

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.

1931

2/26

✓ FACULTY

Academic Personnel

MEMBERS

CALDWELL, OTIS M.

Biographical

Caldwell to Flexner, February 26, 1931.

"I have just looked over your bulletin again. Why do you ask men to form a staff in the Institute? Why not finance real students, and send them to work with the right men, adding to the remuneration of these 'right men' in terms of what they can do for the students. Such a plan would involve complications, but by ~~doing~~ so doing you would become a sort of higher guide to all sorts of special students, and would avoid all the complications and antagonisms that will come with a staff of men who are mature and individualistic. At least you could do some such work as I suggested and keep your staff down to a small number of very special men.

"By use, at least in part, of this plan, you would finance each student and instructor for a limited period, thus simplifying your financial problems." Caldwell was Director of the Institute of School Experimentation at Teachers College, Columbia University.

1933-1956

MEMBERS

/ FACULTY

ACademic Personnel

Discussion Veblen.

Interview 1/10/56

1933

Jan.

SCHOOL OF MATHEMATICS

Academic Organization

/ FACULTY

Academic Personnel

VEBLEN, O.

Biographical

WEYL, H.

FLEXNER, A.

VON NEUMANN, J.

ALEXANDER, J.

Excerpts from Mrs. Veblen's diary, 1933.

Jan. 1. "Oswald telegraphed to William Flexner that he could see him any day this next week. William wants to discuss plans for next year."

Jan. 3. "Mr. Flexner telephoned that Weyl had accepted by cable on New Year's Day and then had sent another cable cancelling his acceptance--so now it is definitely decided at last that he won't come--after six months of shilly shallying. The problem now is who to get in his place...Oswald spoke with Alexander and Eisenhart about the Weyl affair--both Alexander and Oswald are for Johnny. Oswald spoke to Flexner on the telephone this evening. Oswald saw Mr. von Neumann and discussed the Institute affairs...Oswald

talked to Mr. Flexner on the telephone at 11--strong for Johnny--Mr. Flexner says he will come to Princeton on Friday (meeting of Ford Institute on Monday next week, I think)."

Jan. 5. "Mr. Flexner telephoned to OV but spoke to me as Oswald was on the campus. Weyl has now decided he wants to come. I hoped it would be the von Neumanns as that would be far more to my taste...William Flexner...came to lunch--having come to Princeton to see Oswald and Lefshetz. After tea went to see the von Neumanns--I was in a bad temper all day--the excitement about Weyl I seemed to find too exhausting."

Jan. 6. "Mr. A. Flexner came for lunch and we had awful chops. He decided to take on Mr. Weyl and so sent a cable to that effect during the afternoon. Oswald had a cable from Weyl, in the morning wanting him to get in touch with Flexner. They had intended to take on von Neumann also but perhaps that won't come out just yet."

Jan. 7. "Oswald cabled to Weyl this morning. No further excitement so far as we have heard from this source."

Jan. 10. "Oswald saw in the New York Times that Weyl and Alexander had been appointed to the Institute but nothing said about Johnie. Later had letter from Flexner saying as Eisenhart had been so ~~unanimous~~ magnanimous he was going to be likewise and was not going to take Johnie away, and so forth. Oswald was very mad."

Jan. 12. "Oswald had a cable from Mr. Weyl asking to be released from his promise to come to Princeton. Oswald telephoned Mr. Flexner, who had also had a cable from Mr. Weyl saying that he really couldn't leave Germany. Oswald and Alexander both urged Flexner

to take on von Neumann and this was arranged. Mrs. von Neumann came in the evening and said she was thrilled. They go to New Haven tomorrow to see the Stones and Mr. von Neumann is going to see Mr. Flaxner in New York on the way. Meeting of Board of Trustees. Lefschetz was made Fine Professor."

(Beginning with Jan. 10 Veblen starts sitting for a portrait to Mr. Chadick.)

Jan. 14. "We were going to the Eisenharts as they were having a dinner for Gwethalyn Jones. There other guests were Lefschetz, Robinsons, Ladenbergs and Mr. Root. Quite an interesting dinner party. I found that we have lost favor with Miss Jones. Had a delightful talk with the Ladenbergs."

