

To - Fund Raising Comm
please return

R. O.

CHAMBERS OF
CHARLES E. WYZANSKI, JR.
DISTRICT JUDGE

United States Court
Boston 9

October 5, 1960

Dear Robert:

In reading the "Talk to the Trustees of the Institute for Advanced Study by Professor Andre Weil, April 1, 1960" I wonder whether it might not be worth your while to put copies of that talk into the hands of various foundation executives. My impression is that this insight into one phase of the Institute's work might promote a gift to the Institute for its general purposes, even for its library.

In making this suggestion I am not unmindful of the remark on page 12 of Professor Weil's manuscript that it was his view that further financial resources were not needed to increase the number of mathematicians now enrolled.

Looking forward to seeing you next week,

Sincerely,

Charlie

Dr. J. Robert Oppenheimer
The Institute for Advanced Study
Princeton, New Jersey

ALFRED P. SLOAN FOUNDATION
630 FIFTH AVENUE
ROCKEFELLER CENTER
NEW YORK 20, N. Y.

WARREN WEAVER
VICE PRESIDENT

November 7, 1960

Dr. Robert Oppenheimer
The Institute for Advanced Study
Princeton, New Jersey

Dear Dr. Oppenheimer:

Thank you for sending me a
copy of Andre Weil's comments about
mathematics. I have read this with
interest and profit.

Very sincerely yours,

Warren Weaver

Warren Weaver

-J

WW:J

To - Fund Raising Comm

14 October 1960

Dear Mr. Heald:

It has occurred to us that you and your associates at the Ford Foundation may find the enclosed remarks of Andre Weil of some interest. They are a transcript of a talk that Professor Weil gave last April to the trustees of the Institute for Advanced Study. Clearly, they are not intended for publication.

Sincerely yours,

Robert Oppenheimer

Mr. Henry T. Heald, President
Ford Foundation
477 Madison Avenue
New York, N. Y.

14 October 1960

Dear Mr. Rusk:

It has occurred to us that you and your associates at the Rockefeller Foundation may find the enclosed remarks of Andre Weil of some interest. They are a transcript of a talk that Professor Weil gave last April to the Trustees of the Institute for Advanced Study. Clearly, they are not intended for publication.

Very sincerely,

Robert Oppenheimer

Mr. Dean Rusk, President
Rockefeller Foundation
49 West 49th Street
New York, N. Y.

14 October 1960

Dear Mr. Sloan:

It has occurred to us that you and your associates at the Sloan Foundation may find the enclosed remarks of Andre Weil of some interest. They are a transcript of a talk that Professor Weil gave last April to the Trustees of the Institute for Advanced Study. Clearly, they are not intended for publication.

Very sincerely,

Robert Oppenheimer

Mr. Alfred P. Sloan, Jr., President
Alfred P. Sloan Foundation, Inc.
635 - 5th Avenue
New York, N.Y.

14 October 1960

Dear Mr. Gardner:

It has occurred to us that you and your associates at the Carnegie Corporation may find the enclosed remarks of André Weil of some interest. They are a transcript of a talk that Professor Weil gave last April to the Trustees of the Institute for Advanced Study. Clearly, they are not intended for publication.

Very sincerely,

Robert Oppenheimer

Mr. John W. Gardner
Carnegie Corporation
589 5th Avenue
New York, N. Y.

ALFRED P. SLOAN FOUNDATION
630 FIFTH AVENUE
ROCKEFELLER CENTER
NEW YORK 20, N. Y.

October 25, 1960

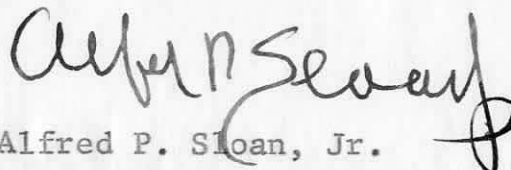
Dr. Robert Oppenheimer
Director
The Institute for Advanced Study
Princeton, New Jersey

My dear Dr. Oppenheimer:

I have your letter of October 14th, enclosing
a copy of a talk to the Trustees of the Institute for
Advanced Study, by Professor André Weil, on April 1,
1960.

I thank you for sending this to me as I am sure
I will find it both interesting and informative.

Sincerely yours,


Alfred P. Sloan, Jr.

APS:EPS

THE FORD FOUNDATION
477 MADISON AVENUE
NEW YORK 22, N. Y.

HENRY T. HEALD
PRESIDENT

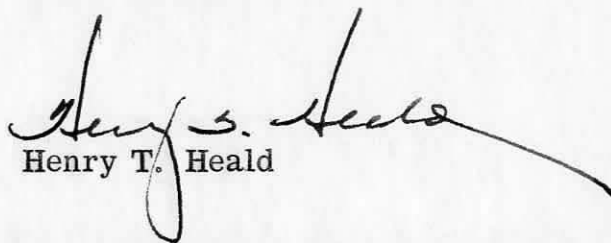
October 24, 1960

Dr. Robert Oppenheimer, Director
The Institute for Advanced Study
Princeton, New Jersey

Dear Dr. Oppenheimer:

Thank you for sending me a transcript
of Professor Weil's remarks. I am pleased to
have a chance to read his talk and I shall give it
limited circulation among my colleagues.

Sincerely yours,


Henry T. Heald

21 October 1960

Dear Dr. Weaver:

Last spring André Weil spoke briefly to the Trustees of the Institute here in Princeton about the role of the Institute in the world of mathematics. It seems to me that you are one of the people who will most appreciate what he has said, and would enjoy it.

Very sincerely,

Robert Oppenheimer

Dr. Warren Weaver
Alfred P. Sloan Foundation
630 Fifth Avenue
New York, New York

THE Rockefeller Foundation

111 WEST 50th STREET, NEW YORK 20

Office of the President

CABLE: ROCKFOUND, NEW YORK

TELEPHONE: COLUMBUS 5-8100


October 18, 1960

Dear Dr. Oppenheimer:

Thank you very much for sending Professor Andre Weil's absorbing talk to the Trustees of the Institute. I know that my colleagues will enjoy it as much as I.

If you have not already done so, would you be willing to send a copy to Warren Weaver at the Alfred P. Sloan Foundation?

Cordially yours,



Dean Rusk

Dr. Robert Oppenheimer
Director
The Institute for Advanced Study
Princeton, New Jersey

CARNEGIE CORPORATION OF NEW YORK

589 FIFTH AVENUE, NEW YORK 17, N.Y.

JOHN W. GARDNER
President

October 19, 1960

Mr. Robert Oppenheimer, Director
The Institute for Advanced Study
Princeton, New Jersey

Dear Mr. Oppenheimer:

Your letter of October 14 has arrived while Mr. Gardner is on a trip to the West Coast, but I want to thank you for sending him a copy of André Weil's remarks. I know he will read this with interest and appreciation upon his return.

Sincerely yours,

Isabelle C. Heilson
Administrative
Assistant

ICN:hca

AN INTRODUCTION TO THE INSTITUTE FOR ADVANCED STUDY

The Institute for Advanced Study was founded in 1930 by Louis Bamberger of Newark, N.J., and his sister, Mrs. Felix Fuld. In their deed of gift they stated that their primary purpose in founding it was to encourage 'the pursuit of advanced learning and exploration in fields of pure science and high scholarship to the utmost degree that the facilities of the institution and the ability of the faculty and students will permit.'

