

~~1945-1946~~
BUILDINGS AND G ROUNDS
(MAXWELL PROPERTY)

Facilities

Purchase 130 acres including 3 houses for Robert D.
Maxwell concluded in 1945 or 1946--

Papers filed in Vertical under "B" for Buildings and Grounds.

D, Maxwell

SCHOOL OF MATHEMATICS

Academic Organization

PAULI

Biographical

Appointment to the faculty of the School of Mathematics authorized at the meeting of the Executive Committee June 5, 1945.

Appointed to Visiting Professorship in the School of Mathematics October 19, 1945.

In view of offer of \$12,500 by Columbia University, Institute offered him \$15,000 effective July 1, 1946.

Pauli accepted acceptance from pos. & (as) expected in V.P. for 1 yr.
October 18, 1946 the Director reported to the Trustees that Pauli has decided to resign ~~as commissioner~~ ^{his position} at the Institute and will remain in Zurich.

The Faculty of Mathematics meeting November 29, 1946 discussed offering Pauli a permanent membership, but it was thought that this sort of arrangement might be misunderstood outside and would not increase the chances of Pauli's returning to the Institute.

Minutes, Executive Committee, March 19, 1946

1945-47
GENERAL

Finance

AYDELOTTE, F.

Biographical

Dr. Aydelotte's entertainment expenses for above years.

See Source.

FA (Elsa Jenkins) 3/19/57, File No. 7.

Resume Viner appointment.

- 2/27/45 WWS agenda SEP mts: Should Viner be considered for appt?
No decision; whole question appts to SEP to be considered
carefully. Also move to bring part of NBER operations
to Pctn considered.
- 5/5/45 Earle to Viner hoping he will reconsider Univ's offer.
- 5/11/45 FA to Dodds: persevere with effort to get Viner for Univ.
Offers help. Suggests visit to Dodds to help--with WWS.
- 5/15/45 WWS to FA. SEP will nominate Viner, and with fac. approval
FA will get authority appoint him. Action desirable,
but no action be IAS to be taken until IAS consults Univ.
and is sure Pctn U. will "welcome him to Pctn as member
of Inst. fac. if he declines Univ. invite.
- 5/22 Fac. approval with Veblen's help vs. AE, who stooges and
says Viner not as imaginative as Siegel, who couldnt be
formally nominated by SM because of ltn to one--Pauli.
Com. on Appts approves Viner Pauli and Siegel, leaving
AHS without new member.
- 5/23/45 WWS to FA. Has seen Douglas Brown and offered help to
bring Viner to Pctn community. "told him that while
we had Viner under consideration for an appointment
to IAS we wd make no approach to him until after a
decision had been taken as to whether he wd accept an
invitation to the Univ. and that we actually would pre-
fer to have him become a member of the faculty of econ.
of the Univ. rather than of the Inst."
- 6/29 WWS opines Viner ^{about} to decline second offer Univ.
- 7/2/45 WWR opines Viner will accept. Saw him in NY. Says Viner
thinks he will be so much at IAS his Univ. colleagues
"will be embarrassed." WWR suggests perm. mbshp at IAS
with pfshp Univ. Needs clerical help, travel money, sti-
pend? WWR suggests jt. apptmt. be worked out with Dodds.
- 9/4/45 WWS office memo conversation with Dodds. Viner still unde-
cided. WWS found economists Univ. against jt. pfshp with
Inst. as Aydelotte had suggested to Dodds. Dodds says
econ. want Viner for insipration and spark plug for grad.
students. Div. with IAS might lose Pctn U. the benefits
of Viner's "companionship". But Dodds wd consider jt offer
before seeing Viner lost to Pctn community.
WWS tells dodds he has never told Viner of IAS authority
to appt. nor idea of jt appt. But WWS tells Dodds what
Viner wants: recognition of connection with IAS; a house;
ltn hrs teaching.
Dodds tells WWS Univ. going in heavily for Intl Finance
an Trade (per WWR's suggestion?)
- Meanwhile (5/17, 5/18) WWS cooperates with Earle in getting
Fac. Com on Pol. to approve long mbshps in general and

with Goldenweiser in particular in mind. On 10/6/45 Earle advises FA that WWS, WWR, and RBW agree deferral of invitation to Viner in favor of immediate offer to S.E. Morrison.

10/6/45 ~~if~~ Informal meeting SEP; Earle to FA. Viner still undecided. They agreed that if he comes to Pctn purpose served. If not, it wd be unwise "for a number of reasons to extend him an Inst. offer in the immed. future." Suggests Morison.

12/18/45 Morison appt auth'd by Exec. Com.

2/4/46 Earle informed Fac. that Viner had accepted univ. appt and that Morison declined leave Pctn at advanced age/

2/16 Memo files Marston Morse Chm Stdg Com. Dodds says Viner has accepted. Sees no way announcing membership IAS w/o confusing situation, therefore leaving it our. Morse agrees.

2/28/46 Morse informs Viner he is member IAS for coming aca yr.

3/14/46 ~~Dodds~~ to Morse ~~xxxx~~ acknowledging Morses corresp. with Viner about mbshp. Public is confused, but Dodds and econ. faculty arent. "I am bringing up the rumor merely that the two organizations may cooperate in setting the facts straight if and as the occasion arises. (Implic. Viner used information in Chicago.)

See interviews Viner, WWS, WWR, Richter, Howard.

* 10/19/45 (L. M. G. and others) Viner has declined Pu. but says IAS shd now not offer him a position P-9.

1945
BENEFITS

Academic Personnel

SALARIES

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

SCHOOL OF MATHEMATICS

SCHOOL OF ECONOMICS AND POLITICS

Copies of correspondence between Flexner and professors on salaries and pensions. Submitted to Maass by Aydelotte January 5, 1945. Valuable--not otherwise available--some instances Flexner's position as of 1945 and Aydelotte's--Valuable--See File.

A, 10/18/56 Mat. for Trustee Committee on Institute Policy

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

School documents and memos.

Filed in Vertical File under "E" for School of Economics
and Politics.

D, School of Economics and Politics

BUDGET

Finance

~~Budget-for-the-three-academic-years,-1945~~

An annual budget of \$12,000 for an assistant, for an secretary to the assistant, for travels, for the editor's per diem, quarters for C. L. A. abroad and contingent fund of which the Institute furnishes \$4500, leaving a balance of \$7500 which multiplied by three amounts to \$22,500 to be found outside of the Institute.

D, Lowe, E. A.

GENERAL (STATE -- BATTLEFIELD PARK)

Government Relations

Resumé Minutes 12/18/45 - 4/21/50 and copies letters
1950 I. A. S. to Driscoll.

Filed in Vertical File under "B" for Battlefield Park.

D, Princeton Battlefield Park

JEWETT FELLOWSHIPS

Foundations

SCHOOL OF MATHEMATICS

Academic Organization

~~REWEETX~~ JEWETT, FRANK B.

Biographical

VEBLEN, O.

A pamphlet, "The Frank B. Jewett Fellowships in the Physical Sciences" filed in Vertical File under "F".

Three Jewett Fellowships at I. A. S. 1948-9: Karplus, Olum, and Thomas.

D, Jewett, Fellowships

1945-1955
CONTRACTS (?)

Government Relations

SCHOOL OF MATHEMATICS (Spec. funds
for math. studies (Exp.))

Academic Organization

FINANCE GENERAL

Finance

		<u>Income Received</u>	
	1945	\$ 15,504	
	1946	29,233	
Fiscal	1947	41,820	
	1948	88,781	(Sched. 13)*
	1949	122,206	(Sched. 12)*
	1950	95,904	(Sched. 12)*
	1954	146,385	
	1955	134,000	

* Government contracts include A. E. C.

SCP?

Treasurer's Reports

INSTITUTE HISTORY (GENERAL)

Institute History

EARLE, E. M.

Biographical

This file reveals very heavy correspondence from Earle to Oppenheimer, and only a few answers from Oppenheimer in the most non-committal tone; although Earle acknowledges letters from Oppenheimer in specific terms which are not in the file. They must be in personal files.

D, Earle, Edward M. - 1945

1946
LEAGUE OF NATIONS

GENERAL

Government Relations

Publications

Publication for year of League of Nations group.

Bulletin #12, October, 1946, pp. 23-31

FULTON, JOHN F.

Biographical

STRAUSS

A note in Fulton's Diary brought Lew Weed and a
brilliant young New Yorker named Strauss on the Board.
Grooming the latter to succeed Leidesdorf as Treasurer.

Fulton's Diary

1945
SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

ECONOMICS

Academic Activities

NATIONAL BUREAU OF ECONOMIC RESEARCH

Foundations

Statement of nature and organization of N. B. E. R.

Filed in Vertical File under "N".

D, National Bureau of Economic Research

SCHOOL OF MATHEMATICS

Academic Organization

VEBLEN, O.

Biographical

PAULI, WOLFGANG

OPPENHEIMER, R.

Memorandum called "Report Concerning New Permanent Appointments in the School of Mathematics." by Weyl

(1) Theoretical physics. A copy which must have been submitted to the ~~Faculty~~ School of Mathematics Faculty prior to general Faculty meeting and probably resulted in the selection, since Pauli was appointed by the Executive Committee at a meeting June 5, 1945. (See Minutes of that meeting).

The report is an analysis of the work, character and the quality of Pauli and Oppenheimer. It is apparent that in this first (so far as records reveal) consideration of Oppenheimer as a theoretical physicist by the School of Mathematics. ~~XXXXXXXXXX~~ ~~XXXXXXXXXX~~ Pauli was selected over him.

The file other wise consists of year-by-year accounts of the stipends and stipendiates of the School of Mathematics, and, obviously, Veblen's placing the memorandum in this file was a little bit of calculated prejudice.

At the time of the memorandum, Pauli was 44 years old, Oppenheimer, 40. The final comparisons, and this memorandum does not attempt to recap the specific qualifications of each man in theoretical physics, is that "Pauli's command of the mathematical apparatus was, is, and will probably always be far the greater. Regarding qualitative insight, O. since he reached his full stature, comes closer to P. In inspiring other physicists, they are on the same level, perhaps O. even a little above P. as far as their influence on experimentalists on the spot is concerned. But certainly O. has made no contributions to physics of such fundamental nature as Pauli's exclusion principle and analysis of the electronic spin. Physicists outside our own circle agree with this opinion, or express themselves even more strongly to the effect that Oppenheimer is one in a series of younger physicists of nearly equal rank--the names of Gamow, V-7, School of Mathematics, Miscellaneous

(Memo. continued

Bethe, Wigner and Heitler are mentioned--but that they are all several degrees lower than Pauli in originality, depth and lasting influence."

The memorandum here quotes from Professor Rabi:

"Pauli is more suitable because of his great powers of critical evaluation of a problem and his fundamental point of view.

'As a close neighbor of the Institute for Advanced Study I can ~~say~~ say with the greatest sincerity that I would regard the appointment of Pauli to the chair of theoretical physics in the Institute as a tremendous help to myself and to the whole community of physicists in the metropolitan region. He would be a great integrating influence and by his presence and example greatly raise the intellectual level of theoretical physics in this community. Oppenheimer, although he would be a great addition to the community, is not sufficiently above the others to have the same effect. Pauli for many years has been the conscience and the criterion of truth for a large part of the community of theoretical physicists.'"

In the ultimate conclusions, a letter from Dirac in Cambridge sums it up with, "Pauli has the stronger claims."

January

1945
EARLE, E. M.

Biographical

Review of "Makers of Modern Strategy" in Contemporary
Review, January 1945.

Filed in Chronological file under 1945, January.

D, Earle, E. M.

Review of "Makers of Modern Strategy" in Contemporary Review, January 1945.

fel
web fel
Earle

The object of this valuable and fascinating work is to trace the evolution of military thought from the days of Machiavelli till the present. The chief actors, from the military standpoint, of the great historical dramas, "The Great Captain," Turenne, Gustavus Adolphus, Washington, Wellington, and even Napoleon, make their appearances but fleetingly, and no attempt is made at detailed analysis of their battles or campaigns. The compilers are principally concerned with the reaction of the military man of action upon the military man of letters and of thought. Thus it is less Napoleon as the strategist and tactician who enters into the picture than Napoleon as the unintentional inspirer of Jomini and Clausewitz. This is a mode of approach which lends to the present work an individuality of its own, sparing it from an infinity of repetition of facts already known to the professional reader, and familiar even to the lay public. To some extent a commentary upon commentators, it is constructive as well as critical, although, as is perhaps inevitable with a work of this description, the constructive elements are rather implied than stated outright. The five sections of the work are devoted (I) To the eighteenth century, (II) The nineteenth century, (III) To the First World War, (IV) From the First to the Second World War, (V) Sea and Air War. Each section has a varying number of chapters which, under the editorship of Professor E. M. Earle, are contributed by writers such as H. Rothfels, Sigmund Neumann, Felix Gilbert, already known to European military thought. Among the American contributors, Gordon A. Craig, R. R. Palmer, Derwent Whittlesey, show particularly wide range and deep understanding. Although there are European contributors, this is, in fact, a distinctively American work, hallmarked by American thoroughness, attention to detail, directness and simplicity. The English soldier, familiar with American military writing, may perhaps venture the comment that the American average is lower than our own. The American "popular" military writer tends uncritically to repeat the worst fallacies of our own "popular" brand, and usually makes bad worse. But the American best is unsurpassable, and Makers of Modern Strategy is definitely of America's best. The English soldier reads it with a touch of envy mingled with his warm appreciation. For this is the sort of book which in England, under present conditions, is simply unpublishable. The authors have no special fad to air, no fierce reproaches to ventilate. They are content to make an honest workmanlike study of their problems; there is no "playing to the gallery," no effort at popularity. One hates the word "scholarly" as applied to a military work, but scholarly is the word which best describes the author's mental outlook. Professor Earle has brought to the study of war the spirit of American scholarship at its very best; and if the real business of scholarship is to prepare a man or woman to solve successfully the problems of everyday life, then we may hope that this spirit of American scholarship applied to war will be of genuine advantage to America herself and to all mankind.

Among so much that is of burning interest, it is perhaps particularly the chapters on Delbrück and Haushofer which merit comment. Delbrück was the earliest exponent of the art of making military history live, the first to analyse military legends handed down to us in the light of terrain, supply services, etc. His conclusions revolutionised existing concepts and aroused embittered controversy. Thus he maintained that at Marathon the Persians were probably inferior in numbers to the Greeks, and that Alexander destroyed armies not much superior in numbers, if at all superior, to his

- 2 -

own. Few can doubt that he was quite right in all this; yet, years after his death, we had a school of thought, both in England and France, which talked of the Persian "hordes" scattered by "small" Greek or Macedonian armies, and predicted that the evolution of the tank would lead to the similar passing of conscript "horde-armies." It was Haushofer who introduced to Germany the doctrine of Lebensraum--living space--the concept that every nation has a right to the geographical area needed to satisfy its economic needs. Since in peace there is no insuperable difficulty in importing goods across custom-lines this is essentially a war-doctrine the real aim of which is war-time self-sufficiency. To get, however, full war-time self-sufficiency, it would be necessary to conquer the whole world, for otherwise there would always be certain products which must be imported. In the limited space of a review it is impossible to do more than mention the chapter on Japanese naval strategy, and that on Adam Smith, Hamilton, and List. It is, however, a strange lapse in such an excellent piece of work to find so inaccurate and undignified a phrase as "the conservative brass hats of the British Admiralty." "Brass hats" is an Army, not a Naval, colloquialism.

Victory Wallace Germaines

January

FULD, MRS. FELIX

Biographical

Aydelotte secured for Mrs. Michael Schaap a photograph of Mrs. Fuld in her younger years which he had reproduced and sent to various ~~members~~ of the older trustees.

D, Schaap, Michael

1945

January

" Translation FA'S hdwrt'n notes for phone conversation with Moe

Page 1

Moe

answer to and ask advice

(after mli) mind changed by faculty--Maass gave hint of faculty opposition.
I thought so too. Find I was wrong. No dissension
there (Riefler, -Stewart-Warren)
Willing to take medicine but glad to remain for constructive
work. Faculty 65 Director 70

Find what opposition proceeds from AF. ⁵ (see mli)
Plots--clandestine visits to Pctn and _____ to Stewart--

(havinia) Miss Bamberger's comment (May lose another bequest)

Attack on FA'S reputation

Dissension--none in faculty-- (not sure via the Economists?)

how important in Bd

M & L vs. Douglas and Wolman. Moe deciding vote.

Page 2

Dissension caused by my retirement disastrous (Quote
Riefler) Scandal.

Fac. position--why not let good healthy situation alone

Not easy to run--FA can do it.

Plans: faculty resentment--not Brookings.

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

(Following notes on Moe's comments, apparently) ^{after telephone talk}

AF charges before Com. (Pol. TR) January 9

FA right to attend and answer

May obviate (meeting with) Fac. Com. (on Pol) (Sched for 10a)

Refutation regardless of retirement

Page 3

AF'S bitterness

Veblen and Einstein

Lowe and Herzfeld

War work

Schaap on Bd

Wes (Dauncey)

Miss Eichelser 4000-2000

de Tolnay--Panofsky

FA--outside activities

Send Maas files abt
salary increases

Page 4

Dr. FA rather than Fac. Com Jan 10

if Com (TR) not willing to see us together.

Reputation more important than continuation.

AF and FA opposite in all respects

Bd must decide between us

Fac. opinion.

Financial management

Selection of scholars--AF 50%

Administrative skill

If you do not world of scholars will.

-file FA's notes

Page 1

masses
small

work. Faculty 65 Director 70

Find what opposition proceeds from A.

p. 3 v 4

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

PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

TRUSTEES

Corporation

AYDELOTTE

Biographical

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

Answer Trustees and ask advice.

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

Faculty 65, Director 70.

Visit to Stewart?

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

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

(page 2)

Dissention caused by my retirement disastrous (Quote Riefler)--scandal. *This explains comment also from letter Riefler sent 1-1*

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

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

AF charges before Com Jan. 9

FA right to attend and answer.

May obviate fac. com. (appearance on 1/10?)

Reputation regardless of retirement.

page 3

AF's bitterness

Veblen and Einstein

Lowe and Herzfeld

War work OSRO early high DBW WWS

Schaap on Board

WCS

Miss Eichelser--4000--2000

de Tolnay--Panofsky

FA--outside activities

send Maass facts
about salary increases

FA rather than fac. Com. Jan. 10

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

AF vs. FA opposite in all respects.

Bd must decide between us

+++++

Fac opinion

Financed management

Selection of scholarships/ AF 50 %

~~Selection of~~

Administrative skill

If you do not world of scholars will

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

where found

in FA's home files

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

This hinges on FA's request of March to find out what bothered
Flaxman. It was between Fac Pol Com's request (12/11/44)
for audience w/ Fac Pol. Com.

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

January - February

FOUNDERS

Corporation

PUBLICATIONS GENERAL

(Bulletin # 11)

Publications

AYDELOTTE, F.

Biographical

See this file for preparation of Bulletin No. 11 by Aydelotte, and note that the almost parenthetical allusion he proposed making to the founders subordinate to "history and organization" was changed when the bulletin was actually published to five pages of material eulogizing the founders and at the same time giving a history of the beginning of the Institute.

In this Bulletin it is stated (page 3):

"One purpose of the founders, that the Institute should confer the Ph. D. degree, was during the 1930's, with their full approval, abandoned. It is licensed to do so under its charter, but experience has shown that the need of facilities for post-doctoral research are so much more urgent and so much less fully met in other places, that the Institute has concentrated

upon this field."

"As it has developed, the Institute has become not a college or a university or a research foundation. It is an institution in which a small permanent group of professors, etc...."

(Who wrote this account and after what decisions were made where) Verah 12/23/44 wrote bulle. A dredged up the license to issue Ph D's after 1934 Bd minutes, & then yielded to V's interpretation

A Bulletin (Attic) Vertical

1/2
Revised 4/9

DIRECTOR

Administration

POLICIES

PARTICIPATION IN ADMINISTRATION

Academic Personnel

BENEFITS

Policies of the Institute regarding scholars.

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

Marked to show modif. by Mason & Ward in part.

Appendix: drops of policy statements.

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

Revised April 9, 1945
January 2, 1945

The intention of the donors in establishing the Institute for Advanced Study as outlined in their letter to the Trustees of June 6, 1930 was to found a small institution of the highest possible quality with the two-fold purpose of making original contributions to knowledge and of training young scholars in research and in the ideals of scholarship. In order to accomplish these ends, the following policies have been worked out by the Directors, Trustees and Faculty:

(1) That the members of the staff should be men and women capable of creative work of the highest possible excellence judged not merely by national but by world standards.

(2) That the scholars in the Institute should enjoy complete freedom in their work, that there should be no attempt at planning or regimentation, that they should be left on their own responsibility to do what seemed best to them in research and in the direction of the activities of younger men.

(3) That in the consideration of men for the staff or for membership in the Institute, no account should be taken of race, sex or creed.

(4) That while the Trustees have the ultimate legal authority, the actual control of scholarly and educational policies should be in the hands of the Director and Faculty.

(5) That appointments to the staff of the Institute should be made only with the advice and consent of the Faculty.

(6) That the members of the Faculty should have the dignity and security which come from adequate salaries and retiring allowances.

- 2 -

*Amended
this?
Submitted 7
4/24 sq. dist.
45.*

(7) That in order to secure cordial and cooperative relations between Trustees and Faculty, certain members of the Faculty should, as suggested by the donors, be chosen to become members of the Board of Trustees.

*Amended -
9. 9. 45 should be
re-emphasized
in document*

(8) That the Institute should not be permanently committed to any particular field of research but that different fields might be cultivated or abandoned from time to time according to their importance and according to the men available to represent them. These policies were most of them stated or implied in the letter of gift. They have been repeated and emphasized many times by the two Directors and have been accepted by the majority of the members of the Faculty and Board of Trustees. They are the foundation upon which we must build.

These policies constitute, however, only a foundation. The Institute is a young institution and for various reasons it has not hitherto been possible to establish upon the basis of these fundamental policies a superstructure of orderly procedure and precedent. With the new era now opening before us, the Trustees, Director and Faculty are faced with this responsibility. The task is a difficult one and we shall hardly succeed unless we have a clear conception of the goal we are trying to reach.

Essential to the success of the Institute is the quality of the group of professors who constitute its nucleus. No professor should be appointed who is not already an eminent creative scholar. Second-rate men, however, meritorious, are a handicap. The best method of maintaining the quality of the Institute at the highest level is to require that appointments recommended by the Director should first be approved by the Faculty. The same principle should be applied to the selection of a Director when the

*So that in
considering the Dir. we the Fac.
will
shall have the benefit of the Fac's advice.*

Submitted to

** 1160: as appears in memo
4/20/45.*

- 3 -

occasion arises. The unity of the Institute ^{will best} cannot be preserved unless ^{by the members} the Trustees make it their policy not to appoint a Director or a Professor who is not supported by the majority of the Faculty. On the otherhand, ^{then} the Trustees are the court of last resort and are free at their discretion to approve or disapprove any recommendations made to them by Director and Faculty.

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

^{on it} Finally it should be repeated that the interests of the Institute and of scholarship in general will best be served by allowing members of the Faculty the utmost possible freedom in their work. Men and women of the high type we are seeking cannot be regimented. Their work cannot be planned for them. They may themselves choose to collaborate on a given task, but no enforced collaboration, no organization of team work, no planned research will ever work with first-rate minds.

^{on it} Dr. Flexner has put this point very well in an article which he wrote a few years ago on "The Usefulness of Useless Knowledge."

^{on it} "What Rutherford and others like Bohr and Millikan have done out of sheer curiosity in the effort to understand the construction of the atom has released forces which may transform human life; but this ultimate and unforeseen and unpredictable practical result is not offered as a justification for Rutherford or Einstein or Millikan or Bohr or any of their peers. Let them

- 4 -

alone. No educational administrator can possibly direct
the channels in which these or other men shall work."

The government of the Institute, including appointments, policies,
choice of fields of work and financial arrangements, should be the joint
responsibility of Trustees and Faculty. The proper division of responsi-
bility between the two bodies should be determined by careful and free
discussion in order to arrive at a solution which will be simple,
flexible and democratic. When that solution is reached it should be
affirmed by formal resolutions of the Board of Trustees.

F.A. (and would see for Com. in Gyrotrunk (Kassak
ag. + died) But makes his recs to them - they to Tr
1. For School. 2. Outside ed. 3. For
To come out. net. and abandonment
Choice of fields of study.

REVISED April 9, 1945.

COPY

The intention of the donors in establishing the Institute for Advanced Study is outlined in their letter to the Trustees of June 6, 1930, was to found a small institution of the highest possible quality with the two-fold purpose of making original contributions to knowledge, and of training young scholars in research and in the ideals of scholarship. In order to accomplish these ends, the following policies have been worked out by the Directors, Trustees, and Faculty:

(1) That the members of the staff should be men and women capable of creative work of the highest possible excellence, judged not merely by national but by world standards.

(2) That the scholars in the Institute should enjoy complete freedom in their work, that there should be no attempt at planning a regimentation, that they should be left on their own responsibility to do what seemed best to them in research, and in the direction of the activities of younger men.

(3) That ⁱⁿ the consideration of men for the staff or for membership in the Institute, no account should be taken of race, sex, or creed.

(4) That while the Trustees have the ultimate legal authority, the actual control of scholarly and educational policies should be in the hands of the Director and Faculty.

(5) That appointments to the staff of the Institute should be made only with the advice and consent of the Faculty.

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(7) That in order to secure ~~a~~ cordial and cooperative relations between ~~the~~ Trustees and ~~the~~ Faculty, certain members of the Faculty should, as suggested by the donors, be chosen to become members of the Board of Trustees.

(8) That the Institute should not be permanently committed to any particular field of research, but that different fields might be cultivated or abandoned from time to time according to their importance, and according to the men available to represent them. These policies were, most of them, stated or implied in the letter of gift. They have been repeated and emphasized many times by the two Directors, and have been

accepted by the majority of the members of the Faculty and Board of Trustees. They have the foundations upon which we must build.

These policies constitute, however, only a foundation. The Institute is a young institution, and for various reasons it has not hitherto been possible to establish upon the basis of these fundamental policies a superstructure of orderly procedure and precedent. With ~~the~~ new era now opening before us, the Trustees, Director and Faculty are faced with this responsibility. The task is a difficult one, and ~~we~~ shall hardly succeed unless we have a clear conception of the goal we are trying to reach.

Essential to the success of the Institute is the quality of the group of professors who constitute its nucleus. No professor should be appointed who ~~has~~ not already an eminent, creative scholar. Second-rate men, however, meritorious, are a handicap. The best method of maintaining the quality of the Institute at the highest level is to require that appointments recommended by the Director should (be first) approved by the Faculty. The same principle should be applied to the selection of a Director when the occasion arises. The unity of the Institute cannot be preserved unless the Trustees make it their policy not to appoint a Director or a professor who is not supported by the majority of the Faculty. On the other hand, the Trustees are the court of last resort, and are free at their discretion to approve or disapprove any recommendation made to them by Director and Faculty.

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

Finally, it should be repeated that the interests of the Institute and of scholarship in general will best be served by allowing members of the Faculty the utmost possible freedom in their work. Men and women of the high type we are seeking cannot be regimented. Their work cannot be planned for them. They may, themselves, choose to collaborate on a given task, but no enforced collaboration, no organization of teamwork, no planned research will ever work with first-rate minds.

Dr. Flexner has put this point very well in an article which he wrote a few years ago on "The Usefulness of Useless Knowledge."

"What Rutherford and others like Bohr and Milliken have done out of sheer curiosity in the effort to understand the construction of the atom, has released forces which may transform human life; but this ultimate and unforeseen and unpredictable practical result is not offered as a justification for Rutherford or Einstein or Milliken or Bohr, or any of their peers. Let them alone. No educational administrator can possibly direct the channels in which these or other men shall work."

"The government of the Institute, including appointments, policies, choice of fields of work & financial agreements, should be the joint responsibility of Trustees and Faculty. The proper division of responsibility between the two bodies should be determined by careful and free discussion in order to arrive at a solution which will be simple, flexible and democratic. When that solution is reached, it should be affirmed by formal resolutions of the Board of Trustees."

(The source of this memorandum is not indicated, nor is the authorship.)

(In this file called "I. A. S. Trustees--Correspondence, Etc." is a copy of the confidential report Flexner made to the Board on October 13, 1931. It is self-dated September 26, 1931. This memorandum, it should be noted, Veblen did not make available to me.)

PR
Merit IAS, Com. for Faculty. Also see drop committee Merit from original this
also: A-10/18/56 Mater. for Trustees Committee on Bd. Meeting (file No. 56) Vert T

PARTICIPATION IN ADMINISTRATION

Academic Personnel

AYDELOTTE, F.

Biographical

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

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

A, 10/18/56, Salary Material

(File # 51)

PARTICIPATION IN ADMINISTRATION

Academic Personnel

MERITT, B. D.

