

✓ TRUSTEES

DIRECTOR

FACULTY

HUGHES, RAMMOND

Corporation

Administration

Academic Personnel

Biographical

A few remarks from Raymond Hughes', A Manual for Trustees
of Colleges and Universities.

Filed in Vertical File under "H" for Hughes.

TRUSTEES

Corporation

ROCKEFELLER FOUNDATION

Foundations

John D. Rockefeller, Sr. established in R. I. M. R. in 1901, the G. E. B. in 1903, the Rockefeller Foundation in 1913, the Laura Spellman Memorial Fund in 1918. John D. Rockefeller, Jr. established the I. E. B. in 1923.

John D. Rockefeller, Sr. was named as a trustee to the Rockefeller Foundation and was listed as occupying that office from 1913-1923 during which he never attended a meeting.

Fosdick says (Story of the Rockefeller Foundation, p. 11) "J.D.R. Sr. had proved to his own satisfaction that the most effective way of accomplishing the results he had in mind was to place funds at the disposal of independent boards of trustees, made up of the most experienced men he could find. Once chosen, these trustees were given a free hand to select their officers and carry on their work. 'I have not had the hardihood', said Mr. Rockefeller in 1909, 'even to suggest how people so much more experienced and wise in those things than I should work out the details even of those plans with which I have had the honor to be associated.'" He did not allow himself to be a trustee of the Rockefeller Institute

the General Education Board, or the Sanitary Commission, and

his service as trustee for the Foundation was only in a technical sense, and it ultimately secured from Rockefeller a small hospital of 65 beds in which there was clinical practice linked with intensive research into pathology. It was an institution not for training but for research; therefore it was natural that the R. I. M. R. admitted no fellows who had not already taken their high degree. Their work proceeded from that point on.

John D. Rockefeller, Jr. renounced his father's business around 1910, became President of the Rockefeller Foundation 1913-1917, and Chairman of the Board 1917-1939. He was trustee of the R. I. M. R. from 1901 to the present; trustee of the General Education Board 1902-1939, Chairman of the Board 1936-1939; Rockefeller Foundation trustee 1913-1940, Chairman of the Board 1917-1940.

Information from Who's Who
and Story of the Rockefeller Foundation by Raymond Fosdick

TRUSTEES

Corporation

BAILEY, E.

Biographical

AYDELOTTE, F.

On the way to lunch Mrs. Bailey "let the cat out of the bag" by telling me that Dr. Flexner had succeeded in reaching Mr. Leidesdorf and that Leidesdorf professed to know nothing of the history project or of me. Whether he refused to see me or not is not clear. She stated that she did not know and that as soon as Leidesdorf's position became clear Dr. Flexner dropped the matter.

She said that Mr. Leidesdorf had always been Flexner's friend on the Board. John Hardin was Bamberger's favorite lawyer and one of Flexner's favorite Board members also. Leidesdorf was Bamberger's most trusted accountant. Maass was a lawyer who handled a certain amount of detailed legal work both for the Bambergers and for the IAS, notably on site, buildings, etc. Flexner apparently never got along well with Maass.

Dr. Flexner had never taken a position on the Zionist cause nor had his brother Simon. Bernard Flexner was a Zionist.

She said that Flexner's connection with Aydelotte was close while Aydelotte was President of Swarthmore and Secretary in America to the Rhodes Trust. The General Education Board with Dr. Flexner's aid gave money for the institution ⁱⁿ Swarthmore of the Honor System. It cost money. The intimacy of the two men was close after this was accomplished and it was Aydelotte who recommended that Dr. Flexner give the Rhodes lectures on universities.

1930-32

SCHOOL OF MATHEMATICS
ECONOMICS (p. 12)
FELLOWSHIPS (pp. 13, 14, 16)
ASSISTANTS (p. 11)
PARTICIPATION IN ADMINISTRATION
SEMINARS (pp. 15, 16)
POLICIES (pp. 4, 17, 18)
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CALIFORNIA INSTITUTE OF TECHNOLOGY (p. 8)
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FLEXNER, A. (pp. 2, 13)
BIRKHOFF, GEORGE (pp. 4, 5)
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Academic Organization

Academic Personnel

Academic Procedures

Administration

Relations W.O.A.I.

Facilities

Corporation

Biographical

See Digest Veblen-Flexner Correspondence

VEBLEN - Biographical 1930-32

1930-1931

✓ TRUSTEES

Corporation

LEHMAN, HERBERT H.

Biographical

FLEXNER, A.

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

Lehman to Flexner, November 23, 1931.

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

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

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

D, Lehman, Herbert H.

1930-1946

✓ TRUSTEES

Corporation

Attendance record of the trustees from October 10, 1930
to March 19, 1946 at the meetings of the Board of Trustees.

See source cited below.

A, 10/30/56 Institute for Advanced Study (Miscellaneous)
(In cardboard box standing up--first file)

(File # 1)

BAILEY, E.

Biographical

KIRKLAND,

MERRITT, B.

✓ TRUSTEES

Corporation

See Interview with BAILEY, ESTHER (MRS.) 11/3/55

FLEXNER, A.

RIEFLER, W.

STEWART, W.

WARREN

MITRANY, D.

FRANKFURTER, F.

BAMBERGER, L.

BAMBERGER, E.

VEHLEN, O.

SCHOOL OF ECONOMICS & POLITICS

✓ BOARD OF TRUSTEES

Interview with Flexner 11/3/55

Biographical

Academic Organization

Corporation

1930

10/21

✓ TRUSTEES

Corporation

COMMITTEES (EXECUTIVE)

Academic Personnel

FLEXNER, A.

Biographical

Flexner to Louis Bamberger, October 21, 1930.

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

- (1) A balance as between academic and non-academic people
- (2) To get a quorum.

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

D, Bamberger, Louis, 1930-1936

1930

11/17

/TRUSTEES

Corporation

XXX Aydelotte to Bamberger thanking him for photograph
of trustees at organization meeting.

FA, Louis Bamberger

1931

1/16

✓ TRUSTEE

Corporation

FLEXNER A.

Biography

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

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

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

1931

10/13

✓ TRUSTEES

Corporation

Mr. Edgar S. Bamberger, Chairman of the Committee on Nominations, presented a report recommending the election of the following as Trustees: Aydelotte, E. S. Bamberger, L. Bamberger, Carrel, Flexner, Friedenwald, Mrs. Fuld, Hardin, Houghton, Lehman, Leidesdorf, Maass, Sabin, Straus, Weed.

Whereupon the above were unanimously elected Trustees and were divided by lot into five classes of three each, to serve respectively for the periods of one, two, three, four, and five years as follows: (See Minutes).

~~Trustees~~ Minutes of the Annual Meeting of the Members of the Corporation, October 13, 1931

1931

10/13

✓TRUSTEES

Corporation

All members re-elected - Terms as follows:

"For one year

Mr. John R. Hardin, Mr. Samuel D. Leidesdorf, Mrs. Felix Fuld

For two years

Mr. Edgar S. Bamberger, Mr. Herbert H. Maass, Mr. Alanson B. Houghton

For three years

Miss Florence R. Sabin, Mr. Frank Aydelotte, Mr. Herbert H. Lehman

For four years

Mr. Abraham Flexner, Mr. Louis Bamberger, Mr. Percy S. Straus

For five years

Mr. Julius Friedenwald, Mr. Lewis H. Weed, Mr. Alexis Carrel"

Vol. 1, Number 3, Minutes of Members, Page 2

1931

12/28

~~TRUSTEES~~

Corporation

FLEXNER, A.

Biographical

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

JRH, Miscellaneous Papers.

1932

1/11

MATHEMATICS

Academic Organisation

✓ BOARD (TRUSTEES)

The Corporation

NOMINATIONS

Academic Personnel

"The Director stated that after conference with the leading mathematicians of Europe and America it was clear to him that there are in America at this time a few mathematicians of international repute, whose association with the Institute would make clear to the learned world the purpose and quality of the Institute, as explained in general terms in Bulletin No. 1. Whereupon, on motion, it was

"RESOLVED, That the Director be authorized to present at the April (1932) meeting of the Board, after due conference and negotiation, a nomination in the School of Mathematics with the terms and conditions necessary to secure the ablest available scholar in that field."

1932

4/11

✓ TRUSTEES

Corporation

FULD, MRS. FELIX

Biography

HARDIN, JOHN R.

LEIDESDORF, SAMUEL D.

These three elected to 5 year terms.

1932

10/26

10/29

POLICIES

Administration

DIRECTOR

✓ TRUSTEES

Corporation

HARDIN, JOHN R.

Biographical

Hardin to Mrs. Bailey, October 26, 1932.

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

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

JRH Correspondence from May, 1930 to December, 1933

1933-35

POLICIES

SALARIES

FRANKFURTER, F.

FLEXNER, A.

WEYL, H.

KIMFLEB, W.

VEDREN, O.

AYDELOTTE, F.

STEWART, W.

✓ TRUSTEES

Administration

Academic Personnel

Biographical

The Corporation

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

Frankfurter II.

1933

1/24

HARVARD

Relations W.O.A.I.

PRINCETON

TRUSTEES

Corporation

See PARTICIPATION IN ADMINISTRATION, Academic Personnel

Letter from Veblen to Flexner (NYC)

File IV-21

1933

2/28

✓ TRUSTEES

Corporation

STEWART, W. W.

Biographical

Flexner to Frankfurter, February 28, 1933. Flexner received acceptance from Walter W. Stewart to serve on Board of Trustees.

Elected at meeting April 25, 1933.

D File, Flexner, A.

1933

3/1

✓ TRUSTEES

Corporation

STEWART, W. W.

Biographical

FRANKFURTER

Flexner to Mrs. Fuld, March 1, 1933.

One of his many friendly, informative notes. Yesterday he had lunched with Stewart for the second time. Stewart has been considering trusteeship for two weeks. Flexner quotes from memory what Stewart said: "I have thought over your invitation, and I shall accept. In my judgment, there is no place in Europe or America where a school of economics or politics has been formed in such wise that economics can be placed on the level of scientific medicine or any of the exact sciences. Our main difficulty in the present crisis is that nobody knows anything, and we cannot in the midst of this storm find the truth in a hurry. As I understand it, you are proposing to create for economists the conditions which are enjoyed by physicists, mathematicians, etc. If you do, it will mark a new era in the world, and I shall be very, very proud to contribute my experience both as professor ~~xx~~ and as a business man to the slow upbuilding of such an enterprise."

"...Stewart is, as far as I can learn, the most careful, thorough-going, and cautious thinker in this whole field." Then Flexner says he talked with Frankfurter on the trusteeship whose first remark was, "Why don't you get Walter Stewart?" Though Frankfurter gave no answer, Flexner is sure he will accept.

D, Fuld, Mrs. Felix

1933

3/11

✓ TRUSTEES

Corporation

BAMBERGER, LOUIS

Biographical

FLEXNER, A.

FRANKFURTER, FELIX

STEWART, W. W.

Bamberger to Flexner.

Frankfurter and Stewart will add "prestige and influence"
to the Institute.

D, L. Bamberger, 1930-32

1933

3/14

TRUSTEES

Corporation

FRANKFURTER, F.

Biographical

FLEXNER, A.

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

Vertical File, Frankfurter-1

1933

3/29

✓ TRUSTEES

Corporation

FOUNDERS

DODDS, H. H.

Biographical

EISENHART

FLEXNER

Flexner to founders.

Suggests that Eisenhower would be admirable trustee to fill Lehman's unexpired term. Would compliment the University and serve as token of appreciation. Would suggest Dodds but hands full--no answer in file but it did not come up.

D, L. Bamberger

1933

3/29
4/5
4/7

✓ TRUSTEES

Corporation

MEMBERS

Academic Personnel

FLEXNER, A.

Biographical

HARDIN, JOHN R.

Flexner to Hardin, March 29, 1933.

Flexner proposes changes in the By-Laws actuated by the resignation of Mr. Bamberger and Mrs. Fuld as active Trustees.

Hardin to Flexner, April 5, 1933.

The abolition of the office of president and the substitution of chairman is in conflict with the New Jersey statute under which we were incorporated, which requires a president, secretary, and treasurer, and so forth. This is mere terminology, but we should adhere to the requirement

of the statute.

Under the law ~~XXXXXX~~ and our charter the trustees are required to be members of the corporation. It is also required that they shall hold office for one year, or such term as the by-laws provide, or until their successors shall be elected. "This provision seems to me to prevent floating trustees with indefinite term." He sees no objection to the title of "honorary" to a particular trustee, but even though designated he would be required to be elected for a definite term if entitled to vote as a trustee. There would be no objection to having Mr. Bamberger and Mrs. Fuld chosen with the title of honorary trustees without right to sit or vote in the Board. He asks whether Flexner thinks the desire of the founders to retire goes so far as to have them altogether eliminated. "Could they not be elected as trustees, or honorary trustees, with right to sit and vote in the Board, but relieved otherwise of official responsibility?"

Flexner to Hardin, April 7, 1933. Thank you. I shall revise the By-Laws, incorporating the suggestions which you make.
D File, Hardin, John R.

1933

3/29

✓ TRUSTEES

Corporation

EISENHART, L. P.

Biographical

BAMBERGER, L.

FLEXNER, A.

Flexner suggest Eisenhart for Trustees vice Lehman.
Agreed upon between Maass, Leidesdorf and Flexner, Not done--
vacancy not filled at April meeting--answer of Founders
not available.

D, Bamberger, L.

1933

3/29

PRINCETON UNIVERSITY

Relations WDAI

✓ TRUSTEES

Corporation

FOUNDERS

FLEXNER, A.

Biographical

Flexner to Mr. Bamberger and Mrs. Fuld, March 29, 1933,
in Arizona.

They have warmly welcomed Flexner's nominations of
Stewart and Frankfurter to the Board of Trustees and ask
him to inform the Nominating Chairman of the Nominating
Committee.

Flexner discussed with them an idea which they had
before, and had discussed to appoint the new president when
he was chosen of Princeton University to the vacancy left
by Lehman's resignation. Flexner now knows who the new
president is, and says he is going to have his hands full. It
might be sounder to elect to the vacancy Dean Eisenhar, who is

Dean of the Faculty in Princeton University, and a very fine person.

D, Bamberger, Louis, 1930-1936

1933

4/24

✓ TRUSTEES

The Corporation

BAMBERGER, LOUIS

FULD, MRS. FELIX

LEHMAN, HERBERT H.

Minutes, p. 1:

Louis Bamberger's and Mrs. Fuld's resignations from Trustees accepted. Mr. Lehman's resignation accepted. Mr. Felix Frankfurter and Walter W. Stewart elected Trustees vice Bamberger and Fuld. Messrs. Edgar Bamberger, Houghton and Maass elected Trustees for 5-year term.

Minutes, p. 2:

Mr. L. Bamberger and Mrs. Fuld elected Honorary Trustees for life, and no other such elections shall be made.

Vol. I, No. 12

1933

~~4/25~~
~~XXXXXX~~

4/25
4/26
4/27
4/28
5/1

✓ TRUSTEES

Corporation

FRANKFURTER, F.

Felix Frankfurter elected Trustee, 4/24.

Vertical File, Frankfurter-1

1933

October

1934

October

✓ TRUSTEES (MINUTES)

Corporation

POLICIES

Administration
~~Academic Personnel~~

FLEXNER, A.

Biographical

MAASS, H. H.

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

D, Frankfurter, Felix

1933

11/14

✓ TRUSTEES (MINUTES)

Corporation

STEWART, W. W.

Biographical

MAASS, H. /H.

FLEXNER, A.

Flexner to Maass saying that minutes are drawn without attribution except in case of chairman of a committee who has had a chance to weigh his words. Arose in case of Stewart.

D, Maass

1934

1/29

INVESTMENTS

Finance

✓ TRUSTEES

Corporation

HARDIN, JOHN R.

Biographical

At the Trustees' meeting of January 29, 1934, Hardin as Chairman of the Finance Committee asked and was granted authority to withdraw Fidelity Union Title and Mortgage Guarantee Company all mortgages guaranteed by that company and purchased from them, and to surrender on behalf of the Institute contracts of guarantee. Furthermore, authority was given to the Finance Committee to reduce the rate of interest on any mortgage if it was deemed to be in the interests of the Institute.

D, Hardin, John R.

1934

4/23

✓ TRUSTEES

Corporation

Oswald Veblen elected member of Corporation and Trustee for 5 years. Miss Sabin and Dr. Aydelotte re-elected for 5 years.

1934

4/30

FOUNDERS

Corporation

✓ TRUSTEES

Mrs. Bailey to John R. Hardin, April 30, 1934.

Asks him if he approves the insertion of the following in the minutes of the meeting held April 23, 1934:

"The Chairman reported that the Trustees personally were having two gold medals made for the Founders of the Institute, Mr. Louis Bamberger and Mrs. Felix Fuld, as a token of their esteem and gratitude. Mr. Bamberger and Mrs. Fuld expressed their deep appreciation of the action which the Trustees had individually taken."

Mrs. Bailey says Flexner has already written to Paris asking that the Mint strike the gold medals.

Hardin agrees May 2, 1934. The minute would be of historical and appropriate importance, says Hardin.
~~JRH Correspondence from January, 1934 to December, 1936~~

medals

The Trustees paid for these/themselves. Because two Trustees not present and voting at the meeting of April 23, 1934, contributed their respective shares, each person who originally paid gets a refund of \$15.72 which he sends to Hardin. (Maass to Hardin, November 8, 1934.)

JRH Correspondence from January, 1934 to December, 1936

1934

8/30

SALARIES

Academic Personnel

✓ TRUSTEES

The Corporation

MORSE, MARSTON

Biographical

FLEXNER, A.

VEBLEN, C.

Flexner (Paris) to Veblen (Hancock County, Maine): Excerpt

"I arrived in Paris from Aix-les-Bains this morning, having taken the so-called "After-Cure" of ten days there after leaving Gastein. Mrs. Bailey meanwhile had come up from the Pyrenees, and I have rapidly run through the letters which have been accumulating here. After reading your letter I sent you the following cablegram:

'Letter just received Please ask Morse to take no steps till my
return middle September Writing Warmest Greetings'

"This does not in the least mean that I am any less anxious to add Morse to the group, as you and your associates desire, than I was when I went away, but I think it best that he should not speak with Birkhoff, Granstein, and Conant until (1) I have been officially authorized to make him a definite offer and (2) I can make sure that an invitation to come to us will not cripple Conant at the very outset of his career. This latter point I explained to him, and, if my memory serves me, I have also explained to you. Though I am quite willing to be persuaded that I am mistaken, I can not but feel that in building up the Institute we should pay due regard to American higher education as a whole. You will recall that, though I was actually authorized to make an offer to you when we were in Göttingen, I did no more than ascertain your willingness to come and said that the matter would have to rest there until I had had a chance to talk to Eisenhart. Eisenhart, whom I saw immediately on returning to America, generously encouraged me to proceed. Inasmuch as we are offering somewhat better conditions than are at the moment obtainable elsewhere, I think it behooves us to pay all possible consideration to others. I do not feel that Conant will act selfishly in respect to any person whom we may approach, and yet it may prove that he would find it embarrassing if sudden changes were thrust upon him.

