flexner to Earle, February 8, 1936.

"I am delighted with Westermann's opinion of the recent appointees. Campbell is - so Morey says - the best of the young archaeologists in America, and I am banking on his judgment for I have never seen Campbell myxlx myself." (It Is it ix apparent he has not discussed Campbell with Meritt or Gmlx Goldman)?

D, Earle, Edward M., 1936-1939

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 2/11

PRINCETON UNIVERSITY Relations WOAI

COMMITTEES (LIAISON) Corporation

DODDS Biographical

FLEXNER, A.

Dodds to Flexner, February 11, 1936.

"Would Monday evening, March 16th, be satisfactory for a meeting of our conference committees? I should like to invite them to Prospect for dinner, after which we can sit around and chew the rag if desirable."

(For Liaison Committee reference see also letter Dodds to Flexner 12/14/35).

D. Dodds

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

POLICIES — Administration

PARTICIPATION IN ADMINISTRATION — Academic Personnel

FLEXNER, A. — Biographical

PANOFSKY, ERWIN

After the meeting with faculty, Panofsky wrote Flexner apologizing for speaking out against successor to Flexner in his own image ("Vertreter") and in the fear that when the master's hand is gone the successor would "assert himself." Flexner to Panofsky, February 12, 1936 giving reason for suggestion: "...inasmuch as my term of service is bound to be relatively brief and is occupied with the working out of a technique, it is important both for the schools and the Institute as a whole--if what I have done is dam 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

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LOWE, E.A. Biographical
✓FLEXNER, Abraham
CARNEGIE INSTITUTION Foundations

Dr. Flexner to Dr. Lowe:

"There is nothingk in Leland's letter regarding Merriam that need give you any concern. These foundations never pledge themselves except for a period of years, usually three and never more than five. Merriam was genuinely interested in your work and genuinely desirous of retaining your relationship to Carnegie. If anything now unforeseen should happen which makes this impossible, the sum involved is not enough to disturb you or me; so don't worry about the future. The institute finances have been so cautiously managed that it would take a good deal of disturbance to cause anybody any inconvenience, though, to be sure, a gift such as Merriam has been making is always welcome. In your place, however, I would make no further allusion to it in writing anyone, but if Merriam should write you you would naturally express your appreciation and your hope that the relationship which has been so useful in this great undertaking may be continued.

"As far as Leland's urging you to go fast is concerned, I don't think that you need any prodding. The whole Institute is organized on the theory that we invite to professorships only first-rate men and that we trust them absolutely. It makes no

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difference to me, for example, that Veblen every now and then takes a morning off to chop trees or that Panofsky occasionally sleeps late. If people of your calibre and ambition cannot be allowed to solve their own problems in their own way, I am very certain that nothing I can do would be of any service."

File: IAS - E.A.Lowe - 1933-43

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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1936

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

PARTICIPATION IN ADMINISTRATION — Academic Personnel

FLEXNER, A. — Biographical

RIEFLER, W.

VEBLEN, O.

Correspondence ~~xxx~~ between Flexner and Faculty on degree of Faculty participation in administration.

Filed in Vertical File under P, Participation in Administration.

V-2 File

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

PARTICIPATION IN ADMINISTRATION — Academic Personnel

DIRECTOR — Administration

FLEXNER, A. — Biographical

VEBLEN, O.

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

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

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whole question is dismissed until I myself retire."

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

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

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

File V-1

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 3/14

PARTICIPATION IN ADMINISTRATION Academic Personnel

FLEXNER, A. Biographical

RIEFLER, W.

VEBLEN, O.

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

Filed in Chronological File under 1936, 3/14.

S File, Faculty Meetings

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 3/16

CARNEGIE CORPORATION — Foundations

GEST ORIENTAL LIBRARY — Facilities

FLEXNER, A. — Biographical

Flexner to F. P. Keppel suggesting that if Carnegie Corporation couldn't give IAS money to purchase Gest Oriental Library why not give it to McGill? His interest unselfish. He simply does not want Library divided and Gest himself deserves some consideration.

Vault File, GOL Miscellaneous Correspondence, A-L

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936

3/18
3/19

VON NEUMANN — Biographical

/FLEXNER, A.

STIPENDS — Academic Personnel

Von Neumann to Flexner, March 18, 1936. Quotes minutes of a meeting with Flexner on October 8, 1935:

"It is agreed that while a certain amount of feeling of responsibility can obviously not be avoided, it should be our general policy not to assume explicitly such a responsibility, and we should add some remark to this effect to the letters which go out to candidates and those who recommend candidates. This change in the text of the letters will be submitted to Dr. Flexner."

Von Neumann adds that since Flexner was not in town to consult, the mathematics faculty decided it was best to omit all reference to this question in the preliminary letters sent to proposed appointees next year, "believing that you would be willing to insert it in your official letters."

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Von Neumann to Flexner, March 19, 1936, in asking Flexner to write a formal letter to Dr. George Comenetz of Princeton offering a stipend of $1500. "Will you therefore kindly write him an official invitation, including whatever statement you wish regarding our being not responsible for finding a position for him at the end of his term?"

No official letters of invitation are in the file.

D, Stipends

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 3/21

PRINCETON UNIVERSITY Relations with

TRUSTEES Corporation

DODDS, H. Biographical

EISENHART

✓ FLEXNER

Flexner to Dodds, March 21, 1936.

Annual meeting of the Trustees of the Institute will be Monday, April 13 in the professors' room in Fine Hall due to Eisenhart's kindness. At 1:15 the Trustees will lunch at Princeton Inn, and Flexner invites Dodds and Eisenhart.

No answer in the file.

D, Dodds, Harold W.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 3/31

PARTICIPATION IN ADMINISTRATION — Academic Personnel

FLEXNER, A. — Biographical

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

V-1

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1938 4/13

FLEXNER, A. Biographical

Flexner report.

Institutes like nations are perhaps happiest if they have no history.

Trustees' Minutes, 4/13/36

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 4/22

PRINCETON UNIVERSITY — Relations WOAI

SCHOOL OF HUMANISTIC STUDIES — Academic Organization

PANOFSKY, ERWIN — Biographical

✓ FLEXNER, A.

Panofsky to Flexner thanking him for approving his and Morey's ~~members~~ recommendations: "By agreeing with the propositions submitted to you by Professor Morey and myself you have not only, I hope, made a further contribution to the progress of scholarship, but also fostered the fine spirit of cooperation between the IAS and the Department of Art and Archaeology."

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 5/1

HONORS Academic Personnel

MORSE, M. Biographical

FLEXNER, A.

Flexner to Morse, May 1, 1936.

Two distinctions simultaneously awarded Morse mentioned by Flexner; that is, membership in the American Philosophical Society, and the appointment as delegate to represent the American Mathematical Society at the Internation Mathematical Congress in Oslo in July.

D File, Morse, Marson, 1933-1945

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936

5/1

FLEXNER, A.

Biographical

VEBLEN, O.

Telegram from Flexner to Veblen and Mrs. Veblen.

Best wishes for a delightful voyage and a happy summer. We have had a wonderful year, and Anne and I appreciate deeply how greatly you have both contributed to its success.

File IV-20

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936

1937

5/2
5/5
9/24
10/23

SCHOOL OF MATHEMATICS

CARNEGIE

MORSE, MARSTON

FLEXNER, A.

Academic Organization

Foundations

Biographical

Flexner to Morse, May 2, 1936.

Confirms arrangements made at a conference with Veblen and Morse regarding invitation to be extended by the American Mathematical Society to the International Mathematical Congress to meet in this country in 1940.

If Carnegie Corporation will ~~appropriate~~ appropriate $7,500, he may succeed in getting Rockefeller to match it. If this fails, the Institute for Advanced Study will set it aside from the mathematical budget, "and hold until it is needed an equialent sum."

Morse to Flexner May 5, 1936.

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

The Carnegie Corporation through Mr. Keppel has given informal assurances of $7500.

Morse to Flexner, September 24, 1936.

The Mathematical Congress at Oslo voted to accept the invitation of the American Mathematical Society to hold and International Mathematical Congress in America in 1940.

Flexner on October 23, 1937, gives positive assurances that $2500 will be forthcoming from the Institute as an outright gift to the Society.

D File, Morse, Marston, 1933-1945

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 5/16

EARLE
~~EARLE~~, EDWARD M. Biographical

MITRANY, DAVID

FLEXNER, A.

Earle to Flexner--Mitrany's idea about Balkans and South may not be sound, but he's putting his teeth into something. I'll talk with you about it in the autumn.

D, Earle, 1936-9

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1938 5/16

FOUNDERS Corporation

FLEXNER, A. Biographical

EARLE, E. M.

For some of Flexner's rarest and most loving letters to Earle ill at Saranac, see the early part of this source.

Also notable is Earle to Flexner, May 16, 1936.

Earle has been down in Princeton, and has had a lurical experience after great illness coming in the early spring and meeting people and feeling that he was on the road to recovery. "One of my most rare experiences was meeting Mr. Bamberger and Mrs. Fuld. They are sweet people of a type one rarely meets in this noisy, self-assertive world. I went to South Orange feeling, in a sense, that I had to justify the confidence of the Institute in me. I found, on the contrary, that with a charming modesty Mr. Bamberger and Mrs. Fuld were trying to show that they were not very important but that you and the faculty really were. Their profound respect forscholarship is impressive in a world which places no too great emphasis upon it.

"Do have a pleasant summer. You are a very important

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1936

"Do have a pleasant summer. You are a very important person in the world for those of us who love you for yourself, and you are also an important person for the future of the Institute."

D File, Earle, Edward M., 1936-39

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936

5/23
5/26
5/28

MITRANY, DAVID — Biographical

EARLE, E. M.

FLEXNER, A.

Flexner to Earle, May 23, 1936.