Biographical

EARLE, E. M.

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

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

1945
COMMITTEES (POLICY)

Academic Personnel

PARTICIPATION IN ADMINISTRATION

Academic Personnel

Memo faculty Policy Committee on faculty participation.

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

GENERAL

Government Relations

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

WARREN, R.

Biographical

Copy of letter from John G. Erhardt, Acting Assistant Secretary, Department of State, Washington, to Aydelotte, January 5, 1945.

Copy of letter attached to Chronological File under 1945, 1/5.

D, Warren

Gene
SEP
Hume

Gene Hume

C O P Y

DEPARTMENT OF STATE

Washington

January 5, 1945

Dear Mr. Aydelotte:

It is a pleasure to acknowledge your letter of December 29 telling me your Executive Committee has accepted your recommendation that Dr. Warren be granted leave for one year to serve as a member of the State Department Mission to Austria. As you may have noticed in the press, I have now been appointed to be the Political Adviser to the Commanding General.

In answering your inquiry concerning plans for the Mission, my personal view is as follows: As you know, when Austria is occupied the Military will be in charge. For your confidential information, it is now envisaged that American as well as British and Russian military forces will be in Austria, so Austria will be under the tripartite control of the Soviet Union, Great Britain and ourselves. Our participation in the solution of all problems will therefore be intimate. Within the civilian organization, which is to be the adviser to our military commander, Dr. Warren will occupy a key position. He will, I hope, participate in all important conferences not only among ourselves but with our Allies. He will be engaged in decisions of immediate moment and with the background he will acquire from day to day conversations he will be able to supply the Mission and this Government with studies of a long-term character.

D W Hume

In closing, may I thank you sincerely for
your help, bearing in mind what we all in Washington know,
that three-fourths of the members of the Faculty of the
Institute for Advanced Study have been spending a part or
all of their time in war work and that many of them have
been carrying practically a full program of research at
the same time.

Sincerely yours,

(Signed)

John G. Erhardt
Acting Assistant Secretary

Dr. Frank Aydelotte, Director
The Institute for Advanced Study
Princeton, New Jersey

None indicated in the mission from July 1945 -

*Sept 1946 since there is no comm. with him is ple
bution in this date - ?*

BENEFITS

Academic Personnel

SALARIES

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

SCHOOL OF MATHEMATICS

SCHOOL OF ECONOMICS AND POLITICS

Copies of correspondence between Flexner and professors on salaries and pensions. Submitted to Maass by Aydelotte January 5, 1945. Valuable--not otherwise available--some instances Flexner's position as of 1945 and Aydelotte's--Valuable--See file.

(file #56)

A, 10/18/56 Mat. for Trustee Committee on Institute Policy

SCHOOL OF MATHEMATICS

Academic Organization

MOE, H. A.

Biographical

AYDELOTTE, F.

See Moe's letter to Aydelotte sharply disagreeing with Aydelotte's position that Alexander and von Neumann should be put on same salary and retirement basis as Einstein and Veblen. But not Morse. Veblen's letter to Aydelotte of 12/11/44.

A, 10/18/56, Mat. for Trustee Committee on Institute Policy

1/9 (2)
1/10 (2)

PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

TRUSTEES

Corporation

AYDELOTTE

Biographical

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

Answer Trustees and ask advice.

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

Faculty 65, Director 70.

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

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

(page 2)

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

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

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

AF charges before Com Jan. 9

FA right to attend and answer.

May obviate fac. com.

Reputation regardless of retirement.

page 3

AF's bitterness

Voblen and Einstein
Lowe and Herzfeld
War work
Scheap on Board
WCS
Kiss Eichelser--4000--2000
de Tolnay--Panofsky
FA--outside activities

send Weiss facts
about salary increases

FA rather than fac. Com. Jan. 10

(12. AF FA?)

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

AF vs. FA opposite in all respects.

Ed. must decide between us

+++++

Fac opinion
Financed management
Selection of scholars ~~1/2~~ AF 50 %
~~Administrative skill~~
Administrative skill

If you do not world of scholars will

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

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

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

1945
SALARIES

Academic Personnel

MORSE

Biographical

VON NEUMANN

ALEXANDER

Extracts from Correspondence concerning Professors
Morse, von Neumann and Alexander regarding Flexner's promise
to increase salaries.

A, 10/18/56, Home, Material for Trustees Committee on
Institute Policy (In cardboard box) (file #56)

1944

✓ 1945

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

POLICIES

Administration

PARTICIPATION IN ADMINISTRATION
(COMMITTEE ON POLICY)

Academic Personnel

COMMITTEES (POLICY

NOMINATIONS

DIRECTOR

Administration

EARLE, E. M.

Biographical

VEBLEN, O.

AYDELOTTE, F.

For notes on the Faculty Committee on Trustees for the
above dates see Chronological file under 1944, 12/17 or any
one of the first 5 headings.
Earle Files, Faculty Committee on Policy, 1944-1945

PARTICIPATION IN ADMINISTRATION
(POLICY COMMITTEE)

Academic Personnel

TRUSTEES

Corporation

COMMITTEES (TRUSTEE POLICY COMMITTEE)

Academic Personnel

EARLE, E. M.

Biographical

MAASS, H. H.

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

Earle, Faculty Committee Policy

STIPENDS

Academic Personnel

Stipends for 1945-46 set at \$60,000, \$20,000 for each School.

Douglas & W. Lane

Tr. Min. - 1/19/45 - pp. 1-2

WORLD WAR II

Government Relations

WARREN,

Biographical

Warren given leave-of-absence to work for State Department.

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

BENEFITS

Academic Personnel

LOWE, E.A.

Biographical

Discussion of benefits, pension and amortization payments on mortgage of house,
for Prof. Lowe.

Tr. Min. 1/19/45 - p. 11

COMMITTEE ON I. A. S. POLICY

ACademic Personnel

DIRECTOR

Administration

AYDELOTTE, F.

Biographical

Jane Richardson's notes on discussion of ~~xx~~ Interim Report of Committee above date (no attributions). Consensus that Director retire in October, 1947, and that search for new Director begin immediately.

A, 10/18/56 Committee on IAS Policies #23

TRUSTEES

Corporation

COMMITTEES

Committee on Policy which considered Aydelotte's
retirement date: Maass, Chairman, Douglas, Leidesdorf,
Moe, Wolman.

Trustees Minutes 1/19/45, page 14

1945

✓ 1/19

HONORS

Academic Personnel

Report of Faculty receiving honors

Tr. Min. - 1/19/45 - p. 4

1/19
19719

BUILDINGS AND GROUNDS

Facilities

VEBLEN, OSWALD

Biographical

Veblen presented a letter to Gov. Edge, suggesting that the State purchase the Field of the Battle of Princeton and develop it into a State Park. It was felt that it would be valuable for the Institute to have this property as it bordered their property and would prevent development for real estate. It was voted that a committee negotiate with Mr. Robert Maxwell for the purchase of the land.

Maxwell will sell 90 acres for \$25,000

The Comm. negotiated not for 90 but 143 acres plus 3 horses on Maxwell's land, all Maxwell's land. Excl. about 44. It means by 4000 ft. - for \$80,000.

✓ L.V. & A.

* Land owned by Ross Maxwell holding on 2nd prop. which Maxwell plans to develop w/ N.E. interest.
* From Geo. McAneny, Pres. Amer. Scientific Historical Preserv. Soc.

Tr. Min. - 1/19/45 - pp. 2-3

FOUNDERS

Corporation

Discussion of memorials to Founders

Tr. Min. 1/19/45 - pp. 3-4

PRINCETON UNIVERSITY

Relations W.O.A.I.

LIBRARY

Facilities

Pres. Dodds, in a letter to Aydelotte, said that it was the contribution of the Institute that made their Library possible. The IAS would now have the right to what they had heretofore enjoyed as a matter of hospitality.

Tr. Min. - 1/19/45 - pp. ~~45~~ 4-5

MEMBERS

Academic Personnel

Director's Report:

Many scholars after retirement still make valuable contributions in fields of interest to the Institute. It was therefore recommended that the Board "study ways and means to permit such scholars to carry on their work at the Institute."

Tr. Min. 1/19/45 - p. 13

GENERAL

Public Relations

AYDELOTTE, FRANK

Biographical

Aydelotte, with Bulletin No. 11., took the occasion to ~~xxxx~~ alter the character of the Bulletin from a kind of college catalog to an annual report of the Director. As the IAS funds are essentially public funds the Institute owes an accounting of the use of these funds to the public. -

Dir rec'd comments Tr on Bull mat (11) for Fdhs

Tr. Min. 1/19/45 - p. 7

1945

✓1/19

SALARIES

Academic Personnel

BENEFITS

POLICY COMMITTEE (ad hoc)

Corporation

BUDGET

Finance

The Committee satw with Aydelotte and A. Flexner and considered past actions on salaries and pensions which were not clear or satisfactory. Recommended a series of changes affecting future status of Lowe, Herzfeld, Aydelotte, Morse, Alexander and von Neumann.

This was probably metg 1/9/45. Instead of compensation, pensions?

See when was 1/1/45 Dutka -

He had done a bit of special pleading in behalf of house -

not to make effort, however, except that he was excused from amortizing

his mortgage + ultimately allowed to sell his house outside at a substantial profit

Minutes 1/19/45 pp. 8-14 Vol. No.

DIRECTOR

Administration

BENEFITS

Academic Personnel

AYDELOTTE, F.

Biographical

John
The Committee said "it deems it inexpedient in view of present conditions" to adopt Director's recommendation for his and all Director's retirement at 65. It recommended:

1. Age 65 retirement of Directors.
2. Trustees provide for Dr. Aydelotte's retirement on 67th birthday. This will continue him in office until October, 1949. ~~1947~~
3. Appointment of "Selection Committee" for successor's nomination -- 5 Trustees to consult with Faculty & Others, etc. (pp.8-11).

Committee recommended also that Dr. Aydelotte be given facilities for continuation of his work at Institute and same pension as Dr. Flexner (p. 14).

The Faculty Resolution 11/20/44 was read asking for extension of Aydelotte's tenure (p. 14).

Discussion by Board:

Since the next 5 or 10 years will be critical to I.A.S., some of Trustees felt that Aydelotte should retire presently; others at the end of 5 years. (Ibid.)

Report passed except for rec. respecting retirement of Aydelotte which was tabled for discussion at Bd mtg 1 month later

BUDGET

Finance

POLICIES

Administration

Policy Committee Reported:

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

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

Tr. Min. 1/19/45 -p. 8-11

1945
BUDGET

Finance

BENEFITS

Academic Personnel

Although the wills of the Founders have increased the endowment of the Institute the income to be derived from it is not greatly in excess of the Institute's present budget. As the interest now being paid is high the IAS cannot count on its staying that high, and must therefore be prepared for a decrease in income. It is therefore necessary not to increase salaries, etc. without considering these facts.

Tr. Min. 1/19/45 - p. 13

1/19
3/82

BENEFITS

Academic Personnel

AYDELOTTE, F.

Biographical

DOUGLAS, LEWIS

MAASS, HERBERT H.

Board of Trustees meeting, January 19, 1945, considered a report of the Policy Committee ~~to~~ of the Board of Trustees recommending, among other things, that the motion of the present Director to retire at age 65 had been considered, and that after an extensive period of consultation, with ~~the~~ individual members of the Faculty and also ^{with} a committee of the Faculty subsequently, it had been decided to extend beyond age 65 the term of the present Director who should retire on his 67th birthday which would occur in October of 1947. There was much discussion, and, obviously, great dissension over this proposal. It was recognized that the Trustees had established the age of 65 for retirement of Faculty members, and that the Directors should, likewise, retire at 65 in the future, but that the confused circumstances engendered by the war and the financial conditions as well as scholastic considerations made it peculiarly difficult to

consider the replacement of Aydelotte at that time. Aydelotte, himself, said that he doubted than an extension of service of such a short period of time, that is two years, would be profitable to the Institute itself, and that he would want to consider further before saying it would be acceptable to him. This followed discussion as to whether or not retirement should be at 65, or, as the Policy Committee recommended, on the 67th birthday. In view of the conflict, the Board ultimately laid the matter on the table, and required that the Board meet again at a special meeting in a month's time and decide the matter. Members of the Policy Committee signing the report were Lewis Douglas, Maass as Chairman, Leidesdorf, Leo Wolman, and Henry Allen Moe.

At the meeting on March 2, the minutes of the previous meeting were corrected in a manner which showed Lewis Douglas as critical of the reflection of the discussion in the previous minutes, and Maass placating with a prepared statement which set forth in moderate terms the reasons why the Policy Committee recommended the action. Age 65 was decided upon as the retiring age for all future Directors, and the Policy Committee ~~recommended~~ recommended termination of Aydelotte's services as Director to occur on October 1 at the beginning of the academic year in 1947. This was carried.

Minutes Trustees, January 19, March ~~7~~x 2, 1945

DIRECTOR

Administration

BENEFITS

Academic Personnel

AYDELOTTE, F.

Biographical

petitioned
Faculty Committee ~~recommened~~ Board not to permit F. Aydelotte to retire at 65.
(p. 14-15). Committee of Trustees on Policy recommended appointment of a Selective
Committee to choose successor to Aydelotte (p. 9-11).

Minutes 1/19/45 Vol. No.

1/19

1945
BENEFITS

Academic Personnel

HERZFELD

Biographical

Board supplemented his T. I. A. A. benefits with
\$2500 for 3 years for research at Princeton.

Trustees' Minutes, 1/19/45

SALARIES

Academic Personnel

ALEXANDER, JAMES W.

Biographical

MORSE, MARSTON

VON NEUMANN, JOHN

The Board adopted the Director's recommendation that the salaries of Alexander, Morse, and von Neumann be increased to \$15,000 as of July 1, 1945 for reasons which the Committee on Policy recommends namely, that after discussion with Dr. Flexner, under commitments made by Dr. Flexner to these three men, the Institute is bound to increase their salaries.

Minutes 1/19/45, pp. 12 and 16

✓1945

1/19

PRINCETON, UNIVERSITY

Relations W. O. A. I.

LIBRARY

Facilities

Agreement for use by Institute for Advanced Study of Princeton
University history by Faculty and Members of Institute.

Vol. IV, #19, minutes 1/19/45 page 3, 4, 5.

Copy FA'S notes in preparation for meeting

Panofsky statement--shall I send it out-or while we are away
Review of Bd as individuals
Shall I accept Oct 1947
Shall we go to Fla--yes-omit meeting
Reasons for postponing Bd meeting

Program for Faculty meeting

Report of Bd meeting- unsettled-suggestion of Oct 1947

Fac. Com 1945

Librarian Mrs Persons

New endowments size Strengthening present work
methods of appts
new subjects-Chinese Studies.

Compromised--Bd of Fellows-F.A. Chairman FA, Einstein, Weblen,
Lowe Herzfeld.

(accompanied by list of Trustees, with three checked-Weed,
Fulton, E. Bamberger

There is also something illegible

~~XXXXXX~~ The resignations-Douglas, Weed,
Wolman, Fulton, Stewart

FA Fac. Com file

1/22

DIRECTOR

Administration

PARTICIPATION IN ADMINISTRATION

Academic Personnel

EARLE, E. M.

Biographical

MERITT

VEBLEN

AYDELOTTE, F

Earle to Veblen, transmitting a six-page memorandum, (~~2~~) presumably addressed to the Trustees on behalf of the Faculty, asking that Aydelotte's term not be terminated after his 67th birthday in October of 1947. He has undertaken this job because Meritt has lost his mother and is out of town. He sends the memorandum to Veblen for corrections and smoothing out, as he is leaving town.

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

See FA's 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846, 847, 848, 849, 850, 851, 852, 853, 854, 855, 856, 857, 858, 859, 860, 861, 862, 863, 864, 865, 866, 867, 868, 869, 870, 871, 872, 873, 874, 875, 876, 877, 878, 879, 880, 881, 882, 883, 884, 885, 886, 887, 888, 889, 890, 891, 892, 893, 894, 895, 896, 897, 898, 899, 900, 901, 902, 903, 904, 905, 906, 907, 908, 909, 910, 911, 912, 913, 914, 915, 916, 917, 918, 919, 920, 921, 922, 923, 924, 925, 926, 927, 928, 929, 930, 931, 932, 933, 934, 935, 936, 937, 938, 939, 940, 941, 942, 943, 944, 945, 946, 947, 948, 949, 950, 951, 952, 953, 954, 955, 956, 957, 958, 959, 960, 961, 962, 963, 964, 965, 966, 967, 968, 969, 970, 971, 972, 973, 974, 975, 976, 977, 978, 979, 980, 981, 982, 983, 984, 985, 986, 987, 988, 989, 990, 991, 992, 993, 994, 995, 996, 997, 998, 999, 1000
first time the Faculty position as apposed to the position ultimately adopted by the Board of Trustees.

Following is a brief of the points made.

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

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

Pointing out that there has not heretofore been a fixed

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

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

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

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

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

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

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

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

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

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

A 10/18/56 #5

Veblen's File, "Committee on Policy"

1/22
1/29

AYDELOTTE, F.

Biographical

MAASS, H H.

EARLE, E. M.

Earle to Hardin, January 22, 1945. (date of his draft of appeal to Tr for
FAS comt Service (w/o date))

Asks for an appointment with Hardin to discuss Institute matters, and says he is seeking the interview with the knowledge and consent of Dr. Aydelotte.

Maass to Hardin, January 29, 1945.

Encloses the copy of the report of the Committee on Policy presented at the last meeting of the Board at which Hardin was unable to be present.

"At the conclusion of the meeting, Dr. Aydelotte seemed very reluctant to accept the Committee's recommendation, but I believe ~~he~~ has since altered his point of view and informed me yesterday that he was now reconciled to accepting it. (Bulldog)

Accordingly, it is proposed ~~xxxxxxxxxxxx~~ that a meeting of the Board of Trustees be held on March 2nd next at 4:00 o'clock, in order to approve the report and have the selection committee therein recommended appointed.

"A substantial majority of the trustees prefer that this meeting be held in New York and have suggested that it be held at 4:00 o'clock that afternoon at Mr. Leidesdorf's office. Will this be convenient for you, or do you prefer to hold it in Newark?"

See next when FA to Foc 1/29

JRH Correspondence from January, 1940 to November, 1945

✓1945

BENEFITS

Academic Personnel

HERZFELD, ERNST

Biographical

AYDELOTTE, F.

Aydelotte to Herzfeld, January 23, 1945.

Transmits the decision of the Board of Trustees:

(1) They reaffirmed the \$2,500.00 supplement voted to your pension in order to make it possible for you to live and pursue your researches in Princeton.

(2) It was voted that if at the expiration of the three year term you were making satisfactory progress with your researches and wished to continue, the Board, if it has the money will consider further extension of two years.

(3) In connection with the publication of the Zoroaster book or the book on Persepolis, the Trustees will be prepared to furnish further assistance up to a maximum of \$4,000.00 if and when either or both of these works are ready for publication.

Aydelotte asks Herzfeld if he thinks he can get additional money to guarantee the publication of the books.

Also Trans. Min. 1/19/45 P. 11-12

✓ A File, Ernst Herzfeld

BENEFITS

Academic Personnel

LOWE, E. A.

Biographical

Aydelotte to Lowe, January 23, 1945.

Trustees' Action, January 19, changing terms of Lowe's retirement:

- (1) Pension, \$4,000, wife to be entitled to one-half if she survives him. Of this \$2517.84 will come from the TIAA, the balance \$1482.16 from the Institute.
- (2) Amortization payments under the mortgage waived on Lowe's house from the date of his retirement age, or the Institute if he prefers will take title to his house and reimburse him in full for expenditures in construction.
- (3) \$4500 a year for three years' research fund to be continued at the end of the three-year term if Lowe is still working satisfactorily on his project.

January 30, Aydelotte had a conversation with Lowe who had had a touch of heart trouble and was not certain that the situation outlined above was to his liking. Also, Lowe objected to the use of the word "emeritus" for those who, though retired, were still active in their work.

D, Lowe, E. A.

1/29

PARTICIPATION IN ADMINISTRATION

Academic Personnel

AYDELOTTE, F.

Biographical

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

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

~~Access 1/29~~
~~Insert?~~

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

✓

Pd Com. Fac. has met with Pd Com. Fac. 1/10/45

D Faculty Minutes

PARTICIPATION IN ADMINISTRATION (COMMITTEES)

Academic Personnel

VEBLEN, O.

Biographical

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

D, Minutes Faculty, 1939-1947

February-March

BIRKHOFF

Biographical

WEYL, HERMANN

See correspondence 1945, February to March between Garrett Birkhoff, son of George D. Birkhoff of the Harvard Department ~~Section~~ of Mathematics, and Hermann Weyl in which Birkhoff virtually assaults Weyl on method of handling a matter of corrections in the Mathematical Journal, and note Weyl's ease and temperance and broad ~~guage~~ guage treatment of the episode in setting the young man straight.

Weyl was a member of the Birkhoff Memorial Finance Committee which was arranging for the financing and the publication of ϕ three of George D. Birkhoff's books.

George D. Birkhoff's last letter to Weyl was November 1, 1944. A letter from Marjorie G. Birkhoff (Mrs. George) dated March 1, ~~xxxxxx~~ 1945, acknowledges Hermann Weyl's and his wife's sympathetic letter to Mrs. Birkhoff on the occasion of the death of George D.

Correspondence in the file before this reveals that Birkhoff and Weyl were at loggerheads on a theory of Birkhoff's on a perfection of the theory of relativity, prior to his death. The correspondence on this point ~~xxxx~~ runs from ~~October~~ August, 1944 until November, 1944.

W (Weyl) File Beh

DIRECTOR

Administration

PARTICIPATION IN ADMINISTRATION

Academic Personnel

AYDELOTTE, F.

Biographical

MORSE, MARSTON

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

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

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

MINUTES OF THE MEETING OF THE STANDING COMMITTEE
HELD IN THE DIRECTOR'S ROOM AT FULD HALL
AT 11:00 A.M., THURSDAY, FEBRUARY 1, 1945

48

Present were Professors Lowe, von Neumann, Riefler, and Professor Meritt by request.

Dr. Aydelotte presided.

The Director presented for discussion a memorandum to him from Professor Stewart which suggested changing the title of Mrs. Persons from Assistant Librarian to Librarian. It was the opinion of the Committee that as a matter of policy the title of Librarian should be reserved for a post of academic distinction and that at the Institute the Librarian should always be a member of the Faculty. The Committee voted, however, to recommend that the title of Mrs. Persons be changed from Assistant Librarian to Associate Librarian.

The Director announced his imminent departure for a brief vacation and asked the Standing Committee to take charge of the running of the Institute during his absence.

Professor Meritt was instructed to communicate with Mr. Dauncey about conserving fuel oil and turning off the heat in rooms not in use.

The Committee voted to support the Director in his recommendation that the Trustees of the Institute buy the picture of Mr. Bamberger which was hanging in his study at the time of the meeting and then commission the same artist to make a picture of Mrs. Fuld.

The meeting adjourned at 11:45 A.M.

MINUTES OF THE MEETING OF THE STANDING COMMITTEE
HELD IN THE DIRECTOR'S ROOM AT FULD HALL
AT 10:45 A.M., WEDNESDAY, FEBRUARY 28, 1945

Those present were Professors Lowe, Riefler and Veblen and Professor Meritt by request.

Dr. Aydelotte presided.

The Director reported a request from President Stringfellow Barr of St. John's College that the Institute offer facilities for the holding of a conference to discuss the subject, Education for Freedom.

It was the sense of the Committee that the Director decline the request to have the meeting at the Institute on the ground that it is not a practice of the Institute to hold or sponsor meetings in which some members of the Faculty are not directly involved.

There being no further business the meeting adjourned at 10:50 A.M.

MINUTES OF THE MEETING OF THE STANDING COMMITTEE

HELD IN THE DIRECTOR'S ROOM AT FULD HALL

AT 10:30 A.M., WEDNESDAY, MAY 2, 1945

Present were Professors Lowe, Riefler, and by request
Meritt and Weyl.

Dr. Aydelotte presided.

A motion was made and carried to rescind the
resolution of February 1 nominating Mrs. Persons as
Associate Librarian and, in view of her value to the
Institute, to approve her appointment as Librarian.

The meeting adjourned at 10:45 A.M.

MINUTES OF THE MEETING OF THE STANDING COMMITTEE
HELD IN THE DIRECTOR'S ROOM AT FULD HALL
AT 11:00 A.M., MONDAY, MAY 7, 1945

Present were Professors Lowe and Riefler, and by request Meritt and Weyl.

Dr. Aydelotte presided.

The committee decided to declare Tuesday, May 8, a holiday in observance of victory in Europe.

It was decided that the Institute should meet at 4:00 P.M. on May 7 at the call of the Director for a brief ceremony.

The meeting adjourned at 11:40 A.M.

Subsequently the Director announced the postponement of the ceremony at the Institute until May 8, at 11:00 A.M.

1945

Highland
Ayd's hdwrt'n notes at ~~Highland~~ Park, Fla.

Reply to Bd

Ready to do whatever best for Inst. Will not stand still.
Need assistant for routine and financial administration

→ Possible other roles for FA:

- ✓ Ch of Bd--or V+C to succeed Hardin
- ✓ Ditto V-P to succeed Maass
- ✓ Ch Educ. Ad(visory) Bd. (a la his Guggenheim job)

Lump sum to TIAA

→ Com on Choice successor- Maass, Leidesdorf, Veblen, FA,
Schaap, E. Bamberger, Moe.

Fac Com. on Inst Policy

General situation

Panofsky memo

- ✓ Insist on June 1946 or June 1949 ✓
- ✓ Other roles for FA-officer of Bd
- ✓ Arrangements for retiring pfs still active
- Fac. Status as long as activ; then emeritus

New Trustees (see bottom of page for Fac sug)

Choice of Successor

Strengthen present work

Other subjects -Chinese studies- Hu Shih for 2 years
special bldg

Agenda for Fac. Luncheon

- ✓ Reprt on Mar 2nd meeting
- Must not stand still
- meetings of schools to consider future
new studies, esp Chinese studies
- ✓ Asst for FA-financial and routine adm. Not
necessarily successor. Possibly comptroller
- ✓ Plans for older men-keep pfs for life regardless
of stipend.

meetings of Schools.

Appts. Salaries, pensions. Plans of work. Lists of
possibilities. Outside advice. approval of Fac.
as a whole. Trial period-one year. New subjects-
Chinese studies.

probation

Humanistic Sch. Albright. Morey. Status of Weitzmann,
Sde Tolnay. Ren Lee- mbr w/o stipend beginning
Sept 1945 or Feb 1946

Math Sch Pauli. Status of Godel, Siegel

Harry Smyth proposal-consult von Neumann, Einstein, Veblen
Sch of Econ. Viner. Am. Civ. Study. Possible League
members. Maxwell property-Nat'l Bureau. Econ. Hist.
Intl. rel.--Dunn of Yale

on (master)

Political philosophy-McIlwain ~~xx~~
His suggestions to Nom. Com --17 names incl. those of Me ritt,
McIlwain, Einstein, Kieffer, and a no. of prestige names.

Suggestions for Nom. Com. on Stdg Committees:

Exec. Omit Flexner-Weed-add Schaap, Wolman(?)

Finance as is but add Schaap

Budget Leidesdorf Ch. Weed Douglas(?)

B and G as is

Nominations now ~~Fulton~~ Moe, Leidesdorf, Fulton

(1945-6 Fulton, Leidesdorf, Veblen (E.. Bamberger)

Policy Reports

1. Idea of Inst-quality freedom democracy
- 2 subjects-Chinese studies-Am. Civilization-
History of Science-Philosophy-Med and Mod.
History-Economic History-Intl Relations-
Pol. philosophy-McIlwain.
- 3 material developments-bldgs and Grds.

Source A attic 5/17/56

- of artbenq.
- plans for other men-keep his for the leadership
- various for the future and continue work for
- meetings of schools to consider future
- work on the 5th meeting
- agenda for the discussion

- other projects - Chinese studies - his work for 5 years
- choice of success
- plans for the future (see page 1 of the 2nd)
- plans for the future as long as work then emerge
- arrangements for continuing his work
- other roles for the future of the
- interest on the 1st of the 1st
- general attention
- has come on that point

- work on choice success - his work for 5 years
- plans for the future
- plans for the future as long as work then emerge
- arrangements for continuing his work
- other roles for the future of the
- interest on the 1st of the 1st
- general attention
- has come on that point

work on choice success - his work for 5 years
plans for the future
plans for the future as long as work then emerge
arrangements for continuing his work
other roles for the future of the
interest on the 1st of the 1st
general attention
has come on that point

LIBRARY

Facilities

GENERAL

Personnel

Aydelotte to Stewart, February 1, 1945, informing him that the members of the Standing Committee of the Faculty discussed the suggestion of Stewart that Miss Persons be elevated from Assistant Librarian to Librarian, but the Faculty felt that while Weyl's term of office should terminate as Librarian, he should be succeeded by members of the Faculty of the other two Schools in turn. Mrs. Persons' title was changed to Associate Librarian. *then Librarian 5/2*

D, Library 1931-1945

PARTICIPATION IN ADMINISTRATION

Academic Personnel

LIBRARY

Facilities

MEMBERS

Academic Personnel

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

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

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

PARTICIPATION IN ADMINISTRATION

Academic Personnel

TRUSTEES

Corporation

DIRECTOR

Administration

AYDELOTTE, F.