"I wrote a letter to Morse, as you will remember, but I do not recall its exact contents. Of course, I shall live up to everything which I said therein, but I should like to refresh my memory by rereading the letter on returning to America before proceeding further with Morse.

"I agree with you entirely that, when and if he is invited to join the mathematical group, a definite offer should be made to him, and of course it should be financially as well as otherwise more advantageous than his present situation. On the other hand, I am not persuaded that every person who is called professor must necessarily receive the same remuneration. There are certain distinctions in age, experience, eminence, and ~~future~~ future promise which may fairly be taken into account. Universities, as a rule, take these factors into account by giving new appointees inferior badges - calling them associate professors, etc. I should prefer, I think - certainly for an experimental period - the simpler organization which we now have. It might prove to be advisable to change the title of professor to that of 'member of the Institute', as is done in various

institutions more or less resembling our own. My general feeling remains what it was, though of course I am prepared to carry out the instructions of the Board until ordered by the Board to do otherwise, namely, that our salary scale should be distinctly higher than that which prevails elsewhere, that there should be no 'pulling and hauling', that the short year and the elimination of examinations and other routine and the rigid adherence to high standards of admission with such informal contact between workers and staff as existed last year should continue until it is obvious, first, to the staff and, next, to the Board that some change should be made. But I suspect that the Board will wish to continue its present policy of watchful waiting for a while longer in order to see whether our extraordinarily happy experience last year really lay in the nature of the organization of the Institute or was a mere accident. I think the former.

"As to financial involvements, there are one or two slight matters that I shall have to lay before the Board in the autumn, but I am even more skeptical and cautious about the immediate financial future of the world than I was when I left America in the early summer.".

1934

9/17

STIPENDS

Academic Personnel

✓ TRUSTEES

Corporation

VEBLEN, O.

Biographical

FLEXNER, A.

Flexner to Veblen.

"I think it not a bad thing that there is a surplus in the two funds appropriated for grants, and I hope that the mathematics group will make no further appropriations unless somebody eminently worthwhile turns up. The moral effect made on a board by a small surplus is out of all proportion to the amount involved. It does really show that the group has been guided by the single purpose of finding competent persons."

~~V File, "Flexner, Abraham"~~

IV-19

1935

1/14

SCHOOL OF MATHEMATICS

Academic Organization

MARSCHAK

Biographical

✓ BOARD OF TRUSTEES

Corporation

DIRECTOR

Administration

Flexner reported that he had corresponded with a Warden of All Souls College with reference to Marschak's coming to the United States but he had not issued an invitation to Dr. Marschak in as much as the Visiting Committee had not unanimously consented after it had been informed by mail. Mr. Aydelotte suggested that the Director be permitted to use his own discretion in such matters as long as no commitment was made by the Institute. No exception was taken to that suggestion.

BOARD OF TRUSTEES

Corporation

FLEXNER, A.

Biographical

SCHOOL OF MATHEMATICS

Academic Organization

SCHOOL OF ECONOMICS AND POLITICS

From the report of the Director:

"The second year of the School of Mathematics has begun. I have persued the policy which spontaneously worked itself out during the previous year leaving the members of the staff the widest range of responsibility with respect to the ^{conduct of the} School. They have chosen their own students, decided upon their own courses, conferences, and research, utilized such methods as they individually preferred, and carried on their administrative responsibilities in their own way, consulting me courteously whenever a question arose, but displaying such excellent judgment and fine feeling that to all intents and purposes the School has been an autonomous group."

Flexner goes on to say that there is great happiness and satisfaction in the entire group which is almost twice as large as the group last year. He quotes Professor Morgan Ward of the California Institute of Technology as saying "you have here at Princeton a mathematical paradise."

He also reports that one of the younger members of the group has been invited to make an address on the subject of modern mathematics before a meeting of all the high school teachers of mathematics in Greater New York as of next February and that he has accepted the invitation. He reports that Dr. Weed was "kind enough to write me a courteous letter expressing some doubt as to the wisdom of placing these young workers in secondary schools". Flexner goes on to say that he submitted the correspondence to Veblen who saw no danger in the procedure.

He quotes Louis Bamberger as calling the School of Economics and Politics ^{School of} ~~as~~ "social ~~and~~ justice". (Minutes, Jan. 14, 1935, p. 3.)

Excerpts from Minutes as cited.

1935

2/5
2/7

✓ TRUSTEES
FRANKFURTER, F.
RIEFLER, W.

Corporation
Biographical

Flexner to Dr. Aydelotte:

"Before they left for Arizona Mr. Bamberger and Mrs. Fuld both spoke to me very candidly about Frankfurter, and they are both hopeful that he will not be renominated at the reflection. They did this upon the basis of his cantankerousness at the meeting. I did not tell them of his letters to you, Riefler, Stewart, and Veblen.

"I was in Washington Sunday evening and had Dr. and Mr. Riefler ~~to~~ dinner. Riefler has been completely reassured, though he still expresses himself as utterly unable to understand Frankfurter's conduct in writing to him as he did. As a matter of fact - thanks to Frankfurter - we came within an ace of losing him."

Flexner then suggests that Aydelotte "write Mr. Leidesdorf and suggest some day convenient to yourself and Stewart and him for a meeting of the Nominating Committee. I, of course, shall not be present unless I am asked to be there. I have a strong feeling, however, that Riefler should be put in Frankfurter's place, first, because he is a man of affairs, and second, because after this unpleasant incident the real way to

make him realize the spirit of the Institute is to have him participate as a trustee. We would then have two trustees from the faculty, both of whom, while perfectly free to say what they think, would work along harmoniously with the rest of the trustees. I do not think it is necessary that every department be represented on the Board of Trustees. Indeed, I should regard both Veblen and Riefner not as representatives of their respective departments but, like any other trustees, as representatives of the interests of the Institute as a whole."

On Feb. 7, Aydelotte replies "We shall of course want you to be present."

Source: A File Institute of Advanced Study (home)

1935

3/19

TRUSTEES

Corporation

FRANKFURTER, F.

Biographical

AYDELOTTE, F.

FLEXNER, A.

Copy of handwritten notes of a conference with Frankfurter by Aydelotte made on stationery of the Harvard Club, 27 West 44th Street on the ~~xxx~~ above date in relation to Frankfurter's future on Board of Trustees:

"1. Made it clear re-election impossible. More dignified for him to resign. Wife agreed.

"2. Put whole emphasis on letter to Riefler.

"3. I indicated Dr. Flexner would not insist that there be Board action.

"4. F. argued good intentions--did not mean to ignore Director. He admitted would have been better to act through Dr. F., and if Dr. F. objected to write and resign at same time. But raised point whether this was capital offense. I insisted that it was--at least he bound to resign--if Board agreed with him they could refuse to accept resignation.

"5. F. raised question whether he had right to appear before Board or Nominating Committee. I said possibly--explain technical situation--but advised him not to do so as undignified. He agreed but may write letter justifying his position with mim. copies of the whole correspondence with Dr. F. I discouraged and believe he will not do it.

"6. F. displayed curious unwillingness to resign in face of my arguments and wife's. Thinks he owes duty to others--mentions members of the Board agreeing with him. Believe he feels weakness of his position, but not willing to confess it.

"7. Many curiously involved arguments--may misrepresent me--A. F. or any member of Board--must simply face this.
A, Frankfurter, Felix

1935

3/26

✓ TRUSTEES

Corporation

FRANKFURTER, FELIX

Biographical

AYDELOTTE, F.

LEIDESDORF, S. D.

Aydelotte to Leidesdorf, March 26, 1935.

He had an interview with Frankfurter March 19, 1935, in which he told him of the feeling of the Nominating Committee that, all things considered, his reelection to the Trustees of the Institute was impossible and that Aydelotte, himself, personally thought the most dignified thing would be for him to send in his resignation or to intimate in some way that he was not a candidate for reelection. Aydelotte says he doesn't know what Frankfurter will do.

File I-7

1935

4/22

TRUSTEES

Corporation

Flexner and Percy S. Straus reelected trustees for 5 year term.
(Minutes 4/22/35, p. 1)

Vol. 2, No. 2

1935

4/25

✓ TRUSTEES

Corporation

COMMITTEES

Mrs. Bailey advises Weed that he has been ~~reappointed~~ appointed Chairman of the Executive Committee, the members of which are: Aydelotte, Leidesdorf, Sabin. The Ex-officio members are Louis Bamberger, Mrs. Felix Fund, Mr. Houghton, Maass, Stewart, Flexner.

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

1935

4/29

TRUSTEES

FRANKFURTER, FELIX

AYDELOTTE, FRANK

FLEXNER, ABRAHAM

Corporation
Biographical

Flexner to Aydelotte:

"I have been wondering whether it would not be good form, inasmuch as you have talked with Frankfurter, for you to write him a letter which would run somewhat as follows:

"My dear Frankfurter:

At a meeting of the members of the corporation, The Institute for Advanced Study, held April 8, 1935, the Committee on Nominations recommended only the re-election of Messrs. Straus and Flexner. This recommendation was unanimously adopted. I should like to renew the expression of my regret that the Committee found it advisable to take the step which I had previously discussed with you.

Very sincerely yours,

Of course, you can use your own judgment about this, but it seems to me that it would be a nice way of finishing off the chapter.

"I am sorry for the time and trouble and annoyance that the incident has caused you, and I need not say how deeply I appreciate your tact, as well as your willingness to step into the breach."

Source: A File IAS (home)

1935

1/ 10/22

BOARD OF TRUSTEES

Corporation

FRANKFURTER, FELIX

Biographical

FLEXNER, A.

MITRANY, DAVID

Flexner to Mitrany, October 22, 1935.

During their controversy over Mitrany's work for the Institute, and the question of whether or not he should come to this country, Frankfurter is dropped from the Board of Trustees by a failure of the committee to renominate him. Mitrany brings this up to Flexner, and Flexner replies in this letter.

He says that the fact that Felix is no longer a member of the Board of Trustees, should have no bearing whatever on his and Mitrany's controversy over Mitrany's activities as a professor in the School of Economics and Politics. Flexner tells Mitrany that Frankfurter's views differed on some important matters from those of a majority of the Board

but said that this, itself, was not a reason why he was not ~~EXPOSED~~ asked, since the Board was not always in total agreement.

"You will naturally then ask why he was omitted. It was purely and entirely a question of his conduct. He did things in violation of the confidential nature of his position. On hearing of one of them, I wrote him a hasty and angry letter, for which I asked President Aydelotte to apologize. I should not have written it."

He then says that he kept away from the meeting of the Committee on Nominations, and he also asked Aydelotte not to tell him what transpired between Frankfurter and himself on a trip which Aydelotte made to Cambridge at the request of the committee. The committee's report omitting Frankfurter's name was unanimous. The matter was discussed freely and fully without feeling by the Board. Flexner says he did not contribute to the discussion.

"You will see therefore that no question of freedom of opinion is or was involved at any stage. The decision was taken first by the Committee and then by the Board solely on the question as to how members of the Board must comport themselves outside Board meetings, if the high level which we have succeeded in establishing is to be maintained."

III-23 Mitrany, David - 1935-1939

1935

12/14
12/16

CARNEGIE INSTITUTE

Foundations

✓ TRUSTEES

Corporation

WEED

Biographical

FLEXNER, A.

Weed to Flexner, December 14, 1935.

Weed informs Flexner he has been elected as a Trustee of the Carnegie Institution of Washington. "I am of course eager to accept but I do not care to do so unless I receive assurances that service on the Carnegie Board will not affect my relationship to the Institute for Advanced Study, in which I am fundamentally interested. I am therefore writing to ask if you, as Director, can give me this assurance."

Flexner to Weed, December 16, 1935.

"It was extremely courteous of you...I should like you to accept, not particularly on account of the Institute, because of course as a Trustee of the Carnegie Institution you will have to be absolutely impartial, but because you are one of the few scientists who are keen to develop humanistic studies and interests. I hope that our Institute and the Carnegie Institution will cooperate, but quite aside from that the

scientific interest in humanistic studies can exercise a most wholesome influence. In any event, there is no conflict between positions on the two Boards."

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

1936-1944

DIRECTOR

FACULTY

✓ TRUSTEES

BENEFITS

ECONOMICS

AYDELOTTE, P.

PLEYNER, A.

EIRSTEIN, A.

VERLEN, C.

MAASS, H. H.

Administration

Academic Personnel

Corporation

Academic Personnel

Academic Activities

Biographical

Interview with Dr. Aydelotte, October 16, 1956, 10:30 a. m.
Filed in Vertical File under Aydelotte Interviews.

1936

3/21

PRINCETON UNIVERSITY

✓ TRUSTEES

DODDS, H.

EISENHART

FLEXNER

Relations WOA

Corporation

Biographical

Flexner to Dodds, March 21, 1936.

Annual meeting of the Trustees of the Institute will be Monday, April 13 in the professors' room in Fine Hall due to Eisenhart's kindness. At 1:15 the Trustees will lunch at Princeton Inn, and Flexner invites Dodds and Eisenhart.

No answer in the file.

D, Dodds, Harold W.

1936

4/13

✓ BOARD OF TRUSTEES

Corporation

At the Annual Meeting of the Corporation the members reelected Alexis Carrel, Julius Friedenwald, and Lewis H. Weed as trustees for 5 years, and Winfield Riefner, to fill the vacancy in the Class of 1940. Riefner was also elected a member of the Corporation.

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10/23 10/24

TRUSTEES

Corporation

GENERAL

Certificate of Change of address was executed, citing action of the Trustees 13th October, 1936, changing the location of the principal office of the corporation from 602 Center Street in the Village of South Orange in the County of Essex, to 20 Nassau Street, Borough of Princeton, County of Mercer.

Ad D. File, Certificate of Change of Location of Principal Office

1937-1957

PROFESSORS

Academic Personnel

HOUSING

Facilities

✓ TRUSTEES

Corperation

MERITT, B. D.

Biographical

Meritt's taxes are over \$1,000 a year and he and Mrs. Meritt want to sell house. But real estate agents say recapture clause runs with deed and power of Trustees to buy back (at market) eternal until they formally forego it. House therefore not saleable.

Interview Cherniss June 31, 1957

1937

8/6

FOUNDERS

Corporation

✓ TRUSTEES

POLICIES

Administration

GIFTS

Finance

FLEXNER, A.

Biographical

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

D, Bamberger, Louis, 1937-44

POLICIES

PARTICIPATION IN ADMINISTRATION

✓ TRUSTEES

FLEXNER, A.

MERRITT, BEN

Administration

Academic Personnel

Corporation

Biographical

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

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

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

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

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

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

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

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

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

D, Institute - Organization

1938

1/24

✓ TRUSTEES

Corporation

"The Committee on Nominations recommended the reelection of Mr. Edgar S. Bamberger, Mr. Alanson B. Houghton, and Mr. Herbert H. Maass as Trustees to serve for a period of five years."

Tr. Mtg. of Corp. - 4/18/38 - p. 1

1938

1/27

PARTICIPATION IN ADMINISTRATION

Academic Personnel

TRUSTEES

Corporation

FLEXNER, ABRAHAM

Biographical

Flexner to Aydelotte:

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

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

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

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

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

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

Source: A File IAS (home)

1938

2/21

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ TRUSTEES

Corporation

FLEXNER, ABRAHAM

Biographical

Flexner to Aydelotte:

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

Source: IAS - A File - (home)

1938

5/9

BUILDINGS AND GROUNDS

Facilities

TRUSTEES (BUILDING COMMITTEE)

Corporation

VEBLER, O.

Veblen to Aydelotte, May 9, 1938.

Dr. Flexner told Veblen the day before that he had decided not to register any definite opinion about the architect "although he was clear that Larson ~~was~~^{is} the best choice. He thought that you and I could deal with the matter in a tactful way, and that there would be no ~~harm~~ if delay should result from our deliberations. Apparently he is ~~maximizing~~ no longer wanting to push the thing through to completion by some definite date." Veblen then continues to discuss ways and means of cutting down the cost of the building as proposed by Larson discussing Herzfeld's suggestions along this line. It is clear that Larson is also Herzfeld's ~~choice~~^{first}, succeeded next by York and Sawyer.

V-6

1938

5/26

BUILDINGS AND GROUNDS

Facilities

TRUSTEES (BUILDING COMMITTEE)

Corporation

AYDELOTTE, F.

Biographical

Aydelotte to Maass, May 26, 1938.

Informs Maass that Mr. Bamberger and Mrs. Fuld with whom he and Mrs. Aydelotte have spent a night recently stated in the course of conversation that all the plans and estimates he had heard of "went far beyond the figure which he originally had in mind"--\$300,000 including the \$50,000 which he had already given for preliminary architectural study. "He would really like us to build a building for \$250,000, retain \$40,000 for furnishings" and \$10,000 for the architect, total \$300,000. "I think Mrs. Fuld is less concerned about economy but she is extremely anxious that no decision should be reached which would trouble Mr. Bamberger."

Aydelotte says he favors cutting ~~the~~ down the plans to fit this estimate. This would probably involve lessening the size of the central building and leaving off the wings entirely. Mr. ~~Bamberger~~ Bamberger and Mrs. Fuld also counseled that they take their time.

V-6

1938

8/11x 8/11

✓ TRUSTEES

Corporation

EINSTEIN

Biographical

FLEXNER, A.

AYDELOTTE

Flexner to Aydelotte on Konenkov's bust of Einstein.
Regrets Trustees have been asked to contribute but welcomes
idea of physical representation of Einstein's greatness.

A, Flexner

9/21
9/22
9/23

✓TRUSTEES

Corporation

FOUNDERS

FARRIER, WALTER H.

Biographical

FLEXNER, ABRAHAM

Flexner writes ^{to} of Farrier in regard to some questions about the By-Laws and Minutes and says that he is too busy to be bothered about such trivial points. "I really have too many serious things to think about to spend my time in communicating with Mr. Maass and others regarding matters of this kind."

Farrier explains that he is sorry ^{for} ~~to~~ having intruded on your time," but that Maass directed him to do so.

Flexner then answers in more detail:

"1. Matters pertaining to the By-Laws should be taken up with Mr. Hardin or Mr. Maass, and often small matters which involve a departure are not worth bothering about. ...When a matter of real importance comes up you may be sure that we watch our step."