"Late yesterday afternnon Einstein came to the Inn to talk with me about a matter. Speaking of the Institute he said, 'How fortunate you have been; you have a great array of scholars and everyone of them is a perfect gentleman and perfectly happy.' That is the line that Brother Mitrany is going to have to too, for, while I live, the harmony and dignity of the Institute are not going to be impaired. Now you see how I expect you and Beatrice to behave also. No Butler-Beard business, eh?...'Evil communications corrupt good manners.'"

Flexner to Earle, May 28, 1936.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

"[The Founders] spoke of the visit which you and Beatrice had paid to them and the charming letter which you had written them. You have 'sold yourself' completely to them, if I may be permitted to use an awful Americanism. Mitrany is to visit them Sunday. I don't feel quite so certain that he will be equally successful. I have not seen him since he returned from the South, but I imagine I shall see him before he sails. I wish nothing more than that I may feel that the nightmare of last year has been dispelled forever."

D, Earle, Edward M., 1936-1939

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 June

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

RIEFLER, WINFIELD W. — Biographical

Flexner, A.

Riefler to Flexner, June, 1936.

The Institute has sent Riefler to Europe. He has been in England, and "in trying to recall the people I have seen I get the impression that I have quizzed at least half the men in England." He enumerates some of them after saying that he feels thoroughly at home and at ease with these people. "Do you know that your name is quite as potent an introduction here as in New York. One of my pleasantest surprises was to be introduced to Mr. Gordon Jacobs and then to find that he knew you so well. He adores the whole Flexner family, and made me repeat the expression of the famous episode in which the Bishop of Birmingham figured so prominently." He goes on to say that he has been dined and lunched by the Clays, the Sterns, the head of the Economics Section of the Midland Bank, Professor Hall of University College, Balop, etc. "Do you want me to thank you for insisting that I come? Whether you do or not, you can't escape them for I have gained immeasurably. It is really proving a tremendous experience."

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

MITRANY, DAVID Biographical

/FLEXNER, A.

EARLE, E. M.

Flexner to Earle, June 6, 1936.

He has seen Mitrany. He doesn't know whether Mitrany's theory that the south in the United States is like the Balkans will work out or not, but a good part of their awkwardness has disappeared since Flexner got Mitrany to talk about what was eating him. In the first place, he thinks the thing that is eating him is that his wife is ill, and he is not satisfied with the medical treatment, but he does say to Mitrany, and he quotes it to Earle, Mitrany and Ed Earle "are the only persons in the Institute who xxxxxx were my warm personal friends before the Institute was started."

Flexner agrees to let by-gones be by-gones, forget the last two years, This in conversation to Mitrany which he recounts to Earle.

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"Let's forget the Frankfurter episode and Laski's rehashing it to you. They, in my judgment, are responsible for all your difficulties."

D, Earle, Edward M., 1936-1939

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936
1938

6/6
1/4

FLEXNER, A. Biographical

MITRANY, D.

EARLE, E. M.

Flexner to Earle, June 6, 1936.

A long letter describing a farewell visit from "our mutual friend," Mitrany. Flexner got him to discuss what his gripes were toward Flexner.

(1) Early in his connection with the Institute, Mitrany recommended that Ginzberg of the London School be invited to lecture at Princeton. The proposition was turned down. As Flexner remembers by his saying that there wasn't anybody to lecture to. That wasn't the way the Institute was functioning, at least as far as the experience of the School of Mathematics was concerned at that time.

(2) Mitrany: "I had a feeling that you regard me as inferior." Flexner gave him a little lesson in psychology. Everybody feels inferior to somebody. However, Flexner went on as ~~from~~

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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follows, "You and Ed Earle are the only persons in the Institute who were my warm ~~friends~~ personal friends before the Institute was started. Earle and I have been closer in friendship and happier with one another since the Institute was started, whereas you and I have drifted apart. Now maybe the fault instead of being mine is yours, though if it is mine and you can put your finger on it all you have to do is tell me and I will treat you precisely as I treated [somebody else who got a feeling of inferiority]."

(3) Mitrany complained that Flexner never came to consult with him, and Flexner says ~~[illegible]~~ as a matter of fact that he never goes to consult with anybody.

Finally he convinced Mitrany that he was right.

To Earle: "I am writing you this in great confidence because knowledge of it may help you next year, and I shall keep a copy to show to Win in the autumn. I hope sincerely that we will never hear of it again and that if Frankfurter or Laski tries to undermine his confidence he will have sense enough to show them up."

D File, Earle, Edward M., 1936-39

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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Those letters begin in this file in February, 1936, and continue through; although Earle appeared for the spring session in 1938.

Flexner to Earle, January 4, 1938.

They had had a conversation and Flexner writes after reviewing the conversation in his mind.

(1) He advises Earle to"demonstrate that you are, as I know you are and as you know you are, a well man, so that all rumor and talk about your previous disability will forever disappear... not the slightest psychosis of illness...maintaining the same sort of outward appearance, as far as the world is concerned, as is maintained by your associates. One unbroken, normal year of that kind will dispose of whatsoever remains of concern for you, for I am not concerned and I do not believe there is the skgkk slightest ground for concern as to your physical welfare. We cannot advertise it, but we can replace it."

"It was really a great pleasure to have a candid talk with you yesterday, and there is, as you know, absolutely no reason why

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anyone in the Institute should not cultivate the same sort of relationship with me. I shall no more interfere with one school than I have interfered with the mathematicians. I have, I believe, absolutely lived up to the ideal with which we started, namely, that the schools should be as nearly as possible 'autonomous' - see Bulletin 2, page 3. Now let us see whether the faculty can live up to its part, which is stated on the same page in the same bulletin.

D File, Earle, Edward M., 1936-39

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 7/20

RIEFLER, W. Biographical

FLEXNER, A.

~~KKKKKKX~~ MARSHAK Biographical

FRANKFURTER, FELIX

Riefler to Flexner, July 20, 1936.

He recapitulates his trip, and says that if he was surprised at the apparently complacency he encountered in England where he first went over the proppects of Nazilsm in Germany, he thought that England was, "normal by comparison," when he got to the Continent. There he found the greatest economists discussing economics in terms which the most scholarly of the British economists used at a time when Britain was the great exponent of free enterprise.

He recounts that they went back to England and visited Oxford at the Adams. Marshak was at dinner. "Imagine my surprise (and yours) when I found that they also had other American guests--Mr. and Mrs. Felix Frankfurter! The Warden had to go to London that afternoon, so Felix was

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

rather pressed into service to entertain me. We really had an extremely interesting time, but the subject of the Institute was not raised. Isn't that a remarkable coincidence?"

See the letter for the rest of the story of the trip insofar as he tells it.

D File, Riefler, Winfield W. 1934-1939

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 7/24

FLEXNER, ABRAHAM Biographical

FRANKFURTER, FELIX

RIEFLER, WINFIELD

Flexner to Riefler:

"We are a good deal amused by your chance encounter with (Mr. Flexner dictated 'Brother', but my typewriter won't write it. E.S.B.) Franfkurter, and I suspect that there was some skating over thin ice in order to avoid the subject of the Institute, but don't fool yourself. Indirectly we shall sooner or later hear of your meeting with him, and his keen eyes may have seen deep into what was in your mind without the subject ever having been lifted to the plane of conversation.

"I look forward to our talking with you more fully when we return to Princeton, in case you and Dorothy do not find it possible to drive up and pay us a week-end visit.

"I am quite sincere when I say that I hope that you will get six or eight weeks of real rest on the Cape and that you will forget economics as completely as you possibly can.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

"Von Neumann, who found it impossible to return to Hungary on account of his liability for Hungarian military service before receiving his American citizenship papers this autumn, has been spending a few weeks with us. I have gotten to know him better than ever before, and I am more and more amazed by the breadth and depth of his knowledge and intelligence. His acquaintance, for example, with American history would put to shame most highly educated Americans. His industry is really remarkable. He came up here with an idea that would give him no rest, so day after day, against my judgment, he sits down at a table and works with the utmost concentration, paying absolutely no attention to anything that goes on around him. We agreed that, when the paper was finished, he should ring a cow bell that calls us all to meals and thus notify the camp that his long labor was over, so last night after working half an hour after dinner the tocsin sounded, and Johnnie was delivered of his paper for good and all."

File S-1

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 6/10

ARCHEOLOGY

GOLDMAN, HETTY

BREASTED

FLEXNER, A.

Academic Activities

Biographical

Goldman to Flexner, August 10, 1936.

"You will, perhaps, remember that a good many years ago, you were kind enough to arrange for me to meet the late Prof. Breasted. Our meeting took place on the platform of a train in the Grand Central Station and although it was very brief, it was long enough for an interesting exchange of ideas. He told me then that he hoped sometime to excavate a site at which the Hittite civilization met the Greek and that if he did so, he would like to call upon me to head the undertaking. His intention, which remained unfulfilled has now actually been fulfilled by our work at Tarsus. For we found this year a sealed deposit in which there were both Hittite royal seals, a Hittite royal deed and Mycenaean pottery, much of which was imported from the Greek mainland. This is what archaeologists have been eagerly expecting of Tarsus and I think on the whole that it represents the most significant contribution of the 1936 campaign."
D File, Goldman, Hetty, 1936-1944

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936

8/13

RIEFLER, WINFIELD W. Biographical

FLEXNER, A.

VEBLEN, O.

Flexner to Riefler at Cape Cod where Riefler is rebuilding a cottage, August 13, 1936.

"The expert who really ought to survey your summer's work is Veblen. He is a regular shark when it comes to suggesting improvement so I would advise Dorothy to get a shotgun and stand guard at the front entrance if Veblen approaches, for if any man alive can make her dissatisfied with what you have done, it is he."

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 8/13

FELXNER, ABRAHAM Biographical

VEBLEN, OSWALD

RIEFLER, WINFIELD

Flexner to Riefler:

"The expert who really ought to survey your summer's work is Veblen. He is a regular shark when it comes to suggesting improvement so I would advise Dorothy to get a shotgun and stand guard at the front entrance if Veblen approaches, for if any man alive can make her dissatisfied with what you have done, it is he. On the other hand, I should like to point out some of my own qualifications as a visitor. Anything suits me as long as there is a good-looking wife or two around. I don't even mind secretaries if they measure up."