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The Institute consists of two schools, the School of Historical Studies and the School of Mathematics. There are no 'courses' of study, no examinations, no degrees.

At present the Institute has about 120 Members, of whom 30 are 'Permanent Members,' including the Faculty and Professors Emeriti. They are all scholars of international reputation. Some of them are or have been known to the general public: Einstein, Oppenheimer, von Neumann, Kennan. They may if they wish, or if they are asked to do so, give a lecture or seminar from time to time, but for the most part they are concerned with their own work and with being available to the Temporary Members.

The Temporary Members (the 'students' of the Founders' statement) hold their Memberships for a year or two in order to pursue their studies

undistracted by the demands of their normal lives and in a society of equally unharrassed scholars. They are for the most part younger men and women who have already established themselves in the academic world and who give evidence of exceptional promise. The Faculty invites perhaps half of them to apply for admission; the rest are selected by the Director and Faculty from a very large number of candidates in this country and free Europe and Asia. About two-thirds of them are in the School of Mathematics. At the present time the Institute is building new living quarters for them and their families.

The Institute has no laboratories. It has a growing library.

The endowment of the Institute is something over \$30,000,000. The income from this fund is sufficient for 85 per cent of the Institute's activities; the balance comes from Foundations, and the U.S. and foreign governments. In common with all other educational institutions the Institute would like to have more money. Its chief needs are a new library building, five or six new professorships, and endowed scholarships for Temporary Members.

There is nothing just like the Institute anywhere else. It is like All Souls College at Oxford, with which it is perhaps most frequently compared, only in that it is a society of scholars who have been chosen because of their exceptional promise to pursue their advanced studies under conditions as favorable as can be devised, but there the resemblance ends.

The Institute has come to be regarded in this country and abroad as a major force in advanced studies wherever men are permitted to use their minds. The present Director, Dr. Oppenheimer, has written: 'By helping the

individual scholars who are its members, the Institute plays a part in the life of many scientific and scholarly communities, and in the welfare of other institutions of learning here and abroad. The men and women who come here have an opportunity to advance their own researches; they also learn from their associates of much that is new and deep in their own and related subjects; they have again the vivid experience of discovery that characterizes the best years of graduate study. They return to their positions as teachers or investigators, curators or directors of research, refreshed by their own achievement, by new learning and new questions. They return not only as more accomplished men of learning, but as teachers better able to inspire and guide their students.'

Princeton, N.J. 1957

PROFESSORS

School of Historical Studies

Andrew Alföldi
Harold F. Cherniss
Ernst H. Kantorowicz
George Kennan
Millard Meiss
Benjamin D. Meritt
Erwin Panofsky
Homer A. Thompson
Sir Llewellyn Woodward

School of Mathematics

Arne Beurling
Armand Borel
Freeman J. Dyson
Kurt Gödel
Deane Montgomery
Marston Morse
Robert Oppenheimer
Abraham Pais
Atle Selberg
Hassler Whitney
Chen Ning Yang

MEMBERS WITH APPOINTMENTS OF LONG TERM

School of Historical Studies

Paul Frankl
Hetty Goldman
Alexandre Koyré
E. A. Lowe
David Mitrany
Otto Neugebauer
Walter W. Stewart
Jacob Viner
C. Veronica Wedgwood
Kurt Weitzmann

School of Mathematics

James W. Alexander
Julian H. Bigelow
Niels Bohr
Herman H. Goldstine
Kunihiko Kodaira
Jean Leray
Otto Neugebauer
Wolfgang Pauli
Jean-Pierre Serre
Oswald Veblen

Some of the better known scholars who have in the past had continuing connections with the Institute are:

School of Historical Studies

Edward M. Earle
Winfield W. Riefler
Arnold Toynbee

School of Mathematics

Paul Dirac
Albert Einstein
John von Neumann
Hermann Weyl

ONE TWENTY FIVE PARK AVENUE
NEW YORK

OFFICE OF
SAMUEL D. LEIDESDORF

May 22, 1961


Dear Robert:

Enclosed is a copy of a letter from Mr. Harold Mantell, who called me at the suggestion of Barklie Henry. I told him I would not see him without you and asked him to write me, hence the enclosed letter.

If you think it worth our while to meet with him, let me know when you expect to be in town and I'll try to arrange an appointment that is convenient to all of us.

Kindest personal regards and best wishes to Kitty, you and the children, in which Ethel joins me.

Sincerely,



Dr. J. Robert Oppenheimer
The Institute for Advanced Study
Princeton, New Jersey

*Re Told Mr. L. no interest.
B. Henry also no interest.*

H A R O L D M A N T E L L I N C .

Public Relations Consultants

303 Fifth Avenue, New York 18, NY

Telephone: MUrray Hill 4-1117

May 17, 1961

Mr. Samuel D. Ledesdorf
Samuel D. Ledesdorf & Co.
125 Park Avenue
New York, N.Y.

Dear Mr. Ledesdorf:

Confirming our telephone conversation today at the suggestion of Barklie Henry, I would appreciate an opportunity to explore with you and Dr. Oppenheimer how this firm might assist the Institute for Advanced Study.

As I indicated to you, this firm has specialized for 15 years in the development of public and professional relations programs for foundations and public-interest groups. For your information, our clients during this period have included The Rockefeller Foundation, The Albert and Mary Lasker Foundation, The Ford Foundation and other leading public trusts.

In accord with your thought, I should be delighted to meet with you and Dr. Oppenheimer when he next plans to be in New York.

With many thanks for your interest and with every good wish,
I am

Sincerely yours,

Harold Mantell
President

EM:dk

CROSS REFERENCE

FILE: *Trustee - Fund Raising Committee*

RE:

LETTER DATED: *May, 25, 1961*

SEE: *Inst. Gen. - Institute, Study 7 by
Fad Fdn.*

To - Fund Raising Comm

ONE TWENTY FIVE PARK AVENUE
NEW YORK

OFFICE OF
SAMUEL D. LEIDESDORF

January 4, 1961

Dear Mr. Brakeley:

I have your letter of December 27th offering your services in connection with the contemplated fund raising campaign of the Institute for Advanced Study at Princeton.

We shall not be holding a meeting until some time in February, at which time I shall take your letter up with the Committee.

Sincerely,

Mr. George A. Brakeley, Jr., President
G. A. Brakeley & Co., Inc.
400 Park Avenue
New York 22, N. Y.

c.c. Dr. Oppenheimer

G. A. BRAKELEY & CO., Inc.

400 PARK AVENUE, NEW YORK 22, N. Y. • WASHINGTON, D. C.
MURRAY HILL 8-5170

DALLAS • SAN FRANCISCO • MONTREAL
ATLANTA • LOS ANGELES • TORONTO

GEORGE A. BRAKELEY, Jr.
PRESIDENT

December 27, 1960

Mr. Samuel D. Leidesdorf
125 Park Avenue
New York 17, New York

Dear Mr. Leidesdorf:

It has been reported by my father (Vice-President Emeritus of Princeton University) that the Institute for Advanced Studies is contemplating a fund-raising campaign and presumably has some interest in the retention of fund-raising counsel. If you haven't already taken on such, I would welcome the opportunity of discussing our services with you.