2. He explains that the Executive Committee almost never meets, and that many transactions of the Finance Committee are carried on over the telephone.

Source: D Farrier, Walter H.

1938

10/28

✓ TRUSTEES (MINUTES)

Corporation

WEED, LOUIS H.

Biographical

Weed to Bailey--approves minutes.

D, Weed

1939

1/23

1939

5/22

✓ TRUSTEES

Corporation

FOUNDERS

COMMITTEES

Election of the trustees as honorary members of the Board ~~xxx~~ (Article 3) meant that they were ex-officiis members of the Board and each committee. (See p. 15, Minutes January 23, 1939).

Farrier and Bamberger suggested only members ex-officiis of any committees should be founders and chairmen.
Submitted January 23, 1939, tabled May 22, 1939.

(Comments by Mrs. Stern)

1939

1/23

✓ TRUSTEES

GENERAL (FINANCIAL STATEMENT)

GENERAL (BULLETIN)

Corporation

Finance

Public Relations

Decided to publish summarized financials tatement in
Bulletin annually. Never done.

Trustees' Minutes, 1/23/39, p. 14

1939

2/1

✓ TRUSTEES

Corporation

PARTICIPATION IN ADMINISTRATION

Academic Personnel

RIEFLER, W. W.

Biographical

FLEXNER, A.

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

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

1939

5/9

✓ TRUSTEES (COMMITTEE+NOMINATING)

The Corporation

FLEXNER, A.

Biographical

Flexner on nomination of trustees.

Filed in Chronological File under 1939, 5/9.

S IAS General 1936-41

1939

5/22

BY-LAWS

Corporation

✓ TRUSTEES

Copy of suggested by-laws on ex-officio member limitation.

Filed in Vertical File under "B" for By-Laws.

S-1 (Riefler)

1939

5/27
5/31

✓ TRUSTEES (COMMITTEES)

Corporation

FLEXNER, A.

Biographical

VEBLEN, O.

RIEFLER, W.

MAASS, HERBERT H.

Flexner to Maass, May 27, 1931.

He is submitting a slate of committees to Mr. Maass. He suggests a supplanting of Veblen on the Committee on Buildings and Grounds by Riefler, not because Veblen has not been useful, but because he takes too much time to do it, and Riefler gets done what Veblen does in about one-tenth of the time.

Maass to Flexner, May 31, 1939 .

He is reluctant to concede the point. If, however, Flexner thinks that Veblen is taking too much time, he would have no objection to

supplanting him with Riefler.

As to other committee nominations suggested by Flexner, he doubts the wisdom of Mr. Hardin's appointment as a member of the Budget Committee (Flexner suggested him as Chairman of the Finance Committee). For Flexner's suggestion of Riefler as Chairman of the Committee on Nominations, Maass substitutes Aydelotte.

Maass questions the advisability of Stewart as Chairman of the Executive Committee on the ground that he is a Faculty member.

D File, Herbert H. Maass, 1939-1946

1939

6/16

✓ TRUSTEES

Corporation

DOUGLAS

Biographical

STEWART, W. W.

FLEXNER, A.

Stewart to Flexner.

Douglas will be willing to serve as a trustee. Later,
Stewart (1/12/40) raised Douglas' appointment with Aydelotte.

D, Stewart

1939

6/16

1940

1/12

✓ TRUSTEES

Corporation

DOUGLAS, LEWIS

Biographical

STEWART, W. W.

FLEXNER, A.

AYDELOTTE, F.

Stewart to Flexner with letter from Douglas. Flexner had asked Douglas to join Trustees. Letter indicates he will.

January 12, 1940 Stewart to Aydelotte reminding him Nominating Committee seemed disposed to nominate Lew Douglas when it was discussed.

D, Stewart

1939

6/18

FACULTY PARTICIPATION

POLICY

✓ BOARD OF TRUSTEES

FLECKNER, A.

VEHLEN, O.

RIEFLER, W.

MORSE, M.

GOLIMAN, H.

EINSTEIN, A.

EARLE, E. M.

MAASS, H.

AYDELOTTE, F.

See FACULTY PARTICIPATION - Academic Personnel

Academic Personnel

Administration

Corporation

Biographical

18 June 1939

(No addresses)

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

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

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

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

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

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

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

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

1939

9/30
10/4

✓ TRUSTEES

Corporation

DIRECTOR

Administration

FLEXNER, A.

Biographical

STEWART, W. W.

HARDIN, JOHN R.

Stewart to Hardin, September 30, 1939.

Asks whether ~~the~~ or not the resignation of Dr. Flexner as Director creates a vacancy on the Board. If Flexner's resignation as Director carries with it automatically his resignation as a member of the Board of Trustees, then it is the desire of the Nominating Committee, of which he is Chairman, to recommend that Dr. Flexner be made a Trustee to succeed himself. Such action would be unnecessary if he hold his Trusteeship by virtue of his election to a regular term.

Hardin to Stewart, October 4, 1939.

He thinks that Section I, Article VI of the By-Laws is very clear. Flexner's resignation as Director does not have any effect on his tenure of office as Trustee. He has been elected for a regular term, which will continue to its termination unless sooner vacated by his death or resignation as a Trustee.

If a successor should be determined upon who is not a member and trustee of the corporation, it would be necessary to qualify the successor for ~~the~~ such position by first electing him as a Trustee.

JRH Correspondence from 14 January, 1937 to December, 1939

1939

10/5

TRUSTEES

Corporation

MOE, HENRY ALLEN.

Biographical

WEED, LEWIS H.

Weed to Stewart, October 5, 1939.

Advises against the filling of vacancies on the Board at this time, and in any event would not favor the nomination of Moe because he thinks there are other persons interested in the Institute whose value to the Board would be far in excess ~~1/2~~ of that of Mr. Moe. "I shall be glad to explain my reasons for opposition to Mr. Moe's nomination when I see you on Monday."

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

1939

10/9

FLEXNER, A.

Biography

✓TRUSTEES

Corporation

POLICY

Administration

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

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

1939

10/17

DIRECTOR

Administration

✓ TRUSTEES

Corporation

HOUGHTON

Biographical

VEBLER

AYDELOTTE

Flexner to Aydelotte.

Implies that Veblen had not a motive but an ambition to succeed Flexner.

He had a long talk with Veblen in which Veblen said things which were not true. He is not dishonest, Flexner thinks, but has "a twisted mind."

Flexner determined that Aydelotte shall not be embarrassed by Veblen as Flexner has been.

See A's response - virtually shuts to follow Veblen

A, Flexner

1939

11/20

✓ TRUSTEES

Corporation

FACULTY

Academic Personnel

FLEXNER, A.

Biographical

AYDELOTTE, F.

Aydelotte to Bamberger, November 20, 1939.

Aydelotte called the members of the Executive Committee together, including Louis Bamberger, at the Nassau Club in Princeton for the purpose of ~~drafting a resolution concerning~~ passing a resolution concerning Dr. Flexner's retirement and certain arrangements about his pension, etc. He informs Bamberger in this letter and Houghton in a wire of the same date that their presence is not absolutely required because the committee knows how they feel about Flexner's service.

A File, IAS (T)

1939

11/24 27

FACULTY

Academic Personnel

✓ TRUSTEES

Corporation

VEBLEN, O.

Biographical

AYDELOTTE, F.

Letter from Blake to Aydelotte, Nov. 27, 1939 enclosing 8 copies of the resolutions concerning Dr. Flexner's retirement which were drawn up by the committee.

Filed in Chronological File under 1939, 11/27.

A File IAS (T)

1939

11/27

✓ TRUSTEES	Corporation
FACULTY	Academic Personnel
FLEXNER, A.	Biographical
AYDELOTTE, F.	

Aydelotte to Meritt, November 27, 1939.

The resolutions (on Flexner's departure from the Institute) reached him this morning, and Aydelotte congratulates the members of Meritt's committee on the remarkable improvement which they made in them. He suggests one correction to make the first sentence read, "to record ~~in~~ joint resolution.

Aydelotte to the Members of the Executive Committee, Nov. 27.

"I referred the rough draft of the resolutions concerning Dr. Flexner, which was considered by the Executive Committee on November 24th, to the Faculty at its meeting on the same afternoon. The Faculty approved of the idea of a joint resolution and requested that the draft might be referred to a committee consisting of
~~XXXXXXXXXX~~

Professors Riefler, Veblen, Meritt, and myself, for revision." Aydelotte encloses the draft of the resolutions as recommended by the Committee and referred back to the Faculty and Executive Committee of the Board of Trustees. He asks for the approval in their present form.

A File, IAS (T)

1939

12/20

DIRECTOR

Administration

✓ TRUSTEES

Corporation

AYDELOTTE, P.

Biographical

VEBLEN, O.

Aydelotte to Veblen.

Has report for trustees meeting written but believes it would save time for him not to read it but to present points needing action. Proposes cutting various standing committees to report to Board directly in morning. Asks Veblen's advice.

V-6

1940

1/1

STIPENDS

Academic Personnel

TRUSTEES

Corporation

VEBLEN, O.

Biographical

AYDELOTTE, F.

Veblen (Island Inn, Florida) to Aydelotte, January 1, 1940.

He approves procedures Aydelotte has sent him outlining next Trustees meeting. He thinks that it would be better and more useful if all the meeting of the Trustees were held in Princeton, "both because of the physical presence of some of the problems and because of the possibility of informal discussions with the various people involved. Is there any need for a written director's report more than once a year?

"The main detail that I am anxious about is, as you know, the appropriation for stipends in Math. For the present year this has been reduced from \$30,000 to \$17,500. It is terribly important for the work in this field to restore this appropriation as soon as sound financial policy will permit. It is also very important to make at least a partial appropriation for 1940-41 at this meeting. From the present stage in the

academic year onward it gets more and more difficult to make the sort of appointments which we most desire."

A File, IAS (T)

1940

4/29

COMMITTEES (NOMINATING)

Corporation

✓ TRUSTEES

Biographical

ROSENWALD, LESSING

DOUGLAS, LEWIS

NOE, HENRY ALLEN

Aydelotte to Weed.

He is bringing to a conference with Weed the names of several men for the Board of Trustees as follows: Lessing Rosenwald of Sears, Roebuck, Lewis Douglas; Henry Allen Noe; Grenville Clark of Root Clark, Buckness and Howland; Douglas Freeman, Editor of the Richmond News Leader, Trustee of Rockefeller Foundation and Carnegie Endowment for International Peace; Michael Schapp, President of Bloomingdale's Department Store in New York, a friend of Mr. Bamberger and Mrs. Fuld whom Mrs. Fuld is particularly eager to have on the Board, (Michael Schapp was not elected until May, 1941).

A File, IAS (T)

✓ TRUSTEES

Corporation

AYDELOTTE, F.

Biographical

STEWART, W. W.

RIEFLER, W.

VEBLEN, O.

Aydelotte to Flexner, May 3, 1940.

Asks Flexner for suggestions which Aydelotte should make to Mr. Houghton for the Institute committees for 1940-1941. "As you know, Mr. Stewart and Mr. Riefler intend to resign from the Board of Trustees at the meeting on May 13, and it is just possible that Mr. Veblen will do the same, though he has not as yet signified to me that intention."

He suggests that even if they all resign, Riefler should be kept on the Finance Committee, Stewart on the Committee on Nominations, and Veblen on the Committee on Buildings and Grounds, since they will be very useful, and have worked with the members of

the Board very well.

No answer in the file from Flexner on this.

D File, Flexner, Abraham

1940

5/3

✓ TRUSTEES

Corporation

NOMINATIONS

Academic Personnel

PARTICIPATION IN ADMINISTRATION

FOUNDERS

Corporation

RIEFLEH, W. W.

Biographical

STEWART, W. W.

Biographical

VEBLEN, O.

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

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

1948

5/7
5/9

✓ BOARD OF TRUSTEES

Corporation

WEED, LEWIS H.

Biographical

AYDELOTTE, F.

Weed to Aydelotte, May 7.

He has had a letter from Dr. Friedenwald enclosing a copy of Mr. Bamberger's reply to Friedenwald's inquiry regarding Percy Straus' resignation. Friedenwald suggests proceeding with John Fulton as the nominee of the Committee.

Aydelotte to Weed, May 9.

With acceptance of Straus' resignation cleared, there will be an additional vacancy to fill this year. "On the other hand, I have had a talk with Mr. Bamberger and find that he would be a little happier if we did not go forward too rapidly with making changes in the Board. In deference to Mr. Bamberger's wishes I have arranged with Stewart and Riefler to postpone their resignations until next year, leaving us only two vacancies to fill on Monday. I suppose the committee will feel that

we had better select Lessing Rosenwald and Lewis Douglas for those two places, but we can decide that at the meeting on Monday. We must certainly keep Moe and Fulton in mind, but I am very happy not to go too rapidly."

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

1940

5/9

✓ TRUSTEES

Corporation

STEWART, W. W.

Biographical

RIEFLER

BAMBERGER, L.

ROSENWALD

DOUGLAS, L.

Aydelotte to Weed.

"I have had a talk with Mr. Bamberger and find that he would be a little happier if we did not go forward too rapidly with making changes in the Board. In deference to Mr. Bamberger's wishes I have arranged with Stewart and Riefler to postpone their resignations until next year, leaving us only two vacancies to fill on Monday. I suppose the Committee feel we had better select L. Rosenwald and Lewis Douglas for those places...We must keep Moe and Fulton in mind..."

D, Weed

1940

5/9

✓ TRUSTEES

Corporation

FOUNDERS

WEED

Biographical

RIEFLE

STEWART

Aydelotte to Weed.

Bamberger has consented (to Friedenwald) to acceptance of Straus' resignation from Board. Aydelotte talked with Louis Bamberger and Bamberger would be a little happier if too rapid changes were not made in Board. Accordingly W. W. Stewart and Riefler are withholding resignations. Select L. Rosenwald and L. Douglas for present two vacancies; keep Moe and Fulton in mind for later? Aydelotte asks.

D, Weed, 1930-1940

1940

5/13

TRUSTEES

Corporation

STRAUS, PERCY

Biographical

Resignation accepted - ill health. Flexner, Riefler reelected Trustees.

Lewis W. Douglas vice Sabin.

Lessing Rosenwald vice Straus.

Mtg. of Corp. - 5/13/40 - p. 1

1940

5/13

TRUSTEES

Corporation

OFFICERS

Ref Officers reelected for 1940-41 (p. 3).

Committees (p. 4)

Tr. Min. - 5/13/40 - pp. 3-4

1940

5/27

✓ TRUSTEES

Corporation

DOUGLAS, LEWIS W.

Douglas to Aydelotte, May 27, 1940.

Acknowledges the election as Trustee and says that he must think it over because his schedule is so heavy as to cause him to believe that he would not be very much in attendance, and not very much of an aid to the Institute of which he professes to know something, and with which he professes to be in accord through his conversations with W. W. Stewart.

His file in the Director's office shows sporadic attendance at Board meetings and at Nominating Committee meetings despite Aydelotte's assiduous cultivation.

Aydelotte to Lewis, November 22, 1943.

"Mr. Bamberger wants very much to meet you, and I wonder whether you could find the time some day to go with me over to Newark to lunch with him...Now past 80 years...difficult for him to go to New York, but he does come down to his office in Newark two or three times a week."

In February of 1942, Douglas was appointed Lend-Lease Administrator in England.

Maxxi&xi9kx

D File, Douglas, Lewis

1941

3/26

STEWART, W.W.

Biographical

✓ TRUSTEES

Corporation

Stewart to Dr. Aydelotte:

"In accordance with our recent conversation, I herewith submit my resignation as a member of the Board of Trustees of the Institute for Advanced Study. I shall be glad to suit your convenience as to the date when the resignation becomes effective, but it has occurred to me that you might like to have it in hand so that the Committee on Nominations could make a recommendation of my successor and the Board could act on the recommendation at its next meeting.

"As you know, I have felt for a long time that it was unsound in principle for a member of the faculty to be also a member of the Board. When I first became a member of the faculty I offered my resignation as a trustee to Dr. Flexner, but was persuaded to continue for a period. At the time of your election as Director, I again offered my resignation as a trustee, but you asked me to postpone the matter for at least a year. During this period, both experience and observation have confirmed me in the belief that I ought not to serve both as faculty member and trustee, and the time has now come for definite action. My view is that the faculty and the trustees have quite separate and

distinct functions to perform and that any overlapping of membership always runs the risk of creating confusion and ~~is~~ misunderstanding. If I were to continue as a trustee, I would not feel justified in voting for the re-election of my faculty colleagues to the Board solely because they were members of the Faculty, and I therefore feel that it is entirely illogical for me to continue both as a trustee and professor.

"In submitting my resignation, I hardly need to say how much I have enjoyed my membership on the Board, particularly during the period before I became a member of the Faculty."

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

1941

4/21

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ TRUSTEES

Corporation

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

Faculty Minutes, 4/21/41

1941

4/29

✓ TRUSTEES

Corporation

FOUNDERS

SCHAAP

Biographical

BAMBERGER, E. L.

Aydelotte to Weed.

Bamberger (Louis) wants Michael Schaap to succeed Stewart
as Trustee; Weed as V. C. E. L. Bamberger to succeed
Esther S. Bailey as Secretary.

D, Weed

4/29

✓ TRUSTEES

Corporation

OFFICERS

LEWIS BAMBERGER

Biographical

Edgar Bamberger

AYDELOTTE, F.

Aydelotte informs Weed in a letter, April 29, 1941, of certain wishes of Lewis Bamberger. (Weed is Chairman of the Committee on Nominations): (1) Lewis Bamberger wants Michael Schapp, the head of Bloomingdale's, to succeed Mr. Stewart as a Trustee, "and I assume that the Nominating Committee will feel that they have no choice but to conform to this request." (2) Mr. Bamberger wants Edgar Bamberger to succeed Mrs. Bailey as Secretary of the Board. "...I feel that the Nominating Committee should conform to this request of Mr. Bamberger." (3) It is the wish of Mr. Bamberger and all of the Trustees with whom Aydelotte has spoken that Weed should succeed Mr. Stewart as Vice-Chairman.

If Weed's modesty forbids his accepting, the other members of the committee will over-rule him.

D File, Weed, Lewis H., 1941-1945

1941

5/9

✓ TRUSTEES

Corporation

CARREL

Biographical

WEED

AYDELOTTE

Weed to Aydelotte.

Approving Aydelotte's suggestion Carrel be not reappointed to Board. Weed tired of his intellectual superiority and of talk about Collège de France. Rockefeller Foundation didn't regret his retirement. Will probably bury himself with Vichy French; ~~one~~ State Department will be embarrassed. He was not re-elected.

Vichy
over

D, Weed, Lewis

1941

5/9

✓ TRUSTEES

Corporation

WEED, LEWIS T.

CARREL, A.