File S-1

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 9/3

GENERAL
STEWART, WM
LEIDERDORF, S.
✓FLEXNER, A.

Finance
Biographical

"Dear Mr. Stewart:

"I am returning to you under separate cover the August number of the Quarterly Journal of Economics which you were kind enough to lend me.

"I read Riefler's review with something more than interest. While I have no judgment at all as to the subject matter, I think it is not amiss for me to make a comment upon the extraordinary skill and conciseness with which he has gone to the heart of each of these five volumes, made a fair presentation of its central thought, and then tied them all up into a knot in his own final comment. He writes with clarity, directness, and assurance. I am really proud of this performance as an earnest of what may come from him now that he is in an atmosphere where his mind has opportunity to work.

"More than ever I am convinced of the soundness of your suggestion that we must bring into the group someone who is as nearly as possible his equal.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

"I saw Mr. Leidesdorf yesterday and told him of my conversation with you, and he assured me that we are financially able without risk to expand in this way.

"I have also written Win to ask whether he can have lunch with you and me as he and his family journey down to Princeton from the Cape. If not, we can both of us come up and lunch with you.

"I always come away from my talks with you heartened by your interest and support, and I cannot tell you how grateful I am to you."

File : W.W.STEWART - 1932-45

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 10/3

GENERAL Relations W.O.A.I.

FLEXNER, ABRAHAM Biographical

Flexner to Aydelotte:

"...Courant has in short order received a permanent appointment and taken a prominent position. In other words, Courant is a star at New York University and is really excellent, though he would not have measured up to our requirements. It is important to build up institutions like New York University just as well as Harvard and Yale and the Institute."

Source: A File IAS (home)

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 10/6

SCHOOL OF HUMANISTIC STUDIES Academic Organization

MERITT, B. D. Biographical

FLEXNER, A.

GOLDMAN, HETTY

Meritt to Flexner, October 6, 1936.

Recommendation of Hetty Goldman for appointment: "an outstanding explorer and excavator, who has done excellent work in both historic and prehistoric investigation." of Colophon in Asia Minor. Her published reports and books have been admirable,"and I think of her appointment not with a view to any commitment of the Institute to field work as such, but as an opportunity for Miss Goldman's further exploitation of her unpublished material so that she may prepare it and studies coming from it for publication."

Looks forward to continuing his own wirk with her on Colophon where he worked with her in Asia Minor.
D, Meritt, Benjamin D., 1937-1945

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 10/8

GOLDMAN, HETTY Biographical

FLEXNER, A.

Bearing out Miss Goldman's state of delerious joy at her appointment to the Institute:

Goldman to Flexner, October 8, 1936.

"I am sure you realized that your offer of a position at the Institute came to me as such a complete surprise that I felt literally 'stricken' and was incapable of any reaction at the moment. Such hesitation as I felt was due solely to doubts of my own capacity, but I have decided to put the most flattering interpretation upon it and to believe that no person of integrity and imagination faces a great opportunity without self-questioning.

"I had a long and very illuminating talk with Ben Meritt. I see before me the possibility of undisturbed work under conditions which certainly could not be equalled anywhere in America, and I accept with gratitude."

D File, Goldman, Hetty, 1936,- 1944

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 10/8

PARTICIPATION IN ADMINISTRATION — Academic Personnel

DIRECTOR — Administration

/FLEXNER, A. — Biographical

AYDELOTTE, F.

Flexner to Aydelotte.

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

FA Confidential Files, March 7, 1957

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 10.9

PARTICIPATION IN ADMINISTRATION Academic Personnel

FLEXNER, A. Biographical

RIEFLER, W.

VEBLEN, O.

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

Filed in Chronological File under 1936, 10/9;

S File, Faculty Meetings

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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) Themen who come on a stipend 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 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 Gödel, 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.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

(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) Wood does not consider the influence of the mathematics group in the Institute upon American mathematics will be diminished by the cessation 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 Wood, October 23, 1936.

Approp of the obligation in the future we obligate if we ~~ak~~ take out a lease or engage a professor. Why should be 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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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 khaw 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

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Nobel Prize winner in mathematical physics to the Institute. We should not loose 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 facilities 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.

Weed 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, 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.

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Flexner to Wood, 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."

Wood 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, Wood, Lewis M., 1930-1940

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 10/17

GENERAL Academic fPersonnel

✓FLEXNER, ABRAHAM Biographical

"Dear President Aydelotte:

"Thank you for sending me the memorandum drawn up by your committee on the teachers' oath legislation. I am thoroughly opposed to such legislation. Anything more ridiculous and absurd than requiring an oath of this kind of teachers it would be very hard to imagine. I have no hesitation whatsoever in saying that if I were placed in a position where an oath of this sort had to be taken under duress I should take it and pay absolutely no attention to it subsequently in either my actions or my opinions.

Always sincerely,

/s/ Abraham Flexner"

Source: A File IAS (home)

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 10/31

BUILDINGS AND GROUNDS — Facilities

PRINCETON UNIVERSITY — Relations WOAI

FLEXNER, A. — Biographical

VEBLEN, O.

By date of the letter to Veblen, Flexner is able to say plans for adding capacity to Fine Hall are at an end.

Flexner had investigated availability of Gateway Club but has dropped it. Mortgage exceeds value; University has a use for it.

Veblen receives information with sense of shock, and informed Flexner he was consulting his colleagues.

IV-20

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936

10/31
11/19
11/25
12/7

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

FLEXNER, A.

Biographical

KEPPEL, F. P.

Flexner to Keppel, October 31, 1936.

A general appraisal of the impact of the Institute on the scholars who work here discussed feelingly, and continues:

"Last year we began a program of the same kind in the fields of economics and the humanities. The economic group will develop very, very slowly, and its needs can be met from our own resources. (underlines are mine) The humanistic group can be developed more rapidly. Its development indeed is almost wholly a question of money. I believe that, if the Carnegie Corporation voted an appropriation of $25,000.00 a year for three years, it would be beyond question capitalized by friends of the Institute by the end of that period, and meanwhile facilities and opportunities of the Institute need not wait.

"The recent acquisition of the Gest Oriental Library by the aid of an appropriation from the Rockefeller Foundation

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

has opened a vista of possibilities whichwe had not previously contemplated, but without outside help it will be impossible to develop these and other similar opportunities until the endowment of the Institute has increased, as I am sure it will increase within a relatively brief period. It is for the purpose of bridging this gap and enabling us to progress more rapidly, though not less soundly and not on a lower basis or with any other ideals, that I submit this application to you and your Trustees."

Keppel to Flexner, November 19, 1936.

"We have been praying over your letter of October 31st. Our Trustees, or rather those whom I've had a chance to consult, are interested in the possibilities, but one of them suggests that, in view of the intimate relations between the Institute and Princeton University, it might be well for you to see President Dodds at your common convenience to discuss the whole situation with him. Princeton may have some plans for us too, and we don't want to get the wires crossed. "

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Flexner to Keppel, November 25, 1936.

He talked with Dodds. "We make it a rule, indeed, to canvass matters with one another in order that no wires may be crossed." The proposition which the Institute advanced is complementary and supplementary to plans which Dodds has in mind.

Keppel to Flexner, December 7, 1936.

He says that his understanding with Dodds on whom he talked with another matter is that there is agreement between the University and the Institute ~~mm~~ en principe, and that a bill of particulars will be drawn up in due course for discussion, looking to joint agreement, and when that agreement is reached, Flexner will let Keppel know.

D File, Carnegie Corporation, 1932-1939

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 11/5

SCHOOL OF HUMANISTIC STUDIES — Academic Organization

ARCHEOLOGY — Academic Activities

VEBLEN, O. — Biographical

/FLEXNER, A.

GOLDMAN, HETTY

Veblen to Bailey.

Questions that in correcting the minutes whether Hetty Goldman was appointed professor. Thinks she was not.

IV-20

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 11/7

SCHOOL OF MATHEMATICS Academic Organization

PRINCETON UNIVERSITY Relations WOAI

BUILDINGS AND GROUNDS Facilities

VEBLEN, O. Biographical

✓FLEXNER, A.

HARDY, G. H.

Letter from Flexner to Veblen acknowledging his letter of November 7, filed under Chronological file, November 7, 1936.

IV-20

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 11/7

SCHOOL OF HUMANISTIC STUDIES Academic Organization

ARCHEOLOGY Academic Activities

VEBLEN, O.

✓FLEXNER, A.

GOLDMAN, BETTY

Flexner to Veblen.

The proposals to the Board written out and in Mrs. Bailey's hands. He repeats them as they appear in the minutes. Capps was appointed visiting professor and Goldman as professor with an honorarium of $200 a month, only because further funds were not available in the budget, and ~~xxx~~ she was eminently qualified for the appointment to professor.

File IV-20

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 11/9

/FLEXNER, A. Biographical

Asked Carnegie November 9, 1936 for $25,000 for 3 years for Humanistic Studies. Keppel replied consult with Princeton--Flexner said he had and did regularly--no outcome in file.

D, Carnegie, 1932-39

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 11/11

PRINCETON UNIVERSITY — Relations with
SCHOOL OF MATHEMATICS — Academic Organization
BUILDINGS AND GROUNDS — Facilities
DODDS, HAROLD W. — Biographical
FLEXNER, A.

Flexner to Dodds, Nov. 11, 1936.

"Thank you for yours of the 6th [not in file] in regard to the Infirmary and the Hospital. I shall take up the matter at once.

"I note that in the final line you ask my pardon for your presumption. I have read the letter three times and I see no evidence of presumption in it whatsoever. It contains, on the contrary, helpful and wise suggestions bearing on the relations which the Institute should work out with the community. Never hesitate to make any such suggestions that may occur to you, please."
H. Dodds

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 11/11

FLEXNER, A. Biographical

VEBLEN, O.