While a relatively new company in the New York area -- we have been operating here only about two and a-half years, although I am native to the general area -- we have developed one of the larger companies in the business. Our service is primarily in the field of higher education and we are currently involved in such projects as these:

1. A directional planning study for a centennial development program for the University of Syracuse (you probably know Mr. Frank Abrams, Chairman of the Syracuse Board, with whom we are working).
2. A more internal study of the total "development" process, actual and potential, at the University of Minnesota; we believe this to be the most involved and comprehensive study of its sort ever undertaken in higher education.
3. A study and counseling for the American Association of Land-Grant Colleges and State Universities which, in consideration of its membership by so many of our great institutions, is perhaps as fine an endorsement as a company like ours can get.
4. A variety of studies, consultations, and campaigns for such organizations as the New York Zoological Society, Centre College in Kentucky, Pisk University, Occidental College, the National Cultural Center, Manhattan College, the National Fund for Graduate Nursing Education, Newark Academy, and so on.

Mr. Samuel D. Leidesdorf

-2-

December 27, 1960

We concentrate on the study or survey process - comprehensive, and in depth and detail - as you can see. This, in turn is supplemented by counseling or campaign management as required. In effect we tailor-make our services to the client's needs.

If all this fits into the Institute's plans, may I call on you?

Sincerely,

John C. Mahoney

CAB:es

FARMINGTON
CONNECTICUT

Tel: Farmington ORchard 7-2140

11 May '60

Dear Mike,

Sorry, I can't be
present on the 6th.

L
W.S. Lewis

CHAMBERS OF
CHARLES E. WYZANSKI, JR.
DISTRICT JUDGE

United States Court
Boston 9

May 9, 1960

Dear Mr. Morgan:

I shall be at the meeting of the Fund
Raising Committee of the Board of Trustees of the
Institute for Advanced Study to be held at 125 Park
Avenue, New York City at 4:30 p.m. on Monday, June 6.

Sincerely,

Charles E. Wyzanski, Jr.

Mr. Minot C. Morgan, Jr.
The Institute for Advanced Study
Princeton, New Jersey

From

71. Fund Raising

BARKLIE MCKEE HENRY

Box 684, PRINCETON, N. J. WA 4-3658

5/9/60.

Dear Mike:

I'll plan to be with
you on 6/6 at 4:30 P.M.,
at 12.5 Park Ave.

Best regards.

Fuz.

CHAMBERS OF
CHARLES E. WYZANSKI, JR.
DISTRICT JUDGE

United States Court
Boston 9

April 20, 1960

Dear Mr. Morgan:

June 7 or 8 now looks to me as a possible time for me to come to New York, but I shall be more certain of my calendar in another week if you can wait until then for a definite reply to your letter of April 19.

Sincerely,

Charles E. Wyzenski, Jr.

Mr. Minot C. Morgan, Jr.
The Institute for Advanced Study
Princeton, New Jersey

*Lead
app
Lead - not lunch
Henry*

*Lewis
Garrison
Hodg*

May 6, 1960.

Dear Mr. Leidesdorf, Linder, Henry, Hochschild, Wyzanski, Garrison

This will confirm the fact that the Fund Raising Committee of the Board of Trustees of the Institute for Advanced Study will meet at the office of the Chairman, S. D. Leidesdorf and Company, 125 Park Avenue, New York City, at 4.30 p.m., on Monday, June 6th.

Cordially yours,

Minot C. Morgan, Jr.
Assistant Secretary

May 6, 1960.

Dear Mr. Lewis:

It was necessary to cancel the meeting of the Fund Raising Committee originally scheduled for May 9th, because Mr. Linder could not attend, and after some phoning about we have been able to move it to Monday, June 6th, at 4.30 p.m. in Mr. Leidesdorf's office.

I know that you ~~were not planning~~ were not planning to attend the original meeting, but perhaps this will be more convenient for you.

Cordially yours,

Minot C. Morgan, Jr.
Assistant Secretary

THE INSTITUTE FOR ADVANCED STUDY

BOARD OF TRUSTEES

Honorary Trustee

Oswald Veblen
The Institute for Advanced Study
Princeton, New Jersey

TRUSTEES

Dr. John F. Fulton
Yale University School of Medicine
333 Cedar Street
New Haven 11, Connecticut

Perrin C. Galpin
Belgian American Foundation, Inc.
420 Lexington Avenue
New York 17, New York

Lloyd K. Garrison
575 Madison Avenue
New York 22, New York

Gen. Edward S. Greenbaum
285 Madison Avenue
New York 17, New York

Barklie McKee Henry
P.O. Box 684
Fackler Road
Princeton, New Jersey

Harold K. Hochschild
1270 Avenue of the Americas
New York 20, New York

Hon. Herbert H. Lehman
41 East 57th Street
New York 22, New York

Samuel D. Leidesdorf
125 Park Avenue
New York 17, New York

Wilmarth S. Lewis
Farmington, Connecticut

Harold F. Linder
40 Wall Street
New York 5, New York

Sidney A. Mitchell
36 East 72nd Street
New York 21, New York

Lessing J. Rosenwald
Jenkintown and Meeting House Roads
Jenkintown, Pennsylvania

Carrol M. Shanks
The Prudential Insurance Co. of America
Newark 1, New Jersey

Admiral Lewis L. Strauss
1925 K. Street, N.W.
Washington 6, D.C.

Hon. Charles E. Wyzanski, Jr.
United States Court
Boston 9, Massachusetts

April, 1960

To. Fund Raising Comm

3/5/59

Mr. Linder called. He said to tell you that he finally talked on the telephone with Mr. Falk in Pittsburgh. Mr. Falk will not be in NY for a month or two, but when he comes he would be glad to lunch with Mr. Linder and you. We shall have a copy of Mr. Linder's letter to Falk confirming this.

Mr. L. said that Mr. Falk had not been too encouraging, mentioning his heavy commitments to support organizations in Pittsburgh; ~~th~~ but that he had spoken with gratitude of your help in connection with Dr. Salk.

28 February 1958

Dear Mr. Leidesdorf:

As Mr. Oppenheimer promised yesterday on the telephone, we are sending you herewith two copies of the longer version of "An Introduction to the Institute for Advanced Study", and two lists of the permanent and temporary members in both schools of the Institute, with an indication of their fields.