Biographical

Weed to Aydelotte, May 9, 1941, in answer to a ~~question~~ request for Weed's confidential judgment as to whether he should be re-elected to the Board of Trustees (whether Carrel should be re-elected to the Board). "Of course we all like the man and enjoy his company. But as a trustee I have always considered him not too valuable: I have tired of his repeated references to the College de France and his all-too-general discussions of intellectual superiorities. As a medical man, Carrel has lost of his reputation and glamour; I am sure the Rockefeller Institute had no hesitations over his retirement.

"I doubt very much if Carrel will carry much ~~weight~~ weight from how on in this country. He will probably devote himself to futile movements to aid the French, much to the embarrassment of our State Department. He will be here in this country only to raise money and only if France is no longer possible as a place for him. I should not hesitate to fail to renominate him for a trustee's position--but perhaps I am prejudiced and another view should prevail."
D Weed, Lewis H., 1941-1945

1941

5/15

✓ TRUSTEES

Corporation

CARREL, DR. A.

Biographical

FLEXNER, A.

AYDELOTTE, F.

Aydelotte to Flexner, May 15, 1941.

On the possibility of Carrel's re-election, Aydelotte says several members of the Nominating Committee have expressed serious doubts as to whether Carrel should be re-elected. He has retired from the Rockefeller Institute, and is abroad much of the time. He very rarely attends meetings of the Board. He did not attend a single meeting in 1940, nor so far in 1941. In 1939 he attended one meeting only, and in 1938 one only. "Under the circumstances, I wonder whether he would not understand our desire to have someone in his place who could be more active. I should not, however, like to recommend any such action to the Nominating Committee without your advice and consent."

D File, Flexner, Abraham

1941

5/19

✓TRUSTEES

Corporation

PARTICIPATION IN ADMINISTRATION

Academic Personnel

STEWART, W.W.

Biographical

Letter of resignation of Stewart as Trustee

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

1941

5/19

/TRUSTEES

Corporation

Reelection of J. Friederwald, and Weed. Election of Michael Schaap vice Carrel.
Carrel for 1 year vice Stewart.

Mtg. of Corp. - 5/19/41 - p. 2

1941

5/19

TRUSTEES

Corporation

OFFICERS

COMMITTEES

all listed

Tr. Min. - 5/19/41 - pp. 23-4

1942-1946

✓ TRUSTEES

Corporation

MOE, HENRY ALLEN

Biographical

Moe, Henry Allen, elected as Trustee, May 18, 1942, vice Carrel; appointed Chairman of Committee on Nominations April 18, 1944; appointed member of the Executive Committee, April 20, 1945; appointed Chairman of Special Committee on Selection of Successor to Aydelotte, April 20, 1945; remained as member of the Executive Committee, May 23, 1946; resigned as Trustee, October 18, 1946.

Trustees' Minutes, 1942-1946

1942

1/13

✓ TRUSTEES

Corporation

WEED

Biographical

AYDELOTTE

Weed to Aydelotte responding to Aydelotte to Weed,
December 22 complaining of complexity of proposed set up and
suggesting withdrawal of his name as v. p. —

Apposed to Faculty-Trustee members

Suggests Medical man for Trustee.

*disappointment at not-
getting this man set?*

A, 10/18/56, Report, January 1942

1942

1/13

✓ TRUSTEES

Corporation

RIEFLER, W.

Biographical

WEED, LEWIS H.

Weed to Aydelotte, acknowledging a memorandum of December 22, ~~evidently outlining Bamberger's suggestions and requirements.~~ That letter not in the file.

"It seems to me that the suggested plan of organization is about as complicated as it could be but if it satisfies Mr. Bamberger, Mr. Hardin and Mr. Maass, I shall have no objections. I feel however that with the projected set-up it is quite unnecessary to have a Vice-President of the Corporation and I would therefore suggest the withdrawal of my name.//

"In thinking about the relationship of faculty members to the Board of Trustees, I can only re-affirm what I have said many times in the last two or three years: that is, I believe it is most unfortunate to have faculty members on the Board. I therefore would be thoroughly agreeable to have Mr. Riefler's resignation accepted, with prompt filling of the vacant place.

"In the list of Trustees it does seem to me important to add an outstanding medical man. Dr. Sabin and Dr. Carrell have both dropped out and Dr. Friedenwald has died." He offers to present names for consideration.

D File, Weed, Lewis H. 1941-1945

1942

1/17

✓ TRUSTEES

The Corporation

AYDELOTTE, F.

Biographical

WEED, LEWIS H.

Aydelotte suggests to Weed some Trustee material. He agrees with Weed that the Vice-President is, in his judgment, no longer necessary, but Hardin says officially the Vice-President is necessary to act in place of the President if he is not there to sign official documents. He defends Riefler, saying Riefler has been ready to resign, but that the Board has not accepted his resignation. He suggests the following for the new Trustees: F. P. Keppel; Roland Morris, the president of the American Philosophical Society; Grenville Clark of the Harvard Corporation, New York lawyer; Henry Allen Moe of the Guggenheim Foundation, Leo Wolman of Columbia; Clarence Pickett of the American Friends Service Committee; Thomas W. Lamont, Marjorie Nicholson, a great university teacher of English; and Paul Kieffer, Rhodes scholar, New York lawyer, President of the Board of Franklin and Marshall, and a man with free time. He says Douglas wants Wolman.

D File, Weed, Lewis H., 1941-1945

1942

4/10

-4/17

GIFTS

Finance

FOUNDERS

Corporation

✓ TRUSTEES

FLEXNER, A.

Biographical

AYDELOTTE, P.

Aydelotte to Flexner, April 10, 1942.

- (1) He encloses a letter which he has received from Alvin Johnson, which is a request for sources for funds or perhaps directly for a financial aid from the Institute, itself, in relation to the problem of foreign scholars. (2) ~~xxxxxxx~~ Membership on the Board of Trustees; that is, nominations for the coming annual meeting. Aydelotte write to Flexner in distress over Alvin Johnson's request for funds, and asks whether in view of the fact that Mr. Bamberger ought, in Aydelotte's judgment, to reserve all of his means for the Institute, Flexner would be willing to join with him in saying this both to Johnson and to Mr. Bamberger. "In some ways I think

a word from you would be more effective than one from me. " (Letter of April 10).

Flechner to Aydelotte, April 10, 1942.

Hopes he will see Aydelotte in Princeton when he visits:
"We may have a chance then to talk over some things which Mr. Bamberger intimated to me during the last two occasions on which I have lunched with him and Mrs. Fuld. They are not urgent but may have, I think, a certain significance, greater or less than it seemed to me at the time, for Mr. Bamberger, as you know, expresses himself so tentatively that it is not always possible to know how much importance he attaches to some of the things he says."

After he receives Aydelotte's letter of April 10, he responds April 14, 1942, with a long letter on the character of Trustees who should be chosen, and transmitting a ~~summary~~ draft of a letter which he suggests Aydelotte might use in answering Alvin Johnson.

In the latter point he suggests discussing with Johnson frankly the relations which have existed from the very beginning between Mr. Bamberger, Dr. Flexner or myself, ~~and~~ Flexner's successor. "On only one occasion did either Flexner or myself talk to Mr. Bamberger on the subject of gifts to the Institute and that was when at the very outset Mr. Bamberger asked Mr. Flexner how much it would require to start the Institute. He said that it could be done with \$5,000,000 but that with the growth of the Institute much more would be required. Mr. Bamberger gave the \$5,000,000 but said nothing as to any future gifts. In the course of a few years he added several million dollars which have enabled us to operate three schools. Now these three schools are only the nucleus from which in course of time the Institute will grow, and it grows under extremely difficult conditions. It has no income from tuitions. Therefore, every worker who comes to the Institute is a charge upon the income of the Institute. More than that, it is the function of the Institute to provide advanced opportunities for mature men and women who have displayed unusual original talent. Whenever we find a person of that sort in any of our three schools, we support not only him, but, if he is married, his wife and children. It is therefore all outgo and no

As for the discussion of possible Trustees, Flexner in his letter to Aydelotte, April 14, says he has given the matter of the Trustees a great deal of thought. "The list does not strike me as being on the whole an impressive one or a useful one. I think the Board must look at the situation from the following point of view: Every appointment to the Board from now on will mean that the person appointed will in all probability bear some responsibility in years to come for the choice of your successor. There are on the Board a considerable number of persons whose judgment and experience will be of no value in that, which is the most important act which the Trustees will ultimately have to perform. On the other hand, there are a few persons--Weed, for example--who have the judgment, knowledge, and experience of the kind of person who ought, when the time comes, to succeed you. No one of different character ought to be appointed. Again, the question of age is an extremely important one. When I saw Mr. Bamberger a week ago last Sunday, he asked me what I thought of the list, and I countered by asking him what he thought of it. He replied, 'The men are on the whole too old, and those that are not too old are, I fear, too busy.'

"The original Board of the Institute was made up partly by Mr. Bamberger with the advice of Maass and Leidesdorf. There were

A slow
as before
too

a few vacancies left which I could fill, and I insisted that they should be filled with you, Weed, Carrel, Miss Sabin, and with Mr. Houghton as Chairman because I thought it extremely important that a man of international reputation and standing should head the Board of the new Institute. I am afraid in making appointments of two things: age and an unconscious bias. Men in the late 60's or 70's, especially if they have been administrators of colleges or universities, are, in my judgment, out of the running. The Institute is so different in spirit and character and activity from the American college or university or graduate school that experience in any of these capacities would be a handicap rather than a help, especially if the man is in the late 60's or 70's. I think a similar objection can be raised against the appointment of persons who are too deeply dyed with the Rhodes Scholarships or an Oxford undergraduate course. The Rhodes Scholars and Oxford itself are overwhelmingly undergraduate in their point of view. They are and have been of great value to you in introducing reading for honors into Swarthmore and that because Swarthmore is an undergraduate institution, but the really great men in Oxford are, in my experience, unhappy - men, for example, like Sir Charles Firth and Sir Charles Sherrington, because they have no interest in undergraduate work. They were really research

workers of great distinction, and when I was in Oxford in 1928, they and Haldane and others complained to me bitterly of the difficulty of interesting the University in research work. Fember, the Warden of All Souls at that time, said to me on one occasion, 'I don't know myself what the University of Oxford is except an assemblage of undergraduate colleges.'

"Unless therefore the Rhodes Scholar or an Oxford graduate has risen far above his English training, I do not think it is likely that he will appreciate the quality and aims of the Institute for Advanced Study. Some of the names are entirely unfamiliar to me though I have looked them up in Who's Who. For example, Mr. Pickett is the Secretary of the American Friends Service Committee, but that is philanthropy, not education, and the Institute is education and research, not philanthropy.

"Finally, I have no idea who suggested Einstein, but I cannot imagine anyone who would be more useless as a Trustee than Professor Einstein. There is no man alive for whom I have greater admiration and of whom I am more proud of his connection with the Institute, for he was the very first person whom I recommended to the Board as a professor, but he is impractical and, despite the

fact that he was unhappy at the University of Berlin, he has no idea whatsoever of the peculiar American conditions which make the organization of a German university something which has got to be radically changed before it becomes useful in the United States. On one occasion he told me that the organization of the Institute was as poor because, in his opinion, there should be what the Germans called a 'Curatorium,' namely a committee of professors representing the faculty, dealing in Germany with the Ministry and in America with the Trustees. I explained to him that that was clumsy and would not fit in with conditions that existed in America, but I do not think that I convinced him. The only German institutions which were comparable in organization and operation with the Institute for Advanced Study are the institutes established at Dahlem by the Kaiser Wilhelm Gesellschaft. Haber, Warburg, Goldschmidt, and Meyerhof would have been perfectly at home in Princeton. A few German professors, men like Weyl and Panofsky, have adapted themselves to the conditions and objects of the Institute even more quickly and completely than some Americans who are still at heart professors in a graduate school. These considerations make it important, as I see it, to bring into the Board men who are young enough to learn the Institute and whose activities in this country have been such that, like Carrel and

Miss Sabin and Weed, they will have no difficulty whatsoever in appreciating the unique purpose of the Institute ~~itself~~ itself.

"We can talk about details further. I have assembled a few names that are not on the list that I received that seem to me to answer the conditions which I have set forth. Of course, in the end I shall not obstruct anything that seems to you and Weed and Mr. Bamberger wisest to do, but if you will reread the history of the organization of the Rockefeller Institute in Simon's new Life of Dr. Welch, you will see with what infinite patience and care the Rockefeller Institute was moulded by its founders into something of great distinction which bears a close resemblance to the Institute for Advanced Study, and, as far as I know, there is no other institute in this country from which we have much to learn. When I next come to Princeton, I shall try to arrange to make my visit at a date when you are there so that we can go over the general ideas which I have expressed and I can submit to you the names which seem to me to embody the principles in question. The one exception is Roland Morris. He is a little old, but he is a distinguished man and will serve the Institute precisely in the way in which Mr. Houghton served it. All the others must be tried by very different standards."

Aydelotte to Flexner April 16, 1942.

un May 1
Takes slight ~~hombridge~~ at the exclusion of Rhodes Scholars by pointing out that all the people suggested must be considered as individuals, and no man should be chosen, of course, who will make the Institute merely a duplicate of the institution in which he was educated. "In this connection I think it is relevant to remind you of the very fine statement which Lindsay made when he was Vice Chancellor to the effect that one of the influences which the Rhodes Scholars had exercised upon Oxford was to increase enormously the interest of the University in advanced research,..."

Flexner to Aydelotte, April 17, 1942.

Flexner is sure he and Aydelotte will agree.

"Our Board has never been sufficiently homogeneous. I mean by this that there have been too many people in it who really did not share in the vision which I had and which you and Weed, Carrel, and Miss Sabin also shared with me. Where I think perhaps there is a difference is, as you say in your letter, that while choosing people as individuals we must 'assume' that we should not be

interested in anybody who does not have the imagination to rise above his training.' That sentence should, I think, be modified to read that 'we shall not be interested in anybody who has not already proved that he has the imagination to rise above his training and in most cases above his previous experience.'

Flexner says that he will tell Aydelotte anything he thinks about the nominations before the Board meets, "and it will be for you and Mr. Samberger and the other proper authorities to reach a decision."

"I can go, however, into some detail. Professor Cannon, a highly distinguished physiologist, is about to retire from the professorship of physiology in the Harvard Medical School. This week Flexner says the most natural thing would be for Harvard to take the Yale physiologist, Fulton, but Flexner has been told Harvard does not regard Fulton as qualified from the standpoint 'of his investigative work.'

He thinks the suggestion of Kieffer is inadvisable. No one has ever heard of him, although Flexner has made inquiries.

What the Institute needs is investigators.

The question of age is also extremely important, he thinks. Gilman and Welch appointed to professorships men in the late 20's and 30's, every one of whom had given evidence of investigative ability; it worked out superbly. The same is true of the Institute's Board of Trustees. "Men in the late 60's or early 70's will not catch the spirit of this unique enterprise in such a way as to produce the homogeneity which the Board has lacked and from which, in my judgment, it suffered in my time."

He also points out that "men like Lamont and Neilson are already busy men" and develops the idea. He suggests that all the vacancies need not be filled at one meeting.

He then suggests the ones he has thought of: Dr. Homer F. Swift, about 50 years old; has practised during his entire professional life research and training in research ideals and methods. He is on the staff of the Rockefeller Hospital, and is regarded as one of the pillars of the Rockefeller Institute.

His second suggestion is Mr. Dean G. Acheson of Washington, Assistant Secretary of State. As a Trustee of Howard University, Flexner asked Justice Brandeis for the name of a young lawyer of high ideals who could understand the language Flexner spoke, and Brandeis recommended Acheson whom he found to be imaginative, free from entangling trusteeships, clear-headed, quick to see an academic point, and who, within a year or two, had ironed out the difficulties and made it possible for Flexner to retire.

He has also thought of Professor Gilbert Chinard of Princeton, a humanist who he thinks would be a better choice than Miss Nicholson. "While I like to have women trustees, the important thing is to get the best trustee possible."

He thanks Aydelette for the opinion of Lindsay that Rhodes Scholars have enormously increased Oxford's interest in advanced research.

D File, Flexner, Abraham

1942

May

✓ TRUSTEES (NOMINATIONS)

Corporation

List with Flexner's comments.

Filed in Chronological file under 1942, May.

A, Confidential Files, 3/7/57

1942

5/18

✓ TRUSTEES

Corporation

Election of Trustees: Henry Allen Moe, Secretary of John Simon Guggenheim
Memorail Foundation, and John F. Fulton, Professor of Physiology at Yale University.

Corp. Mtg. - 5/18/42 - pp. 1-2

1942

5/20
5/22

✓ TRUSTEES

Corporation

FULTON, JOHN F.

Biographical

AYDELOTTE, F.

Aydelotte to Fulton, May 20, 1942.

Notifies him as "Dear John" that he has been elected a member of the Board of Trustees.

Fulton responds, apparently in complete surprise, May 22, 1942, to "My dear Aydelotte" and says that he has always been deeply interested in the Institute. It seems quite apparent/ that Aydelotte had~~not~~ asked him in advance. Fulton also comments happily on the fact that Moe is elected at the same time because he likes Moe very much.

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

1942

10/15

GEST ORIENTAL LIBRARY

TRUSTEES

DIRECTOR

MAASS, HERBERT

WEED,

Facilities

Corporation

Administration

Biographical

"The point was made that if the Institute does not intend to establish a School of Oriental Studies it was unwise to continue the annual expenditure of approximately \$7,000 for the maintenance of the /Gest/ library, especially in view of the fact that the Institute has difficulty at the present moment in balancing its budget." Mr. Maass proposed that a committee of three be appointed to study the question. Committee to consist of Edgar Bamberger, Chairman; Mr. Moe and Mr. Veblen.

Tr. Min. - 10/15/42 - pp. 6-7

1942

10/15

/ TRUSTEES

DIRECTOR

Corporation

Administration

Director authorized by Trustees to grant leaves of absence to faculty for war work.

Tr. Min. - 10/15/42 - p. 6

10/15

WORLD WAR II

Government Relations

BUDGET

Finance

TRUSTEES

Corporation

The Director outlined in general terms how the Institute is contributing to war effort; listed faculty doing war work. IAS will make up difference between salary paid by government and professorial salary. Also cited Trustees doing war work.

Tr. Min. - 10/15/42 - pp. 3-4

1942

12/21

✓ TRUSTEES

Corporation

AYDELOWTE, F.

Biographical

KEPPEL

Aydelotte to Moe, Henry Allen. "In view of Keppel's refusal, I think we had better take a little more time for the selection of another Trustee, and, indeed, I don't believe it is necessary to have any election until the end of the meeting in April. I think, on the whole, we had better consider younger men." They were "to look over Wolman."