Veblen to Flexner.

Evidently the schools gave Flexner some kind of celebration, or a faculty meeting or something of the sort in between these two dates, November 7 and November 11, because it evokes from Flexner an admission that he thought he had out-foxed them, but he woke up the next morning with the knowledge that he had not.

"I should be very distressed if I thought that you could possibly misunderstand the letter which I sent you because last night's incident was much more characteristic than anything else that has happened. No matter whether you and I differ on a matter of detail, I do not for a moment lose sight of the fact that you are the maker of the School of Mathematics and without that school, fashioned as you have fashioned it, the other schools would lack an ideal towards which they can strive. On the other hand, let me ask you this: I am not of the common type of college

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

or university president. Tell me quite candidly always what is in your mind. If it involves far-reaching plans, do as I suggested in my recent letter. Put them on paper, and give me a chance to think of them, for I am living in a very high atmosphere for me, and I need time to think propositions over, for, until our endowment is complete, the financial side of every move needs to be carefully considered. I don't want ever toget into the position of institutions which are blocked by the lack of a few thousand dollars. I can readily understand that in the past it may have been necessary for you to feel your way carefully and that, if you had said everything that was in your mind, you might have accomplished far less than you have, but you need not employ such caution with me. You can be perfectly frank without fear that even an ambitious plan will weaken my confidence in the ultimate wisdom of your judgment. I want also, if I can, to reassure you about the University. No one but myself knows the kind of helpful cooperation which we have received, in most instances without the expenditure of a cent, from the Princeton authorities. Hardly a day passes that they do not do something for us that we simply could not do for ourselves, and they do it modestly, unostentatiously, and without asking or expecting any return. I should like, therefore, to get our relations with the University on such a matter of fact basis that the question of relationship is non-existent, and that is what I had in mind

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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when I deprecated a formal discussion by any group or all the groups as to the question of the relationship between the Institute and the University. Of course, as we grow, problems will arise, and we shall have to talk them over, but such problems as have arisen up to now have always been capable of settlement in an informal fashion, and that seems to me to be under the circumstances and for the time being ideal...

"So please consider this letter in the spirit of its content as a supplement to the more reasoned and formal letter which I sent you on Monday, and do not for a moment forget that, as long as I live, I shall never forget or fail to recognize the outstanding importance of your contribution towards making the Institute in point of standard and personnel in mathematics and in other subjects what it is today and what I hope it may continue to be indefinitely.

"With all good wishes and very deep appreciation."

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 11/24

PRINCETON UNIVERSITY Relations WOAI

MOREY, C. R. Biographical

FLEXNER, A.

Flexner to Morey.

End of letter: "With much appreciation of your marvelous cooperation--sometimes a little too marvelous for our resources, I am..."

D, Morey, C. R.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 11/27

PRINCETON UNIVERSITY Relations WOAI

DODDS, HAROLD W. Biographical

✓ FLEXNER, A.

Copy of a letter for Dr. Flexner from Dodds to professors, November 27, 1936.

"The work of the Institute for Advanced Study is now of such scope as to make it desirableto regularize our administrative procedure in negotiations with them. This letter is, therefore, being addressed to the chairmen of those departments whose programs touch that of the Institute.

"In choosing the personnel and determining the policy of The Institute for Advanced Study, Dr. Flexner has at times sought the advice of members of our Faculty. Also at times members of our Faculty on their own initiative have approached Dr. Flexner with suggestions, the adoption of which they thought would enlarge the opportunities at Princeton in their fields of study. In so doing they were recognizing the relationship

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

possible between the University and the Institute in scholarly matters. For this reason the future development of the Institute is of interest not only to individual members of our Faculty but to the University as a whole.

"I have been considering ways in which our relations with the Institute may best be so coordinated as to avoid misunderstandings and the danger that various persons may work at cross purposes. To this end I have designated the Dean of the Graduate School as our representative in these relations, and I am now asking that all members of the Faculty will consult with him before taking up with the Institute any matters which concern the cooperation of the two institutions.

"I may add that this arrangement meets the approval of the Director of the Institute."

D, Dodds, Harold W.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 11/28

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

FLEXNER, A. — Biographical

NORMAN, MONTAGU

~~RIEFLER, W.~~ CLAY, PROF. HENRY

Flexner to Norman, November 28, 1936, at Riefler's suggestion and with Stewart's approval, Flexner asks Montagu Norman to look favorably on a period at the Institute for Advanced Study for Professor Henry Clay. It didn't come off at that time.

D, Clay, Sir Henry (Deceased)

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1936 NOTES 12/4

PRINCETON UNIVERSITY Relations WOAI

FLEXNER, A. Biographical

VEBLEN, O.

Veblen's letter explaining why he doesn't want to make an issue about parking space for automobiles of Institute people outside Fine Hall. He has spoken to Professor Smythe about it, and Smythe has said that all permanent members of the Institute should have the privilege of parking outside Fine Hall. He goes on to say that he thinks walking wouldn't hurt a lot of the Institute people, and, furthermore, that no matter what the little difficulties are attending the Institute's occupation of quarters in Fine Hall, "I should simply subordinate myself to them, in view of the fact that the use of Fine Hall, has given us the use of the library, the library and janitor service, telephone service, and luxurious quarters, and what is more important than all these put together, the easy opportunity for conference, cooperation and contact with other men interested in mathematics and mathematical physics. We must make a choice--to continue our cooperation with Princeton, ignoring everything that is

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

not of prime importance, or to set up shop alone. In the former case, we can hope to develop a great institution; in the latter ~~xxxxx~~ event, we shall have a small one, and the first subject to suffer would be mathematics."

V File, Flexner, Abraham

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1937-1938

EARLE, E.M. Biographical

✓FLEXNER, A.

Earle has a relapse, and, as a matter of fact, does not come to the Institute until the fall semester of the academic year 1937-1938.

D, Earle, Edward M., 1936-1939

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1937-1939

BUILDINGS AND GROUNDS — Facilities

FLEXNER, A. — Biographical

MAASS. H. E.

At the Trustees' meeting of October 11, 1937, Flexner announced that the Founders had told him during their vacation at Oyster Bay in the summer that they now thought the Institute should be housed in a building, and that they were prepared to give the building to the Institute without any drain on the Institute's capital or income. Accordingly, the Trustees' meeting passed a resolution thanking the Founders and authorizing the Committee on Buildings and Grounds to investigate the matter of who should undertake the planning and construction of the building and of the landscaping.

~~After~~

(Trustees' Minutes, October 11, 1937.)

Veblen to Flexner, November 12, 1937.

Veblen lays down what is, apparently, the first general result of discussion among the professors in the Faculty,

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

together with a memorandum of the needs of the mathematical faculty as worked out by themselves. ~~They provide~~ The first prospectus provides approximately as follows:

(1) Director's office: four well-lighted rooms for Flexner, Mrs. Bailey and the administrative staff. He suggests that Flexner should specify the requirements a little more definitely, and he adds, "I wish that you would specify for the Director a room at least as large as those desired by the professors, even though you don't want it."

(2) Studies for Professors: The professors generally want the same thing, rooms comparable to those occupied by Alexander and Veblen in Fine Hall. The room would be approximately 18' x 24' and gives space, therefore for a large working table, blackboard, charts, and a meeting place for a group of half a dozen students or colleagues. Near to the professor's study should be a smaller room for the professor's assistant. This would mean at least 15 large rooms and 15 smaller rooms. Veblen adds that his current count of professors at the Institute is 14.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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(3) There should be 20 studies for distinguished visitors, approximately 15' by 18' or less.

(4) Special needs of the School of Humanistic Studies: Two rooms for Herzfeld and Meritt, respectively, with laboratories, special shelving, and spaces for objects d'art.

(5) Library: He estimates a library for 15,000 volumes.

(6) Secretarial Rooms: Each School requires 1 or 2 secretarial rooms for its purposes.

(7) Lecture and Seminar Rooms: 2 small lecture rooms each for 45, and 2 seminar rooms about 16' by 28'.

(8) There should be a large Common Room capable of seating 150 people, and preferably with projection apparatus and blackboard.

(9) Lunch Room:

(10) Women's Room in additional to normal toilet accommodations.

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(11) Very adequate parking space.

On November 17, he re-submits this to Flexner with a statement that, "Johnny and I have gone over it together and estimate that the cubit contents will not exceed 600,000 cubic feet," and that $1 a cubic foot is a large allowance for building at the time.

November 22, 1937, Flexner to Maass.

He evidently transmits the memorandum, and now suggests two changes:

(1) The library can be cut to 10,000 square feet, and the shelves to about 4,000 feet.

(2) The lunch room should also have an additional room, a small dining room, in which a small luncheon party for 10 or 12 people could be given. This will be for ceremonial visits of distinguished visitors, etc. He also sends at the same time special design for Professor Herzfeld's library.

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Maass to Flexner, November 24, 1937.

"I t was a great satisfaction to learn from your telephone conversation this morning that Mr. Bamberger and Mrs. Fuld have not circumscribed us in planning the new building by fixing any rigid amount which they are willing to spend, but that they prefer to approach it from the standpoint of planning an adequate but not extravagant building, the cost of which they are ready to defray, and I shall, of course, take up the matter accordingly."

Attached to here is an undated extra copy of a memorandum, evidently deriving from the original memorandum after conference. It is marked 1937. (Filed with memo in subject file under Bldgs. & Grounds - Facilities)

Thereafter, the Committee set about canvassing the procedures whereby they could secure the best architectural plans. There were a number of ~~xandi~~ candidates among architectural firms suggested by the experience of one or another of the Building Committee or the professors or the Trustees. In the beginning, (Maass ~~to~~ (November 22, 1937) informs

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Flexner that he has written to 6 architects asking them whether they would be willing to undertake to furnish studies and the cost of the studies in each instance. There is some confusion about this.