Biographical

Draft of a further statement to trustees opposing retirement of Aydelotte. Apparently on Aydelotte's typewriter, but dated at end as sometimes V. or economists did. Faculty did not transmit it to Trustees² and no minute concerns it or date.

Presumably V's writing of Gail's draft - see 1/22/45 & to V.

Filed in Chronological File under 1945, 2/2.

This was for Com - iding brief on a retirement?

*From Lark
See 1/22/45.*

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

2/2/45

On November 6, 1944 the Faculty of the Institute adopted, and immediately submitted to the Board of Trustees, a resolution to the effect that the rule according to which the members of the Faculty will be retired after their sixty-fifth birthday should not be applied to the present Director.

The members of the Faculty have now been informed that at its next meeting the Board of Trustees intends to act upon a proposal of its Committee on Policy that Dr. Aydelotte will be retired on his sixty-seventh birthday, October 16, 1947.

The Faculty realize that in proposing this date the Committee on Policy sought to give consideration to the above mentioned opinion of the Faculty. They feel, however, that the extension of Dr. Aydelotte's tenure as now proposed would not be adequate to the exigencies of the situation. Had the sixty-five year rule been applied to Dr. Aydelotte, established academic procedure would terminate his directorship in June 1946. The solution now envisaged would, therefore, amount to an extension by only one academic year. This, in the opinion of the Faculty, would not be sufficient to safeguard what they consider to be the welfare of the Institute.

There has not heretofore been a fixed age of retirement for the Director and Officers of the Institute, nor is there any universally established procedure as regards the retirement of presidents and officers of other research institutes or of our great universities. It may well be desirable for the Board of Trustees to prescribe an age of retirement for future Directors and Officers; but the wisdom of establishing and enforcing such a rule at the present time must be questioned.

- 2 -

The Faculty understand, of course, the rights and responsibilities of the Board of Trustees in this case. On the other hand, the Faculty conduct the day-to-day work of the Institute and are, therefore, in a position to judge those matters which directly affect its scholarly activities. On the basis of this experience, they are convinced that a change in administration at the time proposed would have an adverse and possibly disrupting influence upon the life of the Institute.

In presenting to the Board of Trustees the resolution adopted on November 6, 1944, the Faculty expressed the great affection which they have for Dr. Aydelotte. It must not be understood, however, that this was their principal concern, or, indeed, a major and controlling factor in their desire to have him continue in office for a number of years. It is the opinion of the Faculty that the affairs of the Institute are now being conducted in a manner that corresponds to the wishes of its Founders and to its very raison d'être. Dr. Aydelotte understands the specific character of that "advanced" and therefore unregimented research which the Institute is supposed to promote; he has established a policy of frankness and equity which has enabled the members of the Institute, both as individuals and as a body, to pursue their work with a feeling of responsibility and, consequently, with maximum effectiveness. Without being presumptuous, the Faculty feel entitled to say that the scholarly achievements of the Institute under Dr. Aydelotte's administration have been substantial.

However, the next few years will be critical to the Institute in an even higher degree than to the other institutions of higher learning in America. We have to face the problems of the post-war world as a

- 3 -

relatively young institution that has still to establish a proper body of precedents and procedures. Vacancies caused by the retirement of Faculty members will have to be filled, and the financial situation of the Institute offers the first opportunity for expansion since the establishment of the School of Humanistic Studies and the School of Economics and Politics in 1935. These interrelated problems cannot be solved without a continuity of policy. Of course, eventually the problem of the choice of a new Director will have to be faced. But no change should be made before Dr. Aydelotte has been given a chance to consolidate his work during the next crucial years. Not only do we feel that we owe this to him who, up to now, had his hands full with keeping the vessel afloat under adverse conditions, but we do believe that at this juncture no other course can give a comparable assurance of success.

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

- 4 -

only the most imperative reasons--none of which is yet apparent--would lead the Board of Trustees to overrule the considered opinion of the Faculty.

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

2:2:45

DIRECTOR

Administration

POLICY

PARTICIPATION IN ADMINISTRATION

Academic Personnel

BENEFITS

for submission
A resolution ~~was submitted~~ to the Trustees regarding the retirement of Aydelotte. *(Vukobratovic, by post)*

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

Earle, Pol Com. Fac. 1944-5

On November 6, 1944 the Faculty of the Institute adopted, and immediately submitted to the Board of Trustees, a resolution to the effect that the rule according to which the members of the Faculty will be retired after their sixty-fifth birthday should not be applied to the present Director.

The members of the Faculty have now been informed that at its next meeting the Board of Trustees intends to act upon a proposal of its Committee on Policy that Dr. Aydelotte will be retired on his sixty-seventh birthday, October 16, 1947.

The Faculty realize that in proposing this date the Committee on Policy sought to give consideration to the above mentioned opinion of the Faculty. They feel, however, that the extension of Dr. Aydelotte's tenure as now proposed would not be adequate to the exigencies of the situation. Had the sixty-five year rule been applied to Dr. Aydelotte, established academic procedure would terminate his directorship in June 1946. The solution now envisaged would, therefore, amount to an extension by only one academic year. This, in the opinion of the Faculty, would not be sufficient to safeguard what they consider to be the welfare of the Institute.

There has not heretofore been a fixed age of retirement for the Director and Officers of the Institute, nor is there any universally established procedure as regards the retirement of presidents and officers of other research institutes or of our great universities. It may well be desirable for the Board of Trustees to prescribe an age of retirement for future Directors and Officers; but the wisdom of establishing and enforcing such a rule at the present time must be questioned.

- 2 -

The Faculty understand, of course, the rights and responsibilities of the Board of Trustees in this case. On the other hand, the Faculty conduct the day-to-day work of the Institute and are, therefore, in a position to judge those matters which directly affect its scholarly activities. On the basis of this experience, they are convinced that a change in administration at the time proposed would have an adverse and possibly disrupting influence upon the life of the Institute.

In presenting to the Board of Trustees the resolution adopted on November 6, 1944, the Faculty expressed the great affection which they have for Dr. Aydelotte. It must not be understood, however, that this was their principal concern, or, indeed, a major and controlling factor in their desire to have him continue in office for a number of years. It is the opinion of the Faculty that the affairs of the Institute are now being conducted in a manner that corresponds to the wishes of its Founders and to its very raison d'être. Dr. Aydelotte understands the ^{unique} specific character of that "advanced" and therefore unregimented research which the Institute is supposed to promote; he has established a policy of frankness and equity which has enabled the members of the Institute, both as individuals and as a body, to pursue their work with a feeling of responsibility and, consequently, with maximum effectiveness. Without being presumptuous, the Faculty feel entitled to say that the scholarly achievements of the Institute under Dr. Aydelotte's administration have been substantial.

Pansky
suggest

However, the next few years will be critical to the Institute in an even higher degree than to the other institutions of higher learning in America. We have to face the problems of the post-war world as a relatively young institution that has still to establish a proper body

- 3 -

of precedents and procedures. Vacancies caused by the retirement of Faculty members will have to be filled, and the financial situation of the Institute offers the first opportunity for expansion since the establishment of the School of Humanistic Studies and the School of Economics and Politics in 1935. These interrelated problems cannot be solved without a continuity of policy. Of course, eventually the problem of the choice of a new Director will have to be faced. But no change should be made before Dr. Aydelotte has been given a chance to consolidate his work during the next crucial years. Not only do we feel that we owe this to him who, up to now, had his hands full with keeping the vessel afloat under adverse conditions, but we do believe that at this juncture no other course can give a comparable assurance of success.

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- 4 -

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

2:2:45

SCHOOL OF MATHEMATICS

Academic Organization

PAULI, WOLFGANG

Biographical

OPPENHEIMER. R.

SIEGEL

Minutes of a meeting of the professors of the School of Mathematics held February 2, 1945.

Shows Einstein, Morse, von Neumann, Veblen, Weyl and Alexander present.

Einstein and Weyl were appointed as a sub-committee to draw up a report on possible candidates for a chair in mathematical physics. The names of Pauli, Rabi, Fermi, Oppenheimer, Dirac, Gamow, and Bethe were discussed. "The group favored Pauli as the most desirable candidate."

"As for an appointment in pure mathematics, a committee of

Weyl and Alexander was appointed to prepare the report on Siegel who was considered by the group as head and shoulders above all others considered.

NEW YORK UNIVERSITY

Relations WOAI

SIEGEL, CARL

Biographical

COURANT, RICHARD

AYDELOTTE, F.

Courant to Aydelotte, February 5, 1945.

Courant has talked with Veblen on the possibility of Siegel giving a sequence of lectures at New York University, and both Veblen and Aydelotte, he understands, favor the plan. Courant writes because he is afraid Siegel is too timid and shy to talk to Aydelotte about it himself.

"I would like to add a personal remark. We all know that Siegel's psychological problems are difficult and perhaps not really solvable. His feeling of frustration and loneliness can probably be overcome only if he establishes somewhat broader contacts with congenial young scientists, a possibility that we can definitely offer in connection with such lectures. On the other hand, not enough can be said about Siegel as a

scientist and about his scientific ethics. His catalyzing influence on young mathematicians who later may become leaders in their science is of unequalled potentialities. It is for this reason ~~that~~ that his remaining in this country at least for a few years after the war seems to me of great importance. In spite of his apparently stubborn attitude to the contrary at present, I have a hunch that he could be persuaded to stay if he is given more of an outlet for scientific activity in the way of contacts with younger scientists and if his more personal problems of which you know could be solved."

D File, Courant, Richard

PRINCETON UNIVERSITY

Relations WOAI

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

MOREY, C. R.

Biographical

AYDELOTTE, F.

Morey to Aydelotte, February 7, 1945.

"This is probably the last letter of this sort that I will be writing you for some time in view of my resignation as chairman of the Department and the prospect of some time abroad."

He recommends enthusiastically acceptance of Otto Benesch application to the Institute for membership so that he might finish his catalog of Rembrandt's drawings.

School of Humanistic Studies File II

VEBLER, O.

Biographical

SIEGEL

PAULI

WEYL

MOE, HENRY

Moe to Aydelotte.

"Dr. Veblen yesterday told me that Dr. Weyl's statements about
Doctors Siegel and Pauli were of such elegance that I ought to see them.
If it be proper, would you please, at your convenience, send them to me."

D File, Henry Allen Moe

PRINCETON UNIVERSITY

Relations WOAI

PALEOGRAPHY

Academic Activities

MOREY, C. R.

Biographical

LOWE, E. A.

AYDELOTTE, F.

Morey to Aydelotte on carrying I. A. S. ~~xxxxxxxx~~
activity in Paleography beyond Lowe's life and work.

Filed in Chronological file under 1945, 2/14.

D File, Lowe, E. A.

PRINCETON UNIVERSITY

PRINCETON NEW JERSEY

Department of Art and Archaeology

February 14, 1945

Dear Dr. Aydelotte:

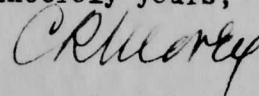
Dr. Lowe's impending retirement has caused me and, I think, my colleagues in the Department some uneasiness, which perhaps is unfounded, regarding the continuation of the unit of Palaeography in the School of Humanities in the Institute. One reason for this feeling is that should this beautifully equipped center for palaeography studies be lost, it is difficult to see where in America such work, indispensable to classical, mediaeval and renaissance scholarship, will be carried forward. The other American palaeographers who might be mentioned in connection with Dr. Lowe, - Rand, Beeson and Ullman, - are apparently leaving no school, with the possible exception of Rand, who has trained two pupils, Leslie Jones and Bloch, the latter of whom is the young man to whom one might look for fine scholarship in this field in the future.

The concern which we feel over the future of palaeography at Princeton is of course intensified by the existence and growth of the manuscript seminar conducted by Friend, DeWald and Weitzmann, which has availed itself time and again (as I have myself), of Dr. Lowe's help. I feel pretty sure also that the Mediaeval Academy of America, and particularly that section of it concerned with mediaeval studies, would share this concern.

I think and hope that any fear that we might have of the discontinuing of palaeography as one of the Institute's humanistic subjects is quite unfounded, and, if so, I hope you will excuse this letter. But even the remote prospect of Lowe's magnificent library disappearing from Princeton along with the research of which it was the center has emboldened me to write to ask you if there is any chance that this might happen.

If I am speaking out of turn, I know that you will pardon a mediaevalist's anxiety concerning one of his basic disciplines.

Sincerely yours,



CRM/B

Dr. Frank Aydelotte
The Institute for Advanced Study
Princeton, N. J.

PALEOGRAPHY

Academic Activities

LOWE, E. A.

Biographical

MOREY, C. R.

AYDELOTTE, F.

Princeton

Relation LWO Hi

Morey to Aydelotte, February 14, 1945.

no
The story of Lowe's discomfort has spread. Morey and his colleagues in the Princeton University think that possibly their fears are unwarranted that there will not be a unit of paleography in the future. He really is speaking about Lowe's library, but he does not come out and say so definitely. He does say, however, that this center for paleography is indispensable to classic, medieval and Renaissance scholarship, and he hopes it will be carried forward. The other three great American paleographers--Rand, Beeson, and Ullman, are apparently leaving these schools. The University says Morey feels keenly that Lowe's help has been very important to Friend, De Wald, and Weitzmann, as well as to himself. Morey also feels that the ~~medieval~~

Medieval Academy of America would share concern at the idea that Lowe's library might disappear from Princeton.

"I think and hope that any fear that we might have of the discontinuing of paleography as one of the Institute's humanistic ~~studies~~ subjects is quite unfounded, and, if so, I hope you will excuse this letter. But even the remote prospect of Lowe's magnificent library disappearing from Princeton along with the research of which it was the center has emboldened me to write to ask you if there is any chance that this might happen." There is no answer to Morey in this matter, in the file.

D, Lowe, E. A.

1945
PRINCETON

Relations WOAI

LIBRARY

Facilities

5-page memorandum regarding above viled in Vertical
File under "P" for Princeton.

D, Princeton University Library

1945
SCHOOL OF
ECONOMICS AND POLITICS

Academic Organization

STEWART, W.W.
WARREN, EARL
MITCHELL, J.

Biographical

Memo from W. W. Stewart to Dr. Aydelotte on:

EXPIRATION OF MEMBERSHIP OF JONATHAN MITCHELL

"The second draft of his manuscript is still incomplete but within a month or two it should be in shape to show to a publisher. Both Warren and myself have seen the manuscript through several phases and therefore do not trust our own judgment as to quality. We are agreed, however, that the Institute is not justified in making any further extension of Mr. Mitchell's membership."

Houghton's Diary

2/26
6/29
7/2
10/6

NATIONAL BUREAU OF ECONOMIC RESEARCH	Foundations
SCHOOL OF ECONOMICS AND POLITICS	Academic Organization
VINER, J.	Biographical
STEWART, W. W.	
EARLE, E.	

Records:
Question of Viner's appointment first raised in Stewart memorandum to Riefler and Warren for conference with Director on February 27, 1945--should he be considered? No action but decided whole question of appointments to School of Economics and Politics should be considered. Also that matter of N. B. E. R. location at Princeton for part of its work should be discussed.

See Earle 5/5/45

June 29--Stewart ~~thinks Viner will~~ thinks Viner will refuse Princeton's invitation. Minutes School of Economics.

Aydelotte to discuss with Dodds 8/1/45 and Stewart to talk with Viner to sound him out regarding coming to I. A. S.

7/2/45 Riefler saw Viner at New York. Seems disposed to come to Princeton. Viner thinks he will be so much at Institute that Princeton colleagues will be embarrassed. Suggests permanent membership at Institute with professorship at Princeton, clerical help, travel, money, or stipend, or appointed as professor at both institutions. Work out with Dodds.

10/6/45--Earle to Aydelotte. He, Riefler, Stewart and Warren talked regarding Viner--unknown whether he is accepting University. If he comes to Princeton, our purpose will be served; if not, Institute should not invite him, "we all felt." So Earle Suggests appointment Morison with approval of the 3 others.

D, School of Economics and Politics, Minutes.

1945
SCHOOL OF HUMANISTIC STUDIES (MODERN ART) Academic Organization

PANOFSKY ERWIN

Biographical

BARR, ALFRED H., JR.

Panofsky urges again the appointment of Alfred H. Barr, Jr. as Professor of the History of Modern Art in a report dated February 27, 1945, with supporting documents.

A, 10/18/56, Alfred H. Barr, Jr.

PARTICIPATION IN ADMINISTRATION

Academic Personnel

AYDELOTTE, F.

Biographical

MAASS, HERBERT H.

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

Filed in Chronological File under 1945, 2/28.

A File, Herbert H. Maass

C O P Y

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY

February 28, 1945

Herbert H. Maass, Esq.
20 Exchange Place
New York 5, New York

Dear Mr. Maass:

I have been thinking over carefully the matter of Friday's meeting and I am writing to ask that you excuse me from attendance. Since I am to be the subject of discussion, it seems to me that this discussion will be freer if I am not present.

When you raised the question of my position at the Institute last spring, I feared that members of the Faculty might object to my continuing beyond sixty-five. This feeling I could readily understand in view of the fact that I found myself compelled to enforce the sixty-five year rule so rigidly on others. Under the circumstances I felt, as I reported to your Committee, that it was only just that it should apply also to me.

It now appears that the view of the Faculty is exactly the opposite. Instead of wishing me to retire at sixty-five, they would like me to continue for some years beyond that age. Whether I should do so or not is for the Board to decide. I appreciate your friendly attitude, and, whatever your decision may be, I shall continue to interest myself in the development of the Institute as I have done since its organization in 1930. I am intensely proud of the way in which it has held so far to a rigorous conception of scholarship and I am confident of its success in the future so long as it follows that ideal.

The most important single responsibility of the Board of Trustees is to find a Director who can command the confidence of the Faculty and carry out the purposes of the Founders of the Institute. As a Trustee I share that responsibility and shall be glad to do anything I can to fulfill it once you settle the question of my own tenure

Herbert H. Maass, Esq.

- 2 -

February 28, 1945

of office. In the solution of that problem it does not seem proper that I should participate.

Yours sincerely,

Frank Aydelotte

FA:jsr

March

1945
SCHOOL OF MATHEMATICS

Academic Organization

APPOINTMENTS

Academic Personnel

A suggested list of theoretical physicists and mathematicians, including Schroedinger, Fermi, Dirac, Bohr, etc., and mathematicians: Artin, Gödel, Zariski, ~~Whitney~~ Whitney, etc.

A, 10/18/56 School of Mathematics, Faculty appointments

TRUSTEES

Corporation

AYDELOTTE, F.

Biographical

For Miss Richardson's first draft of Trustees' Minutes
March 2, 1945, see my file of Minutes, Volume 4.

Also see copies of 4 drafts + Maass' draft.

A 10718/56 (600 pages)

A File, (Mrs. Jenkins)

GIFTS

Finance

Foreclosure of mortgage at 21 Godwin Avenue, Ridgewood
brought \$5,900 to I. A. S. (Bamberger Will)

Trustees' Minutes, 3/2/45

COMMITTEES (POLICY)

Academic Personnel

AYDELOTTE, F.

Biographical

Report of Policy Committee on proposed retirement of
Aydelotte, at 67. pp. 2-4

Trustees Meeting, 3/2/45

1945
BENEFITS

Academic Personnel

HOUSING

Facilities

LOWE, E.A.

Biographical

Further discussion of benefits, etc. to Prof. Lowe

Spec. Mtg. of Board - 3/2/45 - pp. 1-2

DIRECTOR

Administration

BENEFITS

Academic Personnel

AYDELOTTE, F.

Biographical

Policy Committee of Trustees accepted amendment to its report of 1/19/45 to effect that Aydelotte should retire on October 1, 1947, "which would conform to the beginning of the academic year." (Minutes 3/2/45, p.2)

Discussion ensued in which there was evidence of conflict. No change in academic policies of I.A.S. contemplated at this time. Beneficial to I.A.S. for Dr. Aydelotte to continue now and retire 10/1/49.47.

A Lewis Douglas on behalf of Policy Committee, reemphasized that its recommendations stemmed from beliefs:

1. Broad policy of retirement at 65 for both Director and Faculty should be established.

2. Embarrassment to new Director would not ensue ^{as} ~~or~~ if he had to administer long-range policies he had no hand in formulating.

3. Overlong delay in retirement of present Director would adversely affect chance of getting a competent successor.

Douglas said minutes of 1/19/45 did not clearly disclose ~~discussion~~ discussion, and so Mr. Maass had prepared a statement. (See p. 3-4). This emphasized that while 65 should be retirement age of Director, retention for a short period of incumbent would enable chair to appoint a Committee to select a successor. It was not to be understood that I.A.S. would "stand still," but that if policies were initiated it would be by Board of Trustees and the new Director would assume his duties subject to them. Also, as soon as chosen he should come and work with Aydelotte so that there would be continuity.

Minutes 3/2/45

SCHOOL OF MATHEMATICS

Academic Organization

~~COMMITTEES~~

~~ACADEMIC PERSONNEL~~

PAULI, WOLFGANG

Biographical

SIEGEL, CARL LUDWIG

OPPENHEIMER, J. ROBERT

"As the head of two nominating sub-committees, Professor Weyl read prepared statements recommending the appointment of Professors Wolfgang Pauli and Carl Ludwig Siegel for chairs in the School of Mathematics, with Professor J. Robert Oppenheimer as an alternate for Professor Pauli. Dr. Aydelotte stated that he was strongly impressed with the recommendations and would give them most serious consideration."

Minutes of the School of Mathematics, 3/5/45

3/10
10/4
10/11

GENERAL (GERMAN UNIVERSITIES)

Educational Institutions

WEYL, HERMANN

Biographical

COHN, DR. ALFRED E.

Weyl to Cohn, March 10, 1945.

He recommends Robert Ulich, then at the Graduate School of Education in Harvard University who was in the Saxonian Kultus Ministerium as competent to appraise German universities, pre-war. Weyl ~~recommends~~ commends Ulich for consultant to the State Department in the process of re-educating Germany post-war. He recommends another as a mathematician and historian not an educationalist, Professor Otto Neugebauer, Brown University.

"I don't think that in general we scientists who emigrated from Germany could be of great help to this early stage. We might be more useful if advice is wanted about some definite universities, their personnel, and local conditions."

Former members of Göttingen Departments of Mathematics and Natural Sciences in this country as of the time of writing:

✓ James Franck Chicago; Richard Courant, New York University; Otto Neugebauer, Brown University; Weyl.

In a second letter to Cohn, October 4, 1945, Weyl sends him a lecture on universities and science in Germany which he delivered to a group of staff officers who will be sent over for the administration of Germany. (Get copy).

✓ Cohn to Weyl, October 11, 1945. Acknowledges with thanks and admiration the paper. He wishes Weyl had been a little more critical / "as you say you actually are, toward these aspects of life in German universities than your lecture permits one to understand. There were actually defects in the system. It is, I should agree, correct to say that what was best in it had to do with the Dozentur. If it had not been for certain other defects as well, the institutions that were founded outside of the university may not have been needed. You must...know the story of how the Kaiser Wilhelm Gesellschaft and its institutions came into existence. Unless I am mistaken, the Rockefeller Institute for Medical Research was the stimulus which persuaded Professor Emil Fischer to see their development. Professor Fischer saw

? at once when he heard of our Institute that Germany would be left behind if we succeeded. Is it going too far to say that without the Kaiser Wilhelm Gesellschaft and ? what it represented, that might actually have happened.

Weyl had expressed an interest in his meeting at Cohn's place with Felix Frankfurter, and deplored the fact that it was so short a time they were together. Cohn suggests they get together in Washington.

W (Weyl) File Co-

BENEFITS

Academic Personnel

LOWE, E. A.

Biographical

Aydelotte to Lowe, March 10, 1945 regarding ~~max~~ annuity of TIAA.

Filed in Chronological File under 1945, 3/10.

*Letter to take home for what he has in it or make a short
print up for 6/30/45.*

D File, Lowe, E. A.?

March 10, 1945

Professor E. A. Lowe
The Institute for Advanced Study
Princeton, New Jersey

Dear Lowe:

I called the attention of the Treasurer to the considerations which you reported to me which make you feel that you must adopt Option 4 of the TIAA and that you wished to know that this would be satisfactory to the Trustees. I am happy to report that on the recommendation of the Treasurer, the Trustees at their meeting on March 2nd approved of this decision on your part and the Trustees further authorized me to say that since under Option 4 you will be entitled to an annuity of \$2,381.52 from the TIAA, the Institute will assure you \$1,618.48 per year as a supplement, with the understanding that Mrs. Lowe should receive one-half of this amount should she survive you. This keeps the total at \$4,000 under the Option which you for good reason have decided to take.

I asked Mr. Leidesdorf furthermore to submit to the Trustees the question as to how long they are willing to leave open their offer to you either to waive amortization payments under your mortgage or in lieu thereof take title to your house and reimburse you in full for your expenditures in its construction. I am authorized by the Trustees to say that this offer will remain open until June 30, 1946.

I am very happy to be able to report these decisions. My delay in reporting them was due to the fact that I have only this morning got my secretary's version of the minutes approved by the President of the Board.

With kindest regards, I am

Yours sincerely,

Frank Aydelotte

FA:jsr

3/13
3/15

FOUNDERS

Corporation

GIFTS

Finance

MAASS, HERBERT H.

Biographical

HARDIN, JOHN R.

Maass to Hardin, March 13, 1945.

He has been approached by a Mr. H. Spencer Miller and a Mr. Eisner of South Orange who hoped to raise a fund to take over the Bamberger homestead and convert it into a cultural park for the value of the land at \$75,000.

Since that time he has received a visit from a broker by the name of Abeles. He represents a syndicate who is willing to pay \$225,000 for the land for garden type apartments and wants an option for 6 months to have a topographical survey made. Maass asks whether Hardin can advise him as he knows nothing about the merits of the land and its value.

March 15, 1945, Hardin to Maass.

He thinks \$75,000 is a ridiculous price and that \$225,000 is more like it, maybe sale for \$200,000 on proper terms would be good, but he does not believe that anyone should have a 6 months' option.

The estate of Mrs. Fuld, he understands, has had an appraisal made by a real estate operator which figures up to \$190,400.

"You need not worry because of asking me about this matter. What I am writing you has given me no personal trouble, although I think the information is sufficiently accurate for your purpose. While you do not inquire of me concerning that angle, I personally think it would be a mistake for the Institute to put the land under option at any price. These are active days in real estate and the property is, I think, sufficiently attractive to be sought for by development builders. Abeles is rather an active individual and if he has really interested a group at this time he is not likely to be scared off by a refusal of option."

JRH Correspondence from January, 1940 to November, 1945

HOUSING

Facilities

LOWE, E. A.

Biographical

Aydelotte to Lowe, March 16, 1945 regarding housing.

Filed in Chronological File under 1945, 3/16.

D File, Lowe, E. A.

March 16, 1945

Professor E. A. Lowe
The Institute for Advanced Study
Princeton, New Jersey

Dear Lowe:

The Trustees understood that you felt, in your own phrase, that you should not have been allowed to build a house in view of your prospective retirement at 65. They therefore voted either to waive amortization payments on your house as from the date of your retirement or to take over the house and reimburse you for the expense of its construction. It seemed to them and to me that if you felt that the Institute had done wrong in allowing you to build, one or the other of these options would make ample amends.

Upon the receipt of your request that these options be held open for a period of time after your retirement, I secured a vote of the Trustees at the last meeting that your decision might be delayed until June 30, 1946.

As I understand your letter of March 13th, you would like to have the benefit of both options during the year 1945-1946. I shall, of course, put that request to the Trustees if on reflection you decide that you wish me to do so.

I am sorry about the delay in your contract. Mr. Maass's office had it in hand since last spring but finds that he has been too busy to put it through and in consequence I have, as you know, put it in the hands of a Princeton attorney. I called him yesterday morning and he informed me that the contract will be ready early next week.

Yours sincerely,

FA:jsr

In his letter of 3/15/45 to A. Low says that he
failed to know AF's implied interpretation of Low's phrase.
Says headship promised to look into it. Low is in a
fix - has been badly dealt with. Don't want to
pay interest, principle or receive back his costs. (And with
Low's 9th to say back home via paper to him)

March 10, 1945

Professor E. A. Lowe
The Institute for Advanced Study
Princeton, New Jersey

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With kindest regards, I am

Yours sincerely,

Frank Aydelotte

FA:jar

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

TEDESCO

Biographical

EDGERTON, FRANKLIN (Yale University)

AYDELOTTE, F.

