

STEWART, W. W.

Biographical

Material from Who's Who on Stewart. Filed in ~~Varikaxi~~
Chronological file under 1909-1956.

Who's Who

Interview with Flexner 11/3/55

1930-54

SCHOOL OF ECONOMICS & POLITICS

DIRECTOR

FLEXNER, A.

MITRANY D.

WARREN

✓ STEWART, W.

RIEFLER, W.

Academic Organization

Administration

Biographical

See interview with Flexner, A. 11/2/55

1933-35

POLICIES

SALARIES

FRANKFURTER, F.

FLENNER, A.

WEYL, H.

RIMPLEY, W.

VEBLEN, C.

AYDELOTTE, P.

✓ STEWART, W.

TRUSTEES

Administration

Academic Personnel

Biographical

The Corporation

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

Frankfurter II.

1933

CLAY, SIR HENRY

Biographical

ZIMBALIST, E.

✓ STEWART, W.

WARREN

Flexner first asked Clay to accept asceph appointment as economist. He couldn't leave Bank of England and suggested Stewart.

When Stewart came he insisted on Warren, too. Flexner said he didn't care whom he brought; he wanted Stewart. Told to B. Earle by Zimbolist recounting a conversation with Flexner.

Interview with B. Earle, 6/9/56

1933-1941

✓ STEWART, W. W.

As Trustee, elected Trustee vice Mrs. Fuld, April 24, 1933.

Elected Vice-Chairman and Vice-President, April 23, 1934.
May 19, 1941, he resigned as Trustee.

Trustees Minutes of above dates

1933
TRUSTEES

✓ STEWART, W. W.

2/28
Corporation

Biographical

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

Elected at meeting April 25, 1933.

D File, Flexner, A.

1933

3/1

TRUSTEES

Corporation

✓ STEWART, W. W.

Biographical

FRANKFURTER

Flexner to Mrs. Puld, March 1, 1933.

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

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

D, Fuld, Mrs. Felix

1933

3/11

TRUSTEES

Corporation

BAMBERGER, LOUIS

Biographical

PLANNED, A.

FRANKFURTER, FELIX

✓ STEWART, W. W.

Bamberger to Planner.

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

D. L. Bamberger, 1930-32

1933

7/10

✓ STEWART, W.W.
MAASS, HERBERT
FLEXNER, ABRAHAM
INVESTMENT

Biographical

Finance

Mr. Maass to Dr. Flexner:

"Last week I had the pleasure of lunching with Mr. Bamberger, Mr. Leidesdorf and our new Trustee, Mr. Stewart, and cannot begin to tell you of the very splendid impression he created and how helpful I am sure he is going to be in our affairs. The purpose of the luncheon was to review our investments, and we had the benefit of some very constructive criticism from Mr. Stewart, which is already leading to action, and will, I am certain, improve the calibre of our portfolio."

Source: IAS Trustees - Maass, Herbert H.

1933

11/1

12/1

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ STEWART, W. W.

Biographical

PLEXNER, A.

FRANKFURTER, F.

Flexner to Frankfurter.

He is sorry Frankfurter missed the last meeting when there was a lengthy discussion upon the subject of the point of view from which to start the development of the School of Economics and Politics. "Walter Stewart was very clear that we ought in view of existing experiments and conditions to make a fresh and scientific approach from the historic side. He was of the opinion that we would not get far with men who had ~~1/2~~ already committed themselves about so many of the problems, with which a school of this sort must concern itself. He thought in the long run we should do far better to take younger men of promise for a period of prolonged probation. It will be a slow development as compared with mathematics, but Stewart thought this method of approach offered the best chance of making a contribution of value in this field."

Frankfurter to Flexner

XXXXXXXXXXXXXXXXXXXX, December 1, 1933.