Jan. 15. "We had tea in Oswald's room in Fine Hall with Miss Jones and Dean Eisenhart. Then Miss Jones and her niece, Nora McCurdy, came for supper. Got Betty to help. Asked also Taylors and Woodnor, and the von Neumanns came later. Went off quite decently."

Jan. 16. "Oswald and I took Miss Jones to Princeton Junction. The temperature still not so cordial as before but no one would have remarked it but myself. Much more warmth with the Eisenharts."

In the back of the diary where the cash accounts are kept were the expenses which Mrs. Veblen made for tea in Fine Hall for the mathematics people.

1933 Diary of Mrs. Oswald Veblen loaned by her husband for immediate return.

1935

Jan. 28

BUILDINGS AND GROUNDS
/ FACULTY PARTICIPATION
VEBLEN, O.

Facilities
academic Personnel
Academic Personnel
Biographical

FLEXNER, A.

They have had another discussion on buying property and building of buildings and with Mr. Maass.

Flexner worries about Veblen's statements that he finds himself waking up at night and thinking about the building problem. He *remembers* thinks that as Fine Hall was built he Veblen was not too well.

"I have had a lot of experience in administrative work and I made it long ago an inflexible rule not to spend much time on small things." He may have done some small things wrongly but they did not get in the way of the big things.

"Don't look on this as a lay sermon. I value you perhaps more highly than you have ever been valued in your life. You are the real founder of the School of Mathematics. Since I interested you and Einstein, you and those whom you have associated with you, have done everything as nearly as possible in the way you wish. You have chosen your associates; you have chosen your students, you have chosen your own methods of working. My part in

making the School of Mathematics what it is has been almost negligible. What the future will bring forth whether in respect to my successor or your successor, nobody knows."

File IV-19

1936-1944

DIRECTOR

✓ FACULTY

TRUSTEES

BENEFITS

ECONOMICS

AYDELOTTE, P.

PLEXNER, A.

EINSTEIN, A.

VEBLEN, O.

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.

1937

5/13

PRINCETON UNIVERSITY

GENERAL

MEMBERS

✓ FACULTY

EMIGRES

FLEXNER, A.

Relations WOAI

Corporation

Academic Personnel

Biographical

Flexner to Bodda, May 13, 1937.

"Recurring to our conversation in Prospect regarding the make-up of the Institute from various points of view, it may be worth your while to have a brief statement of interesting facts in your possession.

"The Institute was founded by a Hebrew, Mr. Louis Bamberger, and his sister, Mrs. Fuld. In the letter addressed to their Trustees on June 6, 1930, they stipulated that in its conduct the Institute should be cooperative and tolerant. There are

fifteen Trustees, ten of whom are Christians, five Jews, all of whom were business associates of Mr. Bamberger, except myself. The Chairman of the Board is Mr. Houghton, former ambassador to Germany and Great Britain. The members of the faculty have been called and the workers in the schools have been admitted on the broad basis stipulated by Mr. Bamberger and his sister in founding the Institute. How has it worked out in practice?

"The staff of the Institute numbers twenty-six, of whom fourteen are permanent professors. Of the twenty-six, nineteen are Christians, seven are Jews, five are refugees driven from Germany by the Hitler regime. There are four secretaries: two Catholics and two Protestants.

"There are fifty-eight workers or students, almost every one of whom holds an academic post. Of this number, forty-nine are Christians, nine are Jews, nineteen are foreigners coming from the following countries: Belgium, China, Czechoslovakia, England, France, Germany, Holland, Italy, Norway, Poland, and Spain. Of these nineteen foreigners about ten are refugees, partly Jews, partly Christians, who object to the

existing regimes in Germany and Poland, mainly Germany. Thirty come from American universities, to which in almost every case they will return. The universities are as follows: Chicago, Columbia, Cornell, Duke, Harvard, Johns Hopkins, Illinois, Lehigh, North Carolina, Northwestern, Princeton, Purdue, Tulane, Yale, University of Washington, and Massachusetts Institute of Technology.