Edgerton to Aydelotte, March 20, 1945.

Acknowledges Aydelotte's letter of the 17th, saying I. A. S. finds it impossible to continue even partial support of Tedesco, and that Yale will take over his whole salary next year, although at a very small rate. If he is willing to stay for that small rate, Edgerton will be happy to have him do so.

However, there is no chance of any promotion, "and if I were in his place, I should not wish to contemplate staying indefinitely under these circumstances. His somewhat peculiar personal traits make it a little difficult to find a regular academic position for him in this country, especially because there are very few openings which he could fill." Perhaps there will be an opening in Europe. He enlists Aydelotte's aid in finding a place for Tedesco.

School of Humanistic Studies File II

WORLD WAR II

Government Relations

EARLE, E. A.

Biographical

SABIN, FLORENCE R.

Sabin to Aydelotte, Marcy 27, 1945, regarding Earle's
having ~~contributed~~ contributed more to the victory than any other
civilian.

Filed in Chronological file under 1945, 3/27.

D, Sabin, Florence

C O P Y

THE COSMOPOLITAN CLUB
122 East 66th St.
New York

March 27, 1945

My dear Mr. Aydelotte,

The statement which I quoted to you--
perhaps indiscreetly--was that General Arnold
had said that no single civilian had contributed
more to the victory than Ed Earle. I saw the
man who told me last evening and he said that
he would get permission from the person who
told him to give the nature of her authority.
When I have that knowledge and authority, I
will let you know.

Cordially yours,

Florence R. Sabin

1333 East Tenth Ave.
Denver 3, Colorado

3/28
4/18

DIRECTOR

Administration

EARLE, E. M.

Biographical

MAASS, H. H.

Earle to Maass, March 2~~m~~ 29, 1945.

"It has been a very painful and disagreeable experience for me during the past winter to seem to disagree with you and Mr. Leidesdorf concerning Institute policies. I think you know from an earlier experience six years ago that in everything which I have done I have had only one motivation, namely, the welfare of the Institute and the preservation of the high ideals for which it was founded. In 1939, fortunately, we were agreed on both ends and means. In this instance, although you and Mr. Leidesdorf had the same basic ~~max~~ motives, there was unfortunately some difference of opinion concerning means. It is always distasteful to me to engage in what may be described as political activities because they interfere with my scholarly work...I am sure you would not wish me to refrain

from discussing frankly w/ ..."

Earle
Maass to Aydelette, April 10, 1945.

Assures him he understood Earle's motives. Happy "that we were able to meet the situation which confronted us in a manner which I believe to be a happy compromise, and I hope that all concerned will accept it in the same spirit as you indicate in your letter."

Earle files, Institute--1944-1945 - General Correspondence

NATIONAL RESEARCH COUNCIL

Foundations

ROCKEFELLER FOUNDATION

The National Research Council announced \$335,000^{grant}/from the Rockefeller Foundation for a temporary, nation-wide program of pre-doctoral fellowships for graduate study in the natural sciences. Designed to encourage resumption ~~to~~ of graduate study by young men whose study was interrupted by ~~war~~ war work by enabling them to devote essentially full time to the completion of their work for the doctor's degree.

The Council and the Foundation developed a program to help alleviate the very serious set-back to American scientific competence resulting from the war's interference with ~~normal~~ normal educational processes, which unaided would inevitably retard to the danger point the resumption of scientific progress after the war.

D, National Research Council

April - May

1945
SCHOOL OF HUMANISTIC STUDIES

Academic Organization

ALBRIGHT, WILLIAM F.

Biographical

Recommendations from Westermann Glueck and others for
appointment of Albright as an Orientalist.

A, 10/18/56, William F. Albright

April

ECONOMICS

Academic Activities

MAASS, H. H.

Biographical

AYDELOTTE, F.

Notes Aydelotte indicating Maass aksed him to insert matter of Bamberger's opposition to economics and its temporary nature at Institute supports further the view that Maass was strongly pro-Aydelotte (10/7) at that time. Probably when Aydelotte rolled up the heavy artillery of faculty he became slightly disaffected.* Maass would not accept Aydelotte's report of April 1945 and was appointed Chairman of Committee to review and revise it with Weed and Aydelotte. Key to chronology in faculty meeting 11/6/44. Aydelotte had told faculty of his position with Board--would retire).

* Though Maass appd fac. 11/6/44
Was it vs. Aydelotte which alienated him?

✓1945

April

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

BRONEER, THEODORE OSCAR

Biographical

Papers covering recommendation of Broneer/~~xx~~ for
as archaeologist and classicist. (Meritt's)

A, 10/18/56, Theodore Oscar Broneer

April - October

POLICIES

Administration

TRUSTEES

Corporation

LEWIS, WILMARTH

Biographical

AYDELOTTE, F.

Lewis was appointed Trustee April, 1945.

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

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

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

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

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

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

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

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

D, Lewis, Wilmarth S.

1945
SALARIES

Academic Personnel

GOLDMAN, HETTY

Biographical

Letter from Miss Goldman to Mydelotte, April 3, 1945
regarding her salary.

Filed in Chronological file under 1945, 4/3.

A, FA's retirement folder

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY

April 3rd, 1945

Dear Dr. Aydelotte;

I am not very good at instantaneous reactions and so I have taken a little time to think over your proposition that my salary be fixed in the future at \$10,000 for years spent at the Institute and \$5,000 when I leave for excavation in Turkey.

My case is precisely that of Dr. Lowe who went abroad annually to the libraries of Europe to gather material for his publications, except that my material was found in the course of excavation. And yet I have never heard of any reduction in salary for my colleague for the time spent away from the Institute.

If, after having waited so long to present my claim upon the Institute, I should again find myself a "Special Case" to whom a grudging concession had to be made, it would indeed be unacceptable to me.

Very sincerely,

Harry Goldman

A FA's retirement folder -

PROFESSORS (EMERITUS)

Academic Personnel

GENERAL

Public Relations

AYDELOTTE, F.

Biographical

MAASS, HERBERT H.

Aydelotte to Maass enclosing copy of proposed release to explain emeritus status of Veblen, Einstein, Lowe, Herzfeld, and himself as referred to in Bulletin about to be issued. (Released?)

D, Maass

✓1945

4/7

PROFESSORS

Academic Personnel

COMMITTEES (POLICY)

Academic Personnel

SIEGEL

Biographical

^{to} Voted offer professorship ^{to} younger mathematicians and submit
to Policy Committee of faculty. (Weyl, Morse and von Neumann
supported it.) (This was apparently Siegel).?

*Voted that v. Neumann prepare a statement for
presentation to the M. Com. of Fac. during the appointment of
a certain number of younger scientists & scholars to the Fac.*

Mathematics Faculty Minutes, 4/7/45

PARTICIPATION IN ADMINISTRATION

Academic Personnel

PRINCETON UNIVERSITY

Relations WOAI

LIBRARY

Facilities

AYDELOTTE, F.

Biographical

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

Filed in Chronological File under 1945, 4/7.

5-4

THE INSTITUTE FOR ADVANCED STUDY

Minutes of a meeting of the Library Committee held April 7, 1945.

Present: Professors Earle (substituting for Prof. Warren), Goldman, Lowe (by invitation), and Weyl, Chairman

The Chairman reported that Dr. Aydelotte had asked the Committee for their opinion about a request recently made to him by the library of Princeton University. Princeton University is interested in acquiring a collection (mostly of incunabula and early Americana) of the late Granville Kane. It thinks it could raise the necessary amount, \$450,000, if toward this the Institute gave \$100,000, while even \$50,000 would be a great assistance. Two volumes of the four-volume catalogue have been examined by various of our members, including Lowe and Panofsky. In their opinion the collection hardly touches any work being done at the Institute, and is of a pronounced bibliophile character. The Committee feel that it is no sound-policy for the Institute to purchase such material or encourage its purchase by gifts, and therefore resolved to advise the Director against a contribution from the Institute's fund to the purchase of the Kane Collection considered by Princeton University.

Hermann Weyl

Hermann Weyl, Chairman

GENERAL

Relations WOAI

Aydelotte to Ralph Barton Perry, April 9, 1945.

Perry asked Aydelotte for origins for the final report of the University's Committee on Post-War International Problems and Aydelotte sent him an extract from the Director's Report to the Board of Trustees of the Institute, January 25, 1943, telling in brief form the story of the conferences which led to the organization of the University's Committee. He was unable to give a more complete account. This was not complete enough for Perry, and he asked for further search to be made, and Aydelotte dug up a couple, July 25 and July 26, and August 8 - 9 no year specified. Detailed material on the origins was probably sent by Aydelotte or the School of Economics and Politics to the University's Committee at the World Peace Foundation in Boston.

D, University's Committee on Post-War International Problems, 1944-1945

4/10
4/12

STRAUSS, LEWIS W.

Biographical

AYDELOTTE, F.

MOE, HENRY ALLEN

Aydelotte to Moe, April 10, 1945.

"This is very funny about Strauss. In the latest edition of Who's Who in America, Vol. 23, he lists the Centy as one of his clubs, *u/* but I hardly see how that could be done unless he had been elected in 1944. Will you look the matter up on some up-to-date list at the Century and let me know the facts?

"I have always thought that the policy of looking for young men for our Board was dubious. The kind of experience and wisdom that we need seem to me more important than youth. A man in the early sixties will have at least five years."

Moe to Aydelotte, April 12, 1945.

"I note that the club Mr. Lewis Strauss lists in Who's Who is the

~~Century Club~~ 'Century Country'...It is, I think, a country club in Westchester County. I'm sorry I do not know Mr. Strauss."

D File, Moe, Henry Allen

✓ 1945

4/13

COMMITTEES (NOMINATING)

Academic Personnel

Report.

A, 1/29/57

DIRECTOR

Administration

A copy of a list with bibliographical data of the
Nominating Committee of the Institute with the following
names--these were for Director: *Trustum*

Charles E. K. Mees, Scientist, 63.
Lewis L. Strauss, Financier, 49.
Paul Kieffer, lawyer, 64
John Alexander Mackay, President Princeton Theological
Seminary, 56
Wilmarth S. Lewis, Scholar, 50
Florence E. Bamberger, Educator

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

1945

4116
461

April 16, 1945

Dear Dr. Flexner:

It is my turn this year to be chairman of the nominating committee of the Institute for Advanced Study. The committee had a meeting last Friday and, continuing a line of thinking that has been under discussion during the years I have served on the committee, it was decided that the nominating committee had a duty to make a start by its recommendations toward reducing the average age of the Board of Trustees. It was felt that for continuity of policy and for understanding of the future of the Institute in the light of knowledge of its founders' purposes, comparatively young men now should be added to the Board, who by association, in and out of meetings, with those who have the vision of the founders will catch that vision and carry it on. I trust that you will agree with that position. I remember discussing much the same thing with Senator Guggenheim a few years before his death and that he took steps to add younger Trustees to the Board of Trustees of the John Simon Guggenheim Memorial Foundation.

It is in this spirit and with this purpose that the nominating committee decided not to renominate you to the Board but rather to nominate a younger man for the ensuing five-year term. We trust that you will both understand and approve of this action. We want you to know in advance what our recommendation is to be; for the man who was the Institute's organizing Director has most special claims to our courtesy and consideration.

With the respect I have always had for you since I, as a very young foundation officer, met a great one.

Sincerely yours,

Dr. Abraham Flexner
150 East 72nd Street
New York City

Henry Allen Moe

- 3 -

April 17, 1945

"Dear Mr. Moe:

"I am greatly relieved to receive this morning your letter of April 16th. I think the position which your committee has taken in considering the question of my renomination is perfectly sound. I understand and I approve.

"If in the future I can be of any service to you or to the Trustees, do not hesitate to consult me, but I do not wish any responsibility for the future of the Institute, and I do appreciate the respect which I have received.

"With all good wishes for the Institute and the Trustees, I am

Sincerely yours,

ABRAHAM FLEXNER"

The Committee places the names of Wilmarth S. Lewis and Lewis L. Strauss in nomination for the vacancies on the Board of Trustees.

Wilmarth S. Lewis was born in California in 1895. He was educated at Yale University where he was associated with the Yale University Press and later became Research Associate. He is a Fellow of the Yale Corporation, Chairman of the Yale Library Associates and of the Librarians Council of the Library of Congress. He is the author of various books and articles on the 18th Century and Editor of the Yale Edition of Horace Walpole's Correspondence.

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

ARCHEOLOGY

Academic Activities

~~GLUECK, NELSON~~

Biographical

ALBRIGHT, WILLIAM F.

Nelson Glueck, American School of Oriental Research,
Jerusalem, Palestine, to Hetty Goldman.

(146)
An appraisal of William F. Albright of the Johns Hopkins University--one of the greatest living scholars in the entire general field of Near Eastern Oriental studies and archaeology; One of the greatest scholars that has ever labored in this field; one of the greatest scholars in Semitic philology that western civilization has had. In Assyrian, Babylonian, Ungaritic, Hebrew and Egyptian studies he has made pronounced and invaluable contributions. The list of his publications in these fields would cover literally hundreds of titles. He has been a great Palestinian archaeologist. He excavated at Tell Beit Mirsim, but he has been more than a Palestinian archaeologist. "He has known how to synthesize the results of archaeological and historical investigation in all the lands bordering Palestine. And he has been able to synthesize those results also as an

historian of great ability. He has trained a whole school of younger scholars, imparting to each of them a love for science, a passion for exactitude and thoroughness, and a painstaking methodology. His influence on Near Eastern studies in their narrowest and broadest interpretations will live long after him through the scholars he has trained."

He is a man of large sympathies, keen humor, great generosity.

4/16
4/20
4/24

BENEFITS

Academic Personnel

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

WEITZMANN

Biographical

PANOFSKY

Aydelotte to Baldwin Smith, Princeton, regarding sharing equally ~~Maxitxxxx~~ Weitzmann's salary of \$4500 to \$5000 with appropriate arrangements for different retiring age--65 & 68.

Aydelotte to Mattocks asking what benefit Weitzmann would rate at 68 on \$4,500 salary from Institute and Princeton.

Panofsky to Aydelotte on Weitzmann's status--Morey and Panofsky had been assured by Flexner Weitzmann's appointment was permanent. Weitzmann likewise sure. Urger Weitzmann's professional qualifications justify permanent appointment.

A, 10/18/56, File No. 57.

TRUS TEES

Corporation

FLEXNER, A.

Biographical

MOE, HENRY ALLEN

Flexner not renominated as Trustee, see attached letter, Moe to Flexner, April 16, 1945.

Filed in Chronological File under 1945, 4/16.

D File, Flexner, Abraham

- 2 -

April 16, 1945

"Dear Dr. Flexner:

"It is my turn this year to be chairman of the nominating committee of the Institute for Advanced Study. The committee had a meeting last Friday and, continuing a line of thinking that has been under discussion during the years I have served on the committee, it was decided that the nominating committee had a duty to make a start by its recommendations toward reducing the average age of the Board of Trustees. It was felt that for continuity of policy and for understanding of the future of the Institute in the light of knowledge of its founders' purposes, comparatively young men now should be added to the Board, who by association, in and out of meetings, with those who have the vision of the founders will catch that vision and carry it on. I trust that you will agree with that position. I remember discussing much the same thing with Senator Guggenheim a few years before his death and that he took steps to add younger Trustees to the Board of Trustees of the John Simon Guggenheim Memorial Foundation.

"It is in this spirit and with this purpose that the nominating committee decided not to renominate you to the Board but rather to nominate a younger man for the ensuing five-year term. We trust that you will both understand and approve of this action. We want you to know in advance what our recommendation is to be; for the man who was the Institute's organizing Director has most special claims to our courtesy and consideration.

"With the respect I have always had for you since I, as a very young foundation officer, met a great one.

Sincerely yours,

HENRY ALLEN MOE"

D Flexner Abraham

TRUSTEES

Corporation

FULTON, JOHN F.

Biographical

Fulton to Lewis, April 16, 1945, who ^{was about to be elected to} has just joined the Board.

"The Board of Trustees has suffered in the past from having been overloaded with Mr. Bamberger's business acquaintances, all of them estimable and clever men, but, for the most part, they have little knowledge of academic procedures or scholarly values."

Flexner's and Rosenwald's terms expire this year, and Mr. Bamberger died. There are 3 vacancies. "At the meeting Friday we decided not to reappoint Flexner as he has grown into a rather senile, meddlesome nuisance. I also favored dropping Lessing Rosenwald, since he seldom attends meetings, and when he does, seldom says anything, but Mr. Maass assured us that he is actually deeply interested in the Institute and the Institute is interested in his library! So Rosenwald has been reappointed with the understanding that if he doesn't attend meetings during the coming year, he will be dropped."

Lewis was, himself, first choice of the Committee for the first clear vacancy. The Committee then voted and, apparently,

failed to agree on Robert Loeb, Professor of Medicine at the College of Professors and Surgeons, keenly interested in academic problems.

Leidesdorf pointed out that ~~max~~ the Board had better consider a successor to him as Treasurer and Investment Counsellor, and the upshot of that was that Lewis Strauss was selected and is being approached.

Meanwhile, Hardin is well in his 80's. He suffers from the delusion that no meeting ought to last more than 45 minutes, but is fortunately not very active at the present time.

He goes into the Aydelotte matter, and wishes Sam Morison were a little younger and might be selected as Director. The committee has considered people like McLeish, Sherwood, etc., and Moe, himself, but he is not the person.

He describes Leidesdorf as a Brooklyn boy running a firm of public accountants well known in New York financial circles. "Sam runs all our financial affairs with a Brooklyn accent and rules the Director with an iron hand. Budgets are always balanced."

"Herbert Maass, a clever New York lawyer who has a much keener grasp of academic problems than Mr. Bamberger's other business associates. He presides with both tact and force and he has been one of the most vocal of those who insisted upon having young blood brought into the Board.

"Aydelotte submitted the names of six of his friends, all of whom were over sixty (one was 73) and with Maass pushing the matter, we voted them all down."

Veblen he describes as the only Faculty member now sitting on the Board who has attempted to fill the vacancies with other Faculty members "since he is imbued with the idea of the English college in which the government and trusteeship lie with the Faculty itself. Veblen has been useful in conveying the points of view of the faculty but I share the conviction of Weed and Maass that it would be probably better not to have any faculty members on the Board."

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

4/16

4/17

FLEXNER, A.

Biographical

~~XXXX~~ MOE, HENRY ALLEN

Moe to Flexner, 4/16/45, in regard to younger men on the Board of Trustees. Explains this is the reason why he was not renominated (Flexner).

Filed under Chronological File, 1945, 4/16.

Also Letter from Flexner to Moe in reply on 4/17/45, stating that he understands and approves of above reasoning. (Filed with above)

*Note Vernon's change 3/2/45 1st Dr. Tr. Mtg. Moe that
Flexner had proposed making Tr. permanent by default*

D File, Henry Allen Moe

- 3 -

April 17, 1945

"Dear Mr. Moe:

"I am greatly relieved to receive this morning your letter of April 16th. I think the position which your committee has taken in considering the question of my renomination is perfectly sound. I understand and I approve.

"If in the future I can be of any service to you or to the Trustees, do not hesitate to consult me, but I do not wish any responsibility for the future of the Institute, and I do appreciate the respect which I have received.

"With all good wishes for the Institute and the Trustees, I am

Sincerely yours,

ABRAHAM FLEXNER"

- 2 -

April 16, 1945

"Dear Dr. Flexner:

"It is my turn this year to be chairman of the nominating committee of the Institute for Advanced Study. The committee had a meeting last Friday and, continuing a line of thinking that has been under discussion during the years I have served on the committee, it was decided that the nominating committee had a duty to make a start by its recommendations toward reducing the average age of the Board of Trustees. It was felt that for continuity of policy and for understanding of the future of the Institute in the light of knowledge of its founders' purposes, comparatively young men now should be added to the Board, who by association, in and out of meetings, with those who have the vision of the founders will catch that vision and carry it on. I trust that you will agree with that position. I remember discussing much the same thing with Senator Guggenheim a few years before his death and that he took steps to add younger Trustees to the Board of Trustees of the John Simon Guggenheim Memorial Foundation.

"It is in this spirit and with this purpose that the nominating committee decided not to renominate you to the Board but rather to nominate a younger man for the ensuing five-year term. We trust that you will both understand and approve of this action. We want you to know in advance what our recommendation is to be; for the man who was the Institute's organizing Director has most special claims to our courtesy and consideration.

"With the respect I have always had for you since I, as a very young foundation officer, met a great one.

Sincerely yours,

HENRY ALLEN MOE"

DIRECTOR

Administration
Corporation

LEWIS, WILMARTH

Biographical

FULTON, JOHN

Lewis to Fulton.

Thanks him for his sponsoring ^{Lewis} Fulton to membership on the I. A. S. Board of Trustees. He has a few comments on the new Director--MacLeish and Sherwood wouldn't do, "much as I like and admire..."

Lewis Douglas is a most attractive man. It would be great pleasure to serve with you and him, Weed and Moe.

Fulton - Wilmarth Lewis

1945
TRUSTEES

Corporation

STRAUSS, LEWIS

Biographical

FULTON, J. F.

Fulton to Moe, April 18, 1945.

✓ I have just had a confidential report on Lewis Strauss.

"Just a note to let you know that I talked to Adele Rosenwald Levy who knows your Lewis Strauss quite well. She says he is unusually able to professionally and a good organizer. He is what she called an 'arch conservative' but I don't know if that makes any real difference to you. She thought he would be of no value at all in thinking through expansion of a program, et cetera."

Fulton adds that we don't need a Hoover Republican thinking in the last century on the Board of Trustees, but indicates that he thinks that he has probably been approached and has accepted.

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

✓ 1945

4/20

TRUSTEES (BIOGRAPHICAL)

Corporation

VEBLEN, O.

Biographical

Veblen moved that in view of importance of Institute nominations for Trustees be accompanied in future by brief biographical notes. Board adopted.

Minutes of the Corporation, 4/20/45

PARTICIPATION IN ADMINISTRATION

Academic Personnel

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

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

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

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

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

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

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

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

TRUSTEES
DIRECTOR
MAASS, HERBERT
AYDELOTTE, FRANK

Corporation
Administration
Biographical

After Director presented his report Mr. Maass moved and Mr. Schaap seconded the motion that the report be not filed, but that the Board be given copies for consideration and that a temporary committee of three (Weed, Aydelotte, Maass) present a report on the recommendations contained therein. The revised copy of the Director's Report is an appendix to these minutes.

*The fact that agreement was a. r. the Com.
was so quickly reached should a. probably be not have
his heart in it.*

COMMITTEE ON APPOINTMENTS

Corporation

Maass, Aydelotte and Weed to consider permanent appointments recommended by faculty and Director.

Trustees' Minutes, 4/20/45, page 5

4/20

45

(1) That the members of the staff should be men and women capable of creative work of the highest possible excellence judged not merely by national but by world standards.

present
how

(2) That the scholars in the Institute should enjoy complete freedom in their work, both in research and in the direction of the activities of younger men.

(3) That in the consideration of men for the staff or for membership in the Institute, no account should be taken of race, sex or creed.

(4) That while the Trustees have the ultimate legal authority, the actual control of scholarly and educational policies should be in the hands of the Director and Faculty.

with

(5) That appointments to the staff of the Institute should be made only with the advice of the Faculty.

(6) That the members of the Faculty should have the dignity and security which come from adequate salaries and retiring allowances.

(7) That the Institute should not be permanently committed to any particular field of research but that different fields might be cultivated or abandoned from time to time according to their importance and according to the men available to represent them.

as in

as per A 61 (A. 4/24/45)

Note: show amendments by 4/9/45
A 458 4/15/45

4/24/45

from A 458 4/25/45 with copy - 1

TRUSTEES

Corporation

LEWIS, Wilmarth

Biographical

STRAUSS, Lewis L.

Nomination of Lewis and Strauss for vacancies on Board.

Brief biographical notes on each.

Mtg. of Corp. 4/20/45 pp. 3-4

~~officers~~
OFFICERS

Corporation

COMMITTEES

Election of officers to serve until the next meeting:

President: Herbert H. Maass
Vice President : Lewis H. Weed
Chairman : John R. Hardin
Treasurer: Samuel D. Leidesdorf
Assistant Treasurer: Ira A. Schur
Secretary: Edgar S. Bamberger
Assistant Secretary: Jane S. Richardson
Assistant Secretary: Leah Harris

Appointment of members of Standing Committees:

EXECUTIVE COMMITTEE: Mr. Maass, Chairman; Messrs. Bamberger, Hardin, Leidesdorf, Moe, Schaap, Weblen, Weed and Wolman.

FINANCE COMMITTEE: Mr. Leidesdorf, Chairman; Messrs. Hardin, Maass, Schaap and Wolman

BUDGET COMMITTEE: Dr. Weed, Chairman; Messrs. Douglas, Leidesdorf and Rosenwald

COMMITTEE ON BUILDINGS AND GROUNDS: Mr. Veblen, Chairman; Messrs. Bamberger and Maass

COMMITTEE ON NOMINATIONS: Dr. Fulton, Chairman; Messrs. Leidesdorf and Rosenwald

1945
AYDELOTTE, FRANK

Biographical

Reappointed for the year 1945-46.

Tr. Min. 4/20/45 p. 6

1945
FOUNDERS

Corporation

GIFTS

Finance

Letter sent by Board to Executors of the wills of Louis Bamberger and Carrie Fuld regarding handling of stocks, bonds, property, etc.

Tr. Min. 4/20/45 - pp. 1-2

4/20

SELECTION COMMITTEE

Corporation

Moore, Chairman, Aydelotte, Douglas, Fulton, Leidesdorf,
Maass, Schaap, (Selection Committee)

Trustees Meeting Minutes, 4/20/45

TRUSTEES

Corporation

COMMITTEE ON APPOINTMENTS

Appointment¹ of a Committee on Appointments to receive recommendations from the Director and Faculty concerning permanent appointments to the Faculty.

Messrs. Maass, Chairman, Aydelotte and Weeh

Tr. Min. 4/20/45 p. 5

1945
TRUSTEES

Corporation

Director expressed satisfaction that Board is turning its attention to questions of organization, procedure and policy.

Tr. Min. 4/20/45 p. 5

TRUSTEES

Corporation

ROSENWALD, LESSING

Biographical

Re-election as trustee for five year ending 1950. Mr. Rosenwald said that if his commitments became too great he would submit his resignations.

Mtg. of Corp. 4/20/45 - p. 1

EINSTEIN, ALBERT

Biographical

VEBLEN, OSWALD

Upon reaching the age of 65 Professors Einstein and Veblen are to be designated as Emeritus, and shall continue to receive full salary until the age of 70, as a special gift from Mr. Bamberger. They shall continue to fulfill duties as if on the active list.

Tr. Min. 4/20/45 - p. 1

TRUSTEES

Corporation

DIRECTOR

Administration

NOMINATIONS (Faculty)

Academic Personnel

"NOTE: In accordance with the resolution of the Trustees that a committee should be appointed to consider the Director's Report as presented on April 20, 1945 and to make recommendations to the Trustees, Mr. Hardin appointed a committee of three, consisting of H. H. Maass, Chairman, Dr. Weed and Dr. Aydelotte. This Committee has studied the report carefully. It is clear that the Trustees had interpreted some of the statements as having a meaning quite different from that which the Director intended. Since the main point to the report was the suggestion of a sounder procedure than we have followed hitherto in making new appointments, it seemed best to the Committee to confine the report to that subject and to omit the statements to which exception had been taken. The report as presented herewith has been approved by the Committee.

H.H.Maass
Chairman"

Tr. Min. 4/20/45 Appendix

4/20
5/3

TRUSTEES

Corporation

MAASS, H. H.

Biographical

AYDELOTTE, F.

See file for rejected portion of Aydelotte's report to
Trustees - 4/20/45

*Don't credit his statement - note that what appeared
was accepted in report is largely the old draft except for
#4 - ~~that~~ + except for the shifting to the app. com. of
the important purchases: Ext. of 9AS work to new fields, abandonment
of fields of study now followed, then not, or "for any other reason."*

A, 10/18/56, Steno Report of Minutes 3/2/45 etc. File #45

1945
TRUSTEES

Corporation

COMMITTEE ON APPOINTMENTS
(Maass, Ch./ Aydelotte
and Weed)

Corporation

AYDELOTTE, F.

Biographical

MAASS, HERBERT H.

After Maass refused to accept Aydelotte's report to the Board a committee was appointed by him to read and winnow it, consisting of same men as appointed to Committee on Nominations. Report changed radically and Committee on Nominations resulted apparently as suggestion of Aydelotte who had really suggested Director and faculty make appointments.