Sincerely yours,

(Mrs. Wilder Hobson)
Secretary to the Director

Mr. S. D. Leidesdorf
125 Park Avenue
New York 17, New York

FUND RAISING COMMITTEE

Members appointed Jan. 1957

Harold F. Linder - Chairman
Room 4708, 40 Wall Street
New York City
Miss Roswell, Whitehall 4-6127

Lloyd K. Garrison
575 Madison Avenue
New York 22, New York
Miss Schorr, Murray Hill 8-5600

Harold K. Hochschild
61 Broadway
New York City
Miss Hart, Bowling Green 9-1800

Samuel D. Leidesdorf
125 Park Avenue
New York 17, New York
Mrs. Van Gelder, Miss Lee, Oxford 7-0200

Wilmarth S. Lewis
Farmington
Connecticut
Miss McCarty, Orchard 7-2140

HAROLD F. LINDER

40 Wall Street
New York 5, N. Y.

February 19, 1958

Dear Robert:

I called on Mr. Ernest Brooks at the offices of the Bollingen and Old Dominion Foundations (Paul Mellon) yesterday afternoon and had a very nice talk with him. I left behind the "Introduction to the Institute" which we prepared some time ago. He told me that he was a friend of Dr. Flexner's and saw him not infrequently, that is, until he moved to Washington, so that Brooks had some familiarity with the Institute. I of course outlined our need for the library and tried to make a convincing story. We left it that he would put the matter sympathetically to his Board. While he did not commit himself as to a recommendation, he evinced much more interest than he had indicated in the course of our earlier telephone conversation.

Howard Johnson, assistant to the Chairman of U. S. Steel, called me anent our meeting Dr. Turner. He indicated that Turner's calendar is pretty full but that he would call me later in the month and endeavor then to set up a luncheon for the four of us sometime during March.

Best regards,

*Yours
HFL*

Dr. J. Robert Oppenheimer, Director
The Institute for Advanced Study
Princeton, N. J.

HFL:KR"

To: *Committee: Fund Raising*
(new folder)

HAROLD F. LINDER
40 Wall Street
New York 5, New York

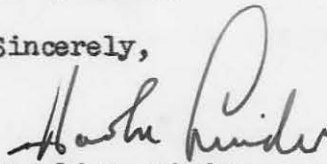
December 17, 1956

Dear Mrs. Hobson:

Pursuant to our conversation over the telephone today, I am happy to return the several articles on the Institute which were lent to me by Dr. Oppenheimer last week.

I would appreciate your giving him my message and do thank him for putting this material in my hands.

Sincerely,



Harold F. Linder

Mrs. W. Hobson
c/o Dr. Robert Oppenheimer
Institute for Advanced Study
Princeton, New Jersey

HFL:BG
Enclosures

CROSS REFERENCE

FILE: *Fund Raising Committee*

RE: *Appointment of Committee*

LETTER DATED:

SEE: *Minutes - Special Meeting of the Board of
Trustees - November 19, 1956.*

AN INTRODUCTION TO THE INSTITUTE FOR ADVANCED STUDY

The Institute for Advanced Study was founded in 1930 by Louis Bamberger of Newark, N.J., and his sister, Mrs. Felix Fuld. In their deed of gift they stated that their primary purpose in founding it was to encourage 'the pursuit of advanced learning and exploration in fields of pure science and high scholarship to the utmost degree that the facilities of the institution and the ability of the faculty and students will permit.'

The Institute is situated at Princeton, N.J., on 500-odd acres. It has no administrative connection with the University, but it has its own quarters in the Firestone and McCormick Libraries and the full use of the University's collections.

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undistracted by the demands of their normal lives and in a society of equally unharrassed scholars. They are for the most part younger men and women who have already established themselves in the academic world and who give evidence of exceptional promise. The Faculty invites perhaps half of them to apply for admission; the rest are selected by the Director and Faculty from a very large number of candidates in this country and free Europe and Asia. About two-thirds of them are in the School of Mathematics. At the present time the Institute is building new living quarters for them and their families.

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individual scholars who are its members, the Institute plays a part in the life of many scientific and scholarly communities, and in the welfare of other institutions of learning here and abroad. The men and women who come here have an opportunity to advance their own researches; they also learn from their associates of much that is new and deep in their own and related subjects; they have again the vivid experience of discovery that characterizes the best years of graduate study. They return to their positions as teachers or investigators, curators or directors of research, refreshed by their own achievement, by new learning and new questions. They return not only as more accomplished men of learning, but as teachers better able to inspire and guide their students.'

Princeton, N.J. 1957

PROFESSORS

School of Historical Studies

Andrew Alföldi
Harold F. Cherniss
Ernst H. Kantorowicz
George Kennan
Millard Meiss
Benjamin D. Meritt
Erwin Panofsky
Homer A. Thompson
Sir Llewellyn Woodward

School of Mathematics

Arne Beurling
Armand Borel
Freeman J. Dyson
Kurt Gödel
Deane Montgomery
Marston Morse
Robert Oppenheimer
Abraham Pais
Atle Selberg
Hassler Whitney
Chen Ning Yang

MEMBERS WITH APPOINTMENTS OF LONG TERM

School of Historical Studies

Paul Frankl
Hetty Goldman
Alexandre Koyré
E. A. Lowe
David Mitrany
Otto Neugebauer
Walter W. Stewart
Jacob Viner
C. Veronica Wedgwood
Kurt Weitzmann

School of Mathematics

James W. Alexander
Julian H. Bigelow
Niels Bohr
Herman H. Goldstine
Kunihiko Kodaira
Jean Leray
Otto Neugebauer
Wolfgang Pauli
Jean-Pierre Serre
Oswald Veblen

Some of the better known scholars who have in the past had continuing connections with the Institute are:

School of Historical Studies

Edward M. Earle
Winfield W. Riefler
Arnold Toynbee

School of Mathematics

Paul Dirac
Albert Einstein
John von Neumann
Hermann Weyl

Fund Raising Committee

26 February 1957

Memorandum to the Members of the
Fund Raising Committee

Enclosed are a few copies of
two different statements about the
Institute.

(Mrs. Wilder Hobson)
Secretary to the Director

Copies to: Mr. Linder — 5 ea
Mr. Garrison — 5 ea
Mr. Hochschild — 5 ea
Mr. Leidesdorf — 5 ea
Mr. Lewis — 10 short, 3 long

Fund raising
Committee

MSL
13 Feb. 57

The Institute for Advanced Study was founded in 1930 by Louis Bamberger of Newark, N. J., and his sister, Mrs Felix Fuld. In their deed of gift they stated that their primary purpose in founding it was to encourage 'the pursuit of advanced learning and exploration in fields of pure science and high scholarship to the utmost degree that the facilities of the institution and the ability of the faculty and students will permit.'

The Institute is situated at Princeton, N. J., on 500 odd acres. It has no administrative connection with the University, but it has its own quarters in the Firestone and McCormick Libraries and the full use of the University's collections.

The Institute consists of two Schools, the School of Historical Studies and the School of Mathematics. There are no 'courses' of study, no examinations, no degrees.

At present the Institute has about 120 Members, of whom ³⁰ 28 are 'Permanent Members,' ^{including + Professors emeriti.} ~~who compose~~ the Faculty. They are all scholars of international reputation. Some of them are known to the general public: Einstein, Oppenheimer, von Neumann, Kennan. They may if they wish, or if they are asked to do so, give a lecture or seminar from time to time, but for the most part they are concerned with their own work and with being available to the Temporary Members.