"The object of the Institute is primarily the elevation of American scholarship. The foreigners whom we have brought here permanently are priceless from the point of view of their eminence and of the services which they will render during the next few years in training young Americans because many of them represent subjects which have hitherto not been cultivated in the United States. The contact between the foreign students and the American students has been most stimulating and fruitful.

"Among the students who come are professors, associate professors, associates from universities either in this country or abroad, and these men are for the time being not only receiving stimulus from both the Princeton and the Institute permanent

groups, but they are themselves giving courses which no one in either the Princeton faculty or the Institute faculty is particularly qualified to give. I happened the other day to attend a mathematical conference conducted by Professor Hurnaghan, one of the Institute workers who is professor of mathematics at the Johns Hopkins University. The lecture room was crowded not only with workers in the Institute and advanced students in the University but by practically the entire mathematical faculties of the two institutions.

"A similar statement may be made regarding a paper read quite recently by Professor Mitranj of the Institute before the Philosophy Forum of the University in Murray Dodge Hall. The room was crowded. Among the auditors were a few townspeople, a number of graduate students in government, economics, and philosophy of the University, a few members of the Institute, and practically the entire Philosophical Faculty of the University. The session lasted from eight to ten, but I learned the next morning that Mitranj and a few members of the faculty kept it up after the rest of the audience had left until two the following morning.

"I have the feeling that the informal cooperation which is taking place goes far beyond what I myself am conscious of and will inevitably lift the level of American scholarship, as these men either return to their own positions or are promoted to positions elsewhere.

"Finally, it is of interest to know, as I am told, that there is practically no competition for posts between the Graduate School of Princeton and the Institute. The graduate students are men who are candidates for their Ph. D. degrees and usually go into minor teaching posts. The men working in the Institute are mostly persons who have taught for a number of years and who have necessarily dropped behind more or less. They come here in order that they may bring themselves up-to-date. It is of course natural, and it is a source of satisfaction that the Institute has been in position from time to time to relieve really promising young Princeton scholars and teachers in order that for a year or more they may be enable to devote themselves unreservedly to further study and research. Every year one of the younger Princeton mathematicians has been thus helped. The same process is now beginning χ in the Department of Art and

Archaeology, and I hope that with the progress of time it may extend to other departments. You may be sure that no grant will be made except on the basis of merit and on the recommendation of the President of the University and of the Dean of the Graduate College."

D File, Dodds, Harold W.

1939

7/17
7/23

✓ FACULTY

Academic Personnel

DIRECTOR

Administration

FLEXNER, A.

Biographical

VEBLEN, O.

Copies of letters from Veblen to Aydelotte, July 17, and
July 23, 1939:

(July 17): "I have just received a letter from Earle,
dated the 13th saying that he had written to you to urge that
there should be no hesitation in taking the necessary steps
to make a change in the directorship of the Institute this summer.
I should like to add my voice to his.

"A further delay would probably not harm me personally
more than it would most other members of the faculty, but I
fear that it would do the Institute as a whole very considerable
harm. To allow the present tense and uncertain situation to

continue is likely to have a bad effect on morale, to divide the faculty into factions, and to cause personal differences which may be hard to heal. All of these dangers will be accentuated by the circumstances of our being brought close together for the first time in the new building. They would be avoided if a new direction were chosen. ^{this is my note} [There is crossed out material here--the rest follows lacking some of the original sense]. adjust ourselves to the new administration with a minimum of doubt and disturbance.

"It is possible that the present director could successfully stand on his legal right to serve out the year for which he has been formally elected. This however is no reason why the Trustees should not (1) meet to choose their part of a joint committee, (2) call a meeting of the Faculty to choose its representatives on their committee, (3) receive the report of the joint committee and elect the new director before Oct. 1st. The latter, if he could not take formal charge before the following June would have many useful things to do.

"This letter is not too confidential. You are perfectly free to show it to any of the Trustees or the Founders if you wish."