A 10/18/56 #45, A 10/18/56 #51, A 5/17/56 #3

SELECTION COMMITTEE

Corporation

A Selection Committee was appointed to recommend a successor to Dr. Aydelotte.

Mr. Moe, Chairman
Mr. Aydelotte
Mr. Douglas
Dr. Fulton
Mr. ~~Kreisler~~ Leidesdorf
Mr. Maass
Mr. Schaap

Tr. Min. 4/20/45 p. 7

1945
DIRECTOR

Administration

COMMITTEES (TRUSTEES)

Corporation

AYDELOTTE, F.

Biographical

Aydelotte x for Hardin, April 24, 1945.

Informs members of the Selection Committee appointed by
Hardin: Moe, Aydelotte, Douglas, Fulton, Leidesdorf, Maass,
and Schaap.

JRH Correspondence from January, 1940 to November, 1945

GIFTS

Finance

HARDIN, JOHN R.

Biographical

MAASS, H. H.

AYDELOTTE, F.

Maass and Aydelotte to Hardin, Leidesdorf, and Schaap,
Executors of the will of Louis Bamberger, April 24, 1945.

A formal matter promising that they will re-assign and re-deliver to the executors any or all of the bonds and stocks and other property which you have assigned or delivered, or may hereafter assign or deliver to the Institute in distribution of the residuary estate for the purpose of enabling the executors to make payment of any debt of the decedent, or any inheritance or estate tax which they cannot otherwise meet.

JRH Correspondence from January, 1940 to November, 1945

4/25
4/26
5/1
5/2

TRUSTEES (COMMITTEES
On Policy and Procedures
and on Appointments

Corporation

HARDIN, JOHN R.

Biographical

4/25 - Hardin thinks that one committee can perform both functions, and accordingly, ~~(Aydelotte April 26)~~ appoints one committee for both functions, and notifies Maass he ~~was~~ is designated as Chairman (Aydelotte to Maass, April 26, 1945).

Aydelotte to Hardin, May 1, 1945.

Aydelotte is informed by Maass that Hardin's intention was not to say that one committee ~~xxxx~~ should perform both functions, and he writes to Hardin asking him what he really meant. Hardin, May 2, 1945, replies, "I do not think the misunderstanding, if any, is of any importance, but I still think that there was no room for confusion in my statement advising you of the appointment of the two committees. My intention was ~~therefore~~ that there should be two committees, but that the committees should have the same personnel. I anticipate that there will be two reports, one relating to the

reference to the committee of your Director's Report, and the other relating to appointments.

Mbs Maass by ~~del~~ ~~del~~ ~~del~~

4/27

PARTICIPATION IN ADMINISTRATION

Academic Personnel

COMMITTEES

Academic Personnel

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

Shing. Com. on Tenure & Appointments
was not created. Apparently never reached ^{to Fac.}
Prof. C. had handled subj. with the first-
Point is that Prof. C. appeared to take complete responsibility
for initiating the subject + disposing of it. Prof. C. did not
appear in A's report to Fac. 4/27

Faculty Minutes, 4/27/45

4/27

PARTICIPATION IN ADMINISTRATION

Academic Personnel

APPOINTMENTS

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

Faculty Minutes, 4/27/45

4/27

PARTICIPATION IN ADMINISTRATION

Academic Personnel

LIBRARY

Facilities

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

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

Faculty Minutes, 4/27/45 1945

4/28

SCHOOL OF MATHEMATICS

Academic Organization

THEORETICAL PHYSICS

Academic Activities

PRINCETON UNIVERSITY

Relations WOAI

SMYTH, HENRY D.

Biographical

VON NEUMANN, JOHN

Tentatively discussed suggestion of Smyth and von Neumann that Professor Enrico Fermi be offered a chair in Theoretical Physics under the joint auspices of the Institute and University with the understanding that his salary would be paid by the Institute and that laboratory facilities would be furnished him by the University. Aydelotte present questioned whether School of Mathematics might care to delay its nominations of Pauli and Siegel for consideration of the Fermi matter, but the School of Mathematics decided to push the two nominations and at the same time explore the Fermi proposal.

Minutes, School of Mathematics, 4/28/45.

4/28

SCHOOL OF MATHEMATICS

Academic Organization

SMYTHE

Biographical

FERMI

SIEGEL

PAULI

Aydelotte called meeting to consider his own and Smythe's suggestion Fermi be invited to University in theoretical physics under auspices I. A. S. and University. Did the School of Mathematics wish to defer its nominations of Siegel and Pauli? No, they did not.

~~xxx~~ Mathematics Faculty Minutes, 4/28/45

1945

4130

April 30, 1945

Dr. Frank Aydelotte
The Institute for Advanced Study
Princeton, New Jersey

Dear Dr. Aydelotte:

When Dr. Flexner raised with me the question of appointing Miss Goldman to the Faculty of the Institute I sent him from Oxford a letter to support his recommendation. He brought this to the attention of the Trustees at that time, and part of it, at least, I believe he said was recorded in their minutes.

*The -
Magnetism
Presented to
Ad in Oct.*

The nine years of close association which I have had with Miss Goldman since then have in every way justified my favorable expectations. She has finished her studies of Halai and Colophon, in the latter of which I have been much interested, and has now prepared her first volume on Tarsus. All that she writes is sound and scholarly. My respect for her work has increased over the years, and I regard her now just as I have always regarded her, and each of my other colleagues, as a distinguished member of our group. I am able, furthermore, to say this to you with confidence, because her work is closely associated with mine and I know the record.

Sincerely yours,

Benjamin D. Meritt

BDM:jer

Source Aydelotte files - Orig. See g. Verhulst

May-June

1915
VINER

Biographical

EINSTEIN, A.

VEBLEN, O.

See pp. 5-6, Interview with Veblen February 8, 1956,
for reference to above headings.

Interview filed in Vertical file under Veblen interviews.

Veblen Interview 2/8/56

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

EARLE, E. M.

Biographical

MORISON, SAMUEL ELIOT

Nomination by Earle of Morison for faculty membership.
(Later brought up as ~~conflict with~~ proposal to invite ~~Viner~~
Viner) *added*,

S-17 (SEP Report Memoranda, 1937-48)

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

For Broneer's curriculum vitae see File I.

See letter attached to memo in Chronological file under
1945, 5/3.

School of Humanistic Studies II (Vertical File)

THE INSTITUTE FOR ADVANCED STUDY

SCHOOL OF HUMANISTIC STUDIES

PRINCETON, NEW JERSEY

May 3, 1945

To: Dr. Aydelotte

From: The Humanistic Faculty

Subject: Appointments to the Faculty

We have learned from you with deep concern that you have so far planned to make no recommendation to the Faculty on May 4 for new appointments in the Humanities. Inasmuch as we are losing two professors by retirement we have been confidently expecting that they would be replaced so that our group, if not strengthened, would at least remain intact. Now we learn further that you are hesitant to propose even one of our recommendations at the coming meeting of the Faculty.

We have met again and have carefully gone over our proposals submitted to you, as you requested, after our meeting of February 12. We still feel justified in recommending that you submit to the Faculty the following names, in the following order of preference: William F. Albright, Alfred H. Barr, and Oscar Broneer.

We respectfully petition that you bring these names to the attention of the Faculty at its meeting on May 4.

5/2
5/5

1945
EARLE, E. M.

Biographical

VINER, J.

Earle to Aydelotte regarding Viner's qualifications
and urging appointment by I. A. S.

Letter filed in Chronological file under 1945, 5/2.

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

Viner

May 2, 1945

Dr. Frank Aydelotte
Institute for Advanced Study
Princeton, New Jersey

My dear Dr. Aydelotte:

The members of the School of Economics and Politics of the Institute for Advanced Study would consider it an honor if Professor Jacob Viner of the University of Chicago could be added to the Faculty of the Institute.

Professor Viner is one of the outstanding economists in the English speaking world. A student of the late Professor Taussig at Harvard, he is perhaps best known as a specialist in international trade and finance. But the thing which principally distinguishes him from most other American economists is that, in addition to technical competence in his own special field, he has exhibited remarkable breadth and catholicity in his interests and scholarly writings. For example, he is very favorably regarded among historians as one who has made distinctive contributions to economic history, particularly in the field of British economic theory before Adam Smith. His ability to deal clearly and eloquently with a broad philosophical problem is evident in a recent essay "The Economic Problem [of War and Peace]"---one of a series of essays in New Perspectives on Peace, edited by George B. De Huszar (University of Chicago Press, 1944).

Professor Viner is currently engaged in a series of studies which will take some years on the economic factor in power politics from the seventeenth century to the end of the nineteenth. These studies will appear as a series of articles, probably in the Journal of Political Economy, and as by-products he may publish two brief but much needed essays on mercantilism (a critique of Schmoller and Heckscher) and on the intellectual history of the balance of power. In other words, Professor Viner goes back to the great tradition of Adam Smith in considering economics primarily a branch of statecraft.

There are several ways of judging the achievements of a university professor. Certainly any appraisal of his worth would be based upon his teaching, his publications, the publications of his

#2. Dr. Frank Aydelotte. 5/2/45.

students, his participation in the work of scholarly journals, and his public service in wartime. On all of these counts Professor Viner must rate very high among persons in American academic life. A list of his writings, hereto appended, is impressive, whether viewed qualitatively or quantitatively. A list of the publications of his graduate students at the University of Chicago would emphasize both the breadth of his interests and his capacity to inspire among his protégés work of a high degree of significance to American scholarship. For example, Professor Robert L. Schuyler, the Columbia historian, recently told me that Viner's students were among the most important contributors to an understanding of British eighteenth century imperialism.

Professor Viner has been on the faculty of the University of Chicago since 1916 and was appointed Morton Hull Distinguished Professor in 1940. He has been a visiting professor at the Institut de Hautes Études Internationales at the University of Geneva from 1930-1931 and 1933-1934 and at Yale University from 1942-1943. He also was Stafford Little lecturer at Princeton University in 1940. He has been a really distinguished editor of the Journal of Political Economy. He has served at various times as a consultant to the United States Tariff Commission, the Secretary of the Treasury, and the Department of State. He has taken an active part in the work of the Council on Foreign Relations in New York and the Yale Institute of International Studies, both of which look upon him as one of the most valuable members of their respective study groups.

Professor Viner took his B.A. at McGill, his Ph.D. at Harvard and an honorary LL.D. from Lawrence College, Wisconsin. He is a member of the American Philosophical Society, the American Academy of Arts and Sciences, and was President of the American Economic Association in 1939.

Professor Viner's presence in the Princeton community would be welcomed not merely by all of the economists but by the historians, who value highly his intelligence, his critical faculties, and his substantial contributions to economic history.

Sincerely yours,

Edward Mead Earle

For the School of Economics and Politics

April 13, 1945

BIBLIOGRAPHY OF JACOB VINER'S PUBLISHED WORKS

Books

Balanced Deflation, Inflation, or More Depression, Minneapolis, University of Minnesota Press, 1933. (Day and Hour Ser. No. 3)

Canada's Balance of International Indebtedness, 1900-1913, Cambridge, Harvard University Press, 1924. (Harvard Economic Studies, vol. 26)

Dumping; A Problem in International Trade, Chicago, University of Chicago Press, 1923. (Materials for the Study of Business)

Memorandum on Dumping ... Submitted to the Preparatory Committee for the International Economic Conference, Geneva [Imp. Kundig] 1926. (Publications of the League of Nations, II. Economics and Financial, 1926, II:63)

Report on the Availability of Bank Credit in the Seventh Federal Reserve District. Submitted to the Secretary of the Treasury by Charles O. Hardy and Jacob Viner, Washington, U. S. Government Printing Office, 1935.

✓ Studies in the Theory of International Trade, New York, Harper, 1937.

Trade Relations Between Free-Market and Controlled Economics, Geneva, League of Nations, 1943. (Series of League of Nations Publications, II. Economic and Financial, 1943, II, A. 4)

Value and Distribution ... [n.p., n.d.] 2 v. Mimeographed. (Copy in University of Chicago Library)

Mr. Viner assisted in the preparation of the following government documents:

U. S. Tariff Commission, Introductory Survey of Colonial Tariff Policies, Washington, Government Printing Office, 1921.

U. S. Tariff Commission, Reciprocity and Commerical Treaties, Washington, Government Printing Office, 1919.

Articles

✓ "Adam Smith and Laissez-faire", Journal of Political Economy, 35:198-232. (Apr. 1927).

"Adam Smith and Laissez-faire." (In Adam Smith, 1776-1926, Chicago, University of Chicago Press, 1928, pp. 116-155).

"American Export Trade and the Tariff", Annals of the American Academy, 127: 128-33. (Sept. 1926).

- "Angell's Theory of International Prices", Journal of Political Economy, 34:597-623. (Oct. 1926)
- "Comparative Costs", Quarterly Journal of Economics, 42:697-701. (Aug. 1928)
- "Cost Curves and Supply Curves", Zeitschrift für nationalökonomie, 3:23-46 (1931).
- "The Doctrine of Comparative Costs", Weltwirtschaftliches Archiv., 36:356-414 (1932).
- "The Economic Problem." (In George B. Huszar, ed. New Perspectives on Peace, Chicago, University of Chicago Press, 1944, pp. 85-114).
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- "German Reparations Once More", Foreign Affairs, 21:659-73. (July 1943)
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- "Inflation: Menace or Bogey?", Yale Review, n.s. 31, No. 4:684-702. (June 1942).
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- "Marshall's Economics in Relation to the Man and to His Times", American Economic Review, 31:223-35. (June 1941).
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- ✓ "Mr. Keynes on the Causes of Unemployment", Quarterly Journal of Economics, 51:147-67. (Nov. 1936).
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- "Must the United States as a Creditor Nation Modify its Traditional Attitude Toward a Protective Tariff?", Annals of the American Academy, 94: 47-51. (Mar. 1921)

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- "Textbooks in Government Finance", Journal of Political Economy, 30:241-56. (Apr. 1922)
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ADDENDA

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1945

APPOINTMENTS

SCHOOL OF HUMANISTIC STUDIES

MERITT, B. D.

5/3

Academic Personnel

Academic Organization

Biographical

Queen of
PA.

Meritt (for Humanistic Faculty) to Aydelotte, protesting against Aydelotte's announcement of intention to make no recommendation of a professorship in the School of Humanistic Studies at the meeting of the next day. The Faculty of the School of Humanistic Studies was proposing three men for consideration for permanent appointment which they met and reconsidered at Aydelotte's request after a meeting of February 12. They ~~was~~ still felt justified in insisting that the following names in order by preference be presented: Albright, Barr, and Broneer, and they respectfully petitioned that these names would be submitted to the Faculty meeting on May 4. See 10718156 files for reports on these names.

Original memo sent by B.M. Parfity, Howard Goldman in

A 10718156 SITS

For appts.

School of Historical Studies (Betty Horton's Files)

19-

FLEXNER, BERNARD

Biographical

Bernard Flexner died May 3, 1945.

Who Was Who, Volume II, 1943-1950

PARTICIPATION IN ADMINISTRATION

Academic Personnel

MEMBERS

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

Mathematics--Pauli and Siegel
Humanistic Studies--Albright, Barr and Broneer
School of Economics and Politics--Jacob Viner and
Samuel E. Morison

See memo 5/3/45

A 10/18/57 from Menet ~~to~~

Pamphlet etc

demanding submission of

The 3 SRS where

to replace or replace

Faculty Minutes, 5/4/45

✓ 1945
CARNEGIE FOUNDATION

Foundations

EARLE, E. M.

Biographical

HARTZ

Earle to Aydelotte: "Mrs. Hartz's salary has been paid out of Carnegie funds since 1939." Asks I. A. S. to meet the salary. Later I. A. S. paid 1/2 and Carnegie Corporation paid 1/2. As of August 31 he asked Aydelotte to charge Carnegie Corporation funds with 1/4 and take balance out of his gift of ~~XXXX~~ \$1,000 to I. A. S.

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

5/17
5/18

ECONOMICS

Academic Activities

MEMBERS

Academic Personnel

GOLDENWEISER

Biographical

VINER, J.

STEWART, W.W.

EARLE, E. M.

Stewart to Earle, May 17, 1945, showing correspondence with Goldenweiser who asks whether the Institute would have anything in the way of "collaboration or a focal point for my activities when I leave Washington." He has decided to retire from the Federal Reserve Board and would like to pursue scholarly work. Stewart discussed with the Director who felt he wanted to avoid a faculty discussion then in favor of ~~discussing~~ finding out faculty opinion informally. It was Aydelotte's suggestion Goldenweiser come on a five-year

membership without stipend. He decided finally to call the meeting of May 19, 1945 to consider the matter. W. W. R., W. W. S. and R. B. W. unanimous on Goldenweiser and hope that the invitation to him will not confuse the faculty appointment for Viner.

Earle to Stewart, May 18, 1945. Assures Stewart Committee on Policy will make a formal recommendation that memberships be made available for a term of several years for distinguished persons like Goldenweiser. The School will then wish to recommend his appointment as a member for a five-year period.

"Like you, I very much hope that the appointment of Viner may be pushed vigorously forward, so that, if possible, he can be with us in the autumn." (See letter October 6, 1945 in which Earle concedes with Stewart Viner would have to be eliminated from Institute consideration "at the present time.")

Earle to Viner, May 5, 1945 expressing hope that he
will reconsider and accept Princeton University's offer.
All at the Institute and all the members of the History
Department at Princeton would welcome you with open ~~arms~~
arms. "We are all very much disturbed that the case for your
coming here was not put more effectively." (B. P. M.)

Date OIL - See a to Doherty still asking if GAS can help
to induce Viner accept P.U.'s offer.

Earle Files, Institute--1944-45 - General Correspondence

HOUSING

Facilities

The Self-styled Princeton Community Development Council at 130 Nassau Street through its chairman, Shirley W. Morgan, addressed a form letter to eleven institutions and business firms in Princeton which had evidently located in Princeton during the war with a warning that if ~~there~~ their building plans were loosed on the community immediately after the termination of hostilities, everybody would be competing with everybody else for limited materials and labor, and, therefore, get minimum buildings at maximum cost. They aimed to hold a meeting for the purpose of organizing an orderly program of construction over three to ten years.

Aydelotte to Morgan, May 10. He suggests individual negotiations between the Committee and the firms and institutions addressed. For the Institute's part, it had to secure housing accommodations for its people.

D, "p"

1945
GISTS

Finance

MAASS, HERBERT H.

Biographical

HARDIN, JOHN R.

Maass informs Hardin he has an offer of \$162,500.00 for the Orange property, net really \$171,000.00 gross with the commission.

For the stock of the Halsey Cedar Corporation he is offered \$325,000, subject to the brokerage commission. He and Leidesdorf have discussed the two and both think they should be accepted.

On May 11, Hardin agrees, and on the same date sends Leidesdorf a copy of Maass' letter dated May 10 and a carbon of his letters noting agreement.

JRH Correspondence from January, 1940 to ~~XXXXXXXXXX~~ Nov., 1945

1944
to
✓ 1945

12/17

5/11

PARTICIPATION IN ADMINISTRATION
(POLICY COMMITTEE)

Academic Personnel

EARLE, E. M.

Biographical

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

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

PRINCETON UNIVERSITY

Relations WOAI

STEWART, W. W.

Biographical

AYDELOTTE, F.

VINER

Aydelotte to Dodds, May 11, 1945.

"...Walter Stewart and I are wondering whether there is anything we could do to urge Viner to accept your invitation... We are hoping that this letter [refusing invitation from Princeton] does not absolutely close the matter and that perhaps there might be something we could do to urge Viner to accept. Certainly we can give him every assurance that we would welcome his coming to Princeton University with the greatest enthusiasm."

Stewart may look in a h...

D File, Dodds, Harold W.

SCHOOL OF MATHEMATICS

Academic Organization

General

Relations WOAI

WEYL, HERMANN

Biographical

DRESDEN, ARNOLD

Dresden to Weyl, May 12, 1945.

He sends him a final version of a report of a conference between eight mathematicians, including Dresden and Weyl on the need for better ~~prepar~~ preparation in all levels of education for the demands of the post-war period to bring about changes in the mathematical educational procedure which have been long overdue. There is only a carbon copy of this report. It is in the file and should be consulted.

"Mathematics plays a fundamental role in our civilization. It sets the standard of objective truth for all intellectual endeavors; science and technology bear witness to its practical usefulness. Like language and music it is one of the primary manifestations of the free creative power

of the human mind, and it is the universal organ for world-understanding through theoretical construction. Mathematics must therefore remain an essential element of the knowledge and abilities which we have to teach, of the culture we have to transmit to the next generation. Only he who knows what mathematics is and what its function in our present civilization is, can give sound advice for the improvement of our mathematical teaching."

The report proceeds to a discussion of the evils which were discussed in the conference which seem to lie primarily in the teachers, their preparation, their development as human beings and as mathematicians, and the aids they use in their instruction, chiefly the textbooks:

(1) The teachers are recruited from the normal schools and from schools of education, "which unfortunately too often disregard the fact that only those should teach a subject who know thoroughly the field to which the subject belongs."

(2) The method of appointment of teachers of mathematics leaves much to be desired. There is a lack of standards of

scientific and cultural preparation. Local school boards are not capable of pursuing the considerations needed for proper selection.

(3) The domination of the textbook field by the commercial interests of publishers and of authors; the dominance of tradition in curriculum. It is suggested that somewhere there should be inserted an elementary course in number theory, from which many young students would derive greater satisfaction than from the traditional course in trigonometry.

(4) The lack of scientific discipline in the schools, the acceptance by teachers of slovenly work and slovenly thinking is detrimental to education. "A main task of the teacher is to help his pupil across the bridge from the idea to its technical execution."

(5) Lack of continuity between highschool work and work in college, both with regard to the content of the courses and to the points of view, is manifest. There

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is also an overemphasis of control by examinations and grades over the college student which deprives him of the chance to catch "the fire of inspiration when he is intellectually receptive for it."

(6) The work expected of candidates for the Ph. D. frequently fails to provide for the broad mathematical training and the cultural background which are necessary for a college teacher of mathematics.

(7) The absence of provisions for adequate adult education in mathematics is deplorable. This need is enhanced when one considers the return of veterans.

The constructive aspects of the discussion were listed as follows:

(1) Careful planning and writing of textbooks in mathematics for elementary schools, high schools and colleges by competent persons. It would be desirable to have a commission appointed to make a careful study of this question.

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(2) A competent commission should be established to examine textbooks carefully as they are published. The books as published should be reviewed and rated by such a commission. "The methods used by Consumers Research could be studied to advantage.

(3) The establishment of a Fellowship in the Association (analogous to Fellowships in the Actuarial Society,) should be granted to applicants, particularly the younger members of the profession, either on the basis of examinations by the Association or on the basis of conspicuous achievement as a teacher, would help to set up high standards for teachers of mathematics in the schools. It would be necessary that a commission study the possibilities in this direction, exploring the likelihood of obtaining cooperation from the secondary schools, both private and public, and from teachers, actual and prospective.

(4) Graduate schools should recognize the training of college teachers as one of their major responsibilities. The needs of such persons should be clarified. It is not necessary

5

that they should go through the "painful process" of writing a research dissertation. Perhaps a new degree should be established, or the requirements for existing degrees should be modified perhaps. Prospective college teachers should attain a higher level of mathematical understanding than is now the case, and they should be encouraged (as a minimum of attainment) to preserve such a level throughout their professional life. "The development of every science, not excluding mathematics, is determined by ideas, attitudes, valuations, which do not become explicit in the system of science itself, while the results of our scientific labors in their turn react on and modify the repertory of ideas and convictions which rule the active conduct of our lives. A teacher of mathematics is in greater need than a research mathematician of keeping ~~his~~ his mind open to this give-and-take between systematic science and the whole of our human existence."

(5) Adult education in mathematics should be provided for individuals beyond college age who want to do work of college character. Such groups would include high school

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teachers who wish to prepare for a fellowship qualification and college teachers who want to retain their literacy and extend their knowledge in mathematics.

(6) More attention should be paid to the historical and philosophical background of mathematics. In the detailed study of the various fields, the historical development should take an important place. "The contributions which mathematics can and should make to culture should be made clear to the student of the subject." The teachers of mathematics should not be narrow in their knowledge.

The committee expresses the hope that commissions may be appointed to study the matters presented in this report. They go on to say:

"In some respects the evils from which our profession suffers present much analogy with those which existed in the medical profession forty years ago. It would probably be worth while for some of these commissions to study the procedures used by Dr. Abraham Flexner in his studies of medical education which led to far-reaching reforms in this field.

7

"It would also be useful to become acquainted with measures taken in foreign countries, particularly in England and Russia, for the betterment of mathematical education."

Signing the report were: H. W. Brinkmann, Richard Courant, Arnold Dresden, J. R. Kline, E. J. Miles, Oystein Ore, Hans Rademacher, and Hermann Weyl.

Weyl to Dresden, March 13, 1945.

He very tactfully makes a couple of suggestions:

"I do not fully agree with you when you say in the preamble that the significance of mathematics for educational purpose depends to a large extent upon the degree to which it is made to contribute to human culture. Even Ortega puts the training of the professionalists and the search for truth side by side with the transmission of culture."

He also suggests that in Section III, Paragraph 4,

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a sharper line should be drawn between the teacher of mathematics and the research mathematician.

"In Paragraph 6 of Section III, I should like to see the second and third sentences canceled. I cannot see the contributions of mathematics to culture as a subject for 'careful study' in a normal mathematical curriculum, and we should not stress history too much. Mathematics itself and its problems must remain the hard core of any such curriculum."

See P. 1
He goes on to say, "We do not claim for mathematics the prerogative of a Queen of Science; there are other fields which are of the same or even higher importance in education. But mathematics sets the standard of objective truth for all intellectual endeavors; science and technology bear witness to its practical usefulness. Besides language and music it is one of the primary manifestations of the free creative power of the human mind, and it is the universal organ for world-understanding through theoretical construction. Mathematics must therefore remain an essential element of the knowledge and abilities which we have to teach, of the culture

9

we have to transmit, to the next generation. Only he who knows what mathematics is and what its function in our present civilization, can give sound advice for the improvement of our mathematical teaching."

"Too little emphasis is laid on the understanding of simple ideas, too much on the mechanical performance of complicated techniques..."

"Since the various subjects offered in an all-round educational program are interrelated, and our culture itself is not composed of a number of isolated pieces, it is hardly a sound procedure to let the student, especially at the high school level, pick his courses according to his own whims; take a little Latin and then drop it, etc. A large amount of compulsory continuity and coordination is desirable.

"On the other hand our system of spoon-feeding and perpetual control by papers and exams, gives the college student too little freedom for ever catching the fire of

inspiration from a superior teacher at the time when the intellect is ripe for freedom. (Later is too late.)"

And, again, he says, "Synthesis, concentration and consolidation of knowledge, rather than expansion of knowledge, seem to be their specific function. Since science is man-made, the development of every science, not excluding mathematics, is determined by ideas, attitudes, valuations, which do not become explicit in the system of science itself, while the results of our scientific labors in their turn react on and modify the repertory of ideas and convictions which rule the active conduct of our lives. A teacher of mathematics is in greater need than research mathematician of keeping his mind open to this give-and-take between systematic science and the whole of our human existence.

"The question whether a new degree should be established, or whether the requirements for existing degrees should be modified, remains open for discussion."

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W (Weyl) File Di-

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

POLICY

Administration

GOLDENWEISER

Biographical

STEWART, W. W.

AYDELOTTE, F.

Stewart to Aydelotte confirming understanding.

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

D, Stewart

GOLDENWEISER

Biographical

VINER, J.

STEWART, W. W.

EARLE, E. M.

Walter W. Stewart to Earle regarding 5-year appointment
without stipend to Goldenweiser. Viner matter involved.

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

EMIGREES

Academic Personnel

SALARIES (pensions)

AYDELOTTE, F.

Biographical

DOUGLAS, LEWIS W.

Aydelotte to Douglas.

Notes that Douglas has returned from Germany, but temporarily, and asks whether his stay abroad will be protracted.

He raises the question as to whether or not Douglas' position will concern any question of provision of pensions for elderly German scholars, mostly Jews, who were exiled by the Nazi government and who are now living in the United States, England and other countries. "The situation of many of these men is pathetic. I could name you a great many cases of men of the highest eminence, now approaching 70 years of age, who can find no academic position, because no university is willing to face the odium of terminating a man's career, say at 70 or 75, without a pension, and at the same time no institution is justified in providing a pension for so short a period of active service."

"...I think the responsibility lies with the German government, and I very much hope that means can be found to compel that government to assume it."

D File, Lewis W. Douglas

INVESTMENTS

Finance

AYDELOTTE, F.

Biographical

STEWART, W. W.