The Temporary Members (the 'students' of the Founders' statement) hold their memberships for a year or two in order to pursue their studies undistracted by the demands of their normal lives and in a society of equally unharrassed scholars. They are for the most part younger men and women who have already established themselves in the

- 2 -

academic world and who give evidence of exceptional promise. The Faculty invites perhaps half of them to apply for admission; the rest are selected by the Director and Faculty from a very large number of candidates in this country and free Europe and Asia. About two-thirds of them are in the School of Mathematics. At the present time the Institute is building new ^{living quarters} ~~apartments~~ for them and their families.

The Institute has no laboratories. It has a growing library.

The endowment of the Institute is something over \$30,000,000. The income from this fund is sufficient for 85 per cent of the Institute's activities; the balance comes from *Foundations, & the US & Foreign governments.* In common with all other educational institutions the Institute would like to have more money. Its chief needs are a new library building, five or six new professorships, and endowed scholarships for Temporary Members.

There is nothing just like the Institute anywhere else. It is like All Souls College at Oxford, with which it is perhaps most frequently compared, only in that it is a society of scholars who have been chosen because of their exceptional promise to pursue their advanced studies under conditions as favorable as can be devised, but there the resemblance ends.

The Institute has come to be regarded in this country and abroad as a major force in advanced studies wherever men are permitted to use their minds. The present Director, Dr Oppenheimer, has written: 'By helping the individual scholars who are its members, the Institute plays a part in the life of many scientific and scholarly communities, and in the welfare of other institutions of learning here and abroad. The men and women

who come here have an opportunity to advance their own researches; they also learn from their associates of much that is new and deep in their own and related subjects; they have again the vivid experience of discovery that characterizes the best years of graduate studies. They return to their positions as teachers or investigators, curators or directors of research, refreshed by their own achievement, by new learning and new questions. They return not only as more accomplished men of learning, but as teachers better able to inspire and guide their students.'

HAROLD F. LINDER
40 Wall Street
New York 5, New York

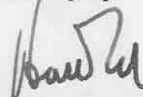
February 19, 1957

Dear Robert,

I am forwarding Lefty's memorandum as well as a copy of my letter to him. I think all the material points, which we discussed over the phone today, are covered in this letter except that you are going to reinstate a sentence or two concerning our relationship to Princeton University.

It was good to speak to you.

As always,



Harold F. Linder

Dr. Robert Oppenheimer
Institute for Advanced Study
Princeton, New Jersey

HFL:BG
Enclosures

40 Wall Street
New York 5, New York

February 20, 1957

Dear Lefty,

Thank you for your letter of the 18th and your statement which was enclosed. I am very appreciative of your having undertaken to write one as you thought it should be. I had occasion to talk with Robert in respect of a slight alteration or two in the one which was presented at our meeting, and in the course of that conversation, we agreed that both statements should be made available to the members of the Committee, and I think probably to all the trustees. It seemed to us that any one of us who approached a prospective donor could make the choice of which he would prefer to use, the choice, I assume, being dependent upon which is judged likely to strike the most responsive chord.

I am taking the liberty of sending your statement to Princeton where it and the other one can be reproduced in sufficient quantity so that each of us will have several copies of each. I do not have in mind a printed brochure. Rather, it seemed to Robert and me that a reproduction job, which can be made to look like typing, would be more appropriate.

Robert is planning now to add to each of the papers a list of some of the distinguished professors and members who now are or recently have been with the Institute.

With thanks again and warm regards,

Sincerely,

Harold F. Linder

Mr. Wilmarth S. Lewis
Farmington
Connecticut

HFL:BG

DRAFT

2nd draft
file copy

The Institute for Advanced Study is devoted to the encouragement, support and patronage of learning--of science, in the old, broad, undifferentiated sense of the word. The Institute partakes of the character both of a university and of a research institute; but it also differs in significant ways from both. It is unlike a university, for instance, in its small size--its academic membership at any one time numbers only a little over a hundred. It is unlike a university in that it has no formal curriculum, no scheduled courses of instruction, no commitment that all branches of learning be represented in its faculty and members. It is unlike a research institute in that its purposes are broader, that it supports many separate fields of study, that, with one exception, it maintains no laboratories; and above all in that it welcomes temporary members, whose intellectual development and growth are one of its principal purposes. The Institute, in short, is devoted to learning, in the double sense of the continued education of the individual, and of the intellectual enterprise on which he is embarked.

Inevitably, by helping the individual scholars who are its members, the Institute plays a part in the life of many scientific and scholarly communities, and in the welfare of other institutions of learning here and abroad. The men and women who come here have an opportunity to advance their own researches; they also learn from their associates of much that is new and deep in their own and related subjects; they have again the vivid experience of discovery

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The Institute has for the most part sought to work without experimental facilities. In part this is because the Institute's limited funds could not adequately support such facilities; but it is also a natural consequence of an emphasis on, and solicitude for,

temporary members, who manifestly cannot by themselves make feasible the operation of experimental programs.

What the Institute can provide, rather permanently for our Faculty and for a limited time for our members, is freedom, freedom from the press of intricate, organized scientific activity, freedom from unremitting requirements of classes, freedom from the administrative paraphernalia that have become so threatening to the tranquillity of scholarship with the growth of institutions, programs and student bodies. We can provide more than freedom: Something that is implicit in the word "patronage". We can provide the appreciation of a man's colleagues for the difficult, the deep, the unusual, and the beautiful in his own work; and we can provide him with an opportunity to see this intimately, and often at the time of creation, in the work of his colleagues.

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history of art, modern history, politics and economics, the history of mathematics and the sciences. Here again there have been members, working alone or in concert, in disciplines not represented on the Faculty.

In considering prospective members and fields of study, our decision is determined not only by the talent and originality of the investigator, but by the fact that he must have learned a great deal in order to conduct it. He may, for instance, have learned the disciplines and arts of modern mathematics, or the specialized concepts, methods and lore of atomic physics; or he may be steeped in what was written and said, acted and recorded in early Imperial Rome. This knowledge, this learning, will have taken a long time to acquire; in the case of an historian, perhaps much of a life-time. It will be a treasure. It is to the fostering and application of such treasure that the Institute is devoted.

The Institute has a Faculty of about twenty, and about one hundred and twenty other members, most of whom are here for a year or two only. A principal function of the Institute is to provide for these members who come here for short periods. Perhaps a half or two thirds of our members are invited by us because we know or learn of their work, and believe that a time here would be fruitful for them, for their work, and for that of other members; other members are selected from the many applicants who write to us outlining the state of their researches and their reasons for desiring to come. Inevitably there is a real competition for memberships, since both the physical limitations

of the institution, and the desire to preserve a community small enough to be a true community, limit the number of members admissible.

Again, about half of our members are supported by grants-in-aid from funds available to the schools, and supplementary specific purpose funds of the Institute; the other half are supported by the members' own institutions, by the United States and foreign governments, and by private foundations.

A { The Institute maintains some of the facilities necessary for academic life, and relies heavily on a fortunate symbiosis with Princeton University, from which the Institute is organically and administratively separate, but with which it enjoys close academic and intellectual relations.

The Institute has always welcomed scholars from abroad and, in so far as possible, has tried to open its doors to qualified members from all parts of the world. More than half of our members come to us from Europe or from Asia.