D File, Henry Allen Moe

1943

1/18
1/22

✓ TRUSTEES

Corporation

FLEXNER, A.

Biographical

AYDELOTTE, F.

Flexner to Aydelotte, January 18, 1943.

He is having throat trouble again, and is coming down to Princeton to stay at the Inn and sit on the veranda; also to see some people whenever he is able.

He encloses a letter which he hopes Aydelotte will read to the Board to get permission to insert in the minutes.

He urges the Institute not to part with the ~~gest~~ Gest Library or to attach conditions to gifts that are offered without condition. It is shortsighted.

Aydelotte to Flexner, January 22, 1943.

He has no doubt the Board will be willing to incorporate

Flexner's letter in the Minutes. "You may want to change it when you see the actual report of the Gest Library Committee."

D File, Flexner, Abraham

1943

2/25
2/27

BENEFITS

Academic Personnel

✓ TRUSTEES

Corporation

BAMBERGER, L.

Biographical

LEIDESDORF

AYDELOTTE

Aydelotte to Leidesdorf.

Has conferred with Bamberger recently as well as with Jessup (President Carnegie Foundation) and Mattocks on pensions and lays out data for meeting Executive Committee on February 26, 1943. In supplemental (2/27) statement Aydelotte suggests that even though Bamberger-Rockefeller Foundation grant is extended for two years he doubts Institute should carry on at present expense; if no new endowment received, 1945 would see extremely serious situation at Institute. He contemplates saving in economics program and no refund, ~~maximally~~ apparently.

Estimates that with \$50,000 saving in salaries of four professors retiring 1944-45, additional expenses including pensions will be \$58,000, thus wiping out savings in salaries and providing for no new appointments.

In short, he concludes in his memo to the Executive Committee February 27 that if Institute is to operate as it was begun:

While I was making the budget for 1945-46 I made out a budget for the Institute with its present faculty, carrying out Dr. Flexner's ideas for assistants to professors, stipends, public funds, faculty of 1943, etc. would cost \$550,000. 4 per cent on \$14 million.

A, 10/18/56, File No. 55.

1943

4/20

WORLD WAR II

✓ TRUSTEES

SCHOOL OF HUMANISTIC STUDIES

SCHOOL OF MATHEMATICS

SCHOOL OF ECONOMICS AND POLITICS

Government Relations

Corporation

Academic Organization

See material in file for specific work of schools and professors--fuller than Bulletin accounts (not published, 1943). Also list of professors' war work connections.

A, 10/18/56, Board 4/20/43

1943

4/20

/TRUSTEES

Corporation

Election of Leo Wolman as trustee. Re-election of Bamberger and Maass.

Corp. Mtg. - 4/20/43 - p. 1

1943

4/27

TRUSTEES

Corporation

WOLMAN, LEO

Biographical

Wolman to Aydelotte.

Leo Wolman accepts nomination to the Board of Trustees. "As you no doubt know, I have been familiar with the work of the Institute from the days of its inception, and there have been many occasions in which I have talked about it to my old friend, Abraham Flexner.

D File, Leo Wolman

1943

5/14

5/20

BY-LAWS

Corporation

✓ TRUSTEES

COMMITTEES (EXECUTIVE)

FLEXNER, A.

Biographical

AYDELOTTE

Aydelotte to Weed as Chairman Nominating Committee.

Suggests By-Laws provide 5 members Executive Committee and adding Edgar Bamberger to Executive Committee because Flexner is so rarely able to come, and if anyone else is absent meetings are uncomfortably small.

Also By-Laws limit service on Nominating Committee to three years. Weed therefore off. Aydelotte suggests Douglas succeed as Chairman and Fulton be added.

To this Weed suggested leaving Exec. Com. same size but dropping Flexner 5/20/43.
D, Nominating Committee

1943

6/19

✓ TRUSTEES

Corporation

HERZFELD, ERNST

Biographical

LOWE, E. A.

AYDELOTTE, F.

FLEXNER, A.

Aydelotte to Flexner, June 19, 1943.

He hopes that Flexner agrees with the general solution of the pension problem which has been made. He informs Flexner that all the individuals concerned except those who are out of the country agree entirely with the arrangements which they consider wise and generous, except for Lowe and Herzfeld who are disappointed at having to retire at 65. "Both men feel that they had assurances from you that the sixty-five age limit would not apply to them, but on looking over the terms of your letters of appointment to them, I think they are both convinced that they had construed what you said was a possibility as a promise."

Aydelotte goes on to say that there was no choice but to insist upon their retirement at the statutory age. "We are, of course, doing more for Herzfeld than for any member of the Faculty."

He expresses hope that additional support can be ~~XXXX~~ secured for Lowe from Carnegie Institution or Corporation or Rockefeller.

Herzfeld's case is more difficult/. If he cannot live in Princeton on \$4,000 without the contributions T. I. A. A. income tax/^{savings} etc., Aydelotte will be surprised.

Mr. Bamberger is, while he was appalled at the magnitude of the pension problem at first, now well satisfied with the solution which has been reached. "I feel myself that we have taken a long step forward in the direction of putting the Institute finances on a sound basis."

D File, Flexner, Abraham

143
BENEFITS

✓ TRUSTEES

AYDELOTTE, F.

7/8
Academic Personnel

Corporation

Biographical

Aydelotte to Mattocks (TIAA).

Impossible for him to estimate his own annuity until
Trustees fix his date of retirement "which they have so far
refused to do."

A, 10/18/56, Mattocks

1943

11/8

BENEFITS

Academic Personnel

✓ TRUSTEES

Corporation

AYDELOTTE, F.

Biographical

MORSE, M.

Aydelotte has talked to Morse on possible Board action on retiring members, and so forth. Morse expresses himself as having been so shocked he couldn't talk. (Morse to Aydelotte). He writes that the decisions will be critical in the Institute's history, indicating its attitude toward encouragement of scholarly work. He advises Aydelotte to let the Trustees know ~~before~~ the full implications of their actions. "Commitments which have been outstanding for some time and upon which the light has now been turned will in a moral sense be denied if not explicitly affirmed."

FA Confidential Files, March 7, 1957

1944

✓ BOARD OF TRW TRUSTEES

Corporation

AYDELOTTE, F.

Biographical

Working papers for his Report to the Board. Filed
Aydelotte Files Bookshelves.

A -- 10/18/56

✓ TRUSTEES
FACULTY
POLICIES

AYDELOTTE, P.

FLEXNER, A.

Corporation
Acad. Personnel
Administration

Biographical

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

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

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

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

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

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

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

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

[Aydelotte's own blank space here]

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

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

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

*which
said only*
5/17/56 File #3
A plan for Institute (Attis) ~~Vertical~~

1944

1/17

FOUNDERS

Corporation

TRUSTEES

FLEXNER, A.

Biographical

AYDELOTTE, F.

Flexner to Aydelotte, January 17, 1944.

"I received last week the minutes of the Executive Committee meeting. I do not understand the considerations which led to some of the actions taken. Mr. Samberger told me some weeks ago that he wanted me to attend the Board meetings, and I agreed to do so. I have never been in the position of differing with you at a meeting of the Board and I do not wish to do so if it can possibly be avoided. I suggest that you and I try to meet towards the end of this week ~~xxxxxxxxxx~~ ..."

D File, Flexner, Abraham

✓ TRUSTEES

Corporation

MOE, HENRY ALLEN

Biographical

DOUGLAS, LEWIS

AYDELOTTE, F.

KELLEY, NICHOLAS

FREEMAN, DOUGLAS

Aydelotte suggests that Moe and he and Douglas get together as the Nominating Committee. He proposes discussion of Nicholas Kelley and Douglas Freeman.

D File, Henry Allen Moe

1944

4/3

PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR ✓ TRUSTEES

Corporation

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

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

Faculty Minutes 4/3/44

4/13

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ TRUSTEES

Corporation

AYDELOTTE, F.

Biographical

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

1944
✓ TRUSTEES

4/18
Corporation

BAMBERGER, L.

Biographical

Reminiscences of Louis Bamberger by Hardin, Maass, Schaap, and Flexner. Note Maass' assumption of total credit. Leidesdorf was not there. Flexner corrects.

There are papers attached in the Chronological file under 1944, 4/18.

D, Bamberger, Louis, 1937-1944

1944

4/18

TRUSTEES

Corporation

POLICY

Administration

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

1944

10/5

✓ TRUSTEES

Corporation

BAMBERGER, EDGAR S.

Biographical

Edgar S. Bamberger to members of the Board of Trustees,
October 5, 1944.

Indicates that his letter of October 2, 1944, calling a
regular meeting for October 20, 1944, is superseded by this
communication:

Maass has requested that the meeting be postponed because
the Committee on Institute Policy has not yet finished its work
and this postponement will avoid the necessity of a special
meeting.

When the Committee is ready to report, the meeting will
be called.

Meanwhile, Aydelotte and Mrs. Aydelotte will hold their tea
for Trustees, Faculty and Members at 4 o'clock, Friday afternoon,
October 20 as planned.

The adjourned meeting was called for December 5.
Fulton, John F., Institute for Advanced Study, 1942-47

1944

October 11

77

Nov. 28.

TRUSTEES

Corporation

AYDELOTTE, F.

Biographical

The file shows notes of conversations with various members of the Trustees about Aydelotte's intentions to retire or to announce his retirement. There was, evidently, a tremendous squabble and a great deal of dissension both within the Trustees and the faculty, and as between them. (See memorandum in the file drafted by Veblen, November 8, 1944, of the consensus in the faculty that Aydelotte should not retire at 65).

There was no meeting held in October, 1944. Evidently the storm was too bitter. The meeting was not held until December 5, 1944, and then the Director's report was an exceedingly bland proforma discussion of detail. The meeting was evidently postponed to let the storm ride out.

to finish Pd. Q. to next meeting

Regretably, pages 10-15 inclusive of the draft were "taken out." (Note in Aydelotte's handwriting on copy 4, 4/10/45 *Delivered* 10/11/44). Found - See A 10/11/45 # 45.

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

1944

10/23

DIRECTOR

Administration

✓ TRUSTEES

Corporation

FLEXNER, A.

Biographical

WOLMAN, LEO

MAASS, H. H.

AYDELOTTE, F.

Copy of a letter received by Maass from Flexner DATED
above and copied by Aydelotte in longhand:

"Dear Mr. Maass:

"I have your letter of October 20th. Technically
what I did I had no business to do, but somebody had
to act. For two years no one of the Trustees ever
raised a question regarding Dr. Aydelotte's capacity
or incapacity. The man who set the ball rolling was
Dr. Wolman. There was no use talking things

over with Dr. Aydelotte, for he had been aware of the problem for two years, and I had spoken with him previously and he had done nothing. I could not bring it before the Trustees on my own responsibility. You might have done it or any one of the other trustees.

"My interview with Panofsky took an unexpected turn. He and I had been talking about our families and our vacations. I asked him about his department. He told me that he had one worker, Dr. Frankl. I asked him, 'What about de Tolnay?' He burst out in a rage, 'de Tolnay is a paranoic.' I said, 'Paranoiacs do not write masterpieces on Michaelangelo.' He rejoined, 'I have not spoken to him for over two years and I shall not speak to him again as long as I live.'

"As a matter of fact, Panofsky had a similar experience with Miss Belle Greene. He told me once that she had hurt his feelings. I said to him, 'The Institute needs the Morgan Library, and I am going to make an appointment for you to see Miss Greene. If you don't keep the appointment I shall bring the matter before the Board of Trustees with the recommendation that you be dropped.'

"He kept the appointment and the Institute's relations with the Morgan Library have been most cordial and intimate from that day to this.

"Inasmuch as neither the Director nor any member of the Board of Trustees had taken any action with respect to Panofsky and de Tolnay, I do not regret that the matter came up and that I put the match to the powderbox. I explained the whole situation to my brother, Simon, and it may interest you and the Committee to know that he said that in view of the inactivity of the Director and the Board he was glad that I had done something which was the business of the Director and the Trustees to do long ago. He told me that a somewhat similar case had arisen at the Rockefeller Institute, and he cleared the matter up in 24 hours. I have nothing to apologize for or to regret. The air is clear and the problem definite, concrete and urgent. You are at liberty to show this letter to the entire Committee.

"I need hardly say that if it can be of any use to you or to the Committee I shall be happy to be called upon, though I prefer to say and do nothing until after the Committee has

made its report. I do not intend to attend the Board meeting at which the report is presented. I may add that for the first two years of Dr. Aydelotte's administration I attended the Board meetings regularly and always commended his reports though I never approved their form. When I realize that Dr. Aydelotte was doing nothing, and that he could accomplish nothing, I ceased to attend the meetings of the Board. Some months before his death Mr. Bamberger asked why I did not attend the Board meetings and I explained candidly my reasons. He asked me henceforth to attend and I did so as long as Mr. Bamberger lived. As far as I recall I have attended no meetings since except the meeting held in his memory.

"Sincerely yours,

"Abraham Flexner

"af:esb"

FA Confidential Files, March 7, 1957

1944

11/20 ?

DIRECTOR

Administration

✓ TRUSTEES

Corporation

FACULTY

Academic Personnel

AYDELOTTE, F.

Biographical

(Somewhere around November 20, 1944) Rough handwritten notes by Aydelotte on a memorandum noting appointment with Kieffer, Century Club on November 20, of what was apparently a conference with Lewis W. Douglas.

Dissension will hurt Inst. Therefore insist on action to preserve harmony.

Does not want faculty Trustee fight

If I insist on retiring will protect me from criticism, enlarge pension, make handsome references to my work, even

hints at letting us keep house & offices in Fuld Hall.

L. W. D. goes on importance of 65 retiring age for
Director.

Esp. imp[ortant] (?) now plan new era, new Director
should be allowed to plan the future.

F. A. pointed out [1] never discussed my plans (2) ²⁶in
thinking of good of Inst. should comment frankly with open mind,
deciding I should go or stay according to what is best for
Inst. Made quite clear best for me to retire.

*amount
faculty?*

Pointed out issue was not simple due to criticisms, was
not willing by retirement to accept them. L. W. D. professed
not to know what they are.

Harriet *him*

would be

Would time my retirement work a blow to faculty

L. W. D. great professions as to future of Inst. Sounds
as if he were the man.

FA

He made clear endorsement of faculty meant more than
Trustees. Would work to help, but would not let faculty down. ~~EX~~

live *retire*

(R)

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

1944

11/24

PARTICIPATION IN ADMINISTRATION

DIRECTOR

✓ TRUSTEES

MAASS, H. H.

AYDELOTTE, F.

VEBLEN, O.

Academic Personnel

Administration

Corporation

Biographical

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

A, 10/18/56, File #9

1945
1946
1946
1946

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

DIRECTOR

Administration

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ TRUSTEES (BOARD

The Corporation

STEWART, WALTER

Biographical

Candidates suggested for Director of the IAS.

Filed in Vertical File under D, Director.

S File, IAS General

1944

12/5

GIFTS

Finance

FOUNDERS

Corporation

TRUSTEES

See Minutes, pp. 5, 6, 7 I. A. S. construed Bamberger's
will generously and turned over to New Jersey Historical
Society an item in doubt appraised at \$200,000.

Trustees Minutes, 12/5/44.

12/18

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ TRUSTEES

Corporation

EARLE, E. W.

Biographical

MAASS, HERBERT H.

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

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

1944

12/26

✓ TRUSTEES

Corporation

AYDELOTTE, F.

Biographic al

MERITT, BENJAMIN

Draft of a proposed report (to Trustees?) corrected by
Meritt. (Presumably drafted by Aydelotte).

Filed in Vertical File under "T" for Trustees.

A (Attic) "Plans for Institute"

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 12, 1945)~~

Answer Trustees and ask advice.

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

Faculty 65, Director 70.

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

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

(page 2)

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

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

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

4 charges before Com Jan. 9

FA right to attend and answer.

May obviate fac. com.

Reputation regardless of retirement.

page 3

AF's bitterness

Veblen and Einstein

Lowe and Herzfeld

War work

Schaap on Board

WCS

Miss Eichelser--4000--2000

de Tolnay--Panofsky

PA--outside activities

send Maass facts
about salary increases

FA rather than fac. Com. Jan. 10

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

AF vs. FA opposite in all respects.

Bd. must decide between us

+++++

Fac opinion

Financed management

Selection of scholars ~~1/3~~ 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

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

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

1945

1/10

PARTICIPATION IN ADMINISTRATION
(POLICY COMMITTEE)

Academic Personnel

✓ TRUSTEES

Corporation

COMMITTEES (TRUSTEE POLICY COMMITTEE)

Academic Personnel

EARLE, E. M.

Biographical

MAASS, H. H.

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

Earle, Faculty Committee Policy

1945

1/19

✓ 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

2/2

PARTICIPATION IN ADMINISTRATION

✓ TRUSTEES

DIRECTOR

AYDELOTTE, F.

Academic Personnel

Corporation

Administration

Biographical

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

Filed in Chronological File under 1945, 2/2.

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

1945

2/28

DIRECTOR

Administration

✓ TRUSTEES

Corporation

BENEFITS

Academic Personnel

AYDELOTTE, F.

Biographical

Aydelotte to Maass.

Aydelotte said Maass raised the question of Aydelotte's position last spring (April, 1944) as a result of which Aydelotte concluded it was best to offer to retire at 65, but he found that the faculty didn't agree.

Attached to Minutes of March 2, 1945.

1945

3/2

✓ TRUSTEES

Corporation

AYDELOTTE, F.

Biographical

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

A File, (Mrs. Jenkins)

1945

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

4/16

✓ TRUSTEES

Corporation

FLEXNER, A.

Biographical

MOE, HENRY ALLEN

Moe to Flexner, April 16, 1945.

"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 the line of thinking that has been under ~~discussion~~ 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~~ ~~founders~~ 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 for 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,"

D File, Henry Allen Moe

1945

4/16

TRUSTEES

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

1945

4/16

✓ TRUSTEES

Corporation

FULTON, JOHN F.

Biographical

Fulton to Lewis, April 16, 1945, who 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 hax 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

1943

4/17

✓TRUSTEES

Corporation

FLEXNER, A:

Biographical

MOE, HENRY ALLEN

Flexner to Moe.

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

D File, Henry Allen Moe

1945

4/18

✓ 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

PARTICIPATION IN ADMINISTRATION

✓ TRUSTEES

AYDELOTTE, F.

MAASS, H. H.

Academic Personnel

Corperation

Biographical

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

Trustees' Minutes 4/20/45

1945

4/20
5/3

✓ TRUSTEES

Corporation

MAASS, H. H.

Biographical

AYDELOTTE, F.