(July 23, 1939): "To confirm what I said on the telephone in answer to your inquiry this afternoon, I should be very glad to come to New York for a conference on the I. A. S. directorship at any time, and to stay for several days if necessary. I hope that the result of such a conference will be an early meeting of the Trustees at which they would appoint 2 or 3 members of a committee to recommend a new director and call a meeting of the Faculty to choose 2 or 3 other members of this committee. This procedure is in accordance with the by-laws which provide for a committee without specifying its membership. The director is elected yearly and the appointment of ^athe committee is justified, even if the present director has not yet resigned, by the general expectation that he will soon retire. If, as I thought you said, Flexner had [has?] indicated to you (or to any one else) an intention of retiring at an early date there is all the more reason for prompt action.

"In any case, there is no reason why the Trustees should not meet when the ~~the~~ Institute is not formally in session, and I should think that it is their duty to meet as soon as a

reasonable number of them are convinced that there is important business to attend to. An informal conference should have the effect of convincing them of this.

"As to a meeting of the Faculty, most members are within easy reach, and two who have gone abroad have left proxies (with Einstein I believe) in view of the possibility of a summer meeting. I think a representative meeting could be had on relatively short notice.

"With regard to this committee I, of course, cannot predict how long its deliberations would last, but if it is in existence before Oct. 1st ~~everything would be much better~~ the next academic year will be much more profitable than it would otherwise be. If the committee's report were ready and acted on by the Trustees by that date everything would be much better both because of the reasons given in my last letter (which are powerful ones in view of the recent [?] behavior of the present director) and because of important decisions which have to be made in connection with the new building."

1939

11/20

TRUSTEES

Corperation

~~✓~~ 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 ~~examining~~ 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)

11/27

AYDELOTTE, F.

Biographical

~~COMMITTEE/S~~ ~~XXXXXXXXXX~~(EXECUTIVE)

Academic Personnel

✓ FACULTY

Aydelotte to the Members of the Executive Committee,
November 27, 1939.

The faculty had approved the idea of a joint resolution and had referred the matter to a committee consisting of Riefler, Veblen, Meritt and Aydelotte for revision. He sends to the members of the Executive Committee the draft which this committee put out to the faculty.

A 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, P.

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
XXXXXX(1)

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)

✓ TRUSTEES
FACULTY
POLICIES

Corporation
Acad. Personnel
Administration

AYDELOTTE, F.

Biographical

FLEXNER, A.

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

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

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

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

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

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

question of my retirement has brought the sense of solidarity out into the light of day. It matters little whether I retire at the age of 65 or 70. But it matters greatly that the Trustees should 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 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 atmosphere at the Institute is the greatest common work of Trustees and faculty alike.

5/17/56 File #3
A Plan for Institute (Attic) Vertical—
1

1944

4/6

FOUNDERS

Corporation

/ FACULTY

Academic Personnel

A letter from Meritt to Bamberger, April 6, 1944,
enclosing a copy of a resolution adopted by the Faculty
at a special meeting held April 3, 1944.

Letter and Resolution filed in Chronological file under
1944, 4/6.

B. D. Meritt, I. A. S.

1944

October //

WORLD WAR II

Government Relations

✓ FACULTY

Academic Personnel

AYDELOTTE, F.

Biographical

Notes from draft of the Director's Report to be delivered
at Trustees' Meeting.

Aydelotte speaks at length in the draft about the
outstanding contributions of the Institute's staff to war
work, a large part of which he has not been able to tell the
Trustees because of military secrecy. Bamberger was
exceptionally proud of the Institute's contribution in
fighting "the infamous Nazi theory of a master race."

"We have a record for war work which will stand comparison
with that of any educational institution in the world."

Furthermore, he mentions the following men as having
added a great deal to their research during the period of
their war service as evidenced by publications, etc.: Panofsky,
de Tolnay, Siegel, Meritt, Lowe, von Neumann, Morse, Earle,

Goldman Herzfeld, Weyl, Warren, and others.

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

1944

11/6

~~FACULTY~~

Academic Personnel

MEMBERS

BAMBERGER, LOUIS

Biographical

AYDELOTTE, F.