Aydelotte is very desirous of seeing Shepley, of the firm of Coolidge Shepley, Bulfinch & Abbott who did some work at Harvard considered. He also is very eager to see Cram and Ferguson considered. They have done work at Swarthmore which he likes very much.

Flexner early, under an arrangement with Maass, took the position that all communications from the architects, etc. should go direct to Mr. Maass, and, also, acted to prevent Veblen, Aydelotte, et al, from going off on their own in discussions. Maass apparently handled all arrangements, and his files should, therefore, be most helpful in supplementation of the files of the Institute.

Maass handled a situation with the Institute of Architects by which something closely approaching a competition was authorized, although the charter of the Institute of Architects,

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(American Institute of Architects) ruled against such competitions. It was understood that the architects who were invited to consider the Institute's needs and provide basic plans would be paid by the Institute for such plans, even though their plans were not chosen in the final award.

Flexner to Maass, December 15, 1937.

Veblen has informed him Maass told him about a visit of Cram and Ferguson's man, Mr. Hoyle, set for December 16, 1937. "The prospect of a visit from an architect usually costs Professor Veblen a day's work and a night's sleep. I think it would be better if you notified me of visitations connected with the buildings, so that I can communicate the information to Veblen in a way that imposes no responsibility upon him... I could get Aydelotte here so as to share the responsibility in your absence, and also save Veblen from the necessity of breaking a number of appointments tomorrow. He is a most excellent person, but the work 'building' or 'farm' has an intoxicating effect upon him.

"I talked to President Dodds this morning about his

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experience with architects. He said that the University had found that, though they obtained a similar ruling to that which you have obtained from the New York chapter of architects, EMSeXAE [allowing a number of architects to consider the plans] these architects are an undisciplined lot of artists and they made difficulties about just the sort of thing we are doing and what he had previously tried to do. He found that the only way he could get ahead expeditiously was to take the architects one at a time, pay each one as he finished, and drop him for the time being, before going ahead with another. In the long run, he said, we would save time and avoid the sort of situation into which we are apparently drifting, and we are still free to use any one of those who makes preliminary plans, or to go to an entirely different person."

Maass wrote, January 17, 1938, to Cram & Ferguson, and three other firms, including the successful man, Jens Frederick Larson, informing them that what was wanted was not a competition, but rather "a more or less philosophical treatise which embodying the thoughts herein outlined, would result in the projection of a program that would appeal to the Trustees and the Building Committee and enable them therefrom

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to judge not alone which such thesis best visualizes the Institute and its future but which author appeals to them as the one with whom they could best conduct the relationship that must exist between the Institute and an architect whose ideas will create an arrangement for the future to which the Board of Trustees is ready to commit itself."

Flexner to Maass, March 22, 1938.

There are two points which he would like to make in connection with the building:

(1) That you write a letter to each of the architects, telling him that we desire the building to be ready for occupancy September 1, 1939. This means that their initial sketches should be in our hands within a reasonable time - say four weeks from this date. We can then make our choice and set the architect to work, in the hope that the building operations may begin during the coming summer.

(2) That you should ask each architect to submit in connection with his sketch his estimate of what the building will cost.

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He understands that these estimates cannot be firm, but that they should give some means of guidance to the Committee.

He also suggests that since all the architects have given far more time and thought to the project than he could have imagined, the Building Committee might be willing to consider whether or not we ought to increase the amount we will pay each of the architects who submits plans. This should not, however, be mentioned to any of the architects.

Maass to Flexner, March 24, 1938.

He has already concluded that the architects should be told to have their studies in ~~hhx~~ his hands by April 20, and has advised them.

The award was made to Larson, and the file does not disclose how it was done, or when; presumably those papers will be in Mr. Maass' files.

D File, Fuld Hall--Architectural Plans & Proposals

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

BUILDINGS AND GROUNDS — Facilities

FLEXNER, A. — Biographical

VEBLEN, O.

RIEFLER, W.

MERITT

Veblen has evidently taken up the question of ~~buying~~ improving Olden Manor and Olden Farm, and Flexner is against it, because with filing interest rates ther e is doubt there will be money next year for Dirac or a Greek scholar whom Meritt would like to bring over for his Agora work. Such being the case, the Olden Farm, the Olden Manor and landscaping were out of the question. It is a long letter. He says that housing for the Faculty and the closing of the golf course transaction are the big things to be concentrated upon. Let's get them finished so that Riefler and his associates may at once be able to get homes for themselves and quit thinking and speculating on the subject, for it really does not interest them. He suggests renting additional

Not Purchased already.

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space in 20 Nassau Street, and thus, "Get our minds so full of the purpose for which we exist, that we will all become relatively indifferent to buildings and grounds."

"It is, I think, quite clear that these things dwelled (?) much less largely in your mind than they do in mine or Riefler's or Meritt's, for we are strangers to them, but I fear them as I fear the plague for these young men bursting with ideas and alive to opportunities who find themselves distracted by things in which they are not interested, though insofar as the housing is concerned, they have got to take a minimum amount of their time to settle their problems in a brief period once and for all as you settled yours many years ago.""

He sends copies to Riefler and Meritt. He worries about getting committed on the real estate thing. "If we start on 69 Alexander Street, We have already spent on Alexander Street three times the amount expected. If we start on Battle Road, landscaping, and Olden Farm, then we may have to cut the mathematics budget seriously."

V File, Flexner, Abraham IV-20

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

ARCHEOLOGY — Academic Activities

MERITT, B. D. — Biographical

WADE-GERY

✓ FLEXNER, A.

Meritt asked Flexner to invite Wade-Gery as Visiting Professor at $6,000 for the year 1937-38. This was to assist Meritt in publishing important ephigraphical documents from the 5th century of Athens--the Athenian tribute-quota lists. Allen B. West had been collaborating with Meritt, he was Professor of History at the University of Cincinnati but had died. Wade-Gery was Professor at Wadham College, Oxford. The arrangement was made.

D, Wade-Gery, Prof. H. T., 1956-57

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1937 1/22

CARNEGIE CORPORATION — Academic Organization

PRINCETON UNIVERSITY — Relations WOAI

FLEXNER, A. — Biographical

KEPPEL, F. P.

Flexner to Keppel, January 22, 1937.

His letter is general, presumably responsive to Keppel's of December 7, but asking quite spontaneously and suddenly for something which had not been foreseen at the time he had written originally for the $25,000 for three years; namely, $10,000 for Professor Wade-Gery of Oxford to come to Princeton during the next academic year. In a sense this seems to cut the ground out from under the request which he made. He assures Keppel that this is acceptable to Dodds.

D File, Carnegie Corporation, 1932-1939

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

GENERAL — Corporation

POLICIES — Administration

GENERAL — ACADEMIC Procedures

/FLEXNER, A. — Biographical

Flexner xxx 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

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

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

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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

BUILDINGS AND GROUNDS — Facilities

PRINCETON — Relations WOAI

DODDS, HARDLD — Biographical

FLEXNER, A.

Negotiations with Princeton regarding transfer of a portion of the Gold Course in exchange for the remodeling or moving of the Golf Club House have been entirely completed, said Flexner. After the meeting of the Trustees, Dodds notified Flexner that final action had been taken on the basis of several committee meetings and a report of the advisory architect who also approved. "This is the first time that the University has alienated any of the land which is has acquired for its use and protection."

Trustees' Minutes, January 25, 1937, pp. 1-2

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

FOUNDERS — Corporation

BUILDINGS AND GROUNDS — Facilities

HOUSING

FLEXNER, A. — Biographical

Flexner to founders January 26, 1937.

Just before they take off for Arizona, Flexner writes this.

"While I am hoping that we shall meet in Arizona I want to express to you both how deeply I am gratified by the action that was taken at the meeting yesterday and how grateful I am to you both for having made it possible for me to realize at this time of life an institution which, as Professor Veblen rightly said, is unique in this country and perhaps in the whole world.

"You will also be happy to know that I have had confidential talks with a few people this morning regarding the action taken in reference to the housing situation, and their minds

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

are enormously relieved by the fact that the problem has been solved in a feasible manner...I am sure that the administration of the Institute will in no wise be complicated and that on the contrary we shall have added to the happiness of our professors in disposing of the land which is actually useless to us as far as academic purposes are concerned."

D, Bamberger, Louis, 1937-1944

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1937 2/4

SCHOOL OF MATHEMATICS Academic Organization

BIRKHOFF, GEORGE Biographical

FLEXNER, A.

Flexner to Keppel, February 4, 1937.

Birkhoff wrote an elaborate paper which he finished "two or three weeks ago," and before ~~taking~~ undertaking to publish it, he brought it down to Princeton and read it to the assembled mathematical group for criticism and discussion which occurred over two days' period. He went back to re-write it.

Flexner also tells Keppel Sir Otto Niemeyer, ~~Head of Economics and Statistics~~ Director of the Bank of England is arranging a meeting of the head of Economics and Statistics Section to study with Riefler three months.

On February 3, 1937, Keppel informs Flexner the Executive Committee has appropriated $6,000 for Wade-Cery. There seems to be no further reference in file to the request for $25,000 for each of 3 years.

D File, Carnegie Corporation, 1932-1939

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

HOUSING FACILITIES

POLICY Administration

FOUNDERS Corporation

FLEXNER, A. 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

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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

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FOUNDERS Corporation

EINSTEIN, A. Biographical

FLEXNER, A.

Flexner to Bamberger, March 4, 1937; founders are in Arizona.

"The men are all well, the one exception being that the other night Professor Einstein was walking in his room in the dark and stubbed his big toe, with the result that he was quite lame for a day or two. I went to see him and asked him why he didn't switch on the light and put on a pair of slippers, and he said, 'Oh, I never thought of that.' Then I asked, 'Has this thing happened to you before?' and he said, 'Yes, five or six times, and I always have to have an X-ray taken to be sure no bones are broken.' I told him I thought it really would be cheaper to turn on the light, and he laughed."

