

SWARTHMORE COLLEGE  
SWARTHMORE, PA.  
PRESIDENT'S OFFICE

August 31, 1933.

To Members of the Executive Committee  
Institute for Advanced Study:

There will be a meeting of the Executive Committee of the Institute for Advanced Study on Wednesday, September 6th, at one o'clock at the Uptown Club, 60 East 42nd Street, New York City. The purpose of the meeting is to receive from Dr. Flexner certain recommendations concerning further appointments to the staff of the Institute. I should appreciate it if members of the Committee who have not already done so would let me know whether or not they will be able to attend.

FRANK AYDELOTTE, Chairman  
Executive Committee.

August 26, 1933

Dear Mr. Maass:

Dr. Flexner is anxious to have a meeting of the Executive Committee at the Uptown Club, 60 East 42nd Street, New York City, on Monday, September 18th, at one o'clock, provided a majority of the members of the Committee can attend. There are important matters to discuss in connection with Weyl and Courant as well as some minor items of business. I should be grateful if you would let me know whether you can be present on that date.

Yours sincerely,

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

August 26, 1933

Dear Dr. Sabin:

Dr. Flexner is anxious to have a meeting of the Executive Committee at the Uptown Club, 60 East 42nd Street, New York City, on Monday, September 18th, at one o'clock, provided a majority of the members of the Committee can attend. There are important matters to discuss in connection with Weyl and Courant as well as some minor items of business. I should be grateful if you would let me know whether you can be present on that date.

Yours sincerely,

Dr. Florence R. Sabin  
The Rockefeller Institute  
66th Street and York Ave.  
New York City

August 26, 1933

Dear Mr. Leidesdorf:

Dr. Flexner is very anxious to have a meeting of the Executive Committee at the Uptown Club, 60 East 42nd Street, New York City, on Monday, September 18th, at one o'clock, provided a majority of the members of the Committee can attend at that time. I should be grateful if you would let me know whether it would be possible for you to be present and whether you will make reservations at the Uptown Club.

Yours sincerely,

Samuel D. Leidesdorf, Esq.  
1 Pershing Square  
New York City

August 26, 1933

Dear Mr. Bamberger:

Would it be possible for you and Mrs. Fuld to attend a meeting of the Executive Committee at the Uptown Club, 60 East 42nd Street, New York City, on Monday, September 18th, at one o'clock? Dr. Flexner tells me that he will be back by then, and he is eager to have the Committee meet to discuss the questions concerning Weyl, Courant, etc., which I talked over with you the other day.

Yours sincerely,

Louis Bamberger, Esq.  
318 McKinley Avenue  
Avon-by-the-Sea, N. J.

August 31, 1933.

Dear Mr. Leidesdorf:

I am delighted to find that the majority of the members of the committee can attend a meeting on Wednesday, September 6th, and I should appreciate it if you would accordingly order lunch for six people with the proviso that we shall need arrangements for seven if Dr. Sabin finds it possible to attend. I doubt whether I shall hear from Dr. Sabin until she returns to her office next Tuesday. If she comes, it will mean we shall have a full attendance of the committee, with the exception of Professor Frankfurter and Mr. Houghton.

Yours sincerely,

Samuel D. Leidesdorf, Esq.  
1 Pershing Square  
New York City

14 August 1933

Miss Leah Harris  
Secretary to Mr. Maass  
Maass and Davidson  
20 Exchange Place  
New York, N. Y.

Dear Miss Harris:

If convenient for Mr. Maass, it will givee  
Dr. Aydelotte great pleasure to lunch with him on Tuesday,  
August 22nd, at any place and time that Mr. Maass may fix.

Yours very truly,

Secretary to Dr. Aydelotte

jm

*Maass & Davidson*  
*Attorneys*

*Cable Address "Maasherb"*

*Herbert H. Maass*  
*Wilbur C. Davidson*

*20 Exchange Place*

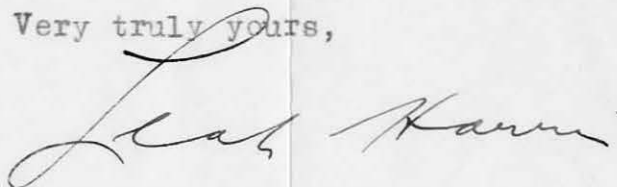
*New York*, August 11, 1933.

Dr. Frank Aydelotte,  
Swarthmore College,  
Swarthmore, Pennsylvania.

Dear Dr. Aydelotte:-

Your letter to Mr. Maass was forwarded to him at Jackson, New Hampshire. Mr. Maass will be back in New York on August 21st, and will be glad to make an appointment with you for lunch on that day or any day thereafter, if agreeable to you. Will you be good enough to let me know what day best suits your convenience.

Very truly yours,



Secretary to Mr. Maass.

LH:LW

*Ag delotto*

# THE INSTITUTE FOR ADVANCED STUDY

## OFFICERS

(FOUNDED BY LOUIS BAMBERGER AND MRS. FELIX FULD, 1930)

## TRUSTEES

LOUIS BAMBERGER  
*President*  
MRS. FELIX FULD  
*Vice-President*  
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*Chairman*  
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*Secretary*  
ESTHER S. BAILEY  
*Assistant Secretary*  
ABRAHAM FLEXNER  
*Director of the Institute*

TEMPORARY OFFICES  
100 EAST 42ND STREET  
NEW YORK, N. Y.

CABLE ADDRESS: VANSTITUTE NEW YORK

FRANK AYDELOTTE  
EDGAR S. BAMBERGER  
LOUIS BAMBERGER  
ALEXIS CARREL  
ABRAHAM FLEXNER  
JULIUS FRIEDENWALD  
MRS. FELIX FULD  
JOHN R. HARDIN  
ALANSON B. HOUGHTON  
HERBERT H. LEHMAN  
SAMUEL D. LEIDESDORF  
HERBERT H. MAASS  
FLORENCE R. SABIN  
PERCY S. STRAUS  
LEWIS H. WEED

May 4, 1933

President Frank Aydelotte  
Swarthmore College  
Swarthmore, Pennsylvania

My dear President Aydelotte:

In the absence of Mr. Houghton, by order of the Vice-Chairman,  
I have pleasure in informing you that you have been appointed Chairman of  
the Executive Committee of the Institute for Advanced Study.

The other members of the Committee are

- Mr. Samuel D. Leidesdorf, 1 Pershing Square, New York City *Ashland 4-0948*
- Dr. Florence R. Sabin, The Rockefeller Institute for Medical  
Research, 66th Street and York Avenue, New York City *Regent 4-8000*
- Prof. Felix Frankfurter, Law School of Harvard University,  
Cambridge, Massachusetts *Rhineland 4-0300*
- Chairman, ex officio Mr. Alanson B. Houghton, 1785 Massachu-  
setts Avenue, Washington, D. C.
- Vice-Chairman, ex officio Mr. Herbert H. Maass, 20 Exchange Place,  
New York City *Digby 4-6151*
- Director, ex officio Dr. Abraham Flexner, The Institute for Ad-  
vanced Study, 20 Nassau Street, Princeton, N. J.
- By invitation - Mr. Louis Bamberger and Mrs. Felix Fuld,  
c/o L. Bamberger and Company, Newark, N. J.

Very truly yours,

*Esther S. Bailey*  
Assistant Secretary

December 28, 1945

TO MEMBERS OF THE BOARD OF TRUSTEES:

I enclose herewith a copy of the  
Minutes of the meeting of the Executive  
Committee held on December 18, 1945 in  
New York.

H. H. MAASS  
Chairman

Copy to:

Edgar S. Bamberger  
Lewis W. Douglas  
John F. Fulton  
Samuel D. Leidesdorf  
Wilmarth S. Lewis  
Herbert H. Maass  
Henry Allen Moe  
Lessing J. Rosenwald  
Michael Schaap  
Lewis L. Strauss  
Oswald Veblen  
Lewis A. Weed  
Leo Wolman

INSTITUTE FOR ADVANCED STUDY

EXECUTIVE COMMITTEE

DECEMBER 18, 1945

A G E N D A

1. Ratification of leave of absence for the Director to serve on Anglo-American Palestine Commission
2. Arrangements for administration of Institute during Director's absence
3. Report by the Director on progress in financing electronic computer
4. Recommendation of appointment of Professor Samuel Eliot Morison to School of Economics and Politics
5. Recommendation that Professor Gödel be made a permanent member
6. Appointment of Professor J. J. L. Duyvendak for eight months to study possible uses of East Oriental Library
7. Amendment of budget for year 1945-1946 to provide for additional stipends in mathematics
8. Allocation of stipends for 1946-1947:
  - Mathematics - \$30,000
  - Economics and Politics - \$20,000
  - Humanistic Studies - \$20,000
9. Recommendation of appointment of Professor H. T. Wade-Gery of Oxford as Visiting Professor in the School of Humanistic Studies
10. Question of subsidy of \$3,000 for publication of Miss Swann's book
11. Request from Governor Edge for gift of land for proposed Battlefield Park
12. Resolutions concerning Mr. Hardin

December 3, 1945

TO MEMBERS OF THE EXECUTIVE COMMITTEE:

The stated meeting of the Executive Committee  
will be held on Tuesday, December 18th at 4:00 p.m.  
in the office of S. D. Leidesdorf, 125 Park Avenue,  
New York City. I should be grateful if you would  
let Miss Richardson know  
~~indicate~~ on the enclosed postcard whether or not  
you will be able  
~~it will be possible for you to attend.~~

H. H. MAASS,  
Chairman

Enc.

COPY TO:

OK - Herbert H. Maass  
OK - Edgar S. Bamberger  
NO, John R. Hardin  
Samuel D. Leidesdorf  
? OK - Henry Allen Moe  
OK. Michael Schaap  
OK - Oswald Veblen  
OK Lewis H. Weed  
OK - Leo Wolman

THE INSTITUTE FOR ADVANCED STUDY

*Founded by Mr. Louis Bamberger and Mrs. Felix Fuld*

PRINCETON, NEW JERSEY

December 3, 1945

TO MEMBERS OF THE EXECUTIVE COMMITTEE:

The stated meeting of the Executive Committee will be held on Tuesday, December 18th at 4:00 p.m. in the office of S. D. Leidesdorf, 125 Park Avenue, New York City. I should be grateful if you would indicate on the enclosed postcard whether or not it will be possible for you to attend.

H. H. MAASS,  
Chairman

Enc.

June 9, 1945

TO MEMBERS OF THE BOARD OF TRUSTEES:

I enclose herewith a copy of the Minutes  
of the meeting of the Executive Committee held  
on June 5, 1945 in New York.