Rough handwritten notes by Aydelotte.

F. A. to faculty - Nov. 6, 1944

Retirements - 65 rule - strict (Einstein's and Veblen only
apparent exceptions) - application to F A. Notified
Com of Bd. Full Board Nov. 28

Could not discuss before - Mr. B. - Difficulty of
retirement arrangements - No frank discussion of problems.

Reports on *future* 1940 & 1942

648, 550 Bamberger bequest - walking on eggs - Jan. - Feb. 1943

Smoother water ahead Hope continue here

War
record Choice of successor - faculty consultation
Research
Order

Plans for future:

Importance of members - stipend fund 100,000
Bedier - Coll. de France - public lectures - members &
seminars serve same purpose

Older men: Bd of Fellows - Limited def. term - no age limits-
flexible stipend - young men as well needing more than 1 yr apt. -
retired Profs. Institute & elsewhere

Material equipment - offices - 2 small Bldgs. - hour dignified
& gracious - All Souls

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

1944 (?)

DIRECTOR

POLICIES

✓ FACULTY

AYDELLOTTE, F.

11/6 (?)

11/20 (?)

Administration

Academic Administration

Academic Personnel

Biographical

Rough handwritten notes by Aydelotte.

Rough

Briefing to Moe

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

Animus from A F

A F & Wolman

A F to Mr. Bomberger

Dissension in faculty will continue

Dissension started by Trustees
by attack on me

Fac [ulty] unified - morale high

Challenges my whole life; Faculty best answer

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

Scholars vs. Trustees

Inst. needs explosion

"Honor" - from Trustees not even regret

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

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

Charge proceeds from faculty - Calamity

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

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

Panofsky review von Neumann

Sch Math & Human Study vs. Econ.

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

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

1944

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.

P. A. pointed out [1] never discussed my plans (2) In
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.

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.

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.

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

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

1945

5/22

✓FACULTY

Academic Personnel

MEMBERS

SALARIES

APPOINTMENTS

COMMITTEES (ON APPOINTMENTS)

Corporation

PAULI

Biographical

VINER

ALBRIGHT

SIEGEL,

Minutes of meeting of Committee on Appointments.

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

D, Committee on Appointments, Extra Copy

1947

9/22

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ FACULTY

CHERNISS, HAROLD

Biographical

OPPENHEIMER, R.

The nomination of Cherniss was presented to the Faculty by Professor Meritt. It was strongly seconded by Oppenheimer who pointed out that the appointment would help to bring unity between the various departments of the Institute.

Professor Veblen suggested that before the nomination of Cherniss was voted upon, it would be advisable for the Faculty to familiarize itself with the financial situation of the Institute so as to determine what long range commitments could safely be made at this time. It was decided after discussion that the standing committee should prepare a financial primer for the enlightenment of the Faculty. The vote on Cherniss was left till the next meeting.

D, Minutes Faculty, 1939-1947

1947

9/22

✓ FACULTY

Academic Personnel

Aydelotte appointed new Standing Committee: Meritt,
von Neumann and Stewart; Alexander Faculty Secretary.

Faculty Minutes, 9/22/47

1948

2/24

✓ FACULTY

POLICIES

EARLE, E. M.

OPPENHEIMER, R.

Academic Personnel

Administration

Biographical

*Memorandum to Dr. Oppenheimer:

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

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

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

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

Edward M. Earle"

1948

3/18

GENERAL (FULL-TIME EMPLOYMENT)

Academic ^{Procedures} ~~activities~~

✓ FACULTY

Academic Personnel

WEED, LEWIS H.

Biographical

Weed to Oppenheimer, March 18, 1948.

Weed comments on faculty answers to the suggested definition of full-time ~~employment~~ employment. Amazed at the general agreement as to its reasonableness. Each professor will have an individual problem--maybe a change of wording or another item of exception will resolve all questions.

"I am still firmly of the opinion that employment by the federal government as a consultant represents an unique type of individual responsibility. I should not be willing to extend this function of consultation to commercial enterprises as I feel that there would be no ~~xx~~ line of demarcation between the acceptable and the nonacceptable."