D, Bamberger, Louis, 1937-1944

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1937

4/5
4/20
4/21

PRINCETON UNIVERSITY — Relations WOAI

MEMBERS — Academic Personnel

DODDS, HAROLD W. — Biographical

Flexner, a.

Dodds to Flexner, April 5, 1937.

Giving his approval to a proposal "that you make it possible" for Professor George Rowley to take a leave of absence for the second term of 1937-38, and also the request of the Department of Art and Archaeology for a grant to cover the expenses of "Professor George Forsyth for one-half year to be devoted to reaerch also meets with my approval."

"In so informing you I know you understand, of course, that I am not undertaking to substitute my judgment for yours. I merely desire to tell you that the University administrative channels are clear should you see fit to act affirmatively regarding the above matters."

On April 20, 1937, Flexner to Dodds.

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It is the judgment of the men in the School of Humanistic Studies that they would like to offer Professor George Rowley a stipend of $2,500 for the second term of 1937-1938 and to Dr. Glanville Downey and Professor Richard Stillwell stipends of $1,500 and $2,000 respectively, for the year 1937-1938.

Flexner says if this meets with Dodds' approval, Dodds should take the necessary steps to inform the ~~making~~ recipients. "While we are doing this sort of thing with other institutions, it naturally gives us keener pleasure to cooperate with Princeton than anywhere else because we are firmly convinced that whatever strengthens the scholars of one institution strengthens both of us."

Dodds thanks Flexner on April 21 for the action.

D File, Dodds, Harold W.

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1937 4/6

DIRECTOR Administration

AYDELOTTE, F. Biographica

FLEXNER, A.

Flexner to Aydelotte, April 6, 1937.

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

File I-7

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1937

4/11
4/12

BENEFITS

Academic Personnel

EINSTEIN, A.

Biographical

FLEXNER, A.

MAYER, WALTHER

Einstein to Flexner, April 11, 1937.

~~Then~~ Through Veblen and I have learned verbally that payment to Borgmann will be changed next year to a stipend. I learned the same from the agenda-list (?) for the meeting of the professors to be held April 12.

I should like to make a remark about this. It is right that I have no claim to choose an assistant according to my own consideration, because with my own appointment to the Institute Professor Mayer through my own urging secured a permanent appointment on the assumption that ~~y~~ he would be my assistant in my ~~sukra~~ work. This cooperation has unfortunately not been maintained, through no fault of my own.

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But the character of my work is such that not without losing time can my co-worker be changed often. It would be in the interests of my progress in work, and therefore in the interest of the Institute, were the choice of my assistant left to my discretion, just as it is in the case of the other colleagues.

I should like to confer with you on this soon, as a result of which I would like you to allow me my own assistant. I cannot say now how to deviate from this line so that a situation will not arise again which will unsettle my work...

I would hope that you would ask the Trustees to allow me an assistant of my own choice with established capacity, so that the stability of my work will be assured and a needless loss of time will be avoided.

Flexner to Einstein, April 12, 1937.

You have complete freedom to choose your assistant without consent of your associates or my consent. Simply tell Mrs. Bailey who and she will send notice.

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Mayer's case is entirely separate...

Eleven days after this Mayer applied for T. I. A. A. deferred annuity!

D, Einstein, A., 1934-44

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SCHOOL OF MATHEMATICS — Academic organization

ASSISTANTS — Academic Personnel

ROSEN — Biographical

MAYER

FLEXNER, A.

In confirmation of what Flexner had told Einstein by telephone: "You have the choice of your assistant absolutely in your own hands and...you are perfectly free to take on someone who has already been granted a stipend or a complete outsider, if you please, and in the choice of your assistant you have thus complete freedom. You do not need the consent of your associates or of my consent. If you would simply let me know whom you wish, Mrs. Bailey will send a formal letter so that the person in question understands/his relationship to you. In previous years you have selected Rosen who also held a stipend, and he was made your assistant.

"Professor Mayer's case is entirely separate and it has no bearing whatsoever on anything you may wish to do in the future."

A. Einstein. 1934-35

A. Einstein.

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1937

4/16
~~4/26~~ 4/17
4/21

GENERAL (Bryn Mawr) Relations WOAI

FLEXNER, BERNARD Biographical

PARK, MARION (PRESIDENT OF BRYN MAWR)

PANOFSKY, ERWIN

Park to Flexner, April 16, 1937.

Informs him that Bernard Flexner suggested inviting Panofsky or Herzfeld of the I. A. S. to deliver a series of the Mary Flexner Lectures in October and November, 1937. She and Panofsky have arranged a series of 6 lectures and asks Flexner's permission.

Flexner to Park, April 17, 1937.

Assents to the arrangement. Asks President Park if it is true that Bryn Mawr College is prepared to furnish $2500 a year for a three-year period to complete Miss Goldman's excavations at Tarsus. Goldman hopes to complete the excavation and write it up within four years, and will require $12,000 a year for the first two years and $6,000 for the third and fourth years. Flexner asks $2500 for the first two years each and

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$1250 for each of the third and fourth.

Park to Flexner, April 21, assenting to contribution by Bryn Mawr of $7500 for the term of the excavations.

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SCHOOL OF MATHEMATICS — Academic Organization

SCHOOL OF HUMANISTIC STUDIES

SCHOOL OF ECONOMICS AND POLITICS

FLEXNER, A. — Biographical

The first two schools may be ~~xxxxxxx~~ "regarded as stabilized." Flexner sees no need for any increased expenditure in humanistic studies and mathematics in the near future.

But the School of Economics and Politics needs development to match the other two, and particularly because the field of economics cannot be developed by a single person, even so able an a person as Riefler. But Riefler has opposed the several possibilities for appointment to the School. Flexner hopes that within the next year or two "one or two persons with the proper endowment and experience may be found...I shallnot hesitate to bring the matter to the attention of the Trustees, and the same is true of his two ~~xxxxxxxxx~~ associates."

He also asks for development of mathematical physics.

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

Strangely enough, Einstein seems alone in America as the first-rate capacity in the field. There are four or five in Europe, and possibly one or two may be brought to Princeton.

Trustees Minutes, April 19, 1937, pp. 3-4

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1937 5/13

PRINCETON UNIVERSITY — Relations WOAI

GENERAL — Corporation

MEMBERS — Academic Personnel

FACULTY

ENGINEER

FLEXNER, A. — Biographical

Flexner to Dodds, May 13, 1937.

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

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

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

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

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

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

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

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

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

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

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

"Finally, it is of interest to know, as I am told, that there is practically no competition for posts between the Graduate School of Princeton and the Institute. The graduate students are men who are candidates for their Ph. D. degrees and usually go into minor teaching posts. The men working in the Institute are mostly persons who have taught for a number of years and who have necessarily dropped behind more or less. They come here in order that they may bring themselves up-to-date. It is of course natural, and it is a source of satisfaction that the Institute has been in position from time to time to relieve really promising young Princeton scholars and teachers in order that for a year or more they may be enable to devote themselves unreservedly to further study and research. Every year one of the younger Princeton mathematicians has been thus helped. The same process is now beginning in the Department of Art and

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

D File. Dodds, Harold W.

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1937 5/13

PRINCETON UNIVERSITY — Relations WOAI

ROCKEFELLER INSTITUTE
PRINCETON, NEW JERSEY — Foundations

FLEXNER, A. — Biographical

BAMBERGER, LOUIS

Flexner to Bamberger, May 13, 1937

Recounts cooperative meeting with Dodds the day before, and he wishes the founders could have heard Dodds on the beneficial and stimulating effect of the Institute's presence and of the future possibilities of cooperation between the University and the Institute. "While the two institutions will of course permanently continue to be independent of one another, there is almost no limit to the good which they can accomplish by cooperation." He then says that both he and Dodds deplore the fact that and so do the Rockefeller Institute people that such close cooperation with the Institute is not possible because of the 6-mile distance.

D, Bamberger, Louis, 1937-1944

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1937 5/19

PROFESSORS (VISITING) Academic Personnel

MEMBERS

VEBLEN, O. Biographical

✓FLEXNER, A.

Veblen suggests that distinguished visitors be listed as members rather than as visiting professors.

Flexner agrees. May 31. Let each school do as it wishes.

IV-20

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1937 5/21

ARCHEOLOGY

GIFTS

FLEXNER, A.

GOLDMAN, JULIUS

GOLDMAN, HETTY

Academic Activities

Finance

Julius Goldman to Flexner, May 21, 1937, enclosing his check to Flexner's order for $20,000 "as a gift to the Institute for Advanced Study of Princeton to be applied towards its activities in archaeological research in Tarsus, Turkey."

Flexner to Dr. Goldman, Julius, May 22, thanking him for the gift, "which will itself go far towards removing all pressure from your daughter and those associated with her, but I cannot accept this gift without expressing my profound gratification that you should live to see Hetty attain worldwide distinction and recognition, and I trust that for many years to come you may be enabled to follow with continuing satisfaction the upward progress of her career."

D File, Goldman, Hetty, 1936-1944

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1937 5/22
5/26

GENERAL Gifts

GOLDMAN, HETTY Biographical
HARVARD Relations WOAI
FLEXNER, A.

Flexner to Leidesdorf, May 22, 1937.

Miss Goldman's forecase is that the Tarsus excavation should be completed in four years at a cost estimated to be $35,000 or $36,000. Bryn Mawr is offering $7,500 of that amount to be paid over a three year period. A gentleman primarily interested in the work sent Flexner a check for $20,000 which should be earmarked for Miss Goldman's work. There remains the sum of $8,000 which, I am sure, will be provided within the next few weeks, Flexner says.

Flexner to Goldman, May 26, 1937.

Transmits a message from Professor Paul J. Sachs of the Fogg Museum of Harvard saying they are unable to make any financial arrangements for Tarsus.