H. H. MAASS  
Chairman

Copy to

- ✓ Aydelotte
- ✓ Bamberger
- ✓ Douglas
- ✓ Fulton
- ✓ Hardin
- ✓ Leidesdorf
- ✓ Lewis
- ✓ Maass
- ✓ Henry Allen Moe
- ✓ Rosenwald
- ✓ Schaap
- ✓ Strauss
- ✓ Veblen
- ✓ Weed
- ✓ Wolman

May 23, 1945

TO THE MEMBERS OF THE EXECUTIVE COMMITTEE:

A special meeting of the Executive  
Committee will be held at the Uptown Club,  
60 East 42nd Street, New York City at one  
o'clock on Tuesday, June 5, 1945 to consider  
a report of the Committee on Appointments.

H. H. MAASS  
Chairman

Copy of Reply Postcard

shall  
I shall not be able to attend the meeting of the  
Executive Committee of the Institute for Advanced  
Study on Tuesday, June 5, 1945 at one o'clock  
at the Uptown Club, New York City.

Signed. \_\_\_\_\_

Copy to:

O.K. Edgar S. Bamberger  
No. John R. Hardin  
O.K. Samuel D. Leidesdorf  
O.K. Herbert H. Maass  
O.K. Henry Allen Moe  
O.K. Michael Schaap  
O.K. Oswald Veblen  
O.K. Lewis H. Weed  
O.K. Leo Wolman

March 5, 1945

TO MEMBERS OF THE EXECUTIVE COMMITTEE

In view of the fact that the Board has had a recent meeting, it will not be necessary for the Executive Committee to meet on March 20th. You may, therefore, consider this meeting cancelled.

H. H. MAASS  
Chairman

Copy to

Edgar S. Bamberger  
Abraham Flexner  
John R. Hardin  
Samuel D. Leidesdorf  
Herbert H. Maass  
Henry Allen Moe  
Michael Schaap  
Oswald Veblen  
Lewis H. Weed  
Leo Wolman

February 12, 1945

TO MEMBERS OF THE EXECUTIVE COMMITTEE

Because of the fact that the Trustees are due to meet on Friday, March 2, 1945, it will not be necessary to hold the meeting of the Executive Committee scheduled for Tuesday, February 20, 1945. You may, therefore, consider this meeting cancelled.

H. H. MAASS  
Chairman

Copy to:

Herbert H. Maass  
Edgar S. Bamberger  
Abraham Flexner  
John R. Hardin  
Samuel D. Leidesdorf  
Henry Allen Moe  
Michael Schaap  
Oswald Veblen  
Lewis H. Weed  
Leo Wolman

Warren

December 18, 1944

TO MEMBERS OF THE EXECUTIVE COMMITTEE:

I enclose copy of a letter which I have just received from John G. Erhardt, Director of the Office of the Foreign Service of the Department of State. Its invitation to Dr. Warren has been under discussion for some time and I am convinced that the experience he would gain, especially by dealing at first hand with relations between the Russians and the Anglo-American group, would be of great value to Warren in his future work at the Institute. I recommend accordingly that leave of absence be granted on the same terms as those extended to other members of the Faculty for war work, namely, that he should neither lose nor gain by the new connection.

Since the matter is urgent, I should be grateful if the members of the Executive Committee would let me have their votes by mail.

By vote of the Trustees, I was authorized to grant leave of absence to members of the Faculty for war work at my discretion. Since, however, the war is approaching a conclusion and since this appointment has to do with relief and reconstruction, I think it right to consult the members of the Executive Committee and get their advice in the decision.

FRANK AYDELOTTE

Maass O.K.

Bamberger O.K.

Flechner O.K.

Hardin O.K.

Leidesdorf O.K.

Mot O.K.

Vehlen

Weed O.K.

Wolman O.K.

copy of memorandum

December 6, 1944

MEMORANDUM TO MEMBERS OF THE EXECUTIVE  
AND FINANCE COMMITTEES

I am instructed by the chairmen of the Executive and Finance Committees to say that the postponement of the Board meeting to December fifth will make it unnecessary to hold meetings of these two committees next week. The meetings scheduled for December twelfth are accordingly canceled.

FRANK AYDELOTTE  
Director

FA:KK

THE INSTITUTE FOR ADVANCED STUDY

*Founded by Mr. Louis Bamberger and Mrs. Felix Fuld*

PRINCETON, NEW JERSEY

March 14, 1944

TO MEMBERS OF THE EXECUTIVE AND FINANCE COMMITTEES:

I am instructed by the Chairmen of the Executive and Finance Committees, Herbert H. Maass and Samuel D. Leidesdorf, to inform you that because of the death of Mr. Bamberger the meetings scheduled for Friday, March 17th, will be postponed until such date as may later be designated by the Chairmen.

FRANK AYDELOTTE

March 3, 1944

MEMORANDUM FOR MEMBERS OF THE EXECUTIVE COMMITTEE:

There will be a luncheon meeting of the Executive Committee of the Institute for Advanced Study on Friday, March 17th, at one o'clock at the Downtown Club, Newark, New Jersey. I should be grateful if the members of the Committee would let Miss Eichelser know on the enclosed post card whether or not they will be able to attend.

The minutes of the meeting held February 18th are enclosed with this notice.

H. H. MAASS, Chairman

## AGENDA

### EXECUTIVE COMMITTEE

February 18, 1944

1. Proposed study of fundamentals of American Civilization
2. Matters connected with buildings and grounds
  - (a) Forest fire
  - (b) Fire insurance rate
  - (c) Repairs to road
  - (d) Planting vines on Fuld Hall
  - (e) Landscaping and housing for members
3. Question of Institute contribution to Red Cross

February 4, 1944

MEMORANDUM FOR MEMBERS OF THE EXECUTIVE COMMITTEE:

There will be a luncheon meeting of the Executive Committee of the Institute for Advanced Study on Friday, February 18th, at one o'clock, at the Downtown Club, Newark, New Jersey. I should be grateful if the members of the Committee would reply to Miss Eichelser at the Institute, saying whether or not they will be able to attend.

H. H. MAASS, Chairman

EXECUTIVE COMMITTEE

Newark, New Jersey  
December 14, 1943

1. Minutes of last meeting (already reported to Board)
2. Report of Pension Committee
3. Recommended extension of Professor Mitrany's leave of absence
4. New business

EXECUTIVE COMMITTEE

Newark, New Jersey  
December 14, 1943

1. Minutes of last meeting (already reported  
to Board)
2. Report of Pension Committee
3. Recommended extension of Professor Mitrany's  
leave of absence
4. New business

November 30, 1943

MEMORANDUM FOR MEMBERS OF THE EXECUTIVE COMMITTEE:

There will be a luncheon meeting of the Executive Committee of the Institute for Advanced Study on Tuesday, December 14th, at one o'clock, at the Downtown Club, Newark, New Jersey. I should be grateful if the members of the Committee would reply to Miss Michelser at the Institute, saying whether or not they will be able to attend.

H. H. MAASS, Chairman

November 1, 1943

MEMORANDUM FOR MEMBERS OF THE EXECUTIVE COMMITTEE:

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It has been determined that it will be impracticable to hold the meeting of the Executive Committee on November 16th, as scheduled. Notice of the adjourned date will be sent out later.

H. H. MAASS, Chairman

November 1, 1943

MEMORANDUM FOR MEMBERS OF THE EXECUTIVE COMMITTEE:

---

It has been determined that it will be impracticable to hold the meeting of the Executive Committee on November 16th, as scheduled. Notice of the adjourned date will be sent out later.

H. H. MAASS, Chairman

THE INSTITUTE FOR ADVANCED STUDY

*Founded by Mr. Louis Bamberger and Mrs. Felix Fuld*

PRINCETON, NEW JERSEY

November 1, 1943

MEMORANDUM FOR MEMBERS OF THE EXECUTIVE COMMITTEE:

It has been determined that it will be impracticable to hold the meeting of the Executive Committee on November 16th, as scheduled. Notice of the adjourned date will be sent out later.

H. H. MAASS, Chairman

April 15, 1943

MEMORANDUM FOR MEMBERS OF THE EXECUTIVE COMMITTEE:

At Dr. Aydelotte's direction I send you here-  
with the minutes of a meeting of the Executive Committee  
held at the Downtown Club in Newark, New Jersey, on  
March 22, 1943, together with revised minutes of the  
meeting of the Committee held on February 26th.

Marie C. Eichelser  
Secretary to Dr. Aydelotte

March 30, 1943

Dear Mr. Hardin:

I enclose a draft of the minutes of the meeting of the Executive Committee held at Newark on March 22nd, at which you presided and to which I therefore appended your name. I should be grateful if you would look through these minutes and suggest any corrections or emendations which may occur to you.

I enclose also the minutes of the meeting held February 26th, with the first paragraph revised by Mr. Bamberger and myself in accordance with the directions given by the Committee on March 22nd.

Yours sincerely,

John R. Hardin, Esq.  
Mutual Benefit Life Insurance Company  
Newark, New Jersey

FA/MCE

March 30, 1943

Dear Mr. Leidesdorf:

I enclose a draft of the minutes of the meeting of the Executive Committee held March 22nd, at which Mr. Hardin presided. I have sent the minutes to him for suggestions and I should be glad if you would also take time to look through them and suggest any corrections and emendations that may occur to you. The action taken was very important and the discussion was at some moments, as you will remember, confused. I am anxious to be sure that the minutes are correct and complete in every respect. Mr. Maass was not at the meeting, but I should be glad also to have him see these minutes before they go out if you have any occasion to show them to him.

I enclose likewise the minutes of the meeting held February 26th, which Mr. Bamberger and I were empowered to revise. It was Mr. Farrier's suggestion that the first paragraph be made short and that the letters from the Rockefeller Foundation be quoted entire. This I have done. Some members of the Board will at first reading be misled by the last sentence of the letter from the Rockefeller Foundation under date of April 4, 1940. The sentence reads, "Under the terms of this appropriation, any unpaid balance as of June 30, 1943, reverts to the Foundation." You may remember that at your suggestion I secured, in 1941, a letter from the Foundation in clarification of this sentence, explaining that "unpaid" did not mean "unexpended" by us but rather referred to sums which might not be paid from the Foundation to the Institute because we had not received the corresponding payments from Mr. Bamberger. The sentence was put in through what I thought was an excess of caution on the part of the Rockefeller Foundation, the idea being that Mr. Bamberger was an old man and might not live to complete the pro-rata payments for three years, in which case if we were not able to secure matching payments from anyone else they wished to make it clear that their grant would be cancelled. It was a little awkward for me to explain this to Mr. Bamberger and I did not try to do so.

- 2 -

I could attach the letter of May 26, 1941 (copy of which I enclose) to these minutes also and will if you so direct. I am inclined not to do it, however, simply because Mr. Bamberger and Mr. Farrier are satisfied with what they proposed and any change would require a considerable amount of explanation.