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

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

1945

4/20

TRUSTEES

Corporation

Veblen moved that a report -- a short biography of each candidate -- be made ~~mm~~
before action is taken on nomination to Board.

Mtg. of Corp. 4/20/45 pp. 4-5

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

1945

4/20

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

1945

4/20

TRUSTEES

Corporation

DIRECTOR

Administrations

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

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.

4/20

1945
✓ 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

4/20

✓TRUSTEES

ROSENWALD, LESSING

Corporation

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

1945

4/20

✓ TRUSTEES

Corporation

COMMITTEE ON APPOINTMENTS

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

Messrs. Maass, Chairman, Aydelotte and Week

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

1943

4/20

✓ TRUSTEES

Corporation

FLEXNER, A.

Biographical

Moe to Flexner, 4/16/45. Nominating Committee not renominating him as a Trustee in interest of reducing average age of Trustees. Flexner agrees 4/17/45

Annual Meeting Trustees, 4/20/45

1945

4/20

✓ 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

1945

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

✓ TRUSTEES (COMMITTEES
On Policy and Procedures
and on Appointments

Corporation

HARDIN, JOHN R.

Biographical

Hardin thinks that one committee can perform both functions, and accordingly, Aydelotte April 26, appoints one committee for both functions, and notifies Maass he ~~has~~ 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.

19 JHH Correspondence from January, 1940 to November, 1945

1945

5/19
5/22

PARTICIPATION IN ADMINISTRATION

Academic Personnel

NOMINATIONS

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

SCHOOL OF MATHEMATICS

✓ TRUSTEES

Corporation

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

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

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

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

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

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

made in that field alone.

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

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

Faculty Minutes 5/22/45

/ 1945

5/22

/ TRUSTEES

Corporation

ECONOMICS

Academic Activities

NOMINATIONS

Academic Personnel

MAASS, H. H.

Biographical

See Maass' statement regarding appointments in economics:
"Founding of School of Economics was something he could
understand because it had been thoroughly discussed by Board..."
It might have more to offer world than other schools. (Takes
up cudgels at faculty meeting for the economists, really).

Faculty Minutes

1945

5/22

✓ TRUSTEES

Corporation

PARTICIPATION IN ADMINISTRATION

Academic Personnel

MAASS, HERBERT H.

Biographical

WEED

AYDELOTTE

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

Interview with Hetty Goldman, 7/12/57

1945

5/22

PARTICIPATION IN ADMINISTRATION
POLICIES

✓ TRUSTEES (BOARD)

SCHOOL OF ECONOMICS AND POLITICS

SCHOOL OF MATHEMATICS

HAASS, HERBERT H.

VINER, J.

WEED

VEBLEN, O.

Academic Personnel

Administration

Corporation

Academic Organization

Biographical

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

Filed in Chronological File under 5/22/45

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

1945

10/19

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.

Extra Copy from D Files

1945

10/26

PARTICIPATION IN ADMINISTRATION

✓ TRUSTEES

DIRECTOR

MOE, HENRY ALLEN

Academic Personnel

Corporation

Administration

Biographical

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

J. R. H. papers

1945

10/26

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ TRUSTEES

Corporation

MOE, HENRY ALLEN

Biographical

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

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

The enclosed letter to the faculty reads as follows:

"To the Faculty of the Institute for Advanced Study:

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

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

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

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

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

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

JRH Correspondence from January, 1940 to November, 1945

1946-1952

✓ TRUSTEES

LEHMAN, HERBERT H.

Corporation

Biographical

Lehman to Leidesdorf, June 5, 1946.

Acknowledges his election as Trustee, 1946, and saying that though he cannot look forward to many times when he will be able to attend the meetings, he is happy to be back.

In September, 1946, Aydelotte congratulates Lehman on his nomination (As Senator).

September 7, 1946, Lehman to Aydelotte, "I am very glad, indeed, that you desire me to remain as a Trustee of the Institute for Advanced Study even though I have been again nominated for public office. Unless you disagree, I see no reason why I should not remain as a Trustee regardless of whether I am elected or not. I am very glad, indeed, to read your good reports of the Institute. I look forward very much to taking an active part in its work."

Lehman was defeated in his run for the Senate in 1946, and his file thereafter shows that he was busy with the United

Jewish Appeal, and did not attend meetings in 1947.

It is not certain what meetings he attended before his re-election to the Senate in 1950, but it appears that he did not attend many.

On April 30, 1952, he wrote to Fleming suggesting that it would be wise if he resigned, not because his interest has lagged, but due to the tremendous pressure of his work in Washington. There is a note on top of this letter in which Mrs. Russell said that Oppenheimer phoned Lehman on May 8 to ask that he not resign; and it was agreed that Lehman would remain a member of the Board.

D, Lehman, Herbert H.

1946

5/6

5/13

PRINCETON UNIVERSITY

Relations WOAI

✓ TRUSTEES

Corporation

AYDELOTTE, F.

Biographical

Aydelotte asked Morse, Panofsky, Riefler for suggestions for the vacancy on the Board of Trustees and for their confidential opinion of the advisability of appointing a trustee also a trustee of Princeton., specifically Dean Mathey. The Committee was adverse. Other suggestions were Dr. Finkelstein and I. I. Rabi.

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

5/23

TRUSTEES

Corporation

Messrs. John Fulton, Michael Schaap and Lewis Weed were re-elected Trustees for terms of five years expiring 1951.

Due to Mr. Hardin's death, preference was expressed for H. H. Lehman to fill his vacancy. After the Meeting Lehman agreed to do so.

Mtg. of Corp. 5/23/46 - pp. 1-2

1948

6/5

✓ TRUSTEES

Corporation

LEHMAN, HERBERT

Biographical

LEIDESDORF

COPY OF A LETTER from Lehman to Leidesdorf, June 5, 1956.

Accepts trusteeship, but opines that because of the uncertainty of his plans, he will not give any assurance that he will be able to devote much time at present to the work of the Institute.

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

1946

8/22

✓ TRUSTEES

Corporation

SCHOOL OF MATHEMATICS

Academic Organization

EINSTEIN, ALBERT

Biographical

INFELD, LEOPOLD

VEBLEN, O.

AYDELOTTE

Veblen to Aydelotte on failure of Flexner to ~~xx~~ make Einstein a trustee--(check carefully with actual record of incident cited--Einstein could have had members and assistants given if School of Mathematics had taken care of it properly. Quest p. 302-4. Dishonest of Veblen)

(Above information from V-3 File)

(The following information is taken from Mathematics Faculty Minutes of the dates indicated).

April 20, 1936 Mathematics Faculty. Infeld-~~\$~~300 one term,
\$600 year.

October 22, 1936. Infeld among those discussed for stipend.
Action 7 mathematicians, 1 physicist or biologist; Pauling,
Cal. Tech. (V)

February 25, 1937 School of Mathematics Minutes. Infeld
placed on contingent basis and following a long list of
approved first choices \$30,000. (Explanation of Veblen's
dichotomy?--check through minutes).

December 12, 1936. School of Mathematics Faculty
reserved action Infeld 1937-38 while ~~KRM~~ reserve set aside for
Dirac \$3,000 Pauling refused after meeting.

October 2, 1937 School of Mathematics stipendiates 1937-38 not
including Infeld. Had he gone to McGill?

Infeld member 1936-38. Who paid for last year?
Sources given in text.

1946

10/18

✓ TRUSTEES

GUGGENHEIM

AYDELOTTE, F.

MOE, HENRY ALLEN

Corporation

Foundations

Biographical

Aydelotte acknowledges Moe's letter of October 16, 1946, informing him that he has resigned as a Trustee because he considers that he has been a "failure" as chairman of the Selection Committee for Aydelotte's successor and that he has found himself unable to do his own work at the Foundation or to sleep or to eat because he is over-worked. See Aydelotte's letter which was a tender, friendly letter to a friend expressing great sadness that Moe has cut his ties with the Institute, but picking up their common business of the Guggenheim fellows. "We might talk over Guggenheim applicants and thee might even resume thy old habit of walking around the golf course with me and sympathizing with me for my bad shots."

Quaere. Did he resign from the Rockefeller Foundation at the same time?

EXXX A File, Henry Allen Moe

1946

10/30

✓ TRUSTEES	Corporation
COMMITTEES	Academic Personnel
DIRECTOR	Administration
MAASS, H. H.	Biographical
AYDELOTTE, F.	

Maass to Fulton, October 30, 1946.

Confesses he made a mistake in appointing Aydelotte to the committee to consider his own succession, because his presence hampers discussion. Maass, after conferring with Strauss, wrote asking Aydelotte to withdraw from the committee, at the same time asking Dr. Weed to accept membership on the committee.

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

1946

11/4

✓ TRUSTEES

Corporation

PARTICIPATION IN ADMINISTRATION

Academic Personnel

MOE, HENRY ALLEN

Biographical

STRAUSS, LEWIS

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

D, Minutes Faculty, 1939-1947

11/18

~~XXXXXXXXXX~~

✓ TRUSTEES

Corporation

NOMINATIONS

Academic Personnel

STRAUSS, LEWIS L.

Biographical

MOE, HENRY ALLEN

~~Earle~~ Earle presented to the Faculty the letter which had been sent to Lewis L. Strauss, substantially the same as that which had originally been sent to Mr. Moe, as Chairman of the Committee ~~for the~~ of Selection for Successor to Dr. Aydelotte. Strauss replied, and asked that the Committee arrange the names in order of preference. The Committee circularized the Faculty asking ~~xxx~~ for their opinion. Riefler suggested there should be effective contact between the Faculty Committee and that of the Trustees so that the names could be discussed, and that it would not be well to send a written answer with the names arranged in order of preference. There was agreement with Riefler's point, and a motion was made providing for further contact.

Aydelotte then urged that other names be proposed to the Committee, and with the support of Professor Panofsky recommended Dr. Linus Pauling, Professor of Chemistry and Director of the Gates and Crellin Laboratories of Chemistry of the California Institute of Technology and recently appointed Eastman Professor at Oxford University for 1947-1948. His qualifications were discussed. Veblen pointed out that Pauling was very eminent in his field and an excellent theoretical worker. He is devoted to pure scholarship "and might be characterized as somewhat extreme in this respect."

Aydelotte brought forward the name of James Phinney Baxter, President of Williams College. Earle noted Baxter had not shown good judgment of people either as head of Office of Strategic Services or as President of Williams where he had made some unfortunate appointments.

Riefler urged discussion of candidates for the Directorship as detailed as the consideration given to candidates for the Faculty. Aydelotte suggested postponement of further discussion to the hours following the next Faculty Luncheon D, Faculty Minutes, ~~XXXXX~~ Nov. 18, 1946 on December 2nd.

1946

12/13

DIRECTOR

Administration

✓ TRUSTEES

Corporation

PARTICIPATION IN ADMINISTRATION

Academic Personnel

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

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

D, Faculty Minutes, December 13, 1946

1947

1/27

✓ TRUSTEES

Corporation

EARLE, E. M.

Biographical

STRAUSS, LEWIS L.

Earle to Strauss, January 27, 1947.

Reminds him that he had suggested Mr. Forrestal to succeed Mr. Moe on the Trustees. "I could imagine no one who could better grace the Institute Board than your and my friend, The Secretary of the Navy."

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

1947

W/A 2/3

DIRECTOR

Administration

✓ TRUSTEES

Corporation

AYDELOTTE, F.

Biographical

Aydelotte reported that the members of the Trustees Committee on the selection of his successor had agreed to keep their preliminary discussions confidential. Dr. Aydelotte expressed confidence, however, that the matter would be settled in agreement with the wishes of the Faculty.

Question of Professor Einstein's as to whether a time limit has been set on the selection of a successor to the Directorship could not be answered with precision. Aydelotte believes there will not be much overlap, if any, between his own tenure and the selection of his successor.

D, Faculty Minutes, 2/3/47

1947

3/12

✓ TRUSTEES

Corporation

DOUGLAS, LEWIS W.

Biographical

Douglas has just been appointed American Ambassador to London, and will be unable to attend any meetings of the Board of the Institute (of which he has attended very few since he was elected in May of 1940). However, he does not resign catagorically. In a note to Maass he says, "I leave myself entirely in your hands. Please be perfectly candid. If you believe that the Institute will be best served by making my place on the Board available to some person who could attend meetings and make a contribution, please do not hesitate to treat this letter as a resignation."

He has resigned as President of the English-Speaking Union of the United States on March 7, 1947. (Ibid.)

After taking the matter up with Maass and Leidesdorf, ~~from a negative point of view~~ with an affirmative attitude, Aydelotte finally (April 23, 1947) informed the American Ambassador to London that the Board had refused to accept his resignation against the time when he would return and become a part of the Institute again.

~~D. Douglas, Lewis W.~~

He did resign, May 4, 1951, and it was accepted by the Board in that month.

D, Douglas, Lewis W.

1947

3/19

✓ TRUSTEES

Corporation

FULTON

Biographical

AYDELOTTE, F.

Fulton to Aydelotte on postponement of Board meeting set
for March 18. Regarding Oppenheimer for Director.

A, 1/29/57

1947

April
September

✓ TRUSTEES

Corporation

DIRECTOR

Administration

MAASS, H. H.

Biographical

FULTON

AYDELOTTE

Original correspondence on the meetings and tactics.
Aydelotte to L & M re nominations! Possibility of Strauss
being Made Chairman instead of V. C. which he doesn't recommend.
(4/15/47) Suggests deferral of any changes in nominations.

A, 10/18/56 Board of Trustees, October 9, 1947

1947

4/18

✓ TRUSTEES

Corporation

PARTICIPATION IN ADMINISTRATION

Academic Personnel

FLEXNER, A.

Biography

BAMBERGER, L.

AYDELOTTE, F.

From Aydelotte's 8th Annual Report:

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

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

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

1947

4/18

✓ TRUSTEES

Corporation

AYDELOTTE, F.

Biographical

MAASS, HERBERT H.

FULTON, JOHN F.

Much bickering as usual between Aydelotte and Maass at the I. A. S. Trustees' meeting, "Aydelotte, the generous fellow, has Santa Claus instincts, and wants to give bonuses to some of his advisors." (Page 4, Volume 24).

Maass was deaf to him and hard as nails. Strauss has just been confirmed with Lilienthal for the A. E. C. ~~As good friend~~ (Strauss a good friend of Taft and tried to pull him off the attack on the confirmation but failed.

Aydelotte is taking his resignation very hard. Everybody at the I. A. S. is delighted about Oppenheimer.

Fulton's Diary

1947

4/18

✓ TRUSTEES

Corporation

LEHMAN

B iographical

LEIDESDORF

DOUGLAS, LEWIS W.

The members received no report from the Committee on Nominations, Leidesdorf stating that two members of the Committee were absent, and it was moved that the present officers and standing committees of the Board of Trustees be continued until the October meeting of the Board which would receive a report of the Committee on Nominations.

The Chairman reported a letter from Lewis W. Douglas offering to resign his membership on the Board if the Trustees considered it desirable. Mr. Maass had reported to Douglas that the Trustees were very glad to have him remain a member of the Board during the period of his service as American Ambassador to England and that they "looked forward eagerly to the time when his return to the United States would make it possible for him to be present at meetings of the Board." Mr. Maass expressed the opinion, concurred

in by other members of the Board, "that Mr. Douglas valued his association with the Institute² and would like if possible to retain his connection with it."

The members authorized the Chairman to inform Mr. Douglas that he was unanimously asked to continue his Trusteeship.

Lehman and Leidesdorf were re-elected for five-year terms expiring in 1952.

1947

10/9

TAXATION (NEW JERSEY INHERITANCE)

Government Relations

✓ TRUSTEES

corporation

Board authorized Maass to present necessity of statutory relief from tax \$500,000 already paid. Draft minutes.

A, 10/18/56, Board of Trustees

1947

12/16

STIPENDS

Academic Personnel

GIFTS

Finance

✓TRUSTEES

Corporation

The Director suggested a possible upward revision of stipend and salary scales. He said the IAS was running very close to its budget and that he would welcome additional endowments.

Tr. Min. 12/16/47 p. 7

1947

12/16

DIRECTOR

Administration
Corporation

✓ TRUSTEES

Dr. Oppenheimer requested that the responsibility for authorizing construction be fixed by the Trustees. It was agreed that Mr. Leidesdorf take such responsibility and submit plans to Executive Committee.

Tr. Min. 12/16/47 p. 4

1948-1949

✓ TRUSTEES,

Corporation

ACHESON, DEAN G.

Biographical

Dean Acheson elected to Trustees at meeting on
April 15, 1948, to serve for a five year term.

In late 1948 he was appointed Secretary of State, and
resigned as Trustee February 16, 1949.

D, Acheson, Dean G.

1948

2/2

PARTICIPATION IN ADMINISTRATION

Academic Personnel

POLICIES

Administration

✓ TRUSTEES

Corporation

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

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

Faculty Minutes 2/2/48

1948

2/2

PARTICIPATION IN ADMINISTRATION

✓ TRUSTEES

APPOINTMENTS

MONTGOMERY, DEANE

Academic Personnel

Corporation

Academic Personnel

Biographical

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

Faculty Minutes 2/2/48

1948

2/10
2/16

BUDGET

Finance

✓ TRUSTEES

Corporation

FULTON, JOHN

Biographical

OPPENHEIMER, ROBERT

Fulton to Oppenheimer, February 10, 1948.

The Executive Committee has met and Fulton is sorry that Oppenheimer's request for budgetary allocations for professorial assistants was not met with more immediate approval. Fulton favors it because assistantships are understood as an obligation in each professorial appointment, and he thinks that a budgetary allocation is not only mandatory but in the long run would make for economy.

"When the point of the cumulative budgetary principle came up I did not at first realize what the issue was involved. I have chafed for seventeen years under the practice of having

all unexpended funds both for salaries and general expense accounts revert on 30 June. It offers no incentive to economy and in most departments there is a wild spending spree during the month of June so as to be quite certain that nothing reverts. As a matter of principle, I should like to put myself on record as strongly favoring the cumulative concept.

2 "I mention another thing privately and somewhat hesitantly, namely, that I think you have developed a certain uneasiness about one of our Board members who is as eager as I am to give you budgetary latitude and the utmost possible freedom from trustee domination. He would favor, and I should too, an annual unrestricted allocation to the Director for anything that might arise in the course of the academic year; it could be called a contingent fund or given any other designation that seemed appropriate. The proposal that you have power to shift funds from one school to another would be embarrassing and I admire you for your unwillingness to accept such an authorization. But an unrestricted ~~max~~ contingent fund is something else which would, I think, be

acceptable because we all have complete confidence in your judgment and we want you to have a completely free hand in determining the future policies of the Institute.

"This is a purely personal expression of opinion but I cannot think of any Board member who would be seriously opposed to what I have said except possibly on the subject of the cumulative budget."