Aydelotte to Stewart. Rockefeller Foundation report 1944 shows income from investments about 5-1/2 % -- Could we learn from them how to invest? But Stewart ~~7~~ points out Rockefeller Foundation investments at market and cash value \$206 million yield about 4 % on that basis. Furthermore \$112 million in various Standard Oil stocks (\$1 million Standard Oil of New Jersey). Current income depends largely on Standard Oil dividends. Aydelotte shows to H. Weyl who evidently raised question.

D, Stewart, Walter W.

5/22

✓ 1945
FACULTY

Academic Personnel

MEMBERS

SALARIES

APPOINTMENTS

COMMITTEES (ON APPOINTMENTS)

Corporation

PAULI

Biographical

VINER

ALBRIGHT

SIEGEL.

Minutes of meeting of Committee on Appointments.

Extra Copy from D File filed in Chronological File under
1945, 5/22.

D, Committee on Appointments, Extra Copy

MEETING OF THE COMMITTEE ON APPOINTMENTS

MAY 22, 1945

PRESENT: Mr. Maass, Chairman, Dr. Weed and Dr. Aydelotte.

The Committee met with the Faculty and participated in the discussion of the various nominations made by the Director, all of which were approved by the Faculty as follows:

^{b. 1900}
Professor Wolfgang Pauli, School of Mathematics

^{b. 1894}
Professor Jacob Viner, School of Economics

^{b. 1891}
Professor William F. Albright, School of Humanistic Studies

The Director stated that if a fourth appointment were to be made, the School of Mathematics would like very much to appoint Professor Carl L. Siegel and this suggestion was approved informally by a majority of the members of the Faculty.

The Director called the attention of the members of the Committee to the fact that from the years 1944-1945 there are four retirements from the Institute Faculty: Professors Einstein, Herzfeld, Lowe and Veblen. He stated that the proposed budget for the present activities of the Institute for the academic year 1945-1946 would be \$414,000. Mr. Connors estimates that the income from the endowment fund for the year 1945-1946 will be approximately \$600,000. The Director proposed additional expenditures amounting to about \$50,000. After hearing the proposals of the Director, the Committee agreed on the following recommendations:

Professor Panofsky to be increased from \$10,500 to 12,500

Professor Earle to be increased from \$10,000 to 12,500

Miss Goldman, who retires in 1947, to be increased from \$2,400 to 16000

Miss Swann, who retires in 1946, to be increased from \$3,600 to \$4,500.

The Committee approved the arrangements suggested by Princeton University by which Dr. Kurt Weitzmann, Field Medievalist, should be placed on a

D C on Appointments Extra am

- 2 -

permanent status with tenure, his salary being paid partly by Princeton University and the Institute for Advanced Study. ^{with the} Professor Weitzmann's salary is now \$4,500 per year. Under the arrangement proposed and approved by the Committee, his salary would be raised to \$5,000 per year. The Institute would pay \$2,500, plus \$250 per year to the TIAA, Professor Weitzmann making a similar contribution from his own salary. Princeton University would pay \$2,500, plus \$125 per year to the TIAA, Professor Weitzmann making a similar contribution from his own salary. When Professor Weitzmann reaches the age of 65 in 1969, he will retire from the Institute and Princeton University will assume the obligation for his entire salary and retiring allowance until he reaches their retiring age of 68. The arrangements proposed will give Professor Weitzmann a retiring allowance of somewhere between \$2,000 and \$2,500 per year.

New appointments to the Faculty were approved as follows:

School of Mathematics

Professor Wolfgang Pauli, \$10,000 plus a contribution of \$1,500 to the Teachers Insurance and Annuity Association on condition that Professor Pauli contribute a like sum from his own salary. This will insure a pension for Professor Pauli of just over \$4,000. 12500

Professor Carl L. Siegel, \$10,000, plus a contribution to the TIAA of \$1,625 on condition that Professor Siegel make a like contribution from his own salary. This will insure Professor Siegel a pension of just over \$4,000 at the age of 65.

School of Economics

Professor Jacob Viner, \$10,000, plus the regular contribution of 5% to the TIAA. 12500

- 3 -

The Committee reserved the nomination of Professor William F. Albright for a professorship in the School of Humanistic Studies for further consideration. *On the Xerox*

Annual expenditures recommended by the Committee amount to a total of which will be somewhat reduced in 1946 and still further reduced in 1947.

FA:jsr
6:4:45

1945

5/22

PARTICIPATION IN ADMINISTRATION

Academic Personnel

POLICIES

Administration

TRUSTEES (BOARD)

Corporation

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

SCHOOL OF MATHEMATICS

MAASS, HERBERT H.

Biographical

WEED

This was a meeting of the faculty, ~~with Professors~~ the Director, and Professors Maass and Weed with the Board of Trustees. Present were: Professors Alexander, Earle, Einstein, Goldman, Lowe, Meritt, Morse, Riefler, Stewart, Veblen, and Weyl. Absent were Mitrany, Panofsky, von Neumann, and Warren. Aydelotte was the Chairman. He announced that this was the last meeting of the academic year but one,

and he thought it would be valuable if representatives from the Board of Trustees heard the discussion on certain appointments to be recommended by each of the schools that they might be well informed.

Director then stated that he was asking for recommendations to 3 appointments: Wolfgang Pauli in mathematics; Jacob Viner in economics and politics; and a William F. Albright in the humanities. He stated that he was holding back the recommendation of the School of Mathematics for Carl Siegel because the President of the Board of Trustees has indicated that only 3 appointments were possible at the present time.

When the Director called upon Professor Weyl to present the nomination for the School of Mathematics, Mr. Maass interrupted to inquire whether the faculty had thought about the problems of the Institute as a whole. By elaboration and by example: "...the Institute might be pre-eminent only in mathematics, and weak possibly in the field of economics, and he wondered whether the faculty had thought of the need of bringing in new people where they were necessary to give added prestige. If there were not any man available at the moment in the fields which needed strengthening, he wondered if it would not be better now to appoint only one professor in the field of ~~economics~~ ^{mathematics}, and so save the money which would otherwise be used in additional appointments

until such time as men who would give prestige to the Institute would be available. Mr. Maass emphasized that the case as he had presented it was entirely hypothetical, and that he had named the Schools of Mathematics and of Economics and Politics merely by way of illustration."

After that nominations were duly presented by the respective schools, for Pauli, Viner,, ~~and~~ and Albright.

Here Mr. Maass interrupted to ask whether the Director knew that these men would accept if asked. The Director replied that he had not felt free to approach any candidate unless authorized by the Board of Trustees.

Discussion followed. Einstein believed that Viner "had perhaps a less inventive mind" than Siegel, and he thought hesitant support Viner's candidacy if Siegel were to be passed over. Veblen getting better the drift of the wind, supported Viner's nomination, and said that it was almost impossible to compare merit in the two fields. Stewart agreed with this. Viner, he thought, was pre-eminent in the qualities which made a great economist. Mr. Maass "contributing to the discussion, asked whether it was not possible to do inventive work in economics as

well as in mathematics." There is no recorded response to this, and the faculty approved Earle's nomination of Viner.

Professor Goldman presented the nomination of William F. Albright, archeologist, biologist, linguist, and historian.

This was supported by Stewart, Weyl, and Earle.

Maass asked whether the field to be represented by Mr. Albright was not, in fact, being continued at the Institute by Herzfeld even after his retirement. The Director replied that Herzfeld was withdrawn from his association with his former colleagues upon his retirement. This nomination was also carried. The Director and the Faculty complimented the Trustees on their listening to the discussion.

Mr. Maass related to past mistakes in appointments "by expressing agreement with the desirability of such procedure" as had been engaged in there. He felt that the Trustees were in duty bound to inform themselves to the best of their ability the qualification of all candidates, and he regretted that in times gone by, nominations to the faculty had been made and approved without any opportunity for the Board to acquaint itself either with the candidates or with their fields."

Professor Lowe took this personally and had to have his feelings restored.

Mr. Maass said that the founding of the School of Economics "was something that he could understand because it had been thoroughly discussed with the Board. He ventured the opinion that this Board, this School, might have more to contribute in the present state of the world than the other schools. Mr. Maass wondered whether the faculty had given thought to this. In any event, Mr. Maass reminded the faculty, he was Chairman of the Committee of Trustees on Appointments and President of the Institute, and he said that he felt ~~that it was his~~ it his obligation to see that things were done right in the future, and that the Institute was run on a practical basis, and this he was determined to do."

Mr. Weed raised the point that no one had demonstrated the necessity of any one of the appointments recommended by the faculty admirable as the presentations of candidates ~~were~~. From the position of a Trustee, the fundamental issue had not been faced by the faculty; that it was necessary to appoint the people. Would it not have been better to save the additional money available against the time when other candidates might be presented and other new fields proposed. Furthermore, Mr. Weed criticized the proposed appointments in that no proper age pattern was being followed in the recommendations. He asked

the faculty to justify any appointments, "when the faculty had not given thought to entirely new fields not now represented at the Institute."

Morse replied that ^{with close} the ~~xxxxxx~~ of the war educational institutions throughout the country were on the move, and it was necessary to reach for the good people.

Maass asked why the Trustees should not proceed immediately to appoint three new professors in mathematics, "if that is the field in which the prestige of the Institute principally lies, and no professor in the other schools." Veblen supported the appointments of Albright and ~~Wax~~ Viner as a source of great strength to the respective schools, "not particularly for the sake of strengthening prestige, but rather for the sake of unifying the work of those schools and strengthening and undertaking already begun." Stewart and Earle warmly supported this statement, and Goldman also. Maass remarked that these replies did not answer the fundamental question which was in his mind.

"He said that what bothered him was the business proposition and how the money available could best be spent...the faculty ought to consider the overall picture in such concrete terms that they would be able to say what one man they wanted most for the good of the Institute

if there were funds available for only one man. As Mr. Maass stated the problem that existed in his mind, he, as a Trustee, had to know in what way the Institute was making its best contribution to culture, and he informed the faculty that no one had, as yet, given him any enlightenment on that score."

Morse supported the appointments on the ground of stability and the furtherance of work already in progress.

Maass returned to the charge, and he said that a Trustee trying to decide between the rival claims between the schools, "was in the same position as a man entering a grocery store with a five dollar bill, and having to decide whether to buy with it asparagus or spinach." Meritt said if this were the dilemma the humanists should not be classed with the spinach. On this cheerful note the meeting broke up.

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

1945
TRUSTEES

Corporation

PARTICIPATION IN ADMINISTRATION

Academic Personnel

MAASS, HERBERT H.

Biographical

WEED

AYDELOTTE

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

Interview with Hetty Goldman, 7/12/57

5/22

SALARIES
COMMITTEE ON APPOINTMENTS
(TRUSTEE) (MAASS, WEED, AYDELOTTE)
PAULI
VINER
ALBRIGHT
SIEGEL

Academic Personnel
Corporation

Biographical

approved
Committee ~~received~~ appointment of Pauli, Siegel and Viner
at \$10,000. See draft Minutes for retirement arrangements.

Also approved increase salaries:

	Goldman	\$2,400 to ? 10,000
PA	Panofsky	10,000 to \$12,500
	Earle	10,000 to 12,500
S	Swann	3,600 to 4,500.

A, 10/18/56 Pensions

VINER, JACOB

Biographical

STEWART, W. W.

Memo from W. W. Stewart to Dr. Aydelotte:

"A number of appointments /at Princeton University/ are contemplated of which Viner's is the most distinguished...I told /Brown/ that we at the Institute would welcome Viner as a member of the community and would do anything we could to support the invitation extended to him by the University...I...told him that while we had had Viner under consideration for an appointment at the Institute, that we would make no approach to him until after a final decision had been taken as to whether he would accept an invitation to the University and that actually we would prefer to ~~have him~~ have him become a member of the faculty of Economics of the University rather than of the Institute."

File: IAS - W.W.STEWART - 1932-45

MEMBERS

Academic Personnel

PROFESSORS

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

AYDELOTTE, F.

Biographical

workers with the
Aydelotte apparently in response to a request to Maass, May 31, 1945, stating that he had gone through the list of members and compiled the number of ~~work that~~ various members of the Faculty of Humanistic Studies since the organization of that School in 1935. The list is as follows: Professor Meritt--19 plus 3 Princeton graduates students, Professor Panofsky--16, Professor Goldman--11 plus 7 members of the excavation staff of Tarsus whose work she directed although they were not in residence at Princeton, Professor Herzfeld--3, Professor Lowe--5, in addition there were 7 members of the School of Humanistic Studies not definitely allocated to any one member of the Faculty, but who worked with various individuals. "You will realize further that during the war period the number of members in all schools has been sharply curtailed."

D File, Herbert H. Maass, 1939-1946

FERMI

SCHOOL OF MATHEMATICS

EXPERIMENTAL PHYSICS

Biographical

Academic Organization

Academic Activities

Copy from Mathematics Faculty Minutes, 1935-52, book in
Director's Office.

See p. 5. V. See 943 Faculty Leadership

THE INSTITUTE FOR ADVANCED STUDY

in physics from P. W. by

helping some around W. W. W. W. W.

Minutes of a meeting of the professors of the School of
Mathematics with Dr. Aydelotte June 2, 1945

Present: Dr. Aydelotte, and Profs. Einstein, Morse, von Neumann,
Veblen, Weyl and Alexander, Secretary.

Meeting called to discuss to what extent the Institute
should become involved in questions involving Experimental Physics.

Von Neumann: In all probability, Fermi and Oppenheimer
will soon be leaving full-time war work. Doubtful whether they
will return to former university posts. Oppenheimer reported not
happy in Berkeley and considering offer from Harvard, and
according to Rabi also offer from Columbia. Fermi is still
attached to Columbia but very seriously considering offer from

Chicago.

Aydelotte: Smyth thinks U. S. Government will continue
to support experimental work generously. Should work be done
in U. S. Government laboratories or at picked universities?
Aydelotte and Smyth suggest Government laboratories, with
scientists from universities working on leave of absence.

Einstein: Fears that emphasis on such projects will further
ideas of "preventive" wars.

Morse: Doubts whether scientists will ever be able to
run such projects.

Aydelotte: Points out that Government will probably insist
on some "classification" for such projects.

How secret will they be?

Von Neumann: Government may subsidize some experimental
and theoretical work in physics on a straight scientific basis.

It might maintain regional laboratories, each serving a group of universities.

Veblen calls attention to expenses for engineering which will put much work beyond means of private universities, hence the necessity for regional laboratories. In view of these laboratories, the Institute could afford to go in for physics on a grander scale than previously contemplated. In future, private funds may be insufficient to provide for scientific research. Congress may vote large appropriations and leave detailed allocation of funds to universities in hands of scientific committee.

Von Neumann: In future, Government may play the role of the great foundations. May see the need for independent research in addition to strictly military projects.

Einstein: Insists on importance of independence and emphasizes dangers of secret war work.

Von Neumann and Morse: If we had a man like Fermi on our faculty we would stand a better chance of getting a share of appropriations. 3

Morse: How far will Princeton University gamble on a joint project to get Fermi?

VON Neumann: Smyth says Physics Department approves offering laboratories and that approval of Dodds is expected.

Einstein: This means that the Institute would pay the salary and that the University would get the man. Precedent might develop into a common practice on part of University.

Veblen: Many University supporters might complain that the University was providing the equipment for the benefit of a man belonging essentially to the Institute.

Von Neumann: Impossible for Princeton to match the salary ceilings of Chicago, Columbia, etc. If we make arrangement with University we should impose condition that Fermi do research work only.

Morse: The Government is inclined to let contracts to establish institutions that have organization and equipment, 4

rather than to start entirely new undertakings. Fermi question should be considered from the general point of view, taking all possible eventualities into consideration (i.e. whether or not we get Government funds).

Veblen: Situation analogous to that when we set up Mathematics group at Institute, building on group already at University. At the University we now have a nucleus consisting of Wigner and Wheeler. By building around these men we might try to obtain leadership in this area.

Aydelotte: Are we on the verge of great new discoveries in physics, or is it merely a question of engineering applications?

Weyl: It is never possible to guarantee such a thing in advance, but further progress in atomic physics certainly requires great apparatus which is best obtained in the manner discussed.

Einstein: Agrees with Weyl that such a procedure will probably lead to important scientific progress. He considers it desirable. However, we must keep in mind not to spend our energy on engineering applications.

Veblen: Mount Wilson is a great engineering establishment, yet it serves the purposes of pure scientists such as Russell, etc.

Aydelotte: We don't know what prospects are for the future. At present most Government projects seem to be of a purely engineering character.

Morse: Our first consideration should be to get good men, but good men are liable to gravitate to points where funds are available. On the other hand, it would be dangerous to engage on a program that would make us dependent on continuing Government support.

Veblen: There is a good chance Trustees would be interested in plan. They may even get too much interested, to the detriment of other things.

Von Neumann raises question of automatic computation machines. There may be opportunity for us to take on directing role.

Veblen: Fluid mechanics. There is a proposal to have a panel on this subject, no doubt with military support. Work has been done for Army in this field by Bleakney and Harvey at Princeton. Problems of mathematical interest are involved.

James W. Alexander

Secretary

✓1945

6/2

SCHOOL OF MATHEMATICS

Academic Organization

PRINCETON UNIVERSITY

Relations WOAI

FERMI

Biographical

EINSTEIN, ALBERT

Discussion of government scientific research.

Relations with Princeton on Fermi.

Computers--von Neumann.

Einstein vs. engineering schemes see minutes for what
was evidently controversial discussion.

Mathematics Faculty Minutes, 6/2/45

PROJECTS

Government Relations

MORSE, MARSTON

Biographical

War Department to Aydelotte, June 4, 1945, telling of its desire to retain the services of Morse as Ordnance Expert for the fiscal year commencing July 1, 1945.

Filed in Chronological File under 1945, 6/4.

D File, Morse, Marston, 1933-45

ALL COMMUNICATIONS SHOULD BE ACCOMPANIED BY CARBON COPY AND ADDRESSED TO

TO INSURE PROMPT ATTENTION
IN REPLYING REFER TO:

NO. _____

ATTENTION OF _____

WAR DEPARTMENT
OFFICE OF THE CHIEF OF ORDNANCE
WASHINGTON, D. C.

4 June 1945

Doctor Frank Aydelotte, Director
Institute For Advanced Study
Princeton, New Jersey

Dear Dr. Aydelotte:

The Ordnance Department is extremely desirous of retaining the services of Professor H. Marston Morse in his capacity as Ordnance Expert, for the fiscal year commencing July 1, 1945. Undoubtedly you are aware of the cogent contribution Professor Morse has made to the Ordnance Department in its program of research and development.

Professor Morse, with his able assistants, Doctors Transue and Heins, has provided basic information for the design and development of new ordnance materiel. In one particular case, his work on optimum shapes of projectiles was employed in the design of a new type of missile. In the field of terminal ballistics, he has developed basic concepts in regard to fragmentation effects. Of even greater importance has been the preparation by Professor Morse of the results of his studies in a form permitting of immediate use by tactical commanders in the field.

It is not anticipated that the work of this office will be lessened during the next fiscal year, and in view of this fact, it would be appreciated if Professor Morse's services could be retained. It is anticipated that fewer demands would be made upon Professor Morse's time during the coming months by making certain adjustments, and it might not be necessary for him to spend as many days in Washington each week.

In view of the above, I would appreciate your advising me in this matter at your earliest convenience.

Very sincerely yours,

G. M. BARNES
Major General, Ordnance Department
Chief of Research and Development Service



261 201
11 JUN 1945
just 4-45
Morse
Marston H

COMMITTEE ON APPOINTMENTS

Corporation

PARTICIPATION IN ADMINISTRATION

Academic Personnel

Recommendation of Comm. on Appointments:

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

Appointed:

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

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

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

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

Panofsky - \$ 10,500 to \$12,500
Earle - \$10,000 to \$12,500
Goldman - \$2,400 to \$10,000
Nancy Lee Swann - \$3,600 to \$4,500

FOUNDERS

Corporation

GIFTS

Finance

Board approved sale of Mrs. Fuld's home at \$162,000.

Exec. Comm. Mtg. 6/5/45 p. 4

1945
GENERAL

Foundations

GIFTS

Finance

Sale of physical property of Halsey-Cedar Corporation
approved--\$325,000.

Trustees'
Attached to/Minutes of June 5, 1945

6/12

1945
EARLE, E. M.

Biographical

Letter regarding work done by Earle for the military.
Earle is conducting some staff courses in Germany, and
do/ John J. McCloy writes Lt. Gen. Walter B. Smith, asking him
to, anything he can for Earle while in Germany.

Letter filed in Chronological file under 1945, 6/12.

D, Earle, 1945

Mr. Earle thinks that Dr. Aydelotte should
send a copy of this letter to Captain Lewis
L. Strauss, saying that identical letters
were given to Generals Clay, Gerow and Lee.
This will be a further indication to Captain
Strauss of the work which has been and is
being done by the military studies group
in Princeton.

MGH

THE ASSISTANT SECRETARY OF WAR
Washington

21 June 1945

Dear Bedell:

This will introduce to you Dr. Edward Mead Earle of The Institute for Advanced Study at Princeton. You may already know him.

He has done great service in advancing the thinking in strategical and military fields in the United States both before and during the course of the war. He has directed studies which have had direct influence and assistance in the prosecution of the war. He has also stimulated the thinking on our postwar strategical problems and he deserves well both of the Army and the country for the work he has done. Through his group at Princeton he has now undertaken to conduct some staff courses that will be of direct value to us in the occupation of Germany and our relations with Russia.

Anything that you can do for him while he is in Germany, I would greatly appreciate.

Sincerely,

JOHN J. McCLOY

Lieutenant General Walter B. Smith
Supreme Headquarters, AEF
Frankfort-on-Main, Germany

(Identical letters were given to Mr. Earle by Mr. McCloy to Generals Clay, Gerow and Lee.)

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

Memorandum of Meeting of School of Economics, June 29, 1945.

Filed in Chronological File under 1945, 6/29.

D, Minutes of School of Economics and Politics.

MEMORANDUM

MEETING OF SCHOOL OF ECONOMICS

JUNE 29, 1945

1. Stewart thinks it probable that Viner will refuse the Princeton invitation. Viner returns to Princeton July 19th. If he has refused the Princeton offer by that time, Mr. Stewart may sound him out informally as to the possibility of his coming to the Institute. FA to discuss the matter with President Dodds August 1st before saying anything to Professor Viner.

2. If Mr. Loveday leaves the League of Nations, it is proposed to offer him membership in the Institute for two years with a stipend of \$4,000 per year plus an additional \$4,000 or \$6,000 from the Rockefeller Foundation.

1945/6 Second Term

3. FA to invite Professor Norman S. Buchanan and Dr. Friedrich Lutz to membership. FA to write a letter of invitation to Noel Hall and if possible see him in England.

4. Per Jacobson will spend a few months at the Institute as a visitor. He will need an office but no invitation to membership.

5. Mr. and Mrs. Richard Stone arrive in September. FA to see them in England if possible.

6. Dr. Goldenweiser will return from Europe and take up his work at the Institute in December or January.

7. During the absence of Mr. Blackmur and Miss Koch and various League members this summer, their rooms can be used for visitors. It is proposed to keep Mr. Blackmur's room especially for this purpose.

8. It was the sense of the Department that a suggestion should be made to Mr. Cooper that he resign his directorship of Pan American Airways about the time that he takes up his work at the Institute, say January 1st.

9. Dr. Stevens of the Rockefeller Foundation is prepared to make a grant for an exploratory study of a project on the Annals of Congress. It was suggested that Dr. Chester Wright who is now retiring from the University of Chicago might be a good man to make this study.

10. It was voted that the Department should very regretfully decline Professor Patton's application for membership.

Frank Aydelotte

FA:jsr

6.29
7.2

⁴⁵
1945
Maxwell Prop 5-6
SCHOOL OF
ECONOMICS AND POLITICS

Academic Organization

MEMBERS

Academic Personnel

PROFESSORS

VINER, J.

Conference with Dr. Aydelotte, June 27, 1945, and Topics to be
discussed at meeting, July 2, from Stewart to Aydelotte.

Filed in Chronological File under June 29, 1945

S File, IAS Sch. Econ. & Pol. 1945-6

June 29, 1945

Office memorandum: Conference with Dr. Aydelotte, June 29th, 1945

1. Visit of Jacob Viner

We told Dr. Aydelotte of Viner's visit and reported that although Viner had not definitely made up his mind, it was quite doubtful whether he would accept the University offer. Viner is to return to Princeton on July 19th to give a lecture and the question was raised whether at that time we should discuss with him the matter of his coming to the Institute. Dr. Aydelotte felt that it was so important for him to talk with Dodds before any definite offer to Viner was made that the matter should be postponed until August 1st when Dr. Aydelotte will be back. After some discussion it was decided that if by July 19th Viner had given a definitely negative answer to the University, we might raise with him informally the question of whether he would entertain a proposal from the Institute, but with the definite understanding that we would not go beyond finding out whether in principle he was attracted and that all of the formal discussion would await Dr. Aydelotte's return. One consequence of postponement may be that Viner will accept the offer to spend a year at the London School. Dr. Aydelotte felt that even if he were to come to the Institute, we could not refuse him leave for such an offer.

2. Loveday's plans

It now seems probable that Loveday will not continue with the new international organization and is quite uncertain about his long time future plans. The question was raised as to whether the Institute should invite Loveday to become a member for two years at a stipend of \$4,600 and in the hope that the Rockefeller Foundation would provide an additional sum which would make it possible for Loveday to stay at the Institute, if he so desired. Dr. Aydelotte agreed to talk with Loveday

-2-

before leaving for London on Monday. Following this conversation Stewart will also talk with Loveday and find out whether Loveday would like to have the matter put in more definite form so far as the Foundation contribution is concerned. If so, Stewart will try to get the matter clear at the Foundation before Loveday's departure.

3. Buchanan

Dr. Adelotte will prepare a letter of invitation to membership to be given to Buchanan on his arrival. On the matter of rooms, it was agreed that Buchanan and Lutz will need separate rooms with space available in a third office for a secretary-assistant. Miss Saupe's name was mentioned as a possible person to act as assistant.

4. Noel Hall

The Director will also extend a formal letter of invitation to Noel Hall which can be used by Hall in getting his clearance for coming to this country. It is hoped that the Director may see Hall personally during his London visit.

5. Per Jacobson

The date of Jacobson's arrival is still uncertain, but he is invited to make the Institute his headquarters while here and we are to provide him with a room. During his stay he will be regarded as a visitor rather than a member.

-3-

6. Mr. and Mrs. Stone and Dr. Goldenweiser

Dates of arrival for Mr. and Mrs. Stone and for Dr. Goldenweiser are not definite, but the understanding is that space will be made available for them when they come.

7. Available space: it was pointed out that during the summer there will be a number of absences such as Blackmur and Koch and some of the members of the League including Loveday and Mrs. van Ittersum. It was agreed that if possible we should reserve Blackmur's office during July and August as a visitor's room and that other space temporarily free would be used when convenient but with the realization that wherever possible permanent space should be arranged for those who come as members to stay through the term. It was also pointed out that Mr. Wilmerding was now well settled in his office and that if possible we should avoid moving him. The room now occupied by Dr. Kann is available when needed. Dr. Aydelotte prefers not to have any use made of Dr. Herzfeld's quarters during the summer. In view of the fact that Dr. Aydelotte is leaving, it was agreed that on questions of space the matter would be left with Miss Miller to be worked out with Miss Wise.

8. Status of Dr. Kann

The financing from outside sources of Dr. Kann's membership will expire in December but he has asked whether he may remain as a member beyond that date and Dr. Aydelotte has agreed. There is some chance that Dr. Kann will go to Black Mountain College as a teacher of History, probably in September.

9. Cooper

A room has been made available for Mr. Cooper's secretary, Mrs. Chislet, who expects to get started on July 2nd. Stewart reported a conversation which he had had with Dr. Willits and Mr. Evans of the Rockefeller Foundation concerning the propriety of Cooper's "continuing to serve contemporaneously with his study, as advisor to the International Aviation Conference and as a Director of Pan-American Airways." Dr. Aydelotte explained that Mr. Cooper wanted to have some interval between his time of resignation as Vice President of Pan American and before he retired as Director of the Company in order that there might be no misunderstanding of the nature of his expiration from the Company. Mr. Stewart felt that if Cooper raised the question with us again about his continuance as a Director after the first of the year, we should explain to him that both from the standpoint of the study and from the basis upon which the funds were contributed by the Foundation that it was better for him to have a complete discontinuance with any connection with Pan American Airways.

10. Mr. Patton

After a full discussion of Mr. Patton's application for membership, it was decided that Dr. Aydelotte should write him saying that the projects which he had talked over with us and described in his letters were not sufficiently related to the problems on which the Institute was working to justify an invitation to membership.

-5-

11. W. Schiffer

Dr. Aydelotte was told of Schiffer's visit and we repeated in conversation what was contained in the memorandum written to the Director on June 18th. It was agreed that when Dr. Schiffer reverts to his Guggenheim fellowship, he is free to come back to the Institute as a member.