Yours sincerely,

Mr. S. D. Leidesdorf  
125 Park Avenue  
New York City

FA/MCE

INSTITUTE FOR ADVANCED STUDY

Minutes of Meeting of the Executive Committee  
held at Newark, New Jersey, March 22, 1943

Present: Messrs. Hardin, Leidesdorf, Veblen, Weed, Louis Bamberger, and Aydelotte.

1. It was proposed that the minutes of the meeting held February 26, 1943, should be revised so as to have on record a more exact account of the terms upon which the Rockefeller Foundation and Mr. Bamberger had contributed funds for the support of the work in economics for the three years July 1, 1940, to June 30, 1943, and the terms of the proposed extension of this grant for two years from July 1, 1943, to June 30, 1945. It was voted that the revision of the minutes should be left to Mr. Bamberger and Mr. Aydelotte, with power.

2. The Committee discussed in detail the pension liabilities of the Institute brought about by the retirement of Professors Einstein and Herzfeld in 1944 and Professors Veblen and Lowe in 1945. Annuities of \$8000 (with \$5000 to a surviving wife during the period of her widowhood) had been promised to Professors Einstein and Veblen at the time of their appointment to the faculty in 1932. No such promises had been made to Professors Herzfeld and Lowe, but it was the sense of the Committee that the annuities which they will be entitled to receive from the Teachers Insurance and Annuity Association should be augmented by the Institute so as to bring each of their total retirement allowances up to \$4000 per year. Therefore the recommendation of the Committee to the Trustees is that the Institute make monthly payments to Professors Herzfeld and Lowe based on the following annual amounts, commencing upon their retirement and continuing for the balance of their respective lives:

- 2 -

<u>Professor</u>	<u>Date of Retirement</u>	<u>Proposed Annuity</u>	<u>Amt. from T.I.A.A.</u>	<u>Proposed Inst. Payment</u>
Herzfeld	1944	\$4000	\$ 700.80	\$3,299.20
Lowe	1945	4000	2650.44	1,349.56

3. The Executive Committee considered the cases of certain members of the faculty who retire between 1950 and 1957 and whose annuities from the Teachers Insurance and Annuity Association will fall considerably below the sum of \$4000 proposed for Professors Lowe and Herzfeld. The Committee recommends to the Board that the Director should be authorized to propose to these professors that they should double the premium which they are at present paying to the Teachers Insurance and Annuity Association on condition that the Institute do the same, in order to bring the annuities which they may expect from the Teachers Insurance and Annuity Association up to a larger amount. The individuals concerned and the annuities which would result from these increases in the premium are shown in the following table:

<u>Professor</u>	<u>Date of Retirement</u>	<u>Present Premium</u>	<u>Prospective Annuity</u>	<u>Premium Doubled</u>	<u>Resulting Annuity</u>
Stewart	1950	\$1500	\$1644.00	\$3000	\$2523.00
Mitrany	1953	1000	2695.68	2000	3563.64
Alexander	1954	1250	3435.00	2500	4616.28
Warren	1956	1500	2688.00	3000	4437.00
Panofsky	1957	1050	3352.08	2100	4745.40

The additional cost to the Institute of doubling the premiums as recommended would be \$3150 per year. It was the sense of the Committee that the Institute should take steps to provide in advance for all its pension liabilities and should have a clear understanding with each recipient of exactly what he or she may expect.

4. On the recommendation of the Director, the Executive

- 3 -

Committee recommends to the Board the reappointment of Dr. Kurt Weitzmann as Field Mediaevalist in the School of Humanistic Studies for the academic year 1943-1944 at a salary of \$4500 and of Dr. Hanns Swarzenski as Research Assistant in the School of Humanistic Studies for the academic year 1943-1944 at a salary of \$3000.

5. The Committee discussed the schedule of stated meetings of the Board of Trustees and of meetings of the Executive Committee and Finance Committee for the academic year 1943-1944. It was found that Monday is an inconvenient day for some members of the Board and it was suggested that the By-Laws should be amended so as to make Tuesday the regular day for stated meetings of the Board. If the By-Laws are so amended, the schedule of meetings for 1943-1944 will be as follows:

Board and Finance Committee	<u>1943</u>
Executive and Finance Committees	October 5
Executive and Finance Committees	November 16
	December 14
Board and Finance Committee	<u>1944</u>
Executive and Finance Committees	January 25
Executive and Finance Committees	February 15
Executive and Finance Committees	March 14
Board and Finance Committees	April 18

John R. Hardin  
Acting Chairman

INSTITUTE FOR ADVANCED STUDY

EXECUTIVE COMMITTEE

March 22, 1943

Agenda

1. Revision of minutes of meeting of February 26
2. Further consideration of pension liabilities
3. Resulting changes in Institute budget
4. Reappointments of Drs. Swarzenski and Weitzmann  
for 1943-1944

5. Schedule of meetings for 1943-1944

	<u>1943</u>
Board and Finance Committee	October 11
Executive and Finance Comm.	November 15
" " " "	December 13
	<u>1944</u>
Board and Finance Committee	January 24
Executive and Finance Comm.	February 14
" " " "	March 13
Board and Finance Committee	April 17

INSTITUTE FOR ADVANCED STUDY

EXECUTIVE COMMITTEE

March 22, 1943

Agenda

1. Revision of minutes of meeting of February 26
2. Further consideration of pension liabilities
3. Resulting changes in Institute budget
4. Reappointments of Drs. Swarzenski and Weitzmann  
for 1943-1944

5. Schedule of meetings for 1943-1944

	<u>1943</u>
Board and Finance Committee	October 11
Executive and Finance Comm.	November 15
" " " "	December 13
	<u>1944</u>
Board and Finance Committee	January 24
Executive and Finance Comm.	February 14
" " " "	March 13
Board and Finance Committee	April 17

INSTITUTE FOR ADVANCED STUDY

EXECUTIVE COMMITTEE

March 22, 1943

Agenda

1. Revision of minutes of meeting of February 26
2. Further consideration of pension liabilities
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5. Schedule of meetings for 1943-1944

	<u>1943</u>
Board and Finance Committee	October 11
Executive and Finance Comm.	November 15
" " " "	December 13
	<u>1944</u>
Board and Finance Committee	January 24
Executive and Finance Comm.	February 14
" " " "	March 13
Board and Finance Committee	April 17

ABRAHAM FLEXNER  
150 EAST 72ND STREET  
NEW YORK CITY

March 16, 1943

Miss Marie C. Eichelser  
The Institute for Advanced Study  
Princeton, New Jersey

Dear Miss Eichelser:

I have received the  
minutes of the Executive Committee meeting  
held in Newark on February 26 and notice  
of the meeting to be held on March 22.  
I am sorry that I shall be unable to  
attend the next meeting.

Sincerely yours,

*Abraham Flexner*

AF:ESB

THE MUTUAL BENEFIT LIFE INSURANCE COMPANY  
NEWARK, NEW JERSEY

OFFICE OF  
JOHN R. HARDIN  
PRESIDENT

March 15th, 1943.

Dear Miss Eichelser:-

Referring to Mr. Maass' notice of meeting of the Executive Committee of the Institute for Advanced Study on Monday, March 22nd, at the Downtown Club, Newark, please be advised that I hope to attend.

Yours very respectfully,

John R. Hardin

Institute for Advanced Study,  
Princeton, New Jersey.

Attention: Miss Eichelser.

THE JOHNS HOPKINS UNIVERSITY  
SCHOOL OF MEDICINE  
710 NORTH WASHINGTON STREET  
BALTIMORE, MD.

LEWIS H. WEED, M. D., DIRECTOR

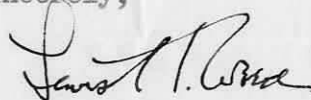
March 13, 1943.

Miss Marie Eichelser,  
Institute for Advanced Study,  
Princeton, New Jersey.

My dear Miss Eichelser:-

I am planning to attend the meeting of the  
Executive Committee of the Institute for Advanced Study in Newark,  
on Monday, March 22, at the Downtown Club.

Very sincerely,

A handwritten signature in dark ink, appearing to read "Lewis H. Weed". The signature is written in a cursive style with a large initial "L" and a long horizontal stroke extending to the right.

March 9, 1943

MEMORANDUM FOR MEMBERS OF THE EXECUTIVE COMMITTEE:

In accordance with the resolution passed by the Executive Committee at its meeting on February 26th, the next meeting of the Executive Committee will take place on Monday, March 22nd, at one o'clock, at the downtown Club, Newark, New Jersey. Will you please let Miss Eichelser in the Princeton office know whether you will be able to attend?

The minutes of the meeting held February 26th are enclosed with this notice.

H. H. Maass, Chairman

THE INSTITUTE FOR ADVANCED STUDY

*Founded by Mr. Louis Bamberger and Mrs. Felix Fuld*

PRINCETON, NEW JERSEY

March 9, 1943

MEMORANDUM FOR MEMBERS OF THE EXECUTIVE COMMITTEE:

In accordance with the resolution passed by the Executive Committee at its meeting on February 26th, the next meeting of the Executive Committee will take place on Monday, March 22nd, at one o'clock, at the Downtown Club, Newark, New Jersey. Will you please let Miss Eichelser in the Princeton office know whether you will be able to attend?

The minutes of the meeting held February 26th are enclosed with this notice.

H. H. Maass, Chairman

TELEGRAM

February 25, 1943

Frank Aydelotte  
Princeton, New Jersey

Regret exceedingly war duties prevent attendance meeting  
tomorrow

Lewis H. Weed

THE JOHNS HOPKINS UNIVERSITY  
SCHOOL OF MEDICINE  
710 NORTH WASHINGTON STREET  
BALTIMORE, MD.

LEWIS H. WEED, M. D., DIRECTOR

February 12, 1943.

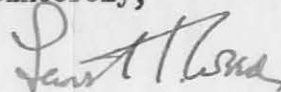
Miss Marie Eichelser  
Institute for Advanced Study  
Princeton, New Jersey

My dear Miss Eichelser:

I have just received Mr. Maass' notice of the meeting of the Executive Committee of the Institute on February 26, at the Downtown Club, Newark.

I expect to be able to attend this meeting but during the war period my engagements are necessarily subject to cancelation.

Very sincerely,

A handwritten signature in dark ink, appearing to read "Lewis H. Weed", written in a cursive style.

## THE INSTITUTE FOR ADVANCED STUDY

FOUNDED BY MR. LOUIS BAMBERGER AND MRS. FELIX FULD

PRINCETON, NEW JERSEY

Director: FRANK AYDELOTTE

OFFICE OF THE TREASURER

125 PARK AVENUE

NEW YORK, N. Y.