Attached to Chronological copy of this memo are view of
D, Full-time Employment -- Faculty ^{Full-time appointment.}

1948

10/2

1951

End of Year

✓ FACULTY

Academic Personnel

OFFICERS

Corporation

LEARY, MRS.

Biographical

Mrs. Leary listed as Secretary to Faculty.

D, Standing Committees, Faculty

1950

4/25

BY-LAWS

Corperation

✓ FACULTY

Academic Personnel

TRUSTEES

Corperation

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

9/21

/ FACULTY

Academic Personnel

The following professors signed a letter to the Academic Senate of the University of California according to a New York Times article, appearing September 22, 1950:

"We, the resident professors and professors-emeriti of the Institute for Advanced Study being aware that the Regents have dismissed members of your faculty contrary to the recommendation of your committee on privilege and tenure, and that this action violates the policy of tenure and the principle of the faculty's self-determination and responsibility hitherto recognized by the University of California, unanimously wish to encourage you to unite in defense of your traditional policies and principles against encroachment."

Frank Aydelotte, Harold Cherniss, Edward Meade Earle, Albert Einstein, Hetty Goldman, Benjamin J. Meritt, Marston Morse, Robert Oppenheimer, Irwin Panofsky, Walter W. Stewart, Homer A. Thompson, John von Neumann.

A File, Institute File

1950

10/11

SALARIES

Academic Personnel

MEMBERS (PERMANENT)

professors

✓ FACULTY

Oppenheimer to Leidesdorf.

Announces budgetary matters for next meeting of
Trustees:

(1) Increase in professorial salaries at least to \$17,500 and possibly to \$20,000 "since we now have eight professors." Would cost \$20,000 to \$40,000 per annum,

(2) Promotion of three permanent members of professorial status with junior salary of \$12,000 or \$12,500,

(3) Appointment ^{one} professor School of Mathematics and one or two in School of Historical Studies.

D. Faculty Salary Increases.

10/20

✓ FACULTY

Academic Personnel

MONTGOMERY, DEANE

Biographical

PAIS, ABRAHAM

SELBERG, ATIE

SALARIES

Academic Personnel

See Director's discussion on status of faculty--economics professors gone. Weyl retiring, Siegel about to resign, Alexander also. (Alexander had been on leave at \$7500 per year stipend since December, 1947). (Both Siegel and Alexander resigned ~~at the xxxxxxxx~~ as reported to the Trustees May 4, 1951.)

Board authorized the promotion of Montgomery, Pais and Selberg, and appointed a committee consisting of Strauss, Leidesdorf and Linder, Director Ex-Officio, to consider the salary on the Director's recommendation.

Trustees' Minutes, 10/20/50

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 ~~mit~~ 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

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

1953

10/28

PARTICIPATION IN ADMINISTRATION

Academic Personnel

~~FACULTY~~

LIBRARY

Facilities

PUBLICATIONS (GENERAL)

Publications

The Faculty had made a recommendation to discontinue collection of manuscripts for the archive in view of the practical difficulties involved, and replaced by a collection of reprints. This had been discussed by the Trustees, and referred to the Academic Committee.

Faculty Minutes, ~~11/25/~~ 10/28/53

1955

March - November

TRUSTEES

Corporation

FACULTY

Academic Personnel

SALARIES

PARTICIPATION IN ADMINISTRATION

VEBLIEN, 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.

5/28

ART

ARCHAEOLOGY

✓ FACULTY

MEMBERS

DEGREES

PRINCETON

LIBRARY

LEE, RENSSELAER

MOREY

PANOFSKY

de TOLNAY

Academic Activities

Academic Personnel

Relations WOI

Facilities

Biographical

Interview with Rensselaer Lee, May 28, 1956
Filed in Vertical File under Lee Interviews.