12. Annals of Congress

A brief description was given of the present status of this project including a report of conversations with Mr. Stevens, Julian Boyd and Stow Persons. It is hoped that someone can be found who will make an exploratory study of the location and nature of the materials available and upon the basis of that report to plan the next phase of the inquiry. Quincy Wright, now 65 years old and retired from the University of Chicago was mentioned as a possible person to make the exploratory study.

13. Who's Who for members

Next autumn a list of members will be prepared which will set forth for each member the position from which they are on leave, their academic record and the project upon which they are at work.

14. Maxwell Property

Dr. Aydelotte referred to the negotiations now under way with Mr. Maxwell in response to the Institute's offer of \$25,000 for a portion of the Maxwell property. Mr. Maxwell has offered to sell all of his land except that immediately surrounding his main residence for \$100,000. The total of the land offered is about ~~130~~ 130 acres and includes three small houses now occupied and near the

5 1125 Sch Econ + Politics 1945-6

-6-

which may be worth about \$35,000. Taking the houses at a valuation of \$35,000 and the \$25,000 offer for a limited acreage makes a total of \$60,000, so that the remaining acreage would cost the Institute \$40,000. Mr. Maxwell is holding the entire property including his residence at a price of \$175,000. The offer of the 130 acres including the three houses at \$100,000 was regarded as favorable since it provides protection from a possible real estate development planned by Mr. Maxwell and leaves the possibility of a purchase of the ~~residence~~ main residence at possibly very much reduced price at some later date.

July 2, 1945

Memorandum

To: Dr. Aydelotte

From: W. W. Stewart

Subject: Topics to be discussed at meeting 3 pm, July 2nd.

1. Viner: Riefler saw Viner in New York on Saturday and talked with him concerning his decision on the University offer. Viner has been at Yale since he left here and has, therefore, not had an opportunity to talk with his wife, but he now seems disposed to come to Princeton, if a satisfactory arrangement can be worked out between the University and the Institute. He feels that so many of his intellectual interests will bring him into the orbit of the Institute that it may be a source of personal embarrassment with his colleagues at the University unless the relationship is formalized. Unless definite arrangements are made in advance, he feels that there is a risk that the University may feel that he is spending too much of his time with us at the Institute. Two possible procedures have occurred to us.

1. To give Viner the status of permanent membership at the Institute at the time that he accepts the University appointment as Professor. Such a membership could either be with stipend or alternatively provide office space at the Institute, stenographic and clerical help and perhaps travel allowance. The other procedure would be to have him appointed as a Professor in both institutions. In either case the matter would have to be worked out carefully and in consultation with President Dodds and Douglas Brown.

Viner will be coming to Princeton July 19th to give a lecture and at that time will probably have to give to Brown some indication of his attitude. Our

-2-

feeling is that it would be desirable for him to give Brown his reasons for wanting some joint arrangement between the Institute and the University; since both Dodds and Aydelotte will be away at that time, it is hoped that the question can be postponed until after the 1st of August. During Viner's visit here Stewart will communicate to Viner any informal arrangement which the Institute feels it can propose appropriately.

Following our conference, it is suggested that Riefler phone Viner this afternoon and give him the results of our discussions.

2. Arrangements concerning Loveday: Dr. Willits is expected to be in his office during the morning on Tuesday, July 3rd (10 AM). It would be desirable if possible for Dr. Aydelotte to phone Willits asking for confirmation in principle concerning Foundation support for membership for Loveday. Since Loveday may possibly be leaving for London before Aydelotte's return, the arrangements we have in mind should be made as definite as possible. The question to be put to Willits, it seems to us, is whether, if the Institute provides a stipend of \$4,000 a year for a two-year membership, would the Foundation provide an additional \$6,000 for each of the two years. The details of Loveday's plan of work can be submitted to Willits later.

3. Renting Room at 42 Mercer Street: On further reflection Stewart is doubtful whether it is wise to enter into a year's contract with Mrs. Farlee for a room to be available to visitors of the Institute. Most single men would probably prefer a room where they can ~~have~~ get breakfast such as the Nassau Club, Tavern or Inn, if such rooms are available. Also, visitors are likely to want a place where telephone messages can be left conveniently and where guests can

-3-

easily visit them. It seems better, therefore, not to follow up the suggestion of renting the room.

S 1A5. 5th Em - Pol. 1945-6

7/11

1945
SCHOOL OF HUMANISTIC STUDIES

Academic Organization

ORIENTAL STUDIES

Academic Activities

DUYVENDAK

Biographical

ALEXEIEV, V. M.

Biographical

GRAUS, MORTIMER (A.C.L.S.)

Graus suggests Alexeiev if Duyvenday not available for a year or two.

A, 10/18/56, IAS Suggested Members

GENERAL

Government Relations

vonNEUMANN

Biographical

MORSE,

MILLER, VONETTA A.

SALARIES

Academic Personnel

Vonetta A. Miller to Aydelotte, July 13, 1945, informing him that the War Labor Board is dubious about permitting the Institute to grant increase in salaries to Morse and vonNeumann. VonNeumann in a most distraught state over the salary status." Morse told her von Neumann had another \$15,000 offer, and was despondent at the Institute's ever getting permission to increase his salary.

D File, Aydelotte, Frank, 1930-1945

7/27

1945
FOUNDERS

Corporation

GIFTS

Finance

TAXATION (N. J. GIFT)

Government Relations

HARDIN, CHARLES R.

Biographical

Hardin to Aydelotte.

New Jersey Transfer Inheritance Tax Bureau investigating^{red?} gifts made during life founders to I. A. S. ~~Marx~~ Hearings conducted July, 1945 to ascertain whether gifts made in contemplation of death. (Reason why Flexner did not disclose university plan January 21, 1930? No. Mentioned codicil in book. Aydelotte's notes cite I Remember but only as to long-range plan.

Outcome not divulged in file.

D, L. Bamberger Estate

HOUSING

Facilities

LOWE, E. A.

Biographical

Asst. Treasurer of IAS, Ira A. Schur, to Aydelotte, August 7, 1945
enclosing copies of Lowe's account to July 31, 1945.

Filed in Chronological File under 1945, 8/7.

Lowz move) L. Home Aug 1940

Contract not executed by Aug 1941?

D File, Lowe, E. A.

C O P Y

THE INSTITUTE FOR ADVANCED STUDY

OFFICE OF THE TREASURER
125 Park Avenue
New York 17, New York

August 7, 1945

Dr. Frank Aydelotte,
The Institute for Advanced Study,
Princeton, New Jersey.

Dear Dr. Aydelotte:

In reply to your letter of May 10th, we have prepared an additional supplementary statement of Professor Lowe's account to July 31, 1945 and enclose four copies of same.

You will note that the balance of the principal of the Professor's account is \$15,100.29, so that the small payment of \$100.29 would bring the balance due on his house to \$15,000.00.

Beside this there are balances of \$29.85 due for interest to June 30, 1945 and \$16.68 for 6 monthly installments of \$2.78 each for fire insurance due to June 30, 1945, and we would suggest that these amounts be collected also, so that commencing with the month of July 1945 we can start with a revised monthly deduction to be made from Professor Lowe's pension payments as follows:

A/c Interest on balance of \$15,000.00 principal	
at 4% per annum - \$600.00 (1/12)	\$50.00
A/c Estimated annual real estate taxes	41.67
A/c Fire insurance	<u>2.78</u>
	<u>\$94.45</u>

This will require that Miss Miller deduct two amounts of \$94.45 each from Professor Lowe's August pension payment to cover the months of July and August (nothing having been deducted from his July pension payment), which will then bring us right up to date on these payments.

If this arrangement meets with your approval, will you kindly instruct Miss Miller so that the required amounts may be sent to us as above noted.

It is our understanding also that Professor Lowe has signed no agreement with us covering the purchase of his house and lot and that the temporary suspension of amortization payments on the principal sum he still owes has been approved by the trustees. If this is not correct, will you kindly advise further.

Sincerely yours,

IRA A. SCHUR

Assistant Treasurer

(8/7/45)

PROFESSOR E. A. LOWE
 IN ACCOUNT WITH INSTITUTE FOR ADVANCED STUDY
 ADDITIONAL SUPPLEMENTARY STATEMENT OF ACCOUNT
 FOR ADVANCES MADE FOR CONSTRUCTION OF DWELLING,
 LAND AND IMPROVEMENTS AND OTHER CHARGES TO
 JULY 31, 1945

1945	Principal Balance	Amortization of Principal and Interest			Deductible from Salary of 1945
		A/C Principal	A/C Interest	Total	
April 30	\$15,202.94				
May 31	15,156.66	\$46.28	\$50.68	\$96.96	May 1945
June 30	15,110.22	46.44	50.52	96.96	June 1945
		92.72	\$101.20	\$193.92	
Adjustment	9.93	102.65	Payments deducted from salary as below		
June 30	<u>\$15,100.29</u>				

Payments as Deducted from Salary

1945	Total	As Applied to Principal	As Applied to Interest	As Applied to Taxes
May 31	\$138.63	\$51.24	\$45.72	\$41.67
June 30	<u>138.63</u>	<u>51.41</u>	<u>45.55</u>	<u>41.67</u>
	<u>\$277.26</u>	<u>\$102.65</u>	<u>\$91.27</u>	<u>\$83.34</u>

Balances as per Statement Rendered to April 30, 1945

1945	Principal	Interest	Insurance	Personal and Real Estate Taxes	Total
April 30	\$15,202.94	\$19.92	\$52.74	\$47.51	\$15,228.09
Additional advances since last statement:					
April 25 Wm. J.P. Geddes				5.30	5.30
25 "				75.72	75.72
June 30 Interest as above		101.20			101.20
July 24 Wm. J.P. Geddes				5.52	5.52
24 "				78.55	78.55
	<u>15,202.94</u>	<u>121.12</u>	<u>52.74</u>	<u>117.58</u>	<u>15,494.38</u>
Deduct:					
June 30 Payments as above	<u>102.65</u>	<u>91.27</u>		<u>83.34</u>	<u>277.26</u>
July 31 Revised Balances	<u>\$15,100.29</u>	<u>\$29.85</u>	<u>\$52.74</u>	<u>\$34.24</u>	<u>\$15,217.12</u>

C O P Y

May 10, 1945

Mr. Ira A. Schur, Assistant Treasurer
Institute for Advanced Study
125 Park Avenue
New York 17, New York

Dear Mr. Schur:

Professor Lowe owes the Institute something over \$15,000 on his house. He retires June 30, 1945 and his amortization payments cease as of that date. He would like to make a payment on the principal sometime in the near future which would reduce it to an even \$15,000. I should be grateful if you would let me know what amount would be necessary to accomplish this result.

Yours sincerely,

Frank Aydelotte

FA:jsr

October 30, 1941

Dear Mr. Leidesdorf:

I enclose check for \$8,000.00 from Professor Lowe, being the first payment on the cost of his house. There have been many delays for which Lowe is not responsible in the drawing up of the contract between him and the Institute. He wished meanwhile to make an actual payment, which I told him was entirely in order. He will probably pay us before long \$400 or \$500 in interest, as will Professor Earle likewise. Professor Earle has also paid about \$8,000.00 toward the cost of his house, of which you already have a record in your office. *noted
BAM*

In this connection I might say that Professor Lowe finds his house a little small since his daughter has come home from Europe to live with him, and he proposes to build an addition which will cost somewhere in the neighborhood of \$3,000.00. He will be able to pay for this out of his own pocket and it will add just so much to the security of our mortgage on the house.

There is one point that comes up in connection with Professor Lowe on which I would like your opinion. He was prepared to make this payment a year ago. He deposited the money in a Princeton bank June 7, 1940; the house was completed and he moved in in October, 1940, and I began at that time to try to get the contracts drawn up so that regular payments could be made by both Lowe and Earle. The contracts are, however, not yet completed, partly owing to delays in getting a survey of the land and partly to the fact that the arrangements had to be a little different from those made with the other professors. Professor Lowe feels that it is a little hardship on him to have to pay interest at four per cent on this \$8,000.00 as from October 15, 1940, when the money was lying in the bank idle and ready for us at any time. I think there is a point to this contention and would suggest, if you think it wise, that this \$8,000.00 be credited as if it had been paid a year ago and that he be required to pay interest merely on the sum advanced by the Institute over and above this \$8,000.00. Please let me know if you consider that reasonable.

Yours sincerely,

FRANK AYDELOTTE

Mr. Samuel D. Leidesdorf
125 Park Avenue
New York City

FA/MCE

P.S. Professor Earle has given me his check for \$500 for interest on account, which I enclose herewith. *noted
BAM*

GIFTS

Finance

EARLE, E. M.

Biographical

Earle to Aydelotte with \$125 to bring his gift from Earle
to I. A. S. for support of research in military affairs to \$1,000.

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

1945
GIFTS

Finance

GENERAL

Personnel

EARLE, E. M.

Biographical

HARTZ, MARIAN

Earle to Aydelotte, August 31, 1945, on arrangements at the time--one-half of Mrs. Hartz's salary is paid by the Institute and the remaining half paid from Carnegie funds. "Effective October 1, would you please charge only one-fourth to the Carnegie fund and one-fourth to the \$1000 which I have given to the Institute for studies in military affairs, as I am eager to conserve the rapidly dwindling Carnegie funds for other purposes."

Notes Aydelotte has assured him beginning July 1, 1946 the Institute would assume the entire responsibility for Mrs. Hartz's salary.

Earle files, Institute--1944-45 - General Correspondence

September
October
12/23

1947

SCHWEITZER, ALBERT

Biographical

A man named Dr. Walter Lowrie corresponded with Aydelotte asking him to invite Dr. Schweitzer from Equatorial French Africa to the Institute for a year. The correspondence is long; Lowrie is very persistent, but Aydelotte persists in refusing, in the first place generally on the ground that Schweitzer is too old to ask to the Institute. The last correspondence on the subject was January 13, 1947 when Jane Richardson acknowledged a letter to Lowrie saying that Aydelotte was out of town, but the matter would be brought ~~y~~ to his attention. Apparently, one of the first things Oppenheimer did as Director was to invite Schweitzer to come to the Institute for as long as he wishes to stay, offering \$10,000 for the first year. There is no answer in the file and no evidence that Oppenheimer corresponded with Lowrie.

D, Schweitzer, Albert

September

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

MEMBERS

Academic Personnel

See File, School of Humanistic Studies File III, for a list
September, 1945, of members of the School of Humanistic Studies--
54 in number, including 8 women and 9 others who acted as
assistants to the various professors. There are other
miscellaneous data on members in the file, though not of
consecutive or very useful ~~material~~ character.

School of Humanistic Studies File III

GIFTS

TAXATION

AYDELOTTE, F.

Finance

Government Relations

Biographical

Aydelotte to Leidesdorf, September 1, 1945.

Young Mr. Hardin has notified Aydelotte of a hearing before the tax authorities in Newark on September 14th, concerning Mr. Bamberger's will. Apparently the tax authorities want to assure themselves that the Institute is a philanthropic organization and that Mr. Bamberger's bequests to it were not made at the last moment in expectation of death. Aydelotte will attend and explain the Institute.

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

9/4

9/14/45
SEP

Pch

Vine

WWS

Dodds.

WWS

~~WWS~~ ^{Agitation} Dodds not in yet apple Vine -
But Dept Gen. did not make it. So But Dodds
said otherwise close Vine he would consent.

Dodds has money for 2 more appts to D.2 com.
for Little Fish - T. m. c.

Vine interested in a formal connection with
T.B. but apparently did not anticipate a formal offer

S-3 Vert V.

VINER, J.

Biographical

STEWART, H.W.

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

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

Filed in Vertical File under V, Viner, J.

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

9/12

✓ 1945
SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

GENERAL

Publications

STEWART, W. W.

Biographical

AYDELOTTE, F.

Memo to Aydelotte.

W. W. S. suggests I. A. S. with Princeton University publish a quarterly review. Title suggested "North American Review," but title owned by an estate. No further reference to it in file.

D, School of Economics and Politics Minutes, 9/12/45.

9/17

PARTICIPATION IN ADMINISTRATION

Academic Personnel

LIBRARY

Facilities

PRINCETON UNIVERSITY

Relations WOAI

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

Faculty Minutes, 9/17/45

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

MEMBERS

Academic Personnel

School of Economics and Politics notes for faculty meeting suggesting 11 members by name, two visitors and the continuation of two additional visitors.

S-17 (SEP Report Memoranda, 1937-48)

9/17

PARTICIPATION IN ADMINISTRATION

Academic Personnel

SCHOOL OF MATHEMATICS

Academic Organization

GENERAL

Government Relations

VON NEUMANN, JOHN

Biographical

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

It

Faculty Minutes, 9/17/45

LIBRARY

Facilities

PARTICIPATION IN ADMINISTRATION

Academic Personnel

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

D File, Faculty Minutes, 1942-1947

9/26

SCHOOL OF MATHEMATICS

Academic Organization

SIEGEL, CARL L.

Biographical

BRAUN, HELENE (DR.)

PAULI

OPPENHEIMER, R.

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

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

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

Minutes, School of Mathematics, 9/26/45

9/26

SCHOOL OF MATHEMATICS

Academic Organization

APPLIED MATHEMATICS

Academic Activities

VON NEUMANN, JOHN

Biographical

Masani (member 1946-48) suggested by von Neumann for membership 1945-46 but voted down stipend and directed no future commitments to him be made. E. C. P.? Navy contract?

School of Mathematics Faculty ((Minutes?))

9/26

1945
SCHOOL OF MATHEMATICS

Academic Organization

PARTICIPATION IN ADMINISTRATION

Academic Personnel

PRINCETON UNIVERSITY

Relations WOAI

OPPENHEIMER, R.

Biographical

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

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

School of Mathematics Faculty Meeting

9/26

SCHOOL OF MATHEMATICS

Academic Organization

PROFESSORS

Academic Personnel

MORSE, MARSTON

Biographical

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

School of Mathematics Faculty

9/26

1945
SCHOOL OF MATHEMATICS

Academic Organization

MEMBERS

Academic Personnel

Morse undertook to edit a biographical directory of
Institute members.

(Where is it?)

Minutes, School of Mathematics, 9/26/45.

9/26

GENERAL

Publications

MEMBERS

Academic Personnel

STIPENDS

The Institute had for many years been publishing
regularly annjial announcements about stipends in Science
and in the American Mathematical Society Bulletin.

Minutes, School of Mathematics, 9/26/45

October

1945
BUILDINGS AND G ROUNDS

Facilities

MAXWELL, R. C.

Biographical

Data on purchase of 230' east of Maxwell Lane 445' and
3 houses South of Mercer manor and 3 farm buildings.

Filed in Vertical File under "B" for Buildings and Grounds.

D, Maxwell, Robert C.

APPLIED MATHEMATICS

Academic Activities

VON NEUMANN, JOHN

Biographical

AYDELOTTE, F.

Aydelotte to Strauss, October 3, 1945.

Asks him to attend the Trustees meeting October 19 to consider the most important issue: von Neumann's project for building an electronic computer. Both M. I. T. and the University of Chicago have made very attractive offers to von Neumann for this project, but he would prefer to stay here if we can offer him an opportunity to carry out his plans. Aydelotte favors it, and hopes money can be obtained from outside sources. He has written to the Rockefeller Foundation and thinks that support might be found from some government department, "But von Neumann is a little troubled about such a plan because he wants to use the device for purely scientific purposes, whereas the Government departments of course are principally interested in practical applications."

D, Strauss, Lewis L.

BUILDINGS AND G ROUNDS

Facilities

W. Douglas Smith to Aydelotte regarding Maxwell property purchase.

Letter filed in Chronological file under 1945, 10/3.

280 m -

A, 10/30/56

W. DOUGLAS SMITH
COUNSELOR AT LAW
FIRST NATIONAL BANK BUILDING
TELEPHONE 1331
PRINCETON, N. J.

October 3rd, 1945.

Dr. Frank Aydelotte,
c/o Institute for Advanced Study,
Princeton, New Jersey.

My dear Dr. Aydelotte:

In accordance with your request I have had two conferences with Mr. Maxwell and also two conferences with Mr. Sincerbeaux and we have arrived at the point where Mr. Maxwell's attorney is preparing the proposed Agreement of Sale from Mr. Maxwell to the Institute covering lands in the Township of Princeton approximately four hundred forty feet south of Mercer Street and also a strip two hundred thirty feet on the south side of Mercer Street running to seventy-five feet on the southerly line thereof, all of which is referred to in considerable detail in the memoranda, which you handed to me during our preliminary conference at the Institute on September 25th.

I have just talked with Mr. Maxwell on the telephone and he is going to endeavor to have the Agreement in our hands this afternoon so that you will be able to take it to New York tomorrow morning. I am writing this letter, however, to outline generally what has been accomplished to date and to indicate the results of my conversations with Mr. Maxwell, Mr. Sincerbeaux and you.

In order to save time and space I will refer generally to the memoranda which you gave to me at our first meeting. In respect to the memorandum which has no heading and starts out by referring to the purchase price, it has generally been agreed that the time for closing will be November 12th as Mr. Maxwell desires to leave for Florida about the 15th of November. I have been able to persuade Mr. Maxwell and his attorney to convey the premises by a Deed of warranty rather than a Deed of bargain and sale, which is far better from the standpoint of the Institute.

Insofar as the fence is concerned, it is my understanding that the Institute will place a hedge on Mr. Maxwell's new south line and that the cost of the wire fence will be borne equally by the parties and that although nothing will be stated in the Agreement of Sale in regard to the same that Mr. Maxwell will contribute certain wire which he has in his possession at this time

- 2 -

Dr. F. A.

October 3rd, 1945.

for building a wire fence. There will be no mention of the fact that the fence is to be erected when requested by the seller.

The suggestion in regard to the pro-ration of taxes is satisfactory as I understand you have agreed on a division of the valuations of the buildings and the method of pro-rating suggested is the usual one.

Insofar as the Leases are concerned, I have looked at the same hastily and it is my understanding that except for Mr. Burton H. Morrell's Lease that the Leases of the other two houses are on a month to month basis and that the farmer, Mr. Austin D. Morrell, will want to continue as heretofore, which is satisfactory to the Institute.

It is also agreeable that all mention of agents and real estate commissions shall be eliminated from the contract.

The paragraph heretofore contained in the memorandum as #10 is not desirable from the standpoint of the Institute.

Insofar as the other memorandum, which is marked "Handed to Mr. Aydelotte by Mr. Maxwell September 17th, 1945", is concerned, I have suggested that no reference be made to the unnamed street, but that the present Deed description be used in the contract, excepting therefrom the lands which Mr. Maxwell is retaining. I have requested Mr. Sincerbeaux to plot the present Deed description against the descriptions of all surrounding lands so that we can determine whether or not the present description is adequate for the purposes of the contract. He will also check the surrounding descriptions to determine whether or not the title to the street, which it is desired to vacate, is in the Institute. I believe this to be the case. Mr. Maxwell stated that he would have Mr. Sincerbeaux make a description of the land which he is retaining. I have asked Mr. Sincerbeaux to give me an estimate of the cost of a survey and description of all the lands to be acquired by the Institute from Mr. Maxwell. The seller has stated his willingness to convey by a surveyor's description, which, of course, would be obtained at the expense of the Institute.

Reference to the water mains and hydrant appears to be generally satisfactory but at my suggestion Mr. Maxwell has agreed to convey to the Institute that portion of the water main which will be on the lands to be conveyed to the Institute. There will, of course, be reciprocal rights of usage in order that both parties may enjoy the use of the main in question.

- 3 -

Dr. F. A.

October 3rd, 1945.

Insofar as the private lane is concerned, it is my understanding that the contract will provide for the use as it now exists as indicated in the memorandum with a further provision that it may be widened at the request of either party, say to sixteen feet, and the cost to be borne by both parties provided that the obligation of Mr. Maxwell will only be a personal one as long as he lives and owns the property, and thereafter that the Institute will have the right, if it so desires to fully maintain the lane or to release its interest in the same. The Institute will also have the choice of putting poles along the lane if it so desires.

There is only Sixteen Thousand Six Hundred Dollars worth of insurance on the premises at this time and I presume the Institute will wish to increase the coverage at its own expense when the contract is signed. When the closing takes place, it will probably be best for the Institute to take out new Policies as the present Policies cover all the buildings including the house which Mr. Maxwell expects to retain.

In general it would appear that the provisions of the memorandum can be followed and I plan to make such additional comments as may be required when the Agreement of Sale has been received.

It is my understanding that the Institute desires to have the street closed off, and I will proceed to take such steps as are necessary in regard to the same. Mr. Maxwell has, of course, indicated his willingness to agree to a vacation of the street. I shall first desire to obtain Mr. Sincerbeaux's report as previously indicated. The vacation of streets is, of course, a municipal matter and is provided for under the Statutes of this state. The method of vacation is by ordinance to be passed by the Township after advertisement and notice given in the usual way.

Very truly yours,

W. Douglas Smith
W. Douglas Smith

WDS.CB

MEMORANDUM OF CONVERSATION WITH MR. ROBERT C. MAXWELL

OCTOBER 5, 1945

I told Mr. Maxwell that the terms of the proposed contract of sale were satisfactory to our Trustees except in two respects.

1. We thought the right of way should be wider and that paragraph 15 should be redrawn indicating that Mr. Maxwell grants the Institute a right of way for 445 feet through his land for the purpose of traffic along the lane as now laid out plus sufficient ground on either side to place utilities such as gas, telephone wires and electricity under ground. I suggested a total width of 25 feet with the expectation that the actual road would not be widened. If traffic to our houses necessitated the widening of it that should be done at our expense.

2. I pointed out to Mr. Maxwell that we had set aside \$80,000 for this purchase, that we would prefer to pay him cash immediately but that we were willing to arrange the payments on any dates he preferred provided this would not result in a net loss to the Institute. We can put this money into Government securities bearing $7/8$ of 1%. If Mr. Maxwell wants a mortgage or mortgages we are willing to make them with the understanding that they bear interest at 1% and that he bears the cost of the revenue stamps.

FRANK AYDELOTTE

1945
SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

VINER, J. 1894

Biographical

MORISON

Earle to Aydelotte, October 6, 1945, informing him that the School Faculty had had an informal meeting not prearranged or Aydelotte would have been there, and Earle communicates the results of the cogitations.

Stewart, Riefler, Warren and Earle talked about the Viner case. They did not know whether he had accepted the University or not, apparently he hadn't made up his own mind. If he comes to the University "our purposes will have been served and if he does not, we all felt that it would be undesirable for a number of reasons for us to extend him an Institute invitation in the immediate future. As Mr. Stewart put it, therefore, it would be best for us to eliminate Viner from Institute consideration at the present time."

Then Earle brought up the matter of the appointment of Morison, apparently in place of ~~the offered position to Viner,~~

and there was consensus that Morison should be appointed.

D, Economics and Politics (School of)

10/6

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

VINER, J.

Biographical

MORISON

EARLE

RIEFLE

WARREN

STEWART

See Earle to Aydelotte regarding conference with W. W. S.,
W. W. R., R. B. W. and suggested deferral of invitation to Viner
in favor of immediate invitation to Morison.

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

S - 17

10/9
2/13
3/5

ELECTRONIC COMPUTER PROJECT

Academic Activities

SCHOOL OF MATHEMATICS

Academic Organization

No reference in minutes whatever to action by School of Mathematics on the Computer Project outlined of which were approved by Board October 9, 1945. *In Sm mch 10/19/45*

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

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

Minutes, School of Mathematics

~~1946~~
DIRECTOR

Administration

MOE, HENRY ALLEN

Biographical

MAASS, H. H.

Moe to Maass resigning from I. A. S. Trustees.

A, 1/29/57

10/15

HOUSING

Facilities

LOWE, E. A.

Biographical

AYDELOTTE, F.

MAASS, HERBERT H.

Aydelotte to Maass, October 14, 1945.

Lowe has a chance to sell his house for \$30,000 cash. This represents a profit. It is to be sold to Zworykin of the R. C. A. Corporation. Veblen thinks the Institute should buy the house, and thus retain control of it. If the house were sold to Zworykin, Lowe would expect to insert in the Deed the recapture clause which is part of the contract for all professors houses. He asks Maass' advice.

Maass to Aydelotte, October 17, 1945.

"I hardly think it was intended that the Institute finance the erection of houses by professors with the idea that they would ultimately make a profit on the sale thereof,

but rather

but rather that such profit, if available, should enure to the benefit of the Institute. In other words, if a professor wants to dispose of his house, I think it should be turned over to the Institute at the cost thereof to him, and thus leave the Institute free to determine whether to sell the house to Dr. Zworykin or anyone else, thus getting the profit for its own benefit. This, I think, is one of the reasons why the recapture clause was placed in the contracts. It may well be that we should not apply this rule in the case of Professor Lowe, but I think the whole subject matter should be discussed at the Trustees' meeting on Friday."