Oppenheimer to Fulton, February 16, 1948.

Thanks him for his understanding and support.

"It is a wonderful thing to have your understanding and help and support in trying to get this enterprise disentangled."

D, Fulton, John F.

12/16

4/15

✓ TRUSTEES

Corporation

As Chairman of Committee on Nominations Mr. Leidesdorf moved the re-election of Messrs. Bamber and Maass for five year terms as Trustees.

Mr. Leidesdorf moved the election of Messrs. John Hancock and Dean Acheson vice Moe and Wolman.

These motions were moved and unanimously carried.

~~Frostburg~~ Corp. Mtg. 4/15/48 p. 1

1948

4/21
4/22
4/23

OFFICERS

Corporation

✓ TRUSTEES

MAASS, H. H.

Biographic al

STRAUSS, LEWIS

FULTON, JOHN P.

Fulton to Lewis, April 21, 1948.

Comments on his surprise at the recommendation of the Committee to re-elect Maass for five years. "This must have been a move to keep Strauss from taking over at a time when he is completely preoccupied; but the vote puts both the Trustees and Maass himself in a very awkward position..." Here he alludes to pushing Aydelotte out on the basis of age and re-electing a 70 year old Chairman. It might have been better to give Maass a one-year appointment as Chairman, but a five-year appointment seems entire/y inconsistent. (Aren't the

officers elected annually? -- My observation).

Fulton notes there is barely a quorum, and that the vote ought to be re-phrased. Maass, apparently, expressed freely embarrassment at the time of the meeting.

"Having said all of this, let me reiterate that I personally should much prefer Maass to Strauss."

"I was fascinated by John Hancock. Although I probably should not say this, it is nice to have in our midst a good Anglo-Saxon who knows something about investment banking."

Lewis to Fulton, April 22, 1948.

The first I heard of Maass' reappointment was when it was proposed. The Nominating Committee knew nothing whatever about it. "As I recall it, we were both appointed to this Committee." He suggests this is no time for a rumpus, let's take it up quietly with Oppenheimer. Oppenheimer is doing a superb job.

Fulton to Lewis, April 23, 1948.

He has sent a copy of both of these letters to Weed.

He said, "The whole thing seems to me even more fantastic if there had never been a meeting of the Nominating Committee. You, Leidesdorf, and Rosenwald were the Nominating Committee this year and my impression is that Leidesdorf was the Chairman. He should certainly have gone through the motions of calling a meeting of his Committee, otherwise the proposal stands as a pure farce. I am quite content to leave the whole thing in your hands as you have a way of dealing with such things with consummate tact."

John F. Fulton, Institute for Advanced Study, 1948-49

1948

6/8

GENERAL (BY-LAWS)

Corporation

✓ TRUSTEES

COMMITTEES

Extract from Minutes of special meeting of I. A. S.
June 8, 1943 filed in Chronological File under 1948, 6/8.

Extra copy from D Files.

1948

10/11

✓ TRUSTEES (EXECUTIVE COMMITTEE)

Corporation

For a full list of meetings of the Trustees and Executive Committee from the beginning to October 11, 1948, see letter Leary to McNamara, October 11, 1948, Source stated below.

D, Leidesdorf, S. D., 1946-

2/18

1949

✓ TRUSTEES

Corporation

COMMITTEES

Academic Personnel

OPPENHEIMER, R.

Biographical

FULTON, JOHN

Oppenheimer to Fulton, February 18, 1949.

He suggests for consideration of Fulton and Lewis informally before the next meeting of the Board the following: since the Board is divided rather sharply into two groups: an academic group of perhaps five members, and a group whose main qualifications and main interest lie in their competence to the stewardship of the Institute's monies, a more intimate participation of the academic members might be established by the creation of an academic committee of the Board. Such a committee might make regular visits to the Institute, and at least on occasion meet with the faculty to discuss problems of policy, and to learn more in detail what is really going on. Oppenheimer would welcome this development.

He believes "that only by recognizing that not all trustees have an identical interest in the affairs of the Institute can we make it possible for each to contribute his full measure." He is willing to raise the question formally at the next meeting of the Board, if it meets with Fulton's and Lewis' concurrence and approval.

Fulton to Oppenheimer, February 23, ~~1936~~ 1949.

He does not say he has consulted with Lewis, but says the move seems highly appropriate, "if you are quite sure that such a move would not be misinterpreted by the non-academic members of the Board." He hopes he will bring it up for discussion at the April meeting.

D, Fulton, John F.

1949

4/15

DIRECTOR

Administration
Corporation

✓ TRUSTEES

The Director recommended, and it was moved and carried by the Board, that an Academic Committee be appointed to serve as a semi-formal channel by which the Trustees could familiarize themselves with the academic work of the Institute. He felt this would serve more purpose than the Director making a report annually.

Tr. Min. 4/15/49 p. 3

1949

4/15

✓ THE BOARD

Corporation

THE DIRECTOR

Administration

COMMITTEE (Academic)

Academic Personnel

Academic Committee created on recommendation of Director to act as semi-formal channel so that Trustees may be informed of the Institute's work.

1949

4/19

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ TRUSTEES

Corporation

COMMITTEES (LIAISON)

Academic Personnel

The Director reported an Academic Committee of the Trustees was to be appointed. He hoped it would act as a link between the Faculty and the Trustees, probably a visiting committee.

Faculty Minutes, 4/19/49

1949

5/6

REPORTS

Administration

COMMITTEES (ON NOMINATIONS)

Corporation

✓ TRUSTEES

Report of the Nominating Committee, May 6, 1949.

Filed in Chronological File under 1949, 5/6.

D, Committee on Nominations

1949

6/9
8/1

OFFICERS

Corporation

✓ TRUSTEES

DIRECTOR

Administration

STRAUSS, LEWIS

FULTON, JOHN F.

OPPENHEIMER, R.

MAASS, H. H.

A copy of the statement of Strauss, June ~~7~~ 9, 1949, on his testimony June 8, 1949, before the Joint Committee of the Congress of the Atomic Energy Commission. In this statement Strauss discloses the events in a meeting of the Atomic Energy Commission at which he was the sole dissenter to send radio active isotopes to foreign countries, and he does a terrific job in this statement.

Strauss sends the mimeographed copy of the statement to Fulton. Fulton replies to Strauss, July 18, 1949.

"I am very glad to have it because many of your friends were profoundly disturbed ~~by~~ by the fact that you testified first, against your chairman and later, against Robert Oppenheimer for whom I had assumed you had a high regard scientifically.

"The summary of your testimony makes your position clear, but I am not satisfied that as a ~~non-scientist~~ non-scientist you are in a position to take issue with Robert Oppenheimer whose background in these things places him / in a position to speak with authority.

"In the circumstances, I assume that you propose to withdraw from the Atomic Energy Commission and I would suppose, also, from the Board of Trustees of the Institute for Advanced Study."

Fulton sends a copy of his letter to Strauss to Maass.

Maass to Fulton, July 22, 1949, taking violent exception to Fulton's position, and saying that the matter is not so much scientific as it is legal. Nor does he believe that in the execution of a man's duties he must resign if he differs with his colleagues.

"In so far as any difference in point of view between Lewis Strauss, member of the Atomic Energy Commission, and Robert Oppenheimer, citizen, (not Director of the Institute for Advanced Study) may go, this certainly does not affect the relationship of either of them to the Institute. As I reflect upon the matter, I am inclined to believe that your letter must have been written in haste and that while it may express your personal view, it should not have contained your suggestion regarding the resignation of Lewis Strauss as President of the Institute, unless you had reason to feel that a majority of the Board of Trustees concur in your attitude.

I, for one, would certainly not do so, and I doubt, if the whole matter were laid before the Board, that many or perhaps any of the other Trustees would concur with you."

Fulton to Maass, August 1, 1949.

"The thing that has upset so many of Strauss' one-time friends is that he should have chosen to attack David Lilienthal in a public hearing at a time when Mr. Lilienthal was under outrageous attack by that scurvy fellow, Hickenlooper.

"...the issue involved was not a legal one but a question requiring mature judgment of an experienced scientists. Lewis Strauss elected to pontificate in a field ~~of~~ that was not his own, and it has left an extremely sour taste in the minds of those who know the facts.

"In view of what has happened I don't think Robert Oppenheimer will ever feel comfortable as Director of The Institute for Advanced Study so long as Mr. Strauss continues on our Board of Trustees. I repeat, however, that this is a purely personal reaction and I send it to you without consultation with any other Board member."

John F. Fulton, Institute for Advanced Study, 1948-49

1949

6/28

✓ TRUSTEES

Corporation

FULTON, JOHN R.

Biographical

LEWIS, WILMARTH

STRAUSS

Fulton sends a draft of a proposed letter to Strauss for the consideration of Wilmarth Lewis. In the letter he tells Strauss that after his testimony against Lilienthal and Oppenheimer (June 25, 1949) he should get off the Board of the Institute. Lewis replies telling Fulton to hold his fire and calculate the time for the offensive as Oppy does. He doesn't think Oppy would resign without consulting him (Lewis). "We'll get Strauss off, but by careful strategy."

Fulton - Wilmarth Lewis

1949

10/21

POLICIES

Administrative

OPPENHEIMER, R.

Biographical

TRUSTEES

Corporation

PROJECTS

Government Relations

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

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

1949

10/27

PROFESSORS

Academic Personnel

✓ TRUSTEES

Corporation

FULTON, JOHN

Biographical

LEWIS, WILMARTH

Fulton to Lewis.

Fulton suggests J. Leslie Hotson, brilliant and original English scholar who would be a great ornament to Yale, but if Yale can't make the appointment (they were changing presidents then) might put a bug in R. O.'s ear for I. A. S.

Fulton - Wilmarth Lewis

1249

10/27

✓ TRUSTEES

Corporation

FULTON, JOHN

Biographical

LEWIS, WILMARTH

VEBLEN, O.

Fulton to Lewis.

At the I. A. S. meeting last Friday, Veblen and I needed your moral support as only Oppenheimer and the business men of the Board showed up. "Your friend, Lewis Strauss, was there exuding Saccahrine from every pore. I was polite to him, but I wanted to wring his neck; there was no reference to his recent public hearings."

Fulton, Wilmarth Lewis

1950

4/6

COMMITTEES (NOMINATIONS)

Corporation

✓ TRUSTEES

A list of the members of the Committee on Nominations
for the years 1941-1950 and Trustee terms expiring 1949, 1950,
and 1951.

Filed in Vertical File under 1950, 4/6.

D, Committee on Nominations

1940 1950

4/20
4/21

✓ TRUSTEES

(Terms)

(Age)

(Faculty)

Corporation

PARTICIPATION IN ADMINISTRATION

Academic Personnel

By this meeting 6 trustees were being held over beyond terms (expired 1949 & 1950). Decided to continue until By-Laws were revised. Question of successive terms without break, and age limit, Maass took position Board self-perpetuating. Oppenheimer agreed, but said "concern for control could well be irrelevant to the proposed study since...a good measure of cooperation was the essential for wise policy." Oppenheimer suggested it might be helpful if faculty was rotated as members ex-officiis of Trustees. Maass held that it was Trustees' decision as to manner in which faculty should be represented, but found a rotative system of rep. In note Aydelotte represented as recording his experience with WWS and WWR resignations. He felt short periods of faculty rep. would be useless, and suggested two groups: (1) faculty representatives on Board, and (2) Trustee visitors to faculty meetings.

D, Notices/Drafts & Minutes

1950

4/21

✓ TRUSTEES

Corporation

PARTICIPATION IN ADMINISTRATION

Academic Personnel

LEWIS, WILMARTH

Biographical

See the meeting minutes for the discussion on rotation of membership on the Board of Trustees, retirement age for the trustees, and faculty membership on the trustees.

Minutes Annual Meeting of the Members of the Corporation, 4/21/50

1950

4/21

✓ TRUSTEES
GENERAL (STATE)
BUILDINGS AND GROUNDS

Corporation
Government Relations
Facilities

The Director was instructed to inform Governor Driscoll and former Governor Edge that the Trustees had no power legally to make a gift of Institute property for the battlefield park, since the purposes were so different from those intended by the founders.

Trustees' Minutes, April 21, 1950

1950

4/25

BY-LAWS

Corporation

FACULTY

Academic Personnel

✓ TRUSTEES

Corporation

LEWIS, WILMARTH S.

Biographical

Lewis to Oppenheimer, April 25, 1950 regarding above headings.

Extra Copy from D Files filed in Chronological File under 1950, 4/25.

Extra Copy from D Files

1950

4/25

✓ TRUSTEES

Corporation

LEWIS, WILMARTH

Biographical

Lewis to Oppenheimer, April 25, 1950, regarding
retirement of Trustees and election of trustees.

Filed in Chronological file under 1950, 4/25.

D, Lewis, Wilmarth

4/75

✓ TRUSTEES

Corporation

BENEFITS

Academic Personnel

LEWIS, WILMARTH

Biographical

Appended to the Minutes, a letter from "Lefty" (Wilmarth Lewis), reviewing a discussion he and Oppenheimer had of suggested by-laws. He agrees with Oppenheimer that despite Veblen's argument, Faculty members should not be on the Board of Trustees.

He still "feels strongly" that Board of ~~Trustees~~ Trustees gain by having a retiring age than by not having one. It is embarrassing to discuss this before the older members of the Board who usually oppose such a measure. Our present older members have rendered such outstanding service to the Institute that the embarrassment should be less. Retiring ages of Trustees are usually 65, 68, and 70. He would be willing to compromise on 68.

He thinks that Trustees should continue to be elected for a term "with an interval of a year before they can be re-elected." He thinks a 6-year term is better than a 5-year term. If the year of absence destroys the man's

interest, his interest cannot be very deep. Rotation assures new life on the Board which is essential to its vigor. He is not impressed by the argument that new life destroys continuity.

As to the qualifications for a Trustee, he is not so sure. "Our Board is now, for various reasons, in a state of flux. The present offers us a chance that may not again occur to consider this abstract question." He says the good Trustee is the one who is capable of giving good advice, and that the most useful Trustees are apt to be bankers and lawyers, since the most obvious matters in which their advice is needed are financial and legal. He thinks that the Trustees of a learned institution should always bear in mind that they are concerned with a society of scholars. Aggressive action in educational policy by the Trustees of an academic institution is always dubious, and in our case it might be disastrous. It seems to me that it is of the utmost importance not to get delusions of grandeur and "do not itch to interfere with matters which we do not understand."

"The great prerogative of a university faculty is to decide what and how it will teach and who will teach it. I believe that Trustees should be little more than rubber stamps when called upon to take action on such questions, whether they are lawyers, bankers, or people who may have special knowledge of educational matters. I realize that this is not a popular position to take with Trustees, but I believe in it absolutely: a good Trustee in my opinion must not attempt to impose his authority in educational policy."

Trustees' Minutes, October 20, 1950, Volume 6

1950

10/20

✓ TRUSTEES

Corporation

LEWIS, WILMARTH

Biographical

See Lewis' letter dated April 25, 1950, appended to the Minutes with an argument for adopting an age limit and term limitation for Trustees--the former not to affect the older present members of the Board.

Trustees' Minutes, 10/20/50

1950
10/26

✓ TRUSTEES

Corporation

MAASS, HERBERT H.

Biographical

FULTON, JOHN

LEWIS, WILMARTH

Fulton to Lewis.

Maass read Wilmarth Lewis' letter at the meeting commenting on the bankers on the Board of Trustees. He was pale and lost weight and was irritable. Fulton opined he was about to have a "vasso-motor accident." Aydelotte "looked as though he had had some kind of serious physical reverse." Maass gave a great play to Lewis' letter, and seemed very angry that the faculty was implying the bankers were exceeding their prerogatives. Fulton speculates about how Maass got the copy. (Lewis doesn't answer that in his return). Oppenheimer and Fulton did everything they could to "placate the old man."

Fulton - Wilmarth Lewis

1950

10/26

✓ TRUSTEES

Corporation

FULTON, JOHN F.

Biographical

OPPENHEIMER, R.

LEWIS, WILMARTH

(See Trustees' Minutes of October 20, 1950, to which is appended letter by Wilmarth Lewis on the function of Trustees.)

Fulton to Oppenheimer, October 26, 1950.

He regrets that Mr. Maass found it fitting to read Lewis' letter. It is true that financial officers of a board of trustees should not attempt to influence ~~and~~ educational policy, "but this is better accepted as unwritten law ~~rather~~ rather than put forth vocally." Lewis is very conscious of the problem because the business members of the Yale Corporation unconsciously meddle with educational policies and Lewis resents it.

Fulton suggests that as new members are appointed to the Board, those with academic qualifications should be considered because almost everyone at the present time is in frail health. Qualification is a new appointee should be carefully reviewed by the entire Board. He hopes there won't be other Herbert Lehmans, John Hancocks or Linders appointed. He says that Linder, Hancock and Lehman were simply brought to the Board meeting and declared members "before any of us had opportunity to pass on their qualifications." Linder is the best of the three. "Lehman is dead wood, John Hancock is even deadier, and there is no earthly point in having this kind of window-dressing. He prays that the letter remain confidential.

D Fulton, John F.

1950

12/1
12/29

✓ TRUSTEES

Corporation

POLICIES

Administration

KANTOROWICZ

STRAUSS

MAASS

OPPENHEIMER, R.

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

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

D File, Notes Drafts--~~Further Minutes or Nominations~~

1951-1952

✓ TRUSTEES

Corporation

LAMONT, THOMAS S.

Biographical

Accepted a Trusteeship, 1951, and in September 25, 1952, informed Oppenheimer that he had to resign because he had been asked by President Conant to go on to the Harvard Corporation.

He is a friend of Straus, Fulton, Lewis, Oppenheimer, who was on the Harvard Board of Overseers with Lamont in 1951.

D, Lamont, Thomas S.

1951

4/12

✓ TRUSTEES
FACULTY

Corporation
Academic Personnel

EARLE, E.M.

Biographical

Prof. Earle to Dr. Oppenheimer:

"Since talking with you yesterday, I have thought further about the question of faculty members on the Board of Trustees. I am inclined to think that on the whole it would be best if there were no faculty members on the Board. You will agree, I think, that it is not necessary at this time for me to set forth my ~~my~~ reasons for coming to this conclusion, although some of them I indicated to you in conversation yesterday."

Source: D Earle, E.M. 1945-

1951

5/4

✓ TRUSTEES

Corporation

GENERAL (BY-LAWS)

DIRECTOR

Administration

BUDGET

Finance

The members revised the By-Laws to provide for the election of additional honorary trustees without vote, and provides that they may serve on committees of the Board by appointment, but shall not vote.