1726

6/4

SCHOOL OF HUMANISTIC STUDIES
SCHOOL OF HISTORICAL STUDIES
PRINCETON
LIBRARY

✓ FACULTY
FLEXNER, A.
BODDS
CAPPS
MURITT
PANOPSKY
EARLE
GATES
OPPENHEIMER
STEWART
FERGUSON
ELIOT
TOYHLE
BOAZ

Academic Organisation

Relations WPAI
Facilities
Academic Personnel
Biographical

Interview with Professor W. J. Oates, Chairman,
Classics Department, Princeton University, June 4, 1956.

Filed in Vertical File under Oates Interviews.

Interview with Oates, 6/4/56

1956

6/21

PRINCETON UNIVERSITY (8, 9, 10)
HARVARD UNIVERSITY (1)
MATHEMATICS (2, 7, 14)
E. G. P. (5, 6)
APPOINTMENTS (2, 3, 4, 5)
SALARIES (3)
✓ FACULTY (10, 11)
SCHOOL OF MATHEMATICS (5, 9, 14, 15)
SCHOOL OF HISTORICAL STUDIES (14)
JOHNS HOPKINS UNIVERSITY (7, 8)
DIRECTOR (10, 11)
TRUSTEES (11)
RESEARCH (13)
MORSE (1, 5, 8, 10)
BIRKHOFF (1, 4)
WHITNEY (2)
STEWART (2, 3)
FLEXNER (3, 7, 8)
GODEL (3, 5)
MAYER, WALTHER (3)
SIEGEL (5)
BIGELOW (5, 6)
ELIOT, T. S. (7)
STRAUSS (10)
EARLE (10)
BOREL (15)

Relations WOA

Academic Activities

Academic Personnel

Academic Organization

Educational Institutions

Administration

Corporation

Academic Procedures

Biographical

VEBLEN (1, 2, 4, 5, 8, 13)

DODDS (2)

WARREN (2, 3)

VON NEUMANN (3, 5, 6)

PLAZCEK (3)

WIENER, NORBERT (4, 6)

WEYL (5, 8)

EINSTEIN (6, 8, 11, 12, 16)

VINER (9, 10)

AYDELOTTE (10, 11)

OPPENHEIMER (15)

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

AYDELOTT

KANTOROWICZ

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

1956

7/16

SCHOOL OF HISTORICAL STUDIES

SCHOOL OF MATHEMATICS

PROFESSORS

MEMBERS

✓ FACULTY

PARTICIPATION IN ADMINISTRATION

ECONOMICS

HARVARD

GEST ORIENTAL LIBRARY

PRINCETON UNIVERSITY

GENERAL

OPPENHEIMER

FERGUSON

TOYNBEE

ELIOT

PLACZEK

KENNAN

DYSON

STEWART

VINER

ALEXANDER

RIEFLER

WARREN

MAYER

GODEL

EARLE

DOUGLAS

STRAUSS

FRANKL

Academic Organization

Academic Personnel

Academic Activities

Educational Institutions

Facilities

Relations WOI

Publications

Biographical

Interview with Robert Oppenheimer, July 16, 1956.

Filed in Vertical File under Oppenheimer Interviews.

1927

5/3

BENEFITS (1, 2, 3)

SALARIES (1)

✓ FACULTY (2)

TRUSTEES (2, 3)

DIRECTOR (2, 3)

ECONOMICS (4, 5, 6, 7)

SCHOOL OF ECONOMICS AND POLITICS (4, 5, 6, 7) Academic Organization

SCHOOL OF HUMANISTIC STUDIES (5)

WOLMAN (1, 2, 4, 7, 8)

AYDELOTTE, (1, 2, 3, 8)

DE TOLNAY (1, 2, 3)

PANOFSEY (1, 2, 3)

EARLE (2)

VEBLEN (2, 5)

MOE (2)

FLEXNER (2, 3, 8)

EINSTEIN (3)

CLAY (7)

VINER (6)

WARREN (6)

BANDENGER (3, 5)

STEWART (4, 6, 7, 8)

KIEPLER (4, 5, 7)

MAAS (5)

OPPENHEIMER (5)

Academic Personnel

Corporation

Administration

Academic Activities

Biographical

Interview with Wolman, 5/3/57.

Filed in Vertical File under
Wolman Interviews.