10/15

PARTICIPATION IN ADMINISTRATION

Academic Personnel

MERITT

Biographical

EARLE, E. M.

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

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

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

October 15, 1945

Dear Ben:

You really should have been present when your minutes were read of the famous meeting of the Faculty and two of our Trustees. Every line you wrote was greeted with enthusiasm by your delighted colleagues. The minutes were really a masterpiece on all counts.

Winter has arrived here, but, unlike England, we shall have adequate fuel. It is really wonderful to have one's house and office at a comfortable temperature.

Our very best to you all.

As ever,

Edward Mead Earle

Professor Benjamin D. Meritt
18 Norham Gardens
Oxford, England

MEMBERS

Publications

BRYN MAWR

Relations WOAI

HARVARD

GOLDMAN, HETTY

Biographical

Goldman to Aydelotte, October 16, 1945.

She says that at the time she came to the Institute, she had begun the excavations of Tarsus under the auspices of Bryn Mawr College, the Archaeological Institute of America and Harvard University. (Note she had also resigned, but (over)

When the war broke out in 1939, neither the excavation nor the study of material had been completed, though a large part of the program had been fulfilled. She brought home to America full notes, architectural plans and photographs to write, in collaboration with others who had worked as her students and assistants at the dig, the first volume covering the later Greek and Roman periods. This volume, to which the Institute as you will remember has contributed \$3,000 and to which the Archaeological Institute of America has promised to make a contribution, is now in the hands of the Princeton Press.

By the end of 1945-46 the second volume, covering the more ancient periods from about 3000 B. C. to 600 B. C. will be ready in preliminary form and it will then be necessary for her to return to Tarsus and complete the volume by making a more intensive study of the material left in storerooms at the site. She asks for leave during the academic year 1946-7 in order to complete the studies, since hers are ~~the~~ the first in Anatolia, she feels a professional obligation to complete them.

GOLDMAN, HETTY

HARVARD

BYRN MAWR

MEMBERS

Relations WOI

Publications

withdrew her resignation
on 1/13/36 immediately

Goldman to Aydelotte, October 16, 1945.

She says that at the time she came to the Institute of Archaeology of Harvard University under the auspices of Bryn Mawr College the excavations of Tarsus had been completed, though a last volume covering the later Greek and Roman periods. This volume, to which the Institute as you will remember has contributed \$3,000 and to which the Archaeological Institute of America has promised to make a contribution, is now in the hands of the Princeton Press.

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SA
Sponsorship, somewhat
obscure?

POLICIES

Administration

HOUSING

Facilities

LOWE, E. A.

Biographical

MAASS

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

D, Maass

10/19

HOUSING

Facilities

BUILDINGS AND GROUNDS

TRUSTEES

Corporation

LOWE, E. A.

Biographical

Report of the Committee on Buildings and Grounds, October 19, 1945, by Veblen.

Filed in Chronological File under 1945, 10/19.

Bd wanted sale to Zworykin. Subject to acceptance by GAS for 1500 plus approved val. in p. at time of acceptance. Bd disapproved of a proposed building with help toward from GAS making a profit on sale, & said this because of special conditions of

Extra Copy from D Files

10719/45

REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS

The Committee on Buildings and Grounds has been negotiating with Mr. Maxwell for the sale of a strip of land running south from a point approximately opposite to Fuld Hall to the canal. In the course of these negotiations Mr. Maxwell has offered the Institute a larger piece of land, indeed all he owns except for a strip 440 feet wide parallel to Mercer Street surrounding his house. This parcel of land consists of 143 acres on which there are three dwelling-houses and a garage. Mr. Maxwell's price was \$100,000. The officers of the Board suggested \$65,000, Mr. Maxwell came down to \$87,000, our offer was raised to ~~\$85~~⁷⁵,000 and finally an agreement was reached at \$80,000. It is estimated that the three houses are worth from \$30,000 to \$35,000, so that the 143 acres of land may be estimated at \$45,000 or \$50,000. As a part of the bargain, Mr. Maxwell has granted a permanent right-of-way across his land to Mercer Street. The purchase unites two pieces of land hitherto separated by Mr. Maxwell's holding; it places the Institute in a position to eliminate certain streets which had been laid out on the township map by Mr. Olden before the Institute purchased the Olden farm; and it stops a real estate development project on the Maxwell land near Fuld Hall which would have been disadvantageous to the Institute. The Committee warmly recommends approval of this purchase.

Professor Lowe says that he has an opportunity to sell his house to Dr. Zworykin of the RCA for \$30,000 cash. Professor Lowe has offered the Institute a prior opportunity to purchase if the Trustees so desire. It is the opinion of the Committee on Buildings

- 2 -

and Grounds that it would be better to allow Professor Lowe to make the sale to Dr. Zworykin since the price quoted is one which would make it impossible for the Institute to let the house at anything like a favorable return.

The Institute has received a request from the Mercer County Mosquito Extermination Commission for assistance in financing mosquito extermination near Princeton. It is recommended that this request be referred back to the Committee for further study in consultation with the authorities of Princeton University and the Theological Seminary.

OSWALD VEBLEN
Chairman

10/19

SCHOOL OF MATHEMATICS

Academic Organization

ELECTRONIC COMPUTER PROJECT

Academic Activities

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

The only possible reference to authorization was a note
on unrecorded discussion of general policy in re-orienting
mathematicians and theoretical physicists who had been in war
work to "regular scientific work," *see 10/11/45 in 9m Fac. Min.*
But it is clear that Fac had not approved E.C.P.

In.
Mathematics Faculty Minutes, 10/19/45

LABORATORY (Electronic Computer Project)

Facilities

Director's report and recommendation to Board for \$100,000 of a \$300,000 project. Aid to be secured from outside. Computations 1000 times faster than "the best devices now in existence". Like to 200 inch telescope. Contribution to research in physics, biology, mathematics, economics and statistics.

"Curiously enough the plan of such a machine is partly based on what we know about the operation of the central nervous system in the human body. This means, of course, that it would be the most complex research instrument now in existence." Prof. John von Neumann, Mathematical physicist, will design.

Board authorized \$100,000

gip

Dec 1945 Cheshi-Hi, Sch. gives IAS
Ch-Hi Sch. Person fellowship. Fd with nature
in about 10 yrs + will be used to enable a
foreign student to study in US or vice versa.

Ti m P 14

1945
WORLD WAR II

Government Relations

Record of work of IAS members in war.

minutes

Vol. 4, No. 24, P. 5 Minutes - 10/19/45

10/19

BENEFITS

Personnel

I. A. S. pays hospital insurance.

Trustees' Minutes, 10/19/45

10/19

✓ 1945
PAULI

Biographical

SIEGEL

VINER, J.

Report on status IAS has withheld invitation to Viner
on account of Princeton University.

Incomplete

Trustees' Minutes, 10/19/45

10/19

✓ 1945
BUILDINGS AND GROUNDS

FACILITIES

LOWE, E. A.

BIOGRAPHICAL

Veblen on Maxwell strip. Lowe sells house. pp. 2-4.

Veblen

Trustees' Minutes, 10/19/45

10/24

1945
PRINCETON UNIVERSITY

Relations WOI

BUILDINGS AND GROUNDS (OFFICES)

Facilities

LEFSCHETZ

Biographical

WEYL

Weyl reported that Lefschetz offered the Institute beginning November 1 the use of the room heretofore occupied by Dean Eisenhart: the largest of the offices in Fine Hall and one of the best. The Faculty expressed appreciation, and it was decided that the room would be put at the use of the professors of the Institute.

Minutes, School of Mathematics, 10/24/45

10/24

DIRECTOR

Administration

AYDELOTTE, F.

Biographical

HARDIN, JOHN R.

WEED, LEWIS H.

FULTON, JOHN F.

RUSSELL, JOHN
DOLLARD, CHARLES

Weed to Fulton, October 24, 1945.

Says the only members of the Committee on Selection of a Director who know what a Director should be are Fulton and Douglas. "I remember that I objected to Aydelotte being on the committee but your good friend, Mr. Hardin, insisted on his appointment."

Weed suggests as new Director John Russell and Charles Dollard, both products of Fred Keppel's tutelage. Russel with Keppel for 5 years when taken away to be special assistant to Conant. Dollard followed Russel in Carnegie and did an equally magnificent job.

Both in the Army during the war under General Frederick Osborn's "Special Services." Neither an academician, both qualified in academic administration.

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

✓1945

10/26

PARTICIPATION IN ADMINISTRATION

Academic Personnel

TRUSTEES

Corporation

DIRECTOR

Administration

MOE, HENRY ALLEN

Biographical

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

J. R. H. papers

PARTICIPATION IN ADMINISTRATION

Academic Personnel

MOE, HENRY ALLEN

Biographical

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

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

~~1945~~ 10/26

PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

MOE, H. A.

Biographical

AYDELOTTE

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

A, 1/29/57

PARTICIPATION IN ADMINISTRATION

Academic Personnel

TRUSTEES

Corporation

MOE, HENRY ALLEN

Biographical

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

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

The enclosed letter to the faculty reads as follows:

"To the Faculty of the Institute for Advanced Study:

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

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

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

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

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

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

JRH Correspondence from January, 1940 to November, 1945

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

1944
1945
1946
1946
DIRECTOR

Administration

PARTICIPATION IN ADMINISTRATION

Academic Personnel

TRUSTEES (BOARD)

The Corporation

STEWART, WALTER

Biographical

Candidates suggested for Director of the IAS.

Filed in Vertical File under D, director.

Orin

S File, IAS General

4/27/46 Tac. Comm. Stewart Submitting 9 canl.
in Dir beg. w/ RO ending w/ Strauss for consid. at Dir
meeting 3/4/46 at 3/4/46 # cit to S; Blegen
Borden memo JRO Strauss (Mr. Frank Borden)
10/26/45 memo to Tac. re sugg. names etc in Dir.

Candidates suggested for Director of the IAS.
Filed in Vertical File under D, Director.

3 File, IAS General

10/26

GEST ORIENTAL LIBRARY

Facilities

LEWIS, WILMARTH

Biographical

AYDELOTTE, F.

Aydelotte to Lewis, October 26, 1945.

"The Gest Oriental Library is potentially a great collection. I have had several Chinese scholars examine it for me, the most eminent of them being Dr. Hu Shih. They tell me that what we have is a collector's library and that we should have to make large additions of working material to make it suitable for scholarly research. I have been given to understand that \$100,000 might be sufficient for that purpose, plus of course an annual appropriation to keep it up to date."

About the Trustees' meeting in Newark, Trustees' meeting not at Princeton. This was determined by Mr. Bamberger's health, and they just haven't changed the system enough.

D, Lewis, Wilmarth S.

Copy to the new Martin?

November
December

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

ROCKEFELLER

Foundations

SMITH, WALTER BEDELL

Biographical

EARLE, E. M.

STEWART, W. W.

AYDELOTTE, FRANK

Stewart had had correspondence with Douglas Freeman, Editor of the Richmond News Leader about the desire of General Smith to retire from the Army and write the history of the campaigns in western and northern Europe 1944-45. Because it was rich in material on the use of the Army Air Forces Smith told Earle about it. Earle immediately with Stewart worked with the Rockefeller Foundation to seek to get a grant for three or four years for the General, and Aydelotte played ball. Ultimately, the thing fell through because Smith, though not an educated man, was looking for a permanent berth if he

left the Army.

Earle's interest lay in getting not only the General but his documentary material for his own history of the military strategy of the end of the war.

Ø (No scholarship here as a pre-requisite for membership).

Earle Files, Smith, Walter Bedell, 1944-45

Note P. v. Minister's blue map for new chairs, when of funds.

✓1945

11/10

GENERAL

Administration

DIRECTOR

PARTICIPATION IN ADMINISTRATION

Academic Personnel

GENERAL (European)

Educational Institutions

~~Ernst~~ ^{The} Brief, "How Did Pre-Hitler German Universities were Run" by ~~Hans~~ H. Kantorowicz, University of California, a publication of Western College Association. An address. Kantorowicz had ^{attended} three universities ~~in~~ ~~Berlin~~ in Germany, Berlin, Munich, and Heidelberg. The experience and description of administrative organization was derived from not only those, but from what he understood from colleagues of the universities in Switzerland, Austria, Pre-Fascist Italy, Czecho-slovakia, Poland, Scandanavia, Holland. The nature of the ^{univ.} universities in these countries, but particularly of the German universities which he knows best to secondary education is the point finally made in the pamphlet, but it is the important one. General education in the country was offered by the Gymnasium, the Realgymnasium, or the Oberrealschule (high schools), the level of which was extremely high with 9 years of ~~Greek~~, 7 years of English and French, 6 years of Greek, Latin

9 years of history, 6 years of geography, 7 years of mathematics, and so forth. When students went on to education beyond the highschools, they were few in number, indeed, and ~~were~~ those who had determined to become professional educators or professional scientists, etc.

In Germany population 65,000⁰⁰⁰ before 1933, there were only 23 universities at that time with slightly more than 60,000 students and about 1550 full professors, plus 260 professors emeriti.

There were in 1925-6 no more than about 20,000 freshmen matriculations which Hitler reduced to 15,000. Total student body in all the 23 universities was slightly more than 60,000.

The German universities were bodies of almost complete ^{Self-} administration. They were state-endowed and depended upon administrative education. Frankfurt and Cologne were exceptions as they were more or less city-endowed, while in Hamburg state and city coincided. As a rule the ministers of education of the various German states administered the funds directly. The ministry was decisive so far as the creation of new chairs or new institutes was concerned. The faculties were responsible for the filling of a vacant chair. The full professor, and he only received his final appointment from the state through the

the Ministry of Education

Minister of Education. In the smaller states ministry would negotiate financial, personal or organizing matters directly with its university. The ministers had full knowledge of local conditions. ~~Prussia~~ Prussia, however, had 13 universities distributed over a wide area, and appointed to each university a representative of administrative education the Kurator. Strictly speaking, the Kurator did not belong to the university unless he was at the same time an honorary professor and lectured in this capacity. He was the Deputy of the Ministry. Acted as the intermediary between the university and ~~the~~ ministry, but could not and did not interfere with the self-administration of the university. He had to lay out account of the government funds, basing upon the accounts of the controller (Rechnungsrat). He had to report to Berlin about the desirability of a new chair or a new institute and about similar issues. The author does not know whether his staff of a secretary and a typist which was more or less fused with that of the controller of the university should be added to the administration of the University or ~~with that~~ of the ministry of education.

With the other clerical or administrative help to be discussed in the following, the total for a library, excluding medical institutes, clinics and hospitals, and the library staffs (often the libraries were half-

* AF *with* *Parsons is showing* *Ministerium* *did not always agree with Fac. choice*

independent or even communal institutions) would hardly have exceeded 25 persons.

The self-administrative qualities of the university derived from the following circumstances and organization. The student came presumably of his own free will, and registered in the courses which he wished to take, since professors were not bound to repeat courses within specified periods of time, and had what is called "complete teaching freedom". Students moved about between the universities with freedom to get the courses which they wished. The Quaestura was the center of administration with regard to students. It was housed in Heidelberg, for instance, in one small room, and kept the necessary records, and so forth, ~~with 25~~ of 2,500 to 3,000 students with a staff of 5 or 6 clerks who were only moderately busy in Kantorowicz's words. ~~It was with the Quaestura that the students registered when they came to the university.~~ *Register*

The Bedel was the essential indispensable functionary who performed the daily routine in the universities. There was one Bedel to each ~~xx~~ of the 4 or 5 faculties, and sometimes only a half a Bedel because of the smaller faculties: long divinity, or say law, philosophy, divinity and science, so that 2 or 3 Bedels would be found at a normal

university. At academical ceremonies the Bedels, their maces shouldered would march at the head of the procession. They were far more than runners or messengers of the faculty. They made ^{for} the arrangements for inter-faculty issues, inter-faculty meetings, examination and many other things. "You would find the Bedel, a blue folder in his hand, rushing about the university 12 hours a day." Arrangements for examinations for Ph.D. and other needs of students and faculty would be discussed with the Bedel and would resolve the questions of appointments, times, and so forth, and let the individuals concerned know about them. He instructed the Deans of the faculties and the Rector of the University who were usually quite unfamiliar with the daily routine of their offices what they were expected to do. He was their remembrancer. The Bedel made all arrangements for them. He handled his office without clerical help or typewriter. Kantorowicz estimates that a staff of 5 or 6 clerks would be needed to file and register officially all the issues which the Bedel handled. He was a very authoritative person.

The Rector of the University depended largely on the efficiency of his Bedel for the daily routine of the university. He was called "His Magnificence." Here Kantorowicz quotes Benjamin Ide Weiler? *Wheeler* quoting Max Weber in Germany around 1909 or 1910 who said that, "The
WW, Rector?

German university is a Democracy within an autocratic state; whereas the American university is an autocracy within a Democratic country. The German rector of the university compares to the American college president, approximately as Mr. Truman to Mr. Stalin. He was not an administrator by profession; he was in administrative matters a layman. He was a scholar annually elected by the professors from among the professors. The office rotated in ^{the} four or five faculties, and within the faculties it alternated usually according to age, that is, according to the numbers of years which a scholar had belonged to the faculty as a full professor. Similar proceedings were observed with regard to the Deans of the ~~faculties~~ Faculties who changed also annually. Neither the Rectors nor the Deans received an extra salary except a very small sum for representation. It may have amounted to \$400 for the Rector and \$150 for the Dean at the normal sized university.

The Rector might or might not have had experience in his duties before becoming a Rector. He was in each case, however, supported by the Pro-Rector who would act in his illness, absence, or death, and assisting with the duties of his office. The Dean of a Faculty who was elected by the faculty of a school was also similarly supported by the Pro-Dean. To the Senate there belonged ~~ex officio~~ the Rector and Pro-Rector as well as the 4 or 5 Deans and Pro-Deans who gathered together ~~xx~~ formed also

See Com?
the "Inner Senate" the Cabinet, so to speak. The Senate proper was further composed of 2 or 3 professors of each faculty who likewise alternated in cycles of 2 years. They were joined by one or 2 representatives of the Privatdozenten and extraordinary professors. At the meetings of the Senate there was the custom, at least at Frankfort, that the youngest member had to utter his opinion first so as to exclude bias. *Same as Supreme Ct U.S.*

The Rector could also count on the advice of the Counsellor of Accounts, the Comptroller, an experienced state official, who had to account for the funds and who, to some extent, was an intermediary between the university which expended the funds and the Ministry of Education which granted them, unless the Ministry was represented by the Kurator in case of a large state. The Counsellor of Accounts, the Comptroller, had a small office with 2 or 3 clerks and 2 typists. The Rector had a secretary and a typist girl. The Deans had no secretary, and it would depend upon the size of the faculty whether the Dean would have one typist or one-half a typist or ~~none~~ none at all.

(Source: "How the Pre-Hitler German Universities were Run" by
Hanst H. Kantorowicz)

Ernst

HOUSING

Facilities

AYDELOTTE, F.

Biographical

Aydelotte to Holden, November 20, 1945.

Acknowledges Holden's letter of November 16 and his opinion that temporary types of housing such as Quonsett huts or Government prefabricated buildings are not feasible. Aydelotte expresses himself as hostile to the idea of such ugly and temporary structures, but states that he had to explore every possibility since the situation is so desperate for housing.

Aydelotte says the Institute needs 20 or 30 apartments consisting of living room, bedroom, bath and kitchenette, plus, if possible, a garage. He suggests a story and a half with a bedroom over the living room and a garage between each two apartments, and the quadrangle shape to the whole thing. He tells the architect, Holden, that rents will have to be held down to \$50 a month, \$500 per year for Institute personnel for 10 months in the year; furniture not to cost more than \$5,000 apiece. He suggests in the

circumstances full standard substantial building.

D File, Housing for Members - Proposed

HOUSING

Facilities

Letter from Holden, MCLAughlin & Associates by Arthur C.
Holden to Aydelotte, November 23, 1945 regarding Institute
housing.

Filed in Chronological File under 1945, 11/23.

D File, Housing

C O P Y

HOLDEN, MCLAUGHLIN & ASSOCIATES
ARCHITECTS

570 LEXINGTON AVENUE
NEW YORK 22 PLAZA 3-1821

November 23, 1945

Dr. Frank Aydelotte, President
Institute for Advanced Study
Princeton, New Jersey

Dear Dr. Aydelotte:

Thanks for yours of November 20th.

Although it is almost impossible to obtain exact figures at the present time, we have been going ahead with building work negotiating with contractors regarding the purchase of materials and variations of requirements to meet existing conditions. It appears that we are getting and may continue to get satisfactory results.

We can only tell how near we can come to what you would like to do by carrying the work of architectural design far enough to arrive at the stage so that an immediate contract could be let on whatever basis we found to be the most desired.

You speak of twenty apartments at possibly \$5000. each which would amount to \$100,000. We would be glad to serve you on the basis of a fixed fee of \$5700. for the carrying out of all architectural work in connection with 20 units of the type you desire, or a fee of \$7500. for the carrying out of all architectural work in connection with 30 units.

We would agree that, if after completion of contract drawings and specifications and negotiations on the contract, figures were so out of line that the work had to be abandoned for the present, the architect's fee would be adjusted on the basis of an amount not to exceed 70% of the total fee, but adjusted in accordance with the expenditures of the architect.

I point out that to let a favorable contract, a great deal of investigation, conferring and revision in drawings may be necessary in the early stages of the work.

I believe that if an immediate authorization is made, we can go ahead and produce these houses for you. We will agree to start the work on the basis of a retainer of \$1000.00, which would cover the preliminary planning stage.

Like most architectural firms, we are extremely busy at the present time, but we are in a position to give immediate attention to your work. I do not think it beyond range of possibility that we could produce plans rapidly enough, inasmuch as your policy has already been formulated, to avail ourselves of the winter building season so that there might be a chance of occupancy by springtime.

Very sincerely yours,
HOLDEN, MCLAUGHLIN & ASSOCIATES
By ARTHUR C. HOLDEN

11/25

10/25

WEYL, HERMANN

Biographical

Dr. Edgar Dehn, Department of Mathematics, Columbia University, to Dr. George A. Works, Director, National Roster of Scientific Personnel, Washington, D. C.

"I had hoped that more competent men than myself would take up the matter I want to discuss, but they don't seem interested. And if my letter is not addressed right, I hope you will forward it to the proper office.

"Some time ago, German scientists began arriving here 'on a more or less voluntary basis,' as the newspapers put it. The Russians in their zone just 'kidnap' them. And since the agent sent to Germany by our government frankly said on his return that German talent should be shipped here as war loot, The Russian case and ours would seem to be pretty much the same.

"Taken in conjunction with the belief of our government and our people that international law is what we say it is (moreover it is retroactive and applies only when we want it to apply), all this would seem to indicate that the life

of a scientist has been reduced to slavery, the status of science now is that of a government prostitute, and there is no haven of refuge for science anywhere on earth.

"In view of the vicious turn which human affairs have taken, I should be most reluctant to publish any important discovery I might make, or to disclose it otherwise. And I should like very much to have an answer to two questions.

1. "Can you compel me to disclose a discovery? In which case I may be careful not to make one. Or can you even compel me to pursue such work and punish me if I don't discover something?
2. "If I don't want to disclose a discovery, but don't want to take it to my grave either, can I deposit it, sealed, with some Swiss institution until such time when the chaos clears a little into which we have plunged the world, and when we again have an administration in whose integrity we can trust?

"These questions are not hypothetical, and I am most
anxious to have an answer."

W File , E

11/26

PARTICIPATION IN ADMINISTRATION

DIRECTOR

AYDELOTTE, F.

EARLE, E. M.

PANOFSKY, ERWIN

ALEXANDER

Academic Personnel

Administration

Biographical

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

Meritt, I. A. S.

BUILDINGS AND GROUNDS

Facilities

EARLE, E. M.

Biographical

MERITT, B. D.

Earle to Meritt:

I. A. S. has bought most of Maxwell property.

Meritt, I. A. S.

~~1945~~
HARDIN, J. R.

Died at 85.

Meritt, I. A. S., Vertical

12/10

1945
HONORS (NOBEL)

Academic Personnel

PAULI

Biographical

Speeches Weyl, Pauli, Aydelotte, Panofsky
IAS dinner celebrating award.

D, Pauli Dinner, 12/10/45

~~XX/XX~~ 12/10

~~1945~~
HONORS

Academic Personnel

PAULI, WOLFGANG

BIOGRAPHICAL

Nobel Prize award.

Filed in Chronological File under 1945, 12/10.

D, Pauli Dimer, 12/10/45

The Royal Swedish Academy of Science, at its meeting on November 15, 1945, has decided, in accordance with the stipulations of the will made by Alfred Nobel on November 27, 1895, to award the prize which is this year being given to the person who has made the most important discovery or invention in the field of physics, to Wolfgang Pauli for the discovery of the exclusion principle, also known as the Pauli principle.

Stockholm, December 10, 1945

Einar Key

Preses of the Royal Swedish Academy of Science

Arne Westgren

Secretary of the Royal Swedish Academy of Science

12/13

PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

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

Faculty Minutes, 12/13/45

PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

BUDGET

Finance

MORISON, SAMUEL ELIOT

Biographical

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

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

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

1945
PARTICIPATION IN ADMINISTRATION

Academic Personnel

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

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

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

Note: Pauli pushed, he was V.P.

Note V. E. + Lowe, all merits, also

Faculty Minutes, 12/13/45

12/18

LCP.

See pp 2-3 for history of LCP -
present night

Exec C
La m

12/18

1945
GENERAL (TAXES--NEW JERSEY)

Government Relations

SCHAAP

Biographical

Reported \$500,000 plus inheritance taxes on Mr. Bamberger's estate to New Jersey which has abandoned claim for inheritance tax on gifts made before his death. *gfr*

Incomplete

Executive Committee Minutes, 12/18/45, p. 5

12/18

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

MORISON, SAMUEL ELIOT (HARVARD)

Biographical

GÖDEL

DUYVENDAK

WADE-GERY

Morison offered professorship, p. 3. *Declined*

First?

Gödel Permanent Member, p. 3.

Duyvendak appointed to survey East Oriental Library,
four months at \$500 per month.

Wade-Gery visiting professor, 1947-48.

Executive Committee Minutes, 12/18/45

12/18

✓ 1945
GENERAL

Government Relations

AYDELOUPE, F.

Biographical

SCHOOL OF MATHEMATICS

Academic Organization

Palestine Committee assignment, p. 1

Standing Committee: Morse, Riefler, Pano fsky

Financing of School of Economics and Politics, p. 2

Handwritten signature

Executive Committee Minutes, 12/18/45

1945
ROCKEFELLER

Foundations

GEST ORIENTAL LIBRARY

Facilities

DUYVENDAK

Biographical

Executive Committee of the Trustees asked Dr. Duyvendak to inspect Gest Oriental Library during Rockefeller-financed trip to Columbia University. 4 mo 500

Executive Committee Meeting of Trustees, 12/18/45

12/19

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

MORISON, SAMUEL ELIOT

Biographical

Aydelotte to Morison, December 19, 1945.

Aydelotte offered with Trustees' sanction an appointment to Morison, and asks for an interview, informing James B. Conant, President of Harvard, at the same time. Conant thanked Aydelotte for letting him know.

Morison refused the appointment or even to discuss it.

D, Mi - Mz

12/19

PARTICIPATION IN ADMINISTRATION

Academic Personnel

LIBRARY

Facilities

PRINCETON UNIVERSITY

Relations WOAI

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

Faculty Minutes, 12/19/45

GÖDEL, KURT

Biographical

AYDELOTTE, F.

Aydelotte to Gödel, December, 19, 1945.

Offers him with the approval of the Board of Trustees and the Faculty of the School of Mathematics a permanent membership at \$6,000 per year from July 1, 1946.

In addition to the 5 per cent for T. I. A. A., he will have to contribute an additional amount for the building up of retirement allowance of \$1,500 at 65. This will require a contribution from Gödel of ~~\$800~~ per year to T. I. A. A.
\$400 /

D, Gödel, Kurt

BUDGET

Finance

PARTICIPATION IN ADMINISTRATION

Academic Personnel

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

D, Minutes Faculty, 1939-1947

SALARIES

Academic Personnel

POLICY

Administration

AYDELOTTE, F.

Biographical

Aydelotte to Maass, December 19, 1945.

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

D File, Herbert H. Maass, 1939-1946

12/24

✓ 1945
ZYDELOTTE, F.

Biographical

December 24, 1945 was the last meeting he attended before departing on the Palestine Commission, and April 29, 1946 was the first such meeting he attended when he returned.

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

1945
ARCHEOLOGY

Academic Activities

WADE-GERY

Biographical

Invited by the Institute to perform as Visiting Professor
academic year 1947-48. (Aydelotte to Wade-Gery, December 31, 1945)

The same file shows an invitation to Wade-Gery to spend
the academic year 1956-57 at \$6,000 at the Institute

D, Wade-Gery, Prof. H. T., 1956-57