D File, Goldman, Hetty, 1936-44

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1937 5/26

PRINCETON UNIVERSITY Relations WOAI

FLEXNER, A. Biographical

DODDS, HAROLD W.

Flexner to Eisenhart, May 26, 1937.

Flexner sends a copy of his letter of May 13, 1937, on the constitution of the Institute racially, religiously, etc. as written to Dodds from Eisenhart.

D File, Eisenhart, Luther P.

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1937 5/28

GIFTS — Finance

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

RIEFLER, W. W. — Biographical

FLEXNER, A.

Riefler to Flexner regarding $50,000 to I. A. S. for endowing a visiting professorship in Economics at I. A. S.

Filed in Chronological File under 1937, 5/28.

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Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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1937 NOTES May 31 - June 23

SCHOOL OF MATHEMATICS — Academic Organization

STIPENDS — Academic Personnel

BOHR, NEILS — Biographical

VEBLEN, O.

FLEXNER, A.

THERE IS correspondence ~~xxx~~ between the two, and concern the amount of the stipend offered to Bohr. Flexner criticizes Veblen for offering Bohr $6,000 for one semester, and says it should be $1,000 a month. Veblen replies that it was Flexner, himself, who set the amount, and Flexner, after reviewing the conversation, gracefully bows and says that this is true. Then he suggests that Veblen in writing his personal letter to Bohr explain that it is the practice of the regular members of the staff who are, likewise, well paid, to do no work outside the Institute.

~~[illegible]~~ IV-4

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1937 Summer

BUDGET Finance

BUILDINGS AND GROUNDS Xxxiltieixx Facilities

FLEXNER, A. Biographical

BAMBERGER, LOUIS

Flexner (draft) to L. Bamberger (3/10/43)

Flexner visiting Bambergers at Murray Bay told by Bamberger wanted to acquire a site and erect a building for I. A. S.

A - Supplemental Budget Material, 1943 Vertical

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1937 July 3
July 9

SCHOOL OF MATHEMATICS — Academic Organization

BOHR, NEILS — Biographical

VEBLEN, O.

FLEXNER, A.

WIEFLER, W.

~~DIRAC~~

Veblen replies to Flexner's capitulation on the subject of Bohr's stipend, and asks whether anything has been done about Dirac.

Veblen to Flexner, July 3, 1937.

Dirac has been waiting to go to Russia, but Veblen doubts he should go to Russia considering the circumstances there. Dirac and Bohr are great friends, and it would be fine to have them both at Princeton at the same time. Then he asks a question. Last night he saw in the paper Morgenthal has

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asked Riefler to take charge of the gold buying of the government. Does that mean that Riefler would have to be in Washington, or will it be merely incidental to his other activities?

Flexner to Veblen, July 9, 1937.

I have done nothing about Dirac, nor am I until there is an increase in funds. Even so, Riefler has first call on the next million or two.

"The newspaper account you refer to is totally wrong. Morgenthau pleased with Riefler's account of the situation abroad, offered him a handsome honorarium and an official part-time connection with the ~~University~~ Treasury; he promptly declined both on the ground that, (1) he was on a full-time salary (not counting strictly high-grade educational or scientific work out of term), and (2) a Treasury post would put him in politics in appearance, if not in fact. When he reported the interview to me, I wrote Morgenthau reiterating his (Riefler's) and our position. ~~Ne~~ In reply, M. s ~~said~~ answer that he wished there were more such. I added that anyone in

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the Institute was free to say what he thought, but that no one would be responsible even in appearance for ~~xxxxxxxxxx~~ 'politics'.

~~V-File, Flexner, Abraham~~ IV-20

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1937 7/28

STEWART, WALTER Biographical

RIEFLER, WINFIELD W.

FLEXNER, A.

Riefler to Flexner, July 28, 1937.

Flexner has asked Riefler to do something that Leidesdorf wants done, and it involved Riefler getting in touch with Joe Willits. The correspondence is not in the file.

Riefler to Flexner, "As soon as I received your letter I wrote Joe Willits quite strongly and trust that he has done his best...I agree with you that Mr. Leidesdorf is practically a saint, and I am glad to do anything that I possibly can for him."

...

"After my telephone conversation with you I flew to New York and saw Walter Stewart. It certain seemed to me that he was in the mood to drop Case Pomeroy and come with us." He promised to visit Riefler at the Cape to discuss the matter.

D File, Riefler, Winfield, 1934-1939

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1937 August

GIFTS — Finance

SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

AYDELOTTE, F. — Biographical

✓FLEXNER, A.

FOUNDERS — Corporation

~~Flexner~~ File reveals no details of Flexner's talks with founders on further endowment to I. A. S., but shows that Flexner and Aydelotte conferred about it.

A. Flexner

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1937 August

GIFTS Finance

FLEXNER, A. Biographical

AYDELOTTE, F.

Several letters from Flexner to Aydelotte.

August 17, September 16, September 20 allude to intensive visits Flexner had with Louis Bamberger and Mrs. Fuld regarding further endowment. The first reference to it is a visit Flexner made to the founders at Murray Bay where they are spending the summer. The letters do not reveal how much was the gift or whether or not there were terms attached to it, because he saves details until he meets with Aydelotte which he does not do until well into September.

A. File, Flexner, Abraham

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1937 8/6

FOUNDERS Corporation

GIFTS Finance

FLEXNER, A. Biographical

Flexner to Bamberger August 6, 1937, from Magnetawan.

He submits to Mr. Bamberger draft of a letter such as might be enclosed in Mrs. Fuld's and Bamberger's wills enjoining upon the Institute what seemed to be the wise policy to be pursued in future years in the handling of its endowment funds. This was discussed by them when he visited the Bambergers at Murray Bay. He encloses the draft.

He is also working out a new by-law creating a budget committee and defining its functions. He is consulting Simon on the experience of the Rockefeller Institute in constituting its Budget Committee, which has been so successful in safeguarding the principal and in storking up the unused income of its funds.

The ~~proposed~~ draft of the proposed letter follows:

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From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

The following is a direct copy of the draft.

DRAFT OF LETTER FOR MR. BAMBERGER AND MRS. FULD

To the Trustees of the Institute for Advanced Study

We have had recent conferences with the Director of the Institute respecting the future of the Institute and the importance of conserving such funds as the Institute may receive in order that, when the opportunity for expansion or growth in a basic field arises, the Institute may be financially able to support advance.

We are grateful to the Trustees of the Institute for the extreme care which they have exercised in developing the Institute within a few years to a point where it has already won international recognition. We are naturally concerned that it shall maintain permanently the standards upon which it has been conducted and that it shall restrict its activities to fields and subjects of fundamental importance, raising its standards whenever the development of higher education in America makes ~~xiej~~ such elevation of standards possible. We

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wish to impress on the Trustees and their successors the importance of so conserving the endowment of the Institute that, as advances become advisable and feasible, funds will be at hand with which to support them.

In our recent conferences with the Director it was made clear to us that additional income to the extent of $250,000 or $300,000 could be employed within the next few years for the logical development of the Schools now in existence, provided personnel equal in capacity and ability to the present personnel of the Institute can be found; but the possibilities of usefulness on the part of the Institute will not end with this expansion. It leaves out of account such important subjects as history, literature, etc., as well as the experimental sciences. Fortunately the Institute need not undertake to develop any subject unless it possesses the requisite funds and can find the proper persons. This we regard as fundamental to its spirit and ideals; this letter is written by the Founders in the hope and expectation that the Trustees and the Faculty will keep continuously in mind a long-range policy of development either in fields now

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cultivated or in new fields into which development may be deemed important hereafter. Unspent income should normally at the end of every year, in our judgment, be added to the capital funds of the Institute, thus gradually increasing the income available for the purposes of the Institute, as it expands in future years.

With deep appreciation for the services of the Trustees and the Faculty, we are

Very sincerely

D. Bamberger, Louis, 1937-1944

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1937

8/7
8/18

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

FLEXNER, ABRAHAM

Biographical

MAASS, HERBERT

Flexner to Maass:

"I had a very interesting time with Mr. Bamberger and Mrs. Fuld, going over the past and sketching the future development of the Institute as far as it can now be foreseen. A point which I stressed very emphatically was the following: there are certain fields like mathematical physics and economics and politics, in which if we can find the men we are prepared to advance now, but the resources of the Institute - principle and income - should be so expanded that we will have in hand money for future development and avoid expansion up to the limit of our income, which is now crippling almost every other institution in this country. This was a point of view in which Mr. Bamberger and Mrs. Fuld thoroughly sympathized. I feel no doubt that, if we can find the persons, there will be no trouble about the funds.

"Mr. Bamberger and Mrs. Fuld were both extremely well. I am sure they were wise to go to a cool place this summer, largely on account of Mrs. Fuld's health. They like

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the hotel, which I also found most satisfactory. Mr. Bamberger keeps his excellent health, and Mrs. Fuld has made a very distinct improvement. The weather is delightfully cool without being chilly, and the situation of the hotel over looking the mouth of the St. Lawrence is really superb!"

Maass to Flexner:

"The news of your conversations with Mr. Bamberger and Mrs. Fuld is of tremendous interest. As you know, I have always been confident of their intention ultimately to give us a substantially increased endowment, and as you say, 'if we find the persons there will be no trouble about the funds'. With no desire of course to hurry you in your selections my only concern is that the program of expansion be enacted during the period of your own activities, and this I am most hopeful you will bring about."

Source: IAS Trustees - Maas, Herbert H.

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SCHOOL OF ECONOMICS AND POLITICS — Academic Organization

RIEFLER, WINFIELD W. — Biographical

FLEXNER, A.

JONES, TOM

LEITH-ROSS

Flexner to Riefler, August 10, 1934.

Jones knows Keynes, Clay, Pigou, Robbins, Leith-Ross, Norman, etc. He thinks that Leith-Ross is the ablest economics of the whole group. He thinks that Clay is "in capacity not superior to a good university professor."