February 10, 1943

*Chairman*

JOHN R. HARDIN

*President*

HERBERT H. MAASS

*Vice President*

LEWIS H. WEED

*Treasurer*

SAMUEL D. LEIDESDORF

*Assistant Treasurer*

IRA A. SCHUR

*Secretary*

EDGAR S. BAMBERGER

*Assistant Secretaries*

MARIE C. EICHELSE

LEAH HARRIS

TRUSTEES

FRANK AYDELOTTE

EDGAR S. BAMBERGER

LEWIS W. DOUGLAS

ABRAHAM FLEXNER

JOHN F. FULTON

JOHN R. HARDIN

SAMUEL D. LEIDESDORF

HERBERT H. MAASS

HENRY ALLEN MOE

LESSING J. ROSENWALD

MICHAEL SCHAAP

OSWALD VEBLEN

LEWIS H. WEED

LIFE TRUSTEES

LOUIS BAMBERGER

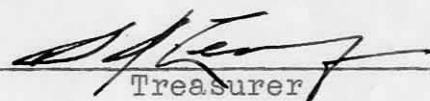
MRS. FELIX FULD

Miss Marie C. Eichelser, Assistant Secretary,  
The Institute for Advanced Study,  
Princeton, N. J.

Dear Miss Eichelser:

I am pleased to advise you that I will be present at the meeting of the Executive Committee to be held on Friday, February 26, 1943 at one o'clock at the Downtown Club, Newark, N. J.

Sincerely yours,

  
Treasurer

February 8, 1943

MEMORANDUM FOR MEMBERS OF THE EXECUTIVE COMMITTEE:

There will be a luncheon meeting of the Executive Committee of the Institute for Advanced Study on Friday, February 26th, at one o'clock, at the Downtown Club, Newark, New Jersey. I should be grateful if the members of the Committee would reply to Miss Eichelser at the Institute, saying whether or not they will be able to attend.

H. H. Maass, Chairman

January 11, 1943

MEMORANDUM FOR MEMBERS OF THE EXECUTIVE COMMITTEE

At Dr. Aydelotte's direction I send you herewith a copy of the minutes of a meeting of the Executive Committee held at the Uptown Club in New York City on December 14, 1942.

Marie C. Richelser  
Secretary to Dr. Aydelotte

THE INSTITUTE FOR ADVANCED STUDY

*Founded by Mr. Louis Bamberger and Mrs. Felix Fuld*

PRINCETON, NEW JERSEY

December 17, 1942

Memorandum for Mr. Leidesdorf and Mr. Veblen:

I enclose a draft of the minutes of the Executive Committee on December 14th. I should be grateful if you would make any changes or corrections that may occur to you and return the copy to me so that I can see that it is presented at the Trustees' meeting on January 25th.

FRANK AYDELOTTE

December 17, 1942

Memorandum for Mr. Leidesdorf and Mr. Veblen:

I enclose a draft of the minutes of the Executive Committee on December 14th. I should be grateful if you would make any changes or corrections that may occur to you and return the copy to me so that I can see that it is presented at the Trustees' meeting on January 25th.

FRANK AYDELOTTE

Agenda for Executive Committee  
December 14, 1942

1. Financial situation: Budget for 1943-44  
Application to Rockefeller  
Foundation
2. Mr. Bamberger's concern about the name of the Institute
3. Question of requirement of war insurance on faculty houses
4. Question of renting 69 Alexander Street
5. Schedule of dates for regular meetings of Finance and  
Executive Committees for 1943:

January 25	Board of Trustees
February 15	Executive and Finance Committees
March 15	Executive and Finance Committees
April 19	Board of Trustees
October 11	Board of Trustees
November 11	Executive and Finance Committees
December 13	Executive and Finance Committees

Agenda for Executive Committee  
December 14, 1942

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March 15	Executive and Finance Committees
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December 13	Executive and Finance Committees

Agenda for Executive Committee  
December 14, 1942

Oriental studies  
Lat Am studies  
West 9 SE  
English Lit - West - Plat  
app. 1 SC heads

Keep budget  
Congrats - E. L. L. L.  
in German  
Low  
Lark

Raised again  
next meeting for Com

all work. Co's offer  
it - very cheap.

Does rent 4 am  
chances to sell - ask. How

Plans - information

File - in B  
Will - Gordon  
Better than previous

1. Financial situation: Budget for 1943-44  
Application to Rockefeller  
Foundation - Terms - 35%  
Retirements 3M or 4M - 30-40M per yr
2. Mr. Bamberger's concern about the name of the  
Institute - Confusion - Change will sign
3. Question of requirement of war insurance on faculty  
houses
4. Question of renting 69 Alexander Street; oil Fuld Hall 77%  
Aunt - apt -
5. Schedule of dates for regular meetings of Finance  
and Executive Committees for 1943: in B's concern

January 25 Board of Trustees + Fin Com  
February 15 Executive and Finance Committees  
March 15 Executive and Finance Committees  
April 19 Board of Trustees Fin Com  
October 11 Board of Trustees  
November 11 Executive and Finance Committees  
December 13 Executive and Finance Committees

seminar meetings on call

Best Libran Com.

Meeting Dec 21

Com 27 at 3<sup>30</sup>

Agenda for Executive Committee  
December 14, 1942

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Foundation
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February 15	Executive and Finance Committees
March 15	Executive and Finance Committees
April 19	Board of Trustees - -
October 11	Board of Trustees - -
November 11	Executive and Finance Committees
December 13	Executive and Finance Committees

December 2, 1942

MEMORANDUM FOR MEMBERS OF THE EXECUTIVE COMMITTEE:

There will be a meeting of the Executive Committee at the Uptown Club, 60 East 42nd Street, New York City, at one o'clock, on Monday, December 14th. I should be grateful if members of the Committee would notify Miss Eichelser in Dr. Aydelotte's office in Princeton whether or not they will find it possible to attend. I very much hope we can have a full meeting of the Committee.

HERBERT H. MAASS, Chairman

Boer

Ex Com

Flemer - 5th

Maas - 5th

Febrdun - 5th

Herdie

weel

# CLASS OF SERVICE

This is a full-rate Telegram or Cablegram unless its deferred character is indicated by a suitable symbol above or preceding the address.

# WESTERN UNION

1201

## SYMBOLS

DL = Day Letter

NT = Overnight Telegram

LC = Deferred Cable

NLT = Cable Night Letter

Ship Radiogram

A. N. WILLIAMS  
PRESIDENT

NEWCOMB CARLTON  
CHAIRMAN OF THE BOARD

J. C. WILLEVER  
FIRST VICE-PRESIDENT

The filing time shown in the date line on telegrams and day letters is STANDARD TIME at point of origin. Time of receipt is STANDARD TIME at point of destination

IP NP37 9 NT=WUX TUCSON ARIZ 20

DR FRANK AYDELOTTE=

1942 FEB 21 AM 8 34

WARMLY APPROVE LEAVE OF ABSENCE FOR RIEFLER BEST WISHES=  
ABRAHAM FLEXNER.

RIEFLER.

TELEPHONE NO. ....

TELEPHONED TO ....

TIME ....

ATTEMPTS TO DELIVER } 10 35

INSTITUTE FOR ADVANCED STUDY  
PRINCETON, NEW JERSEY

February 18, 1942

MEMORANDUM FOR THE EXECUTIVE COMMITTEE:

I should be grateful if the members of the Executive Committee would be willing to authorize me informally in writing to grant leave of absence to Professor Riefler for the next three months to enable him to undertake a very important mission to England on behalf of the Board of Economic Warfare.

The call to Professor Riefler to undertake this mission came suddenly, the matter is very urgent, and he will have to leave by Clipper within a week. There is no time to call a meeting of the Executive Committee and I have accordingly consulted Mr. Maass by telephone and he has agreed to share with me the responsibility of authorizing Professor Riefler to leave, in the expectation that the members of the Executive Committee would approve this action. It can be formally ratified at the next meeting.

FRANK AYDELOTTE

*Approved  
Leeds*

INSTITUTE FOR ADVANCED STUDY  
PRINCETON, NEW JERSEY

February 18, 1942

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FRANK AYDELOTTE

*Exec. Com.*

THE MUTUAL BENEFIT LIFE INSURANCE COMPANY  
NEWARK, NEW JERSEY

OFFICE OF  
JOHN R. HARDIN  
PRESIDENT

February 27th, 1942

Dear Mr. Director:-

Your memorandum of February 18th, re leave of absence for Professor Riefler, has unfortunately been overlooked. I trust you assumed my approval, and that this belated written assent is simply a confirmance of my agreement, both as to the propriety and necessity of granting leave of absence to the Professor to undertake the government duty assigned to him.

Yours very truly,

John R. Hardin

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

October 3, 1941

Dear Mr. Maass:

I shall bring the Minutes of the  
Executive Committee to the Board Meeting on  
October 14th. The normal procedure would be  
for you, as Chairman of the Executive  
Committee, to report the action to the Board  
and to have it embodied in the Minutes of that  
meeting.

Yours sincerely,

Mr. Herbert H. Maass  
20 Exchange Place  
New York City

FA/MCE

September 25, 1941

Dear Mr. Maass:

I have sent the Waiver of Notice and Resolution to the Executive Committee and have had them signed in duplicate by Weed and Hardin in addition to yourself. I am sending them today to Dr. Flexner, asking him to sign them and hand them to Mr. Leidesdorf. He can then sign and return them to you, making the list complete. I hope the funds can then be in hand for investment when the Finance Committee meets next week.

Yours sincerely,

Mr. Herbert H. Maass  
20 Exchange Place  
New York City

FA/MCE

September 25, 1941

Dear Mr. Leidesdorf:

I have the Waiver of Notice and the Resolution which Mr. Maass prepared signed already by Hardin, Weed and Maass. I am sending it today to Dr. Flexner, asking him to sign it and hand it to you tomorrow. If you will then sign in the four places requiring your signature and hand the papers to Mr. Maass, the funds can be received.

Yours sincerely,

Mr. S. D. Leidesdorf  
125 Park Avenue  
New York City

FA/MCE

September 24, 1941

Dear Dr. Flexner:

If you approve, would you sign the enclosed Waiver of Notice concerning the meeting of the Executive Committee and the Motion in duplicate, making four signatures in all? If you would then hand the papers to Mr. Leidesdorf he can sign them also, making the list complete. The matter is a purely formal one to authorize receiving some money from Mr. Bamberger. It did not seem that we were justified in calling the members of the Executive Committee together to pass on a matter about which there could be no difference of opinion, and Mr. Maass suggested this procedure, which he declares to be legal. The sooner the process is completed the sooner the money will be in our hands and drawing interest. The important thing is to have it available when the Finance Committee meets next week.