The Trustees revised the provisions of Article VI, Section 1 on the Directorship, making ~~him~~ him a member ex-officio of the Corporation and of all committees of the Trustees (not of the Board of Trustees itself), and clarifying his position on appointments--after consultation with the Faculty on short-term members; with the approval of the Faculty and the Board or Executive Committee for appointments to the Faculty.

Revises budget procedure.

The Board also deleted the provision (Article III, Section 5) providing for Faculty-Trustees.

The Board discussed on Rosenwald's suggestion, but did not act upon a proposed revision establishing age limits and non-successive terms for Trustees, deferring it to the next meeting.

See discussion, page 3, on the dropping of the provision for an annual report by the Director; suggested by Director with the support of Aydelotte, Maass; show of opposition by Strauss.

Note Strauss' feeble and innacurate statement that provision for Faculty-Trustees is in Articles of Incorporation, page 3. (Veblen?)

Minutes of the Annual Meeting of the Corp., May 4, 1951

1951

5/4

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ TRUSTEES (HONORARY)

Corporation

DIRECTOR

Administration

The issue of the By-Laws with all amendments to May 20, 1949 was amended as follows:

An amendment of Section I, Article 3 providing in addition to the note that the two founders should be honorary members, where honorary trustees may be elected at the annual meeting of the Corporation, they may meet with the Board and participate in deliberations but shall not vote. They may be appointed to serve on committees of the Board but shall not vote.

(2) The elimination of Section V of Article 3 which provided that members of the faculty, if members of the Corporation, shall be eligible for election as ~~tax~~ trustees.

(3) An amendment to Section I, Article 6 reading as follows: "The Trustees shall appoint a Director of the Institute

who shall be reponsible under the supervision of the Trustees or the Executive Committee for the administration and academic work of the Institute in accordance with its purposes as declared in the Charter of the Corporation. The Director shall be a member ex-officio of the Corporation and of all committees of the Trustees. He shall be responsible for communicating to the Trustees views of the faculty on all matters affecting the Institute. He shall organize the faculty of the Institute, and determine, in consultation with the faculty, the admission of members and the employment of staff, and exercise general supervision over the Institute in respect to its academic phases. He shall have authority, with the approval of the faculty, and with the approval of the Board or the Executive Committee, to make appointments to the faculty for indefinite terms or for limited periods. It shall be the duty of the Director to ascertain from the Treasurer the amount of income which will be available during the next academic year and to receive from each School its recommendations as to its needs and plans for the coming year. These recommendations shall be considered and amended as may be deemed advisable by the Director and the

Chairman of the Board and then submitted to the Budget Committee with power to amend. In case of a vacancy in the Directorship a special committee shall be created to consider the appointment of a successor. No action shall be taken for the election of a successor until after the report of such committee."

(Removes the Director as a member of the Corporation and a trustee. Makes him sole channel between the faculty and the Trustees. Shall consult with the faculty in determining the admission of members and the employment of staff, and presumably also in exercising general supervision over academic phases. Shall have authority with the approval of the faculty and of the Board or Executive Committee to make appointments to the faculty for indefinite terms or for limited periods. Relieved from making an annual report.)

D, By-Laws

1951

5/4

✓ TRUSTEES (TERMS)

Corporation

Rosenwald reported that members whose terms expired in 1949, and who had been held over--Aydelotte, Douglas, and Veblen; in 1950--Rosenwald, Lewis and Strauss; in 1951--Schaap, Fulton and Weed--were holding their places until their successors were appointed, and suggested the Nominating Committee report at the next meeting, October. It was moved and accepted that this should be done.

Minutes of the Corporation, May 4, 1951

1951

5/4

TRUSTEES

Corporation

✓ GENERAL (BY-LAWS)

DIRECTOR

Administration

BUDGET

Finance

The members revised the By-Laws to provide for the election of additional honorary trustees without vote, and provides that they may serve on committees of the Board by appointment, but shall not vote.

The Trustees revised the provisions of Article VI, Section 1 on the Directorship, making ~~him~~ him a member ex-officio of the Corporation and of all committees of the Trustees (not of the Board of Trustees itself), and clarifying his position on appointments--after consultation with the Faculty on short-term members; with the approval of the Faculty and the Board or Executive Committee for appointments to the Faculty.

Revises budget procedure.

The Board also deleted the provision (Article III, Section 5) providing for Faculty-Trustees.

The Board discussed on Rosenwald's suggestion, but did not act upon a proposed revision establishing age limits and non-successive terms for Trustees, deferring it to the next meeting.

See discussion, page 3, on the dropping of the provision for an annual report by the Director; suggested by Director with the support of Aydelotte, Maass; show of opposition by Strauss.

Note Strauss' feeble and innacurate statement that provision for Faculty-Trustees is in Articles of Incorporation, page 3. (Veblen?)

Minutes of the Annual Meeting of the Corp., May 4, 1951

1951

5/4

DIRECTOR

Administration

✓ TRUSTEES

Corporation

FACULTY

Academic Personnel

The last sentence providing for the preparation by the Director of an annual report was discussed, and it was decided that the Director reported continually to the Trustees and that it was implied that it was not necessary for a public report to be issued. The Director pointed to the preparation of the factual account then in preparation or to the proposed 25th anniversary bibliography of the Institute which would be commemorated with a listing of the publications of all the members.

There was also discussion on the authority of the Director to appoint Faculty only with the approval of the Faculty. Dr. Weed suggested that this should be changed to after consultation with. Dr. Oppenheimer said he believed the proposed revision was better; that is, namely, with the approval which was an addition also, since it would be

impracticable to proceed with an appointment in the face of Faculty opposition.

Rosenwald then offered his resolution, page 4. "The Board of Trustees of the Institute for Advanced Study believes that limitations on the age of Trustees and limitations on the continuous length of service of the Trustees are desirable in such a custodial body. Within the next five years, such limitations should be incorporated in the by-laws." The matter was discussed, and one of the members of the sub-committee was reported by Mr. Strauss as having been against it. The matter was put over until the next meeting.

Corporation Minutes Annual Meeting, May 4, 1951

1951

5/4

✓ TRUSTEES

Corporation

DOUGLAS, LEWIS W.

Biographical

Douglas resigns since he feels that ~~xxx~~ his future life will not permit him to attend Board meetings and to Institute business any more than his past life has permitted. He contemplates spending much of his time in Arizona.

D File, Douglas, Lewis W.

1951

5/7

Committees
(NOMINATIONS)

/ TRUSTEES

LEWIS, WILMARTH SHELTON

Corporation
~~Administration~~

Corporation

Biographical

Lewis to Oppenheimer, May 7, 1951, giving his
suggestions for candidates for the Board.

Letter filed in Chronological File under 1951, 5/7.

D, Committee on Nominations

1951

5/21

COMMITTEES (ON NOMINATIONS)

Corporation

✓ TRUSTEES

WEED, LEWIS H.

Weed to the Committee on Nominations, May 21, 1951

Gives his suggestions for the members of the Board of Trustees.

Filed in Chronological File under 1951, 5/21.

D, Committee on Nominations

1951

10/25

✓ TRUSTEES (RETIREMENT)

Corporation

BENEFITS

Academic Personnel

It was agreed to put over until the spring meeting the Rosenwald motion for limitation of age for Trustees and non-successive terms, and also to take up a suggestion made by Veblen that retirement age for academic personnel be elevated to 68.

Special Meeting of Members of the Corporation, 10/25/51, p. 2

1951

10/25

✓ TRUSTEES

Corporation

AYDELOTTE, F.

Biographical

DOUGLAS

Biographical

VEBLEN, O.

Douglas' resignation from the Trustees accepted.
Aydelotte and Veblen made Honorary Trustees.

Rosenwald, Lewis and Strauss elected to fill out the
terms expiring in 1955. Schaap, Fulton and ~~Wm~~ Weed
re-elected to fill out terms expiring in 1956.

New Trustees appointed: Mitchell, Greenbaum and Lamont.

It was agreed in the future to distribute factual
material on prospective trustees in advance of voting time.

Special Meeting of the Members of the Corporation, 10/25/51

1952

4/18

✓ TRUSTEES

Corporation

OFFICERS

COMMITTEES

~~Academic Personnel~~ Corporation

BENEFITS

Academic Personnel

See Minutes for the mechanism the members resolved themselves into a committee of the whole to nominate Hancock, Lehman and Leidesdorf for further terms, after which the members as members voted affirmatively and also re-elected the present officers of the Corporation to succeed themselves for the next year.

The discussion of retirement age of Trustees was put over until Rosenwald could be present.

Minutes of Annual Meeting of the Corporation, 4/18/52

1952

4/18

✓ TRUSTEES

Corporation

ROSENWALD

Biographical

"Mr. Strauss drew attention to the motion presented by Mr. Rosenwald at the meeting on May 4, 1951, on the subject of the retirement age of trustees. He expressed his feeling that it would be more appropriate to consider this motion when Mr. Rosenwald could be present, and for that reason he recommended discussion be deferred. He asked that it be noted in the Minutes that Mr. Rosenwald's proposal was not being tabled."

Trustees' Minutes, Volume 6, 1952, 4/18

1952

6/16

✓ TRUSTEES

Corporation

LEWIS, WILMARTH

For release in the afternoon papers of Monday, June 17 16,
1952, an article by Wilmarth Lewis, "The Trustee of the
Privately Endowed University."

Filed in Vertical file under "T" for Trustees.

D, Lewis, Wilmarth

1952

6/16

✓ TRUSTEES

Corporation

LEWIS, WILMARTH

Biographical

See the copy of Lewis' Phi Beta Kappa oration delivered
June 16, 1952 at the Harvard Chapter of Phi Beta Kappa in
his file.

D, Lewis, Wilmarth

1952

10/24

✓ BOARD OF TRUSTEES

Corporation

ROSENWALD

Biographical

Mr. Rosenwald's ~~motion~~ resolution deferred from previous meetings was discussed. The resolution:

"The Board of Trustees of the Institute for Advanced Study believes that the limitations on the age of Trustees and limitations on the continuous length of service of Trustees are desirable in such a custodial body. Within the next five years such limitations should be incorporated in the by-laws."

There was division, and the motion was made and carried to table the resolution.

Minutes, Volume 6, October 24, 1952, Trustees' Minutes

1952

10/24

/TRUSTEES (Age)
(Length of Service)

Corporation

Mr. Rosenwald presented a Resolution for limitations on the age of Trustees and on continuous length of service as "desirable in such a custodial body". Prolonged discussion. Resolution tabled.

1952

10/31

BUILDINGS AND GROUNDS

✓ TRUSTEES

PRINCETON UNIVERSITY

WEED, LEWIS E.

FULTON, JOHN F.

MAASS, H. H.

Facilities

Corporation

Relations WQAI

Biographical

Letter from Weed to Fulton, October 31, 1952.

Filed in Chronological File under 1952, 10/31.

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

1953

4/3

✓ TRUSTEES

Corporation

ROSENWALD, JULIUS

Biographical

GALPIN, PERRIN C.

HOCHSCHILD, HAROLD H.

GARRISON, LLOYD K.

Galpin, Hochschild and Garrison were elected to the Board.

Rosenwald reported that the special committee on the revision of the By-Laws had nothing further to report, and the Chairman discussed the committee with thanks.

Minutes of the Annual Meeting of the Board Corporation, 4/3/53

1953

4/10

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ TRUSTEES (PRESIDENT)

The Corporation

BROWDER, FELIX

Biographical

Lewis Strauss' memorandum on Felix Browder.

Filed in Vertical File under P, Participation in Administration.

A File, Lewis W. Strauss

1955

March - November

✓ TRUSTEES

Corporation

FACULTY

Academic Personnel

SALARIES

PARTICIPATION IN ADMINISTRATION

VEBIEN, O.

Biographical

OPPENHEIMER, R.

Note: There were no faculty meetings from March, 1955 to November, 1955. There was an increase in salary for all Institute professors to \$18,000 resulting from action by the Trustees on October 27, 1955. There is no allusion in the minutes to the faculty moving for this increase in salary.

Note: Veblen said at the Trustees' meeting of April 5, 1955 that at the time of the founding of the Institute the \$15,000 maximum faculty salary made it possible to attract

professors from any other institution, but that the increase of twenty percent reflected in today's salaries was not as large as the increase in full professors' salaries, generally. Dr. Oppenheimer stated that to his knowledge there had been only two formal declinations of appointment to the Faculty and that one of these was clearly not for financial reasons.

1955

11/17

SCHOOL OF ECONOMICS & POLITICS

Academic Organization

TRUSTEES

Corporation

FOUNDERS

MAASS, H.

Biographical

LEIDESDORF, S.

FLEXNER, A.

AYDELOTTE, F.

RIEFER, W.

FRANKFURTER, F.

EINSTEIN, A.

Interview with Messrs. Maass and Leidesdorf 11/17/55

See Vertical File INTERVIEWS

1955

12/12

POLICIES (1, 2)

Administration

PARTICIPATION IN ADMINISTRATION (1, 2, 3) Academic Personnel

SCHOOL OF ECONOMICS AND POLITICS (3) Academic Organization

TRUSTEES (1, 2)

Corporation

VEBLEN (interview)

Biographical

AYDELOTTE (3)

DOUGLAS, LEWIS (3)

FLEXNER, A. (1, 2)

WARREN (2)

STEWART (2)

Interview with Professor Veblen, December 12, 1955.

Filed in Vertical File under Veblen Interviews.

1956

1/13

GENERAL

Corporation

✓ TRUSTEES

DIRECTOR

Administration

VEBLEN, O.

Biographical

MOE, HENRY ALLEN

STRAUSS, L. W.

AYDELOTTE, F.

FLEXNER, A.

Interview with Professor Veblen, January 13, 1956.

Filed in Vertical File under Interviews.

Interview with Professor Veblen 1/13/56

1956

1/30

SCHOOL OF ECONOMICS AND POLITICS

ROCKEFELLER

✓ TRUSTEES

STEWART, W. W.
RIEFLER, W.
VEBIEN, O.
HERZFELD, E.
OPPENHEIMER, R.
STRAUSS, L.
LEWIS, WILMARTE
FRANKFURTER, F.
WARREN, R.

Academic Organization

Foundations

Corporation

Biographical

Interview with Walter W. Stewart, January 30, 1956.

Filed in Vertical File under Interviews.

Interview with Professor Stewart, 1/30/56

1956

5/7

DIRECTOR

Administration

✓ BOARD OF TRUSTEES

Corporation

FULTON, JOHN

Biographical

OPPENHEIMER ROBERT

WEED, LEWIS H.

VEBLER, O.

AYDELOTTE, F.

STRAUSS, LEWIS W.

VON NEUMANN, JOHN

KENNAN, GEORGE

EINSTEIN, ALBERT

Interview with Dr. John Fulton, May 7, 1956

Filed in Vertical file under Fulton Interviews.

1956

6/21

PRINCETON (8, 9, 10)	Relations WOAI
HARVARD (1)	
MATHEMATICS (2, 7, 14)	Academic Activities
E. C. P. (5, 6)	
APPOINTMENTS (2, 3, 4, 5)	Academic Personnel
SALARIES (3)	
FACULTY (10, 11)	
SCHOOL OF MATHEMATICS (5, 9, 14, 15)	Academic Organization
SCHOOL OF HISTORICAL STUDIES (14)	
JOHNS HOPKINS (7, 8)	Educational Institutions
DIRECTOR (10, 11)	Corporation Administration
✓ TRUSTEES (11)	Corporation
RESEARCH (13)	Academic Procedures
MORSE (1, 5, 8, 10)	Biographical
BIRKHOFF (1, 4)	
VEBLEN (1, 2, 4, 5, 8, 13)	EARLE (10)
WHITNEY (2)	OPPENHEIMER (15)
DODDS (2)	BOREL (15)
STEWART (2, 3)	WARREN (2, 3)
FLEXNER (3, 7, 8)	VON NEUMANN (3, 5, 6)
GODEL (3, 5)	PLAZCEK (3)
MAYER, WALTHER (3)	WIENER, NORBERT (4, 6)
SIEGEL (5)	WEYL (5, 8)
BIGELOW (5, 6)	EINSTEIN (6, 8, 11, 12, 16)
ELIOT, T. S. (7)	VINER (9, 10)
STRAUSS (10)	AYDELOTTE (10, 11)

Interview with
Morse 6/21/56.

Filed in
Vertical File
under Morse
Interviews.

1956

7/12

DIRECTOR

Administration

POLICIES

COMMITTEES

GIFTS

Finance

GENERAL (TAXES)

Government Relations

BY-LAWS

Corporation

✓ TRUSTEES

FACULTY

Academic Personnel

PARTICIPATION IN ADMINISTRATION

REPORTS

Academic Procedures

OPPENHEIMER, R.

Biographical

VEBLEN, O.

STRAUS

AYDELOTTE

KANTOROWICZ

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

1956

9/28

SALARIES (P. 2)

Academic Activities

PRINCETON UNIVERSITY

Relations W&M

PARTICIPATION IN ADMINISTRATION (P. 4, 5)

✓ TRUSTEES

HARLE, (P. 1)

Biographical

FELIXER (P. 2)

VERBLEN (P. 2, 4, 5)

HAASS (P. 2, 5)

MURITT (P. 3)

MORSEY (P. 5)

AYDELOTTE (P. 5)

WEED (P. 5)

Dinner table conversation with Miss Goldman, 9/28/56
Filed in Vertical File under Goldman Interviews.

1957

4/12

✓ TRUSTEES

Corporation

MAASS, HERBERT H.

Biographical

Article from the New York Times of April 12, 1957, on
death of Herbert Halsey Maass on April 11, 1957.

Article Filed in Chronological File under 1957, 4/12.

New York Times, 4/12.

1957

5/3

BENEFITS (1, 2, 3)	Academic Personnel
SALARIES (1)	
FACULTY (2)	
✓ TRUSTEES (2, 3)	Corporation
DIRECTOR (2, 3)	Administration
ECONOMICS (4, 5, 6, 7)	Academic Activities
SCHOOL OF ECONOMICS AND POLITICS (4, 5, 6, 7)	Academic Organization
SCHOOL OF HUMANISTIC STUDIES (5)	
WOLMAN (1, 2, 4, 7, 8)	Biographical
AYDELOTTE, (1, 2, 3, 8)	
DE TOLLEY (1, 2, 3)	
PANOFKY (1, 2, 3)	
BARK (2)	
VERLEN (2, 5)	
MOE (2)	
PLECHER (2, 3, 8)	
WINDSTEIN (3)	
CLAY (7)	
VINER (6)	Interview with Wolman, 5/3/57.
WARNER (6)	
HAMMERMAN (3, 5)	Filed in Vertical File under
STEWART (4, 6, 7, 8)	Wolman Interviews.
RISFLEA (4, 5, 7)	
HAAS (5)	
OPPENHEIMER (5)	