Copy to: Mr. Garrison
Mr. Hochschild
Mr. Leidesdorf
Mr. Lewis
Mr. Linder

3rd draft:

page 1, line 12: delete ", with one exception,"

new pages 5 and 6, attached

copy of this draft sent to Mr. Linder 2/13/57

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Copy to: Mr. Garrison
Mr. Hochschild
Mr. Leidesdorf
Mr. Lewis
Mr. Linder

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15 February 1957

Dear Lefty:

Thanks for the draft; it seems fine. I have filled in the blank spaces, and worried a little about the permanent members who are not members of the faculty. Otherwise, it seems to me to need little or no change. Since one of our purposes might be to endow the new housing, I have sought, unsuccessfully, for a more felicitous substitute for lines 5 and 6 on page 2. That is my only worry.

We had a very good meeting yesterday of the committee on retirement and pensions, accepting reasonable norms, and leaving things flexible, just where they should be. I was impressed with the good job Galpin did in preparation for and running the meeting. He said that he was beginning to think about his responsibilities as Chairman of the Nominating Committee. You may wish to be in touch with him about that.

All the best,

Robert Oppenheimer

Mr. Wilmarth S. Lewis
Farmington
Connecticut

enclosure

FARMINGTON
CONNECTICUT
ORCHARD 7-2140

13 February 1957

Dear Oppy,

Here is my attempt to make a statement ~~for~~ that would introduce the Institute to someone who might be further interested in it to the point of giving x-million dollars. You will undoubtedly see how it can be improved.

Yours ever,

Lefty

4 February 1957

Dear Harold:

Thank you for your warm note. It may be some reassurance to you that the Treasury Department had the exact text of the first paragraph in its hands when it made the ruling this autumn. I had thought to append a list of our "steady" members and faculty and trustees to the statement. A list of people of whom we are proud might be livelier, but does raise some delicate questions.

Cordially,

Robert Oppenheimer

Mr. Harold K. Hochschild
61 Broadway
New York 6, New York

HAROLD K. HOCHSCHILD
SIXTY-ONE BROADWAY
NEW YORK 6

January 31, 1957

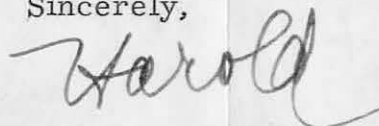
Dr. J. Robert Oppenheimer
The Institute for Advanced Study
Princeton, New Jersey

Dear Robert:

Your statement for the Fund Raising Commiteeee is
beautiful.

Is there anything in the first paragraph which if it
gets into the hands of the Treasury Department (as it might)
would affect our eligibility for the extra 10% of deductible
contributions? My only other point is that it might be well
in this or in an auxiliary statement to list some of the men
and women who have worked at the Institute and their accomplish-
ments.

Sincerely,

A handwritten signature in dark ink, appearing to read "Harold", with a stylized, flowing script.

13 February 1957

Dear Harold:

Here is the slightly revised version of our draft statement. Also enclosed are two copies of the Faculty-Trustee Report. In the light of our talk yesterday, I thought it might be good if you had these available.

Very sincerely,

Robert Oppenheimer

Mr. Harold F. Linder
Room 4708, 40 Wall Street
New York, New York

enclosures

13 February 1957

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I thought it might be good if you had
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Very sincerely,

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Mr. Harold K. Hochschild
61 Broadway
New York, New York

enclosures: 2 copies of Faculty-Trustee Report

NOTE: same note and enclosures to Messrs. Leidesdorf and Lewis.

(note sent to Mr. Garrison, as not present at mtg. 2/12/57)

HAROLD F. LINDER
40 Wall Street
New York 5, New York

January 29, 1957

Dear Robert,

This will confirm our telephone conversation to the effect that there will be a meeting of the Fund Raising Committee of the Institute at the office of Mr. Leidesdorf, 125 Park Avenue, New York City, on Tuesday, February 12th, at 4:00 p.m.

I look forward very much to seeing you at that time.

Sincerely,



Harold F. Linder

Dr. Robert Oppenheimer
Institute for Advanced Study
Princeton, New Jersey

HFL:BG

WILMARTH SHELDON LEWIS

FARMINGTON, CONNECTICUT

4 February 1957.

Dear Oppy,

Since the statement of the Fund Raising Committee is intended for prospective benefactors of the Institute, it must be, as you say, brief. I think the present draft is too long, and I think it should be put into words of one syllable for those who really know nothing about the Institute, but are inclined to believe that it is 'a good thing.' Why not let Harold *try* his hand at it? He would, presumably, ask you and me to look over his draft.

Yours ever,

WLS

Dr Robert Oppenheimer,
The Institute for Advanced Study,
Princeton, New Jersey

Linden

DRAFT

2nd draft

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Copy to: Mr. Garrison
Mr. Hochschild
Mr. Leidesdorf
Mr. Lewis
Mr. Linder

YALE UNIVERSITY SCHOOL OF MEDICINE

333 CEDAR STREET · NEW HAVEN 11 · CONNECTICUT

Department of the History of Medicine

Historical Library

26 October 1956

Trustee
meeting

My dear Oppie:

I greatly enjoyed our meeting yesterday and was pleased to learn that you are thinking of erecting a separate structure for the library. After thinking over the building proposed by your architects, it seems to me that the plan is not entirely adequate to meet the needs of the library within the next twenty-five years. I would make the following more specific suggestions:

1. Style of building. A modernistic glass structure in the immediate vicinity of Fuld Hall would be an eyesore and completely out of keeping with the style of architecture represented by Fuld Hall and adjacent buildings.

2. Size of Building. The building should have stack space for at least 300,000 volumes which would mean cubage of roughly 300,00, the larger part of it subterranean and built in such a way as to permit expansion laterally should additional space ever be needed.

3. Stacks. It is poor economy to put stacks in as they are needed; we found out here that we made a great saving by having all of our stacks put in as the building went up.

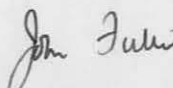
4. Air Conditioning. The whole building, stacks, and reading rooms should be air conditioned with 50 per cent humidity at a temperature of 68° to 70°F.

5. Costs. It was clear that the architects had not thought matters through as far as estimated costs are involved. It would be quite impossible to build such a building with stacks for 450,000 volumes, and as I said at the meeting, I think \$800,000 to 1 million would be a more realistic figure.

If things develop further I would be glad to go over the plans with the architects because I might be of some use in telling of our mistakes here.

With best wishes,

Yours sincerely,



John F. Fulton, M.D.

Dr. Robert Oppenheimer
Institute for Advanced Study
Princeton, New Jersey

cc Messrs. Leidesdorf, Lewis, and Maas

CORRECTION

to draft statement for the Fund Raising Committee

Page 5, line 8: Please delete the first five words of this line,
"in order to conduct it."

Copy to: Mr. Garrison
Mr. Hechschild
Mr. Leidesdorf
Mr. Lewis
Mr. Linder

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Copy to: Mr. Garrison
Mr. Hochschild
Mr. Lillienfeld
Mr. Lewis
Mr. Linder

29 January 1957

Dear Lloyd:

Harold Linder has thought that it might be useful to have a very brief statement about the Institute in connection with the work of the Fund Raising Committee. We have talked about it a little, and I am sending you a preliminary draft for your consideration and revision.