Yours sincerely,

Dr. Abraham Flexner  
Carnegie Foundation  
522 Fifth Avenue  
New York City

FA/MCE

*Exec Comm*

September 23, 1941

Dear Mr. Hardin:

Many thanks for your signature on the Executive Committee resolutions. I am sure this is not the way to do business under ordinary circumstances, but the matter involved is purely formal and we did not feel it would justify the calling of the members of the Executive Committee together, and, on the other hand, we felt it was unfortunate to delay in accepting this addition to our endowment fund.

Yours sincerely,

John R. Hardin, Esq.  
Mutual Benefit Life Insurance Company  
Newark, New Jersey

FA/MCE

THE MUTUAL BENEFIT LIFE INSURANCE COMPANY  
NEWARK, NEW JERSEY

OFFICE OF  
JOHN R. HARDIN  
PRESIDENT

September 22nd, 1941.

Dear Mr. Director:-

In compliance with your request of the 19th instant I am enclosing, with my signature, the resolutions prepared by Mr. Maass. I do not give complete adherence to the propriety of this method of corporate action, but I cannot see that any harm can come in this instance.

Yours very truly,

John R. Hardin

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

September 23, 1941

Dear Weed:

It is necessary to have action by the Executive Committee on the matter described in the enclosed Resolution. The Chairman, Mr. Maass, has suggested that the members of the Committee need not personally come to the meeting provided they are willing to sign the Waiver of Notice and the Resolution, copies of which I enclose. If you see no objection to doing so, will you kindly sign them and return them to me? I will then forward them to the other members of the Committee.

Sincerely yours,

Dr. Lewis H. Weed  
School of Medicine  
The Johns Hopkins University  
Baltimore, Maryland

FA/MCE

*Exec. Com.*

September 19, 1941

Dear Mr. Hardin:

It is necessary to have action by the Executive Committee on the matter described in the enclosed Resolution. The Chairman, Mr. Maass, has suggested that the members of the Committee need not personally come to the meeting provided they are willing to sign the Waiver of Notice and the Resolution, copies of which I enclose. If you see no objection to doing so, will you kindly sign them and return them to me. I will then forward them to the other members of the Committee.

Sincerely yours,

John R. Hardin, Esq.  
Mutual Benefit Life Insurance Co.  
Newark, New Jersey

FA:MR

EXECUTIVE COMMITTEE

February 24, 1941

1. Mrs. Bailey's resignation
2. Institute seal
3. Proposed League of Nations meeting
4. Gift Library: Gift from Rockefeller Foundation  
Dr. Chung's proposal for Korean books
5. Battle Road Circle
6. Status of Professor Mitranj
7. Operation of budget for first half of 1940-1941
8. Progress of fourth floor



EXECUTIVE COMMITTEE

February 24, 1941

1. Mrs. Bailey's resignation
2. Institute seal
3. Proposed League of Nations meeting
4. Gest Library: Gift from Rockefeller Foundation  
Dr. Chung's proposal for Korean books
5. Battle Road Circle
6. Status of Professor Mitrany
7. Operation of budget for first half of 1940-1941
8. Progress of fourth floor



Notices also sent to:    Dr. Flexner            Mr. Louis Bamberger  
                              Mr. Hardin            Mrs. Fuld  
                              Mr. Leidesdorf        Mr. Houghton  
                              Mr. Weed              Mr. Stewart

February 10, 1941

Mr. Herbert H. Maass  
20 Exchange Place  
New York City

My dear Mr. Maass:

A meeting of the Executive Committee  
of the Institute for Advanced Study will be  
held at the Uptown Club, 60 East 42nd Street,  
New York City, at twelve o'clock (noon) on  
Monday, February 24, 1941.

Very truly yours,

Secretary

By order of the Chairman

Notices to Mr. Flexner  
Mr. Hardin  
Mr. Leidesdorf  
Mr. Weed

Mr. Louis Bamberger  
Mrs. Fuld  
Mr. Houghton  
Mr. Stewart

January 13, 1941

Mr. Herbert H. Maass  
39 Exchange Place  
New York City

My dear Mr. Maass:

A meeting of the Executive Committee  
of the Institute for Advanced Study will be held  
in the Office of the Director, Fuld Hall, Princeton,  
New Jersey, at twelve o'clock (noon) on Monday,  
January 27, 1941.

Very truly yours,

By order of the Chairman

Secretary

January 23, 1941

Mr. Louis Bamberger  
c/o L. Bamberger and Company  
Newark, New Jersey

My dear Mr. Bamberger:

As several Trustees of the Institute for Advanced Study are not in the East, the meeting scheduled for January 27 will be postponed to Monday, February 24, and will be held in New York City. Notice of hour and place will be sent to you on February 10.

The meeting of the Executive Committee called for January 27 will also be postponed.

Very truly yours,

Secretary

Executive Committee meeting

December 16, 1940

postponed that Dr. Aydelotte may attend  
the funeral services of Lord Lothian  
on Monday afternoon, December 16.

Notified by telephone or letter  
on December 13

Mr. Maass	Mr. Hardin
Mr. Flexner	Mr. Houghton
Mr. Leidesdorf	
Mr. Weed	
Mr. Bamberger and Mrs. Fuld	
Mr. Stewart	

E. S. B.

*Exec. Com.*

November 29, 1940

Dear Mr. Hardin:

I enclose a memorandum from Mr. Maass, calling a meeting for December 16th. This date suits every member of the committee except you. If by any chance your engagements should change so that you could be there, that would be fine, but if not I will present your excuses.

Yours sincerely,

FRANK AYDELOTTE

John R. Hardin, Esq.  
Mutual Benefit Life Insurance Company  
Newark, New Jersey

FA/MCE

November 27, 1940

Memorandum for Members of the Executive Committee:

Two members of the Executive Committee would be unable to attend the meeting on December 2nd. Dr. Aydelotte has discussed the matter with all concerned and on the basis of his report I am calling the meeting for December 16th (the date preferred by the largest number of members), at one o'clock, at the Uptown Club, 60 East 42nd Street, New York City.

HERBERT H. MAASS

Executive Committee

Mr. Maass, Chairman  
Mr. Flexner  
Mr. Hardin  
Mr. Leidesdorf  
Mr. Weed

Mr. Bamberger  
Mrs. Fuld  
Mr. Stewart

November 22, 1940

To the Members of the Executive Committee:

There will be a meeting of the  
Executive Committee on Monday, December 2, 1940,  
at one o'clock, at the Uptown Club, 60 East  
42nd Street, New York City.

I should be grateful if you would  
let Dr. Aydelotte know, on the enclosed post  
card, whether you will find it possible to  
attend.

HERBERT H. MAASS

DOCKET FOR MEETING OF EXECUTIVE COMMITTEE

INSTITUTE FOR ADVANCED STUDY

March 29, 1940

1. Director's salary
2. Renovation of Olden Manor
3. Duplex housing plan  
Report of Committee on Buildings and Grounds
4. Questions concerning arrangements for Meritt-  
Panofsky-Riefler-Weyl file
5. Report of grant from Rockefeller Foundation
6. Contribution to American Historical Association
7. Postponement of April meeting to May 13
8. Discussion of possible new Trustees

DOCKET FOR MEETING OF EXECUTIVE COMMITTEE

INSTITUTE FOR ADVANCED STUDY

March 29, 1940

10: p.m.

20 — sol + TIAA — 3000

1. Director's salary

perman — 10 M — immediate  
July 1<sup>st</sup> + Olden Manor

2. Renovation of Olden Manor

15000 \$K

3. Duplex housing plan

Report of Committee on Buildings and Grounds

4. Questions concerning arrangements for Meritt-

Panofsky-Riefler-Weyl ~~Site~~ group

4.

5. Report of grant from Rockefeller Foundation

5.

6. Contribution to American Historical Association

25-071

6.

7. Postponement of April meeting to May 13

8. Discussion of possible new Trustees

at 300 p.m.

Trunk's meeting  
at 11:00

DOCKET FOR MEETING OF EXECUTIVE COMMITTEE

INSTITUTE FOR ADVANCED STUDY

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INSTITUTE FOR ADVANCED STUDY

March 29, 1940

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INSTITUTE FOR ADVANCED STUDY  
Princeton, New Jersey

March 25, 1940

Memorandum for Mr. Stewart  
Mr. Edgar S. Bamberger  
Mr. Houghton  
Mr. Maass  
Mr. Leidesdorf

Would it be possible for you to attend a meeting  
of the Executive Committee at lunch <sup>at the ~~uptown~~ Club</sup> in New York at one o'clock  
on Friday, March 29, for the purpose of fixing the director's  
salary, approving of certain renovations to Olden Manor, and  
transacting certain other business of the Institute which should  
be attended to before the next Board Meeting?

I enclose a post card for your convenience in  
replying.

FRANK AYDELOTTE

Resolution proposed by the Executive Committee and adopted by the Board of Trustees of the Institute for Advanced Study at their meeting on February 24, 1941.

The Trustees learn with great regret of the resignation of Mrs. Esther S. Bailey as Secretary of the Institute. In her position, first as Secretary to the Director and afterward as Secretary to the Board of Trustees, Mrs. Bailey has played an active part in the organization and building up of the Institute from the time of its foundation in 1930. Indeed, as Secretary to Dr. Flexner for many years before the Institute was founded, she was familiar with his studies of American and European education, upon which the whole idea of the Institute was based. Dr. Flexner has paid frequent and generous tribute to the value of her assistance to him and to her clear understanding and tireless devotion - qualities which have marked her service to the Board of Trustees. She has been an efficient Secretary to the Board, a careful supervisor of the operation of the budget, and a thoughtful student of the best interests of the Institute in all its activities.

In regretfully accepting her resignation the members of the Board wish to record their grateful appreciation of her ten years of service to the Institute and their hearty good wishes to her for a long and pleasant period of retirement.

The Executive Committee announced that it had received a letter of resignation from Mrs. Esther S. Bailey, Secretary of the Institute, to take effect on June 30th or at any time before that date at the convenience of the Board. The Committee recommended that the resignation be regretfully accepted, that since Mrs. Bailey had not participated in the Teachers Insurance and Annuity Association plan she should be awarded a pension of \$50.00 a month, to begin at the age of 65, and that the following resolution of appreciation of Mrs. Bailey's ten years of service to the Institute be adopted by the Board and transmitted to her by the Director:

INSTITUTE FOR ADVANCED STUDY

Executive Committee

Princeton, November 24, 1939

AGENDA

1. Resolutions concerning Dr. Flexner
2. Dr. Flexner's salary, pension, and title. Room 108 A
3. Ratification of deed
4. Dr. Riefler's mission to Guatemala
5. Request from Professor Whitton
6. Suggestions from Committee on Buildings and Grounds concerning 69 Alexander Street and Olden Manor
7. Miscellaneous business

INSTITUTE FOR ADVANCED STUDY

Executive Committee

Princeton, November 24, 1939

AGENDA

- ✓ 1. Resolutions concerning Dr. Flexner — *OK - for Com.*
- ✓ 2. Dr. Flexner's salary, pension, and title. Room 108 A  
*12 M - rescind 7000 res. annu 1/2*  
*Feb 5 of 1939* *Dir. Eur.*
- ✓ 3. Ratification of deed
- ✓ 4. Dr. Riefler's mission to Guatemala : *with 5 Dir.*
- ✓ 5. Request from Professor Whitton *60 days notice*
6. Suggestions from Committee on Buildings and Grounds  
concerning 69 Alexander Street and Olden Manor *40% worth  
at cost*
7. Miscellaneous business

And to be given, such  
+ delivered to Prof. Bray  
to ratify former + confirmed  
including deliver, deed

Notices sent to Mr. Herbert H. Maass, ex officio  
Mr. Edgar S. Bamberger  
Mr. Walter W. Stewart  
Mr. Louis Bamberger, Founder  
Mrs. Felix Fuld, Founder  
November 20, 1939

Mr. Edgar S. Bamberger  
100 Gregory Avenue  
West Orange, New Jersey

My dear Mr. Bamberger:

There will be a meeting of the  
Executive Committee of the Institute for Advanced  
Study at the Nassau Club, Princeton, on Friday,  
November 24, at one o'clock.