Rejoices in Flexner's account of the good start in mathematics. He judges by the minutes and from Flexner's letter of November 1: "I should find myself in agreement with Stewart that fruitful endeavor by that School implies work by younger men of promise rather than of the men, so far as I know, of stabilized reputation. Such younger men are scarce as white crows, so far as I know the field both here and with us. In economics there are some unknown men

at Oxford, and, I think, at Cambridge, also in political science. I will know better about such things at the end of my stay than I do now. I am clearer than ever that I care very little for what--I am speaking frankly--that Taussigs and the Schumpeters think. Brandeis makes them all seem like little children--and vain little children at that. One of these days, someone will write on the arrogance and the humorlessness of the distinguished economists of the 19th and earlieth 20th centuries."

D F/c ~~Frankfurter File I (History Files)~~

1933

11/1

FRANKFURTER, F.

Biographical

FLEXNER, A.

MITRANY, D.

EINSTEIN, A.

✓ STEWART, W.

WOODWARD, L.

LOWE, E.A.

Vertical File, Frankfurter-1

1933

11/13
11/14
11/25

GENERAL
EINSTEIN, ALBERT
✓ STEWART, WALTER
FLEXNER, ABRAHAM
MAASS, HERBERT

Corporation
Biographical

Mr. Maass to Mrs. Bailey:

"...I have no corrections except a slight one in the case of the trustees' meeting in which, at the end, the Director reported on the developments of the School of Economics and Politics. I think it would be well to interpolate at the point where I have made a cross, the following:

'Because of his great familiarity with the subject of economics, the Director requested Mr. Stewart to express his point of view in connection with the Director's report and recommendations. This was done, and thereupon, a general discussion among the Trustees ensued.'"

Flexner to Maass:

"Thank you for yours of the 13th and for the suggested interpolation. I promised

Mr. Stewart personally that his name would not be mentioned in connection with any expression of opinion. It seems to me that in preparing the minutes we must make the following distinctions: The Chairman of a committee or the Director, who makes a report, is presumed to have given the matter careful thought and to be ready to stand by his words. He can therefore be named, but the Trustees discuss matters informally and may wish to change their minds. They will hesitate to speak freely if a permanent record of their names is made. In the interest therefore of encouraging free and unhampered discussion, I should think that the minutes should avoid as far as possible the use of names.

...

"I have spoken with Mrs. Einstein about the Miller concert. Her account is as follows: Professor Einstein wants to help three families, whom he knows intimately, to go from Berlin to Jerusalem. Mr. Miller and his associate know the same people or are related to them. He therefore agreed to play privately to a small group, whose names would be known to him in advance. In my judgment, this is a mistake, and I told Mrs. Einstein this, for, if this kind of things begins, there is no telling where it may end.

"I am beginning to weary a little of this daily necessity of 'sitting down' upon Einstein and his wife. They do not know America. They are the merest children, and they are extremely difficult to advise and control. You have no idea of the barrage of publicity which I have intercepted. I should suppose half my time is devoted to protecting Einstein..."

Notes to Flexner:

"In respect to the Einstein situation, the thing that disturbed me about the proposed concert was that it apparently had taken on an air of publicity far beyond what you described in your letter. The solicitation of strangers to purchase tickets intimated to me that the proposed audience would be far from a selected group but rather indiscriminate in ^(a)its nature and that the matter would have some publicity. I can sympathize fully with your position as a buffer between Einstein and Einstein's publicity, yet I feel sure that before the end of the year the novelty of the situation will have worn off to such an extent that the only safeguards needed will be a sort of watchful waiting over Einstein's personal reactions rather than to stand between him and requests of a public nature which he may receive.

"As to the minutes of the Trustees' meeting, I believe, upon reflection, that you are right and that it would be just as well to omit any reference to Mr. Stewart's expression of opinion."

Source: IAS Trustees - Memo. Herbert H.

1933

11/14

TRUSTEES (MINUTES)

Corporation

✓ STEWART, W. W.

Biographical

MAASS, H. /H.

FLEXNER, A.