Very sincerely,

Robert Oppenheimer

Mr. Lloyd K. Garrison
575 Madison Avenue
New York 22, New York

enclosure

NOTE: Same letter to Messrs. Hochschild, Leidesdorf, Lewis

29 January 1957

Dear Harold:

Here is a slightly revised version of the draft, copies of which I am now sending to the other members of your Committee. I changed the opening of the second paragraph, and added a paragraph on page 5.

Very sincerely,

Robert Oppenheimer

Mr. Harold F. Linder
Room 4708, 40 Wall Street
New York City

P. S. The enclosed clipping from the Monitor just came in today.

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// DRAFT

only copy

IAS
The Institute for Advanced Study is devoted to the encouragement, support and patronage of learning--of science, in the old, broad, undifferentiated sense of the word. The Institute partakes of the character both of a university and of a research institute; but it also differs in significant ways from both. It is unlike a university, for instance, in its small size--its academic membership at any one time numbers only a little over a hundred. It is unlike a university in that it has no formal curriculum, no scheduled courses of instruction, no commitment that all branches of learning be represented in its faculty and members. It is unlike a research institute in that its purposes are broader, that it supports many separate fields of study, that, with one exception, it maintains no laboratories; and above all in that it welcomes temporary members, whose intellectual development and growth are one of its principal purposes. The Institute, in short, is devoted to learning, in the double sense of the continued education of the individual, and of the intellectual enterprise on which he is embarked.

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-Although the Institute is devoted to helping the individual scholars who are here as members, inevitably through this it plays a part in the life of many scientific and scholarly communities, and in the welfare of other institutions of learning. The men and women who come here have an opportunity to advance their own researches; they also learn from their associates of much that is new and deep in their own and related subjects; they have again the vivid experience of discovery

that characterizes the best years of graduate study. They return to their positions as teachers or investigators, curators or directors of research, refreshed by their own achievement, by new learning and new questions. They return not only as more accomplished men of learning, but as teachers better able to inspire and guide their students.

The Institute for Advanced Study was founded in 1930, by a gift of Mr. Louis Bamberger and his sister, Mrs. Felix Fuld. The Founders entrusted the general supervision and furthering of the Institute's purposes to a Board of Trustees of fifteen members, and to a Director elected by them, who should have primary responsibility for its academic affairs. The first Director was Abraham Flexner; he was succeeded in 1939 by Frank Aydelotte; and in 1947 by Robert Oppenheimer. In a letter addressed by the Founders to the first Trustees of the Institute, their original purposes were set forth. The Founders had in mind the creation of a graduate school, in which the students would have an opportunity to pursue work qualifying them for a higher degree, and in which the Faculty, unburdened by the teaching of undergraduates, would be free to devote themselves to their researches and the training of graduate students. In actual fact, from the very first, the Institute has developed in a rather different way. It has awarded no degrees, and admits to membership only those who have already taken their highest degree. Its members are characteristically at once teacher and student. It thus carries even further than originally contemplated those typical features which

were to distinguish it from the college or the university. For its course had been defined in the Founders' letter: "The primary purpose is the pursuit of advanced learning and exploration in fields of pure science and high scholarship to the utmost degree that the facilities of the institution and the ability of the faculty and students will permit."

The academic work of the Institute opened with the appointment of its first professors, eminent in pure mathematics and mathematical physics. A little later, appointments were made in various fields of archaeological and historical study, and in economics. These initial appointments, like the Faculty appointments to be made later, helped to define, though they did not limit, the fields of study at the Institute. On the one hand, the inevitable and desirable limitation on the size of the Faculty, and the importance of some partial community of interest among its members, have clearly foreclosed the possibility of representing all academic disciplines. On the other hand, although we have no policy of excluding members whose interests are remote from those of any member of the Faculty, we tend to support with special emphasis fields in which we have some tradition of fruitful activity.

The Institute has for the most part sought to work without experimental facilities. In part this is because the Institute's limited funds could not adequately support such facilities; but it is also a natural consequence of an emphasis on, and solicitude for,

temporary members, who manifestly cannot by themselves make feasible the operation of experimental programs.

What the Institute can provide, rather permanently for our Faculty and for a limited time for our members, is freedom, freedom from the press of intricate, organized scientific activity, freedom from unremitting requirements of classes, freedom from the administrative paraphernalia that have become so threatening to the tranquillity of scholarship with the growth of institutions, programs and student bodies. We can provide more than freedom: Something that is implicit in the word "patronage". We can provide the appreciation of a man's colleagues for the difficult, the deep, the unusual, and the beautiful in his own work; and we can provide him with an opportunity to see this intimately, and often at the time of creation, in the work of his colleagues.

At present the academic work of the Institute is carried on in two schools: a School of Mathematics and a School of Historical Studies. The members of the School of Mathematics are for the most part pure mathematicians and theoretical physicists; but there have been members who have worked in other sciences---chemistry, biology, psychology, astronomy, for example. The School of Historical Studies is perhaps broader still in scope, and includes in principle all study of the Western world for which the use of the historical method is a principal instrument. Here, too, our work tends to reflect the interests of the Faculty: Greek archaeology and epigraphy, Greek philosophy and philology, palaeography, mediaeval history and the

history of art, modern history, politics and economics, the history of mathematics and the sciences. Here again there have been members, working alone or in concert, in disciplines not represented on the Faculty.

In these two schools, ^{JP} the Institute has a Faculty of about twenty, and about one hundred and twenty other members, most of whom are here for a year or two only. A principal function of the Institute is to provide for these members who come here for short periods. Perhaps a half or two thirds of our members are invited by us because we know or learn of their work, and believe that a time here would be fruitful for them, for their work, and for that of other members; other members are selected from the many applicants who write to us outlining the state of their researches and their reasons for desiring to come. Inevitably there is a real competition for memberships, since both the physical limitations of the institution, and the desire to preserve a community small enough to be a true community, limit the number of members admissible.

Again, about half of our members are supported by grants-in-aid from funds available to the schools, and supplementary specific purpose funds of the Institute; the other half are supported by the members' own institutions, by the United States and foreign governments, and by private foundations.

The Institute maintains some of the facilities necessary for academic life, and relies heavily on a fortunate symbiosis with Princeton University, from which the Institute is organically and

administratively separate, but with which it enjoys close academic and intellectual relations.

The Institute has always welcomed scholars from abroad and, in so far as possible, has tried to open its doors to qualified members from all parts of the world. More than half of our members come to us from Europe or from Asia.

Copy to: Mr. Garrison
Mr. Hochschild
Mr. Leidesdorf
Mr. Lewis
Mr. Linder

The Institute for Advanced Study

MINUTES

Special Meeting of the Board of Trustees

November 19, 1956

100 Park Avenue, New York City

Present

Dr. Aydelotte; Professor Veblen; Messrs. Fulton, Galpin, Garrison, Hochschild, Leidesdorf, Lewis, Linder, Maass, and Schaap; Dr. Oppenheimer; Mr. Morgan.