Leidesdorf's son was not admitted to the University of Pennsylvania. Did Willits exert hi mself in the matter?

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

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1937 8/13

RIEFLER, WINFIELD
FLEXNER, A.
LEITH-ROSS
STEWART
LEIDESDORF

Biographical

Riefler to Flexner, August 13, 1937.

Flexner has written Riefler that T. J. (Tom Jones) has suggested Leith-Ross for the School of Economics and Politics. Riefler says in this letter that he never had thought of Leith-Ross because his position was so enigmatic that he is not one of the men whom Riefler saw in Europe. He says it might well be that LeithRoss comes closer to what we want than Clay. He will talk to Stewart about it.

"No, Stewart has not yet shown up, and I am writing to find out why. I should certainly feel that we have hooked a whale when we get him signed up. He is the most elusive person one can imagine. When I saw him last early in July he spoke quite confidently of going to England in the fall and of signing up Clay while he was there. That was one of the things that made me feel he had practically decided to come with us himself.

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At the same time he showed he was thinking through our problem by saying that he was not sure but that Siepman (at the Bank of England) would not be more to our purpose than Clay...I simply said that our most important task now was to get him (Stewart) and that then we would make our next move. If his judgment favored someone else over Clay, that was acceptable to me."

Apparently the Leidesdorf matter with Joe Willits concerned Leidesdorf's son at Penn State.

Leith-Ross, he says, was in something of an eclipse in the spring, contrasting with the situation in 1930-33 when he was the acknowledged brains of the Treasury.

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

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1937

8/19
8/26

BUDGET COMMITTEE	Finance
SCHOOL OF MATHEMATICS	Academic Organization
FOUNDERS	Corporation
FLEXNER, A.	Biographical

Flexner to Mr. Bamberger, August 19, 1937.

He sends a proposed by-law which comes from Simon which has been worked out over a long period of years by the Rockefeller Institute which he has adapted to the purposes of the Institute for Advanced Study. (Abraham has adapted it). Though the draft is attached to a letter of August 19, that is probably a clerical error; the draft follows:

"The Budget Committee shall consist of three members with the Director and Chairman of the Board, ex officiis.

"It shall be the duty of the Director to ascertain from the Treasurer the amount of income which will be available

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during the following year. From this sum --- per cent shall be deducted to be held as reserve. Each School shall submit to the Director its recommendations as to its needs and plans for the coming year. These recommendations shall be considered and amended as may be deemed advisable by the Director and the Chairman of the Board. The sums requested by the several Schools and the general budget based thereon as recommended by the Director shall be submitted by the Director to the Budget Committee with power to amend. The budget, as approved by the Budget Committee, shall be submitted to the Board at the annual meeting.

"Unexpended balances at the end of the fiscal year shall be returned to the treasury.

"No professor Trustee shall be a member of the Budget Committee."

D, Bamberger, Louis, 1937-1944

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SCHOOL OF MATHEMATICS — Academic Organization

FOUNDERS — Corporation

VEBLEN, O. — Biographical

FLEXNER, A.

TAUB, ABRAHAM

Flexner to Mr. Ramberger, August 19, 1937.

Sends a letter from the President of the University of Washington (State of Washington) showing how the influence of the Institute has been extended over a wide territory from Princeton to the Pacific Coast. "Last year the President of the University of Washington came to us in order to find a young instructor. The mathematicians recommended a young Jewish scholar, Dr. Abraham Taub, who went out not only to teach mathematics but to see what he could accomplish in stirring up an interest in modern mathematics in that section. Towards the end of the first year he had succeeded in so interesting his colleagues that Professor Veblen was invited

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to come out this summer [1937] to give a course of lectures.// ... Now as the end of Veblen's work approaches, the President of the University writes to ask if we cannot continue this sort of cooperation, the results of which will be in time that the University of Washington willpossess not a branch of the Institute but its own independent and thoroughly modern school of mathematics operated by its own funds. You may be sure that the example set by the University of Washington is not altogether a novelty."

D, Bamberger, Louis, 1937-1944

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1937 8/25

BUILDINGS AND GROUNDS Facilities

✓FLEXNER, ABRAHAM Biographical

MAASS, HERBERT

Flexner to Maass:

"You were quite right in your recollections that the Executive Committee voted ~~in~~ a sum up to $10,000 for the rehabilitation of the Olden Farm. I kept the item out of the docket because I meant to ask you to draw a resolution safeguarding and defining its expenditure and have so written Mr. Leidesdorf. I had no intention of waiting indefinitely, but first you went to the Coast and then I went to Phoenix and the thing just slipped my mind. I really came away thinking that I had attended to it. Long before this reaches you Mr. Leidesdorf will have a statement of the fact and, when you get back, we will draft a resolution which will be incorporated in the minutes of the Executive Committee meeting held last December so that the appropriation will be technically authorized.

"I am drafting a new by-law setting up a Committee on Budget, for, if the funds of the Institute increase perceptibly, we ought now to be able in the light of experience to follow a more definite procedure than has been possible up to the present time. I am drawing upon the experience of the Rockefeller Institute, for they went through the same evolution through which we have come..."
SOurce: IAS Trustees - Maass, Herbert H.

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1937 9/2

SCHOOL OF HUMANISTIC STUDIES

PRINCETON UNIVERSITY

FLEXNER, A.

DODDS

PANOFSKY

Academic Organization

Relations WOAI

Biographical

Panofsky to Morey, September 2, 1937.

Discusses a letter from Flexner to Panofsky about Panofsky's suggestion that a certain stipendiate receive a grant-in-aid of $1500 suddenly made available to the School of Humanistic Studies. Panofsky quotes Flexner as follows:

"'I shall be very happy to have Forsyth as a member of the Institute, but I have an understanding with President Dodds that no appointment of a member of the Princeton Faculty is to be made by the Institute without having first

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received his approval...I would suggest, therefore, that Professor Morey take the matter up with President Dodds and communicate to me any decision that President Dodds may make, and that no formal announcement be made to Professor Forsyth for the coming year until this formality has been complied with.'"

Panofsky files - M - 1933 1936-48

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1937 9/16 9/16
9/20

POLICIES Administration

PANOFSKY, ERWIN Biographical

FLEXNER, A.

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 think it

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
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matters to you 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 MissFrick, and that is something that may prove worth while to you and your students."

D File, Panofsky, Erwin, 1936-1944

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1937 9/25

MEMBERS — Academic Personnel

POLICIES — Administration

✓FLEXNER, 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

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1937

9/27
9/29

BUDGET

Finance

AYDELOTTE, F.

Biographical

FLEXNER, A.

Aydelotte to Flexner, September 27, 1937.

Approves the idea of a Budget Committee as complexity in the budget with the growth of the Institute increases. Also expresses approval of the reserve, "although there are times when, in my opinion, it is not advisable to accumulate a reserve." Fluctuations of security prices, etc. He thinks reserve funds should be accumulated duringa period of prosperity and pm spent during a period of depression, and he is not sure that the language of the resolution provides for this.

Flexner to Aydelotte, September 29, 1937.

The point Aydelotte makes about the reserve was also made

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

by Percy Straus.

"You know college faculties. They will spend anything they can lay hands on, and probably for the most part to good purpose, but, on the other hand, the head of an institution has to look to the future, and even to the distant future, and with that in mind has to reserve something for a rainy day even though a fine immediate use could be found for it."

File I-7

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1937 9/28

PRINCETON UNIVERSITY Relations WOAI

LIAISON COMMITTEE Corporation

FLEXNER, A. Biographical

Flexner to Hardin, September 28, 1937.

Notice of a dinner meeting of the Liaison Committee at Princeton Inn, 7 o'clock, November 19.

JRH Correspondence from January, 1937 to December, 1939

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1937 9/29

GENERAL Finance

GENERAL (By-LAWS) Corporation

FLEXNER, A. Biographical

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

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

D File, Straus, Percy S.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1937 9/29

GENERAL Finance

FLEXNER, ABRAHAM Biographical

Flexner to Percy Straus; he asks Straus for any objections to the proposed by-law that he may have. Flexner does not see how the proposed by-law will restrict the freedom of the Board. "It sets aside a sum of money as a reserve fund, but it does not add this reserve to endowment, which cannot be touched...The advantage of putting this provision in the by-laws is that it becomes automatic and regular procedure, but can, of course, be suspended whenever conditions warrant.

"At the present moment almost every college and university in the United States is pinched because they have provided no such reserve. The exception is the Rockefeller Institute...because they have had almost from the very beginning a by-law like the one I am proposing, and as a result they had accumulated reserve enough to protect them against the consequences of depression and even to enable them to expand, precisely as they would have expanded had conditions been normal."

Source: A File IAS (home)

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1937 10/5

DIRECTOR Administration

AYDELOTTE, F. Biographical

FLEXNER, A.

Flexner to Aydelotte, October 5, 1937.

Suggests he stop in before the October meeting.

File I-7

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1937 10/8

DIRECTOR Administration

AYDELOTTE, F. Biographical

FLEXNER, A.

Flexner to Aydelotte, October 8, 1937.

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

(1) The development in economics and politics

(2) The range of institutions in this country and Europe from which we have had workers

(3) The building

(4) The other subjects from which future activities may be selected from time to time, without, however, any haste.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

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

File I-7

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1937

10/13

10/15

GENERAL (SEAL) — Corporation

BAMBERGER, LOUIS — Biographical

✓FLEXNER, A.

MAASS, HERBERT H.

Flexner to Maass.

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

D. Maass.

Beatrice Stern Research Files: Biographical Card Files: Box 2: Flexner
From the Shelby White Leon Levy Archives Center, Institute for Advanced Study, Princeton, NJ, USA.

1937 11/1

BENEFITS Academic Personnel

SALARIES

✓ FLEXNER, A. Biographical

Bailey to Maass.

Transmits data for pension study. Lists Flexner's salary as $15,000 and pension as $8,000.

D. Maass.