Very truly yours,

FRANK AYDELOTTE

Appointed April 18, 1938

Executive Committee

Mr. Stewart, Chairman

Mr. Edgar S. Bamberger

Miss Sabin

Mr. Straus

Director

Founders, Chairman, and Vice-Chairmen, ex officiis

Appointed May 22, 1939

Mr. Aydelotte, Chairman

Mr. Edgar S. Bamberger

Mr. Stewart

Mr. Straus

Director

Founders, Chairman, and Vice-Chairmen, ex officiis

Similar letter to Mr. Edgar S. Bamberger, April 2, 1938  
Miss Florence R. Sabin, April 5, 1938

March 31, 1938

Dr. Lewis H. Weed  
Johns Hopkins University  
School of Medicine  
Baltimore, Maryland

My dear Dr. Weed:

Mr. Maass has sent to me the enclosed  
for signature by all the members of the Executive  
Committee. Will you please sign on the first  
and last pages as indicated and return the papers  
to me?

With much appreciation, I am

Sincerely yours,

ESTHER S. BAILEY

ESB

Similar letter to Mr. Edgar S. Bamberger  
Miss Florence R. Sabin

March 31, 1937

Dear Weed:

At the last meeting of the Board the following action was taken:

RESOLVED, That the report of the Committee on Buildings and Grounds be and hereby is approved and that such Committee be authorized to proceed with the carrying out of said plan, provided, however, that before the same is consummated in any instance or instances, the same be submitted to the Executive Committee for its approval.

Since then Mr. Black, head of the New Jersey State Planning Commission, has laid off the Battle Street property in ten lots. The four professors who wish to build have made their choices, and the plan, which is an extremely simple one, has been adopted by the Committee on Buildings and Grounds. The Committee also needs an appropriation not to exceed \$10,000 - the actual expenditure may not exceed half this amount - to complete the sewer and street. This expenditure will be pro-rated against the possessors of the lots so that the Institute will be reimbursed. The matter is of such slight general importance that it does not seem feasible to call a meeting of the Executive Committee in New York at this time to dispose of it. I wonder if you are willing, as Mr. Leidesdorf is, to give your approval by mail. Time is of the greatest importance since the men are anxious to get into their houses next autumn. Moreover, Professor Riefler leaves in two weeks for Europe to attend a meeting of the Finance Committee of the League of Nations, and it is important to get these technical details arranged

Dr. Weed

March 31, 1937

2

within the next few days so that he can make proper arrangements with the architect to go ahead with his building.

Very sincerely yours,

ABRAHAM FLEXNER

Dr. Lewis H. Weed  
The Johns Hopkins University  
School of Medicine  
Baltimore, Maryland

AF:ESB

P.S.

I am sorry to have to ask for a quick reply, but we could do nothing in the absence of Mr. Maass, who has been in California for two months. Since his return we have acted with all possible expedition.

A.F.

EXECUTIVE COMMITTEE

Approval by  
mail

\$10.00 for services, etc.

## CLASS OF SERVICE

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# WESTERN UNION

R. B. WHITE  
PRESIDENT

NEWCOMB CARLTON  
CHAIRMAN OF THE BOARD

J. C. WILLEVER  
FIRST VICE-PRESIDENT

## SYMBOLS

DL = Day Letter

NM = Night Message

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Ship Radiogram

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Received at Lower Pyne Bldg., Princeton, N. J.

BK26 26 DL=TDMZ MIAMIBEACH FLO 5 1116A

1937 APR 5 PM 12 01

ABRAHAM FLEXNER, INSTITUTE FOR ADVANCED STUDY=  
TWENTY NASSAU ST

LETTER JUST RECEIVED STOP APPROVE NATIONAL APPROPRIATION  
OF TEN THOUSAND DOLLARS AND AUTHORITY FOR COMMITTEE  
ON BUILDINGS AND GROUNDS TO PROCEED IMMEDIATELY STOP  
KINDEST PERSONAL REGARDS=

EDGAR S BAMBERGER.

THE ROCKEFELLER INSTITUTE  
FOR MEDICAL RESEARCH

66TH STREET AND YORK AVENUE  
NEW YORK

April 1, 1937.

My dear Doctor Flexner:

In reply to your letter of March 31st, I am very glad to give my approval of the action on the Battle Street property, as directed by the Committee on buildings and grounds. I approve an appropriation not to exceed \$10,000 to complete the sewer and street.

Sincerely yours,

*Florence R. Sabin*

Florence R. Sabin.

Doctor Abraham Flexner,  
The Institute for Advanced Study,  
20 Nassau Street,  
Princeton, New Jersey.

**THE JOHNS HOPKINS UNIVERSITY**  
**SCHOOL OF MEDICINE**

BALTIMORE, MD.

LEWIS H. WEED, M.D., DIRECTOR

April 1, 1937.

Mr. Abraham Flexner,  
The Institute for Advanced Study,  
Princeton, New Jersey.

My dear Mr. Flexner:-

I have your letter of March 31, regarding the action taken by the Board of Trustees at its last meeting in approving the report of the Committee on Buildings and Grounds. As a member of the Executive Committee, I am glad to approve appropriation of an amount not to exceed \$10,000 for completion of the sewer and street, it being understood that this expenditure may be pro rated against the purchasers of the lots.

Very sincerely,

A handwritten signature in dark ink, appearing to read "Lewis H. Weed", written in a cursive style.

Executive Committee - sent to Mr. Edgar S. Bamberger  
Mr. Leidesdorf  
Miss Sabin  
Mr. Louis Bamberger

Mrs. Fuld  
Mr. Maass  
Mr. Stewart  
(Mr. Houghton out of town)  
on April 19

April 6, 1937

Dear Dr. Weed:

It will be necessary to hold a meeting of the Executive Committee immediately before the luncheon meeting of the Board on April 19. If the Committee meets at the Princeton Inn at 12:40, business can be rapidly disposed of in a very few minutes, since it is mostly of an informal nature. I hope that this will occasion you no inconvenience.

With all good wishes,

Sincerely yours,

ABRAHAM FLEXNER

Dr. Lewis H. Need  
The Johns Hopkins University  
School of Medicine  
Baltimore, Maryland

AF:ESB

December 12, 1936

Dear Mr. Bamberger:

A special meeting of the Executive Committee of the Institute for Advanced Study has been called for Tuesday, December 22, at 12:45, at the Uptown Club, 60 East 42nd Street, New York City.

Please let me know whether you can attend.

Sincerely yours,

ABRAHAM FLEXNER

Mr. Edgar S. Bamberger  
100 Gregory Avenue  
West Orange, New Jersey

AF/MCE

Same letter to:

Dr. Sabin

Mr. Louis Bamberger

Mrs. Fuld

December 12, 1936

Dear Mr. Leidesdorf:

I have called a special meeting of  
the Executive Committee, as we agreed, for Tuesday,  
December 22, at 12:45, at the Uptown Club, 60 East  
42nd Street.

Sincerely yours,

ABRAHAM FLEXNER

Mr. S. D. Leidesdorf  
125 Park Avenue  
New York City

AF/MCE

December 12, 1936

Dear Mr. Maass:

I find that it will be impossible to get a quorum for a meeting of the Executive Committee before Tuesday, the 22nd. I am therefore calling a meeting for the 22nd at the Uptown Club at 12:45.

Please let me know if this will be convenient for you.

Sincerely yours,

ABRAHAM FLEXNER

Mr. Herbert H. Maass  
20 Exchange Place  
New York City

AF/MCE

December 12, 1936

Dear Riefler:

The Chairman of the Executive Committee,  
Dr. Weed, has called a special meeting of the  
Committee, to be held on Tuesday, December 22,  
at 12:45, at the Uptown Club, 60 East 42nd Street,  
New York City.

I hope very much that you will be able  
to be present.

Ever sincerely,

ABRAHAM FLEXNER

Professor Winfield W. Riefler  
69 Alexander Street  
Princeton, New Jersey

AF/MCE

November 29, 1935

Miss Florence R. Sabin  
Rockefeller Institute for Medical Research  
66th Street and York Avenue  
New York City

My dear Miss Sabin:

A meeting of the Executive Committee  
of the Institute for Advanced Study has been called  
for Friday, December 6, at 12:45 o'clock, at the  
Uptown Club, 60 East 42nd Street, New York City.  
Kindly let me know whether or not you can attend.

Very truly yours,

ESTHER S. BAILEY  
Assistant Secretary

By order of the Chairman

November 29, 1935

Mr. Samuel D. Leidesdorf  
125 Park Avenue  
New York City

My dear Mr. Leidesdorf:

A meeting of the Executive Committee  
of the Institute for Advanced Study has been called  
for Friday, December 6, at 12:45 o'clock, at the  
Uptown Club, 60 East 42nd Street, New York City.  
Kindly let me know whether or not you can attend.

Very truly yours,

ESTHER S. BAILEY

Assistant Secretary

By order of the Chairman

November 29, 1935

President Frank Aydelotte  
Swarthmore College  
Swarthmore, Pennsylvania

My dear President Aydelotte:

A meeting of the Executive Committee  
of the Institute for Advanced Study has been called  
for Friday, December 6, at 12:45 o'clock, at the  
Uptown Club, 60 East 42nd Street, New York City.  
Kindly let me know whether or not you can attend.

Very truly yours,

ESTHER S. BAILEY  
Assistant Secretary

By order of the Chairman

November 29, 1935

Dr. Lewis H. Weed  
The Johns Hopkins Medical School  
Baltimore, Maryland

My dear Dr. Weed:

A meeting of the Executive Committee  
of the Institute for Advanced Study has been called  
for Friday, December 6, at 12:45 o'clock, at the  
Uptown Club, 60 East 42nd Street, New York City.  
Kindly let me know whether or not you can attend.