Absent

Senator Lehman; Admiral Strauss; Messrs. Greenbaum, Mitchell, and Rosenwald.

Presiding Officer

Chairman Maass called the meeting to order at 2:40 p.m.

Minutes

There was a general discussion of the matter of the continuance of the Joint Faculty-Trustee Study Committee, as described on page 3, paragraph 4, of the Minutes of the Regular Meeting of the Board of Trustees, held on October 25, 1956, in New York City. It was moved and unanimously passed that the action of the Board, as described in the reference above, be confirmed.

Mr. Hochschild requested that his name be added to those members listed in the Minutes (page 3, paragraph 3) who had spoken in favor of the continuance of the Joint Committee.

With this amendment, the Minutes were approved as circulated.

Joint Committee Report

The Director stated that there were three separate questions before the Board in its consideration of the Joint Committee Report:

a. Questions before the Board

(1) Was the Report in substance satisfactory as a guide for the future direction and growth of the Institute? (This was the most important question and the hardest to answer.) (2) Are the resources of the Institute adequate to support the future program, or should a committee be appointed to study ways and means of obtaining additional endowment? (3) Should the Report be edited or revised, and distributed more widely?

b. Fund Raising Committee

The Chairman stated that he had read and reread the Report and that he was convinced that the Institute has done a good job in the past and will do an even better one in the future. He said that he would entertain a motion that the Chairman appoint a committee to study ways and means of raising additional endowment.

It was so moved and seconded.

There followed a general discussion of the motion, during which the following points were introduced:

- (1) Professor Veblen stated that the Report of the Joint Committee should include a study of the relationship of the Institute to the outside academic community.
- (2) Mr. Linder stated that a prior question to the appointment of the committee was whether the program of future growth of the Institute actually requires additional endowment. The Director stated that a growth of thirty-five per cent in the activities of the Institute would reasonably imply a growth of thirty-five per cent in real budget; the question of whether this could be provided without further endowment was for the Trustees to consider.

The Chairman then put the question, and the motion was unanimously carried.

The Chairman named Messrs. Garrison, Hochschild, Leidesdorf, Lewis, and Linder (chairman) to membership on the Special Committee on Fund Raising.

c. Discussion
of the
Report

There followed a substantive discussion of the Report of the Joint Committee, during which certain observations were made and questions raised by the members of the Board and by the Director:

- (1) The Director spoke first to Professor Veblen's paper (attached), stating that he was in general agreement with the first two points but that to maintain a constant flow of distinguished young scholars through the Institute was in some ways more difficult to achieve in History than it was in Mathematics and Physics. The School was aware of the problem.

Professor Veblen replied that he looked upon History as a single subject, capable of achieving a unity comparable to Mathematics and Physics, and that he hoped the historians could organize a program that would have a greater impact on the American academic community.

- (2) The Director stated that it would be impossible to predict in detail what will happen at the Institute during the next few years, but that he wished to emphasize, as his view and the Joint Committee's view, the attention that was placed on restraint of growth and the avoidance of the dangers of growth, both for fiscal reasons and as a threat to the character of the institution.
- (3) Mr. Linder raised a question in two parts regarding the direction of the Institute's growth: (a) Since the Institute occupies a unique position in Mathematics, as compared with its position in History, should not the growth be in the direction of the area in which it excels? (b) Should not some thought be given to the

inclusion of the behavioral sciences and the possible application of higher mathematics to the behavioral sciences?

The Director spoke to the second part of Mr. Linder's question, which had been considered at length by the Study Committee. One finds very little advanced study in the behavioral sciences; the Institute will continue to invite temporary members in these fields; but no permanent appointment appeared wise.

Both the Director and Mr. Lewis then spoke to the first part of Mr. Linder's question, reflecting the Joint Committee's view that the healthy condition of the School of Historical Studies is essential to the growth of the Institute, is good in itself, and is a benefit to the School of Mathematics.

Adjournment

The Director expressed the hope that the Committee on Fund Raising could hold its meetings in Princeton.

There being no further business, the meeting was adjourned at 4:00 p.m.

Respectfully submitted,

Minot C. Morgan, Jr.
Assistant Secretary

1. I think that the success of the School of Mathematics is very largely due to the service which it renders to the academic community of the United States. Universities and colleges of all sorts send their young teachers who have passed the Ph.D. stage to the Institute for further training and development. In a very large number of cases these young people are destined to spend most of their lives on rather elementary teaching, even on teaching more elementary than that given to freshmen in Princeton University. While at the Institute they are, of course, concerned with highly abstract and even esoteric studies, but it has come to be recognized that teachers who have an outlook into the modern and growing parts of mathematics are extremely valuable for the purposes of instruction. The development of such a relationship between the Institute mathematicians and the academic community was a conscious purpose and program of the School of Mathematics from the early days of the Institute onward. Indeed, there were those who felt that the stream of young mathematicians flowing through the Institute was its life blood.

2. I do not believe that mathematics is the only field in which this sort of relationship to the academic world is possible and important. In particular, I feel sure that if the School of Historical Studies would devote a larger portion of its funds to youth, perhaps even at the expense of not having so many distinguished foreigners, it would soon feel the effects of new life blood. Of course, I recognize that the School of Historical Studies is already doing important work of the sort that I propose, but I think it ought to do much more and, indeed, that the professors should consider their relations to young Americans as a primary obligation.

I should, perhaps, add that this does not mean that the Institute should specialize in branches of history that are taught in the colleges. Far from it. It is just as important that young teachers of American history should be exposed to the history of Byzantine art, or to the career of Frederick II, as that a young teacher of algebra to freshmen should be exposed to the Riemannian geometry or to algebraic topology.

3. I also should like to register a mild disagreement with the idea that present-day mathematics has not been influenced by the natural sciences. There is a whole generation of mathematicians who were inspired by the work of Einstein, Bohr, and Dirac, and there are others who are making respectable contributions to economic theory. As to the remark that modern physics does not expect any further help from mathematics, I would only say that during my early days in Princeton I used to hear from no less eminent a physicist than Sir James Jeans that it was futile for a physicist to study differential geometry or the theory of functions of a real variable. This was on the eve of the epoch of the theory of relativity and the quantum theory. Who knows whether we are not even now standing before an epoch in which physics will draw its tools from algebraic topology?

4. On the subject of the library, experience teaches that library buildings become overcrowded much more rapidly than the best librarian's estimate when buildings are being proposed or planned. The basic problem is one of

organization. The library is an organism and ours, for example, has a purchasing department which is analogous to the mouth of an animal, and a cataloging department which performs some of the functions of digestion. We all know, however, that a living organism must have some method of getting rid of superfluous material, and the higher the organism the more urgent the need. I think that we should have one full-time employee whose concern it is to get rid of books which no longer are sufficiently needed to justify retention, and that this person should be supplemented by a faculty committee which is continuously studying the problem of obsolescence.

There are hundreds of college and university libraries which are hungry for books and would be delighted to receive most, if not all, of the books which a careful study of our needs would release. The books should be given away free and, as someone suggested, in the case where there is a professor who holds out against the release of a particular book, the book might be given to that professor.