Very truly yours,

ESTHER S. BAILEY

By order of the Chairman

Assistant Secretary

## CLASS OF SERVICE

This is a full-rate Telegram or Cablegram unless its deferred character is indicated by a suitable sign above or preceding the address.

# WESTERN UNION

NEWCOMB CARLTON, PRESIDENT

J. C. WILLEVER, FIRST VICE-PRESIDENT

## SIGNS

DL = Day Letter  
NM = Night Message  
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**Received at Lower Pyne Building, Princeton, N. J.**

1934 OCT 30 AM 8 14

NAF41 217 NL COLLECT 1/140=CAMBRIDGE MASS OCT 29

ES IN TRANSIT

DR ABRAHAM FLEXNER=COLLECT 2-12

FULL-RATE DAY LETTER

20 NASSAU ST PRINCETON NJ=

*Excellence*

DELIGHTED GIVE FORMAL APPROVAL MATHEMATICAL FACULTYS  
CHOICE OF PROFESSOR MORSE AND GREATLY REGRET AM COMPELLED  
WITHHOLD ASSENT TO PROPOSED ARRANGEMENT WITH PROFESSOR  
MARSCHAK DEEM PROCEDURE WHOLLY UNDESIRABLE AND FRAUGHT  
WITH GRAVE DANGER TO WISE EVOLUTION OF SCHOOL POLITICS  
COULD UNDERSTAND ARRANGEMENT FOR TEMPORARY VISITS OF  
GROUP OF PROSPECTS FOR SUCH SCHOOL IN ORDER TO GIVE

## CLASS OF SERVICE

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# WESTERN UNION

NEWCOMB CARLTON, PRESIDENT

J. C. WILLEVER, FIRST VICE-PRESIDENT

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**Received at Lower Pyne Building, Princeton, N. J.**

OPPORTUNITY FOR SAMPLING OF THEM BUT TO BRING OVER TRANSIT  
SINGLE MAN FOR SUCH INSPECTION WOULD UNDER CIRCUMSTANCES  
CARRY TOO SERIOUS IMPLICATIONS AND NOT LEAVE US WHOLLY  
FREE AS WE SHOULD BE TO DISCUSS WHAT PARTICULAR EQUIPMENTS  
WE WANT FOR NEW SCHOOL THUS MAJOR QUESTION IS RAISED  
WHETHER WE WANT MATHEMATICAL ECONOMIST OR STATISTICIAN  
AT PRESENT STAGE DO NOT BELIEVE THAT ON SUCH QUESTIONS  
OPINION OF MATHEMATICIANS HOWSOEVER EMINENT VERY HELPFUL  
AT RECENT MEETING OCTOBER EIGHTH YOU HOPED BY NEXT MEETING  
TO SUGGEST ADDITIONAL PERSON=

THE QUICKEST, SUREST AND SAFEST WAY TO SEND MONEY IS BY TELEGRAPH OR CABLE

## CLASS OF SERVICE

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# WESTERN UNION (11)

NEWCOMB CARLTON, PRESIDENT

J. C. WILLEVER, FIRST VICE-PRESIDENT

## SIGNS

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**Received at Lower Pyne Building, Princeton, N. J.**

NAF41 2/77=

## MINUTES IN TRANSIT

FULL-RATE | DAY LETTER

DO NOT REGARD AUTHORIZATION BY BOARD TO SUBMIT SUCH NAME  
AT NEXT MEETING ANY JUSTIFICATION FOR TAKING ACTION IN THIS  
HURRIED WAY WITHOUT FULL DISCUSSION BY BOARD AS TO NAME  
TO BE PROPOSED BY YOU I AM AWARE THAT YOUR PROPOSAL IS  
MERELY SUMMON MARSCHAK FOR INSPECTION BUT AS ALREADY I  
INDICATED THAT WOULD CARRY COMMITMENTS WHICH OUGHT NOT BE  
MADE UNTIL AFTER FULL OPPORTUNITY FOR ORAL DISCUSSION BY  
BOARD I THEREFORE CANNOT CONSENT TO ARRANGEMENT YOU  
PROPOSE=

FRANKFURTER.

THE QUICKEST, SUREST AND SAFEST WAY TO SEND MONEY IS BY TELEGRAPH OR CABLE

Sent to

President Aydelotte *Yes*  
Mr. Frankfurter *Yes & No.*  
Mr. Leidesdorf *Yes by telephone*  
Dr. Sabin - *Yes, Oct. 29*  
Mr. Bamberger *Yes*  
Mrs. Fuld *Yes*  
Mr. Houghton *Yes*  
Mr. Maass - *Yes, Oct. 29*  
Mr. Stewart *Yes*

*Exec. Com.*

October 27, 1934

At the meeting of the Board held October 8th I stated in my report that the mathematical group of the Institute feel that there is a gap in their ranks which it is important to fill. They have been pondering the problem and considering men for the past six or eight months. The Board adopted the following resolution:

RESOLVED, That on the recommendation of the mathematical staff, the Director be and hereby is empowered to submit, in his discretion, to the Executive Committee the nomination of an additional professor to the School of Mathematics, provided the total budget of the School of Mathematics is not substantially increased by this appointment for the year 1935-1936.

The person chosen by the mathematical faculty is Professor Marston Morse of Harvard University. By discontinuing - at any rate, for the time being - the visiting professorship, practically the entire sum requisite to secure Professor Morse's acceptance of the post (\$12,500 a year) will be available without substantial increase in the budget.

Both Professor Morse and the Harvard faculty desire speedy action on the part of the Institute, and as I have ascertained that it is impossible for several members of the Executive Committee to be present at any meeting when I am free during the coming week, I am, at the suggestion of the Treasurer, asking by mail the informal ratification of the discretionary power given to the

October 27, 1934

- 2 -

Director in the above cited resolution. I shall be happy if you are willing to send me by wire or letter notice of your opinion.

I have also been authorized to submit to the Board a nomination in the field of economics. I am proceeding in this matter with the utmost caution. Professor von Neumann has been kind enough to read for me the publications of several young economists who have used, to some extent, mathematical methods. In his judgment the ablest of the group is Professor Marschak, now a Fellow of All Souls College, Oxford. On the other hand, those with whom I have spoken, including Professor von Neumann, are unwilling to give a final opinion until they have had an opportunity to speak with Professor Marschak in a leisurely way. It will require a relatively small sum to bring Professor Marschak and his wife to Princeton for four to six weeks. He could in this way get into personal contact not only with economists and mathematicians here, but with corresponding persons in certain other centers who are disposed to help me as they helped me in bringing together the mathematics group.

I should like an informal authorization to consummate the arrangement above suggested with the Warden of All Souls College and with Professor Marschak himself. As soon as it is possible to have a regular meeting of the Executive Committee, this informal action can be ratified.

I have endeavored constantly to avoid asking informal approbation, but in these two instances it seems unavoidable. In addition, the Board has in both instances already committed itself with respect to the essential steps.

Hoping for a prompt and candid communication by letter or telegram,

I am

Very sincerely yours,

*Exec. Com.*

ONE TWENTY FIVE PARK AVENUE  
NEW YORK

OFFICE OF  
SAMUEL D. LEIDESDORF

November 1, 1934.

Dear Dr. Flexner:

In reply to your letter of October 27th, please be advised that I am thoroughly in accord with your suggestion to bring Professor Marschak to Princeton for from four to six weeks. You may deem this an authorization on my part to consummate the arrangement you suggested with the Warden of All Souls College and with Professor Marschak.

With kindest personal regards to you and Mrs. Flexner, I am

Sincerely yours,



Dr. Abraham Flexner,  
The Institute for Advanced Study,  
20 Nassau Street,  
Princeton, N.J.

EXECUTIVE COMMITTEE  
ACTION OCTOBER 29, 1934  
re Morse

RECEIVED AT

STANDARD TIME  
INDICATED ON THIS MESSAGE

# Postal Telegraph

THE INTERNATIONAL SYSTEM

Commercial  
Cables



All America  
Cables

Mackay

Radio

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NL	NIGHT LETTER
NM	NIGHT MESSAGE
LCO	DEFERRED CABLE
NLT	NIGHT CABLE LETTER
WLT	WEEK END CABLE LETTER
	RADIOGRAM

Form  
16

.. R8 13=NT NEWYORK NY 29 1045A

DR ABRAHAM FLEXNER=

1934 OCT 29 AM 11 13

20 NASSAU ST PRINCETON NJ=

I THOROUGHLY APPROVE BOTH RECOMMENDATIONS CONTAINED IN YOUR  
LETTER OCTOBER TWENTY SEVENTH REGARDS=

HERBERT H MAASS.

Telephone Your Telegrams to **Postal Telegraph**

## CLASS OF SERVICE

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# WESTERN UNION (41)

NEWCOMB CARLTON, PRESIDENT

J. C. WILLEVER, FIRST VICE-PRESIDENT

## SIGNS

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**Received at Lower Pyne Building, Princeton, N. J.**

1934 OCT 29 AM 10 43

NY121 11=AD NEWYORK NY 29 1031A

DR ABRAHAM FLEXNER=

## MINUTES IN TRANSIT

FULL-RATE	DAY LETTER
-----------	------------

INSTITUTE FOR ADVANCED STUDY FINE HALL PRINCETON NJ=

APPROVE APPOINTMENT PROFESSOR MORSE AND ARRANGEMENT

ABOUT PROFESSOR MARSCHAK AS STATED=

FLORENCE R SABIN.

## CLASS OF SERVICE

This is a full-rate Telegram or Cablegram unless its deferred character is indicated by a suitable sign above or preceding the address.

# WESTERN UNION (54).

NEWCOMB CARLTON, PRESIDENT

J. C. WILLEVER, FIRST VICE-PRESIDENT

## SIGNS

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**Received at Lower Pyne Building, Princeton, N. J.**

1934 OCT 29 PM 3 57

NAL85 15=PN NEWARK NJ 29 340P

DR ABRAHAM FLEXNER=

## MINUTES IN TRANSIT

FULL-RATE	DAY LETTER
-----------	------------

CARE INSTITUTE FOR ADVANCED STUDY 20 NASSAU

ST PRINCETON NJ=

REPLYING YOUR LETTER OCTOBER TWENTY SEVENTH MRS  
FULD AND I APPROVE ARRANGEMENTS SUGGESTED KIND GREETINGS=  
LOUIS BAMBERGER.

A L A N S O N B. H O U G H T O N  
3 0 0 3 M A S S A C H U S E T T S A V E N U E  
W A S H I N G T O N, D. C.

October 29, 1934.

Personal

Dr. Abraham Flexner,  
The Institute for Advanced Study,  
20 Nassau Street, Princeton, N.J.

Dear Dr. Flexner:

I have your letter of October 27th and hasten to approve, first, the employment of Professor Marston Morse as a member of the Mathematics Faculty, at a salary of \$12,500. a year, and second, your wish to bring Professor Marschak to Princeton. You have my full authorization to make any necessary arrangements with the Warden of All Soul's College and with Professor Marschak himself.

Believe me, as always,

Yours very sincerely,

*Alan S. Broughton*

CASE, POMEROY & COMPANY  
INC.  
120 WALL STREET  
NEW YORK

October 29, 1934

Dr. Abraham Flexner, Director  
The Institute for Advanced Study  
20 Nassau Street  
Princeton, New Jersey

Dear Doctor Flexner:

Your letter of October 27th asks for informal authorization on two matters; - one concerns approval of the appointment of Professor Marston Morse as professor of the School of Mathematics and the other concerns arrangements for bringing Professor Marschak and his wife to this country for a visit. I heartily approve of both of these proposals and I am glad to give my approval.

I am looking forward to our lunch with Riefler on Wednesday.

Sincerely yours,

*Walter W. Stewart*

SWARTHMORE COLLEGE  
SWARTHMORE, PA.  
PRESIDENT'S OFFICE

October 29, 1934.

Dear Dr. Flexner:

In reply to your letter of October 27th I am glad to send you my approval of the appointment of Professor Morse and of the invitation to Professor Marschak to visit Princeton.

I assume that this invitation to Professor Marschak will be made without any commitment on the part of the Institute to offer him a position or on his part to accept it.

Yours sincerely,



Dr. Abraham Flexner, Director  
Institute for Advanced Study  
Princeton, New Jersey

Ag. Deloche Yes  
Chidmory  
Lubin  
Houghton Yes  
Harris Yes  
Flexner Yes  
L. Brown Yes  
W. Fidd Yes

November 14, 1933

Dear

The members of the School of Mathematics inform me that, after discussion and investigation, they require a calculating machine which will aid them in their investigations in atomic structure, theory of statistics, number theory, and other topics. On investigation they find that the most suitable machine is known as the Marchant Calculating Machine, and that with a discount it will cost \$431.25. In addition, the manufacturers agree to keep it in perfect condition at a cost not to exceed \$25 a year.

Though I hesitate to ask the Executive Committee to act informally, I am persuaded that the loss of time which would ensue if we were to await a regular meeting of the Executive Committee or of the Board, is more serious than the informal action which I recommend. The Committee of the Board would ratify any action that is taken, at its next meeting. As a member of the Committee I should myself vote aye, and I should be happy to have your opinion at your earliest convenience.

Sincerely yours,

ABRAHAM FLEXNER

Members of Executive Committee, individually

LOUIS BAMBERGER  
NEWARK, N. J.

November 16  
1933

Dr. Abraham Flexner  
The Institute for Advanced Study  
20 Nassau Street  
Princeton, N. J.

Dear Dr. Flexner:

I have your letters of November 14 addressed to Mr. Louis Bamberger and to Mrs. Felix Fuld regarding the purchase of a Marchant Calculating Machine.

Neither Mr. Bamberger nor Mrs. Fuld are in town at present, but I have telephoned to them in New York and learned that, since you favor this purchase, they approve also.

Very truly yours

*Walter H. Farrier*

Walter H. Farrier  
Secy. to Mr. Louis Bamberger

WHF/k

SWARTHMORE COLLEGE  
SWARTHMORE, PA.  
PRESIDENT'S OFFICE

November 16, 1933

Dear Dr. Flexner:

I am very glad to approve the recommendation for the payment of \$431.25 for a calculating machine, and hope that you will order it at once. It would be most uneconomical to delay the work of a high salaried group of professors <sup>for so small an item</sup> until we could have a meeting of the Executive Committee.

Yours sincerely,

*Karl Appleton*

Dr. Abraham Flexner, Director  
Institute for Advanced Study  
20 Nassau Street  
Princeton, N. J.

THE ROCKEFELLER INSTITUTE  
FOR MEDICAL RESEARCH

66TH STREET AND YORK AVENUE  
NEW YORK

November 15, 1933.

Dear Doctor Flexner:

I am heartily in favor of the purchase of a calculating machine, but I take the liberty of telling you that in the experience of the Institute, the Monroe is a very much better machine than the Marchant. I am informed that it is necessary to have the repair man about every two weeks for the Marchant machine we have here, while the Monroes are almost never out of order. Even if the Marchants are guaranteed to be kept in perfect condition, it is an interruption to the work to have them out of order so often. This information must, of course, be confidential and be used entirely as you see fit, but I should think it would be worth your while to take a look at the Monroe machine before purchasing any.

Cordially yours,

*Florence R. Sabin*

Florence R. Sabin.

Doctor Abraham Flexner,  
The Institute for Advanced Study,  
20 Nassau Street,  
Princeton, New Jersey.

THE ROCKEFELLER INSTITUTE  
FOR MEDICAL RESEARCH

66TH STREET AND YORK AVENUE  
NEW YORK

Nov. 6, 1933

Dear Doctor Flexner,

Thanks so much for the article on University Education in London. I should have used it in the Chapter on Full Time, which I now think will stand a lot of revising. There is to be a Symposium on Medical Teaching at the Mount Sinai Hospital this evening which may be interesting. Dr. Canby Robinson, Dr. Johns/Wyckoff and Dr. Rappleye are to be the speakers. Dr. Wyckoff is to speak of the Clinical training and he is in favor of Full Time.

I am greatly distressed over your arm. As an Anatomist, or rather ex-anatomist, I have a hunch that the usual form is due to a combinath of a slight infection in the presence of a long continued over exercise of some group of muscles. The books say that there is a traumatic and an infections form as well as several minor causes. I really believe that you might save time by going to some one like Dr. Bancroft and having the diathermy. It seems to get the heat into the right place; the heat penetrates into the deeper tissues from the diathermy better than the heat of electric pads and lamps.

Cordially yours,

Flora R. Salmon

November 20, 1933

Dear Miss Sabin:

Thank you for your kind note of November 6, which I should have answered earlier but for the fact that I was out of town. I am going to be in New York next week and see whether I cannot get some relief from my shoulder which has annoyed me a good deal. Otherwise, I have never felt better.

I showed your letter regarding the calculating machine to Professor von Neumann and Dr. Torrance yesterday, and they promised to make a written comment which I shall transmit to you when it arrives.

Sincerely yours,

ABRAHAM FLEXNER

Dr. Florence R. Sabin  
The Rockefeller Institute for Medical Research  
66th Street and York Avenue  
New York City

AF:ESB

## THE INSTITUTE FOR ADVANCED STUDY

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(FOUNDED BY LOUIS BAMBERGER AND MRS. FELIX FULD, 1930)

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PRINCETON, NEW JERSEY

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HONORARY TRUSTEES  
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MRS. FELIX FULD

November 14, 1933

Dear

The members of the School of Mathematics inform me that, after discussion and investigation, they require a calculating machine which will aid them in their investigations in atomic structure, theory of statistics, number theory, and other topics. On investigation they find that the most suitable machine is known as the Marchant Calculating Machine, and that with a discount it will cost \$431.25. In addition, the manufacturers agree to keep it in perfect condition at a cost not to exceed \$25 a year.

Though I hesitate to ask the Executive Committee to act informally, I am persuaded that the loss of time which would ensue if we were to await a regular meeting of the Executive Committee or of the Board, is more serious than the informal action which I recommend. The Committee of the Board would ratify any action that is taken, at its next meeting. As a member of the Committee I should myself vote aye, and I should be happy to have your opinion at your earliest convenience.

Sincerely yours,

## EXECUTIVE COMMITTEE

- ✓ Mr. Louis Bamberger, Chairman
- ✓ Mr. Aydelotte
- ✓ Mr. Hardin
- ✓ Mr. Lehman
- ✓ Mr. Leidesdorf
- ✓ Mr. Flexner, ex officio
- ✓ Mrs. Fuld, ex officio

Sept. 6, 1933

Exec. Com.

~~moved that Prof~~

Voted Rank ~~#6000~~ at rate of ~~#6000~~

Wage: Salary ~~#16000~~ 15000 + 1500 for Ins  
Pension ~~#8000~~

No ~~for~~ allowance for wife; insurance

Begin Jan. 1.

full-time.

Comrank #3000

Petty Cash - #1000 entertainment

Present

Mr. Baumbach

Mr. Field

Dr. Sabin

Dr. Flexner

Mr. Maass

Mr. Leidesdorf

F.O.

Minutes, meeting Sept 6/33  
read over to Com. before  
adjournment: no objection

J. T.

E

April 24, 1933

Executive Committee

Dr. Aydelotte, Chairman

Mr. Leidesdorf

Dr. Sabin

Prof. Frankfurter

Chairman, ex officio

Vice-Chairman "

Director "

By invitation - Mrs. Fuld and Mr. Bamberger

April 23, 1934

Executive Committee

Mr. Aydelotte, Chairman

Mr. Frankfurter

Mr. Leidesdorf

Miss Sabin

Mr. Louis Bamberger, Mrs. Fuld, Chairman,  
Vice-Chairmen, and Director, ex officiis

April 22, 1935

Mr. Weed, Chairman

Mr. Aydelotte

Mr. Leidesdorf

Miss Sabin

Mr. Louis Bamberger, Mrs. Fuld, Chairman,  
Vice-Chairmen, and Director, ex officiis

April 13, 1936

Mr. Weed, Chairman

Mr. Edgar S. Bamberger

Mr. Leidesdorf

Miss Sabin

Mr. Louis Bamberger, Mrs. Fuld, Chairman,  
Vice-Chairmen, and Director, ex officiis

## Executive Committee

Mr. Bamberger, Chairman

Mr. Hardin

Mr. Leidesdorf

President Aydelotte

Gov. Lehman

Mrs. Fuld, ex officio

Mr. Flexner " "

January 14, 1931

EXECUTIVE COMMITTEE  
of the  
INSTITUTE FOR ADVANCED STUDY

*Exec. Com.*

Mr. Louis Bamberger, Chairman  
Mr. John R. Hardin  
Mr. Samuel D. Leidesdorf  
Mr. Frank Aydelotte  
Mr. Herbert H. Lehman  
Mrs. Felix Fuld  
Mr. Abraham Flexner

November 5, 1930

ITEMS FOR EXECUTIVE COMMITTEE

1. Subscription to Science
2. Authorization to buy necessary books, including James' Life of President Eliot, English Who's Who
3. Plan for conferences and trips
4. Authorization to prepare, print, and circulate, with the approbation of the President, a pamphlet describing the organization in accordance with the resolution adopted at the Organization Meeting.
5. Expenses of/trustees in attendance of meetings  
out-of-town