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

D, Maass

1934

4/23

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

SCHOOL OF HUMANISTIC STUDIES

EARLE, EDWARD MEADE

Biographical

ECONOMICS

Academic Activities

✓ STEWART, W. W.

Biographical

For a report by Dr. Flexner regarding the ~~appointment~~
nomination of someone in the field of economics and politics,
He discusses Earle at length.

*see memo
referred to
in next
TP*

Memorandum filed in ~~all~~ the Chronological file under
the above date and all the first three subject headings.

Vol. 1, No. 19, Minutes, pp. ~~4XX50~~ 5-6 is source for that memo.

1934

6/19

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ STEWART, W. W.

Biographical

PLEXNER, A.

PLEXNER to the founders, June 19, 1934, from England.

He has crossed the ocean with Stewart "and his companions." He expresses great confidence in Stewart, and says that he would be the best possible choice to head the School of Economics and do for it what Veblen did for mathematics. He possesses a rare combination of learning and experience. He is arranging for Flexner to see the leading English economists. He is enormously interested in what the Institute is going to do, and may well mark a new era in economic studies and practice in the United States.

D. Bamberger, Louis, 1930-1936

1934

6/28

ECONOMICS

Academic Activities

FOUNDERS

Corporation

✓ STEWART, W. W.

Biographical

FLEXNER, A.

Flexner in London to Founders.

Get advice at Oxford on economists. Conferred with Stewart who will read works of several and give his advice. Wants small nucleus and sure men from England will come over to work with them. Stewart has been most helpful.

D. L. Bamberger.

1934

6/28

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

FLEXNER, A.

Biographical

✓ STEWART, W. W.

Flexner to Bamberger, June 28, 1934.

He has been to Oxford where he found the Institute better known than it is in America. He had many conferences on the economics question, and politics, and got the fullest and most candid advice concerning persons. He is assembling their various publications, and Mr. Stewart and others will read them for him in order to enable Flexner to make an intelligent choice.

Stewart has also seen some of the leading persons in London. In this memorandum Flexner mentions no names of those whose works Stewart is reading.

D, Bamberger, Louis, 1930-1936

1934

10/29
10/30
10/31
11/5
11/28
12/21
1/5/35

FRANKFURTER, F.

Biographical

MORSE, M.

MARSHACK

✓ STEWART, W.

AYDELOTTE, P.

FLEXNER, A.

Vertical File, Frankfurter-1

1934

11/2

SCHOOL OF ECONOMICS AND POLITICS

RIEFLER, Winfield

✓ STEWART, W. W.

FLEXNER, Abraham

Academic Organization

Biographical

Flexner to W. W. Stewart:

"The minutes had hardly been mailed to you this morning when I received from Professor Frankfurter an elaboration of the views which he expressed at the meeting. I shall send this tomorrow to the various members to be read and considered by them in connection with the brief summary of his remarks contained in the minutes. It is interesting to note that Frankfurter expresses in general terms a conception of economics that you and Riefler put in very concrete terms at luncheon the other day.

"I enclose the draft of a letter which I propose to send to Riefler; please change it in any way you please and let me have your revision. I hope that he will come to Princeton in the near future. In case he comes some Saturday afternoon to stay over Sunday, is it possible that you could motor over from your farm Sunday and have at least part of the time with us?

"I need not say that I am enormously obliged to you for your helpful and constant interest in this venture."

File: IAS - ~~S.A. Howe~~ - 1933-34

Stewart, W.W. 1932-45

1934

11/19

SCHOOL OF ECONOMICS AND POLITICS

RIEFLER, W.

STEWART, W.W.

Academic Organization

Biographical

Prof. Stewart to Dr. Flexner:

"I am very much impressed with the memorandum Riefler setn you. It seems to me a cogent and effective presentation of his case and I am persuaded that in making a start, it is probably wise to select some field of interest and use the problems in that field as a basis for selecting personnel and of establishing some unity in the work. Whether the problem which Riefler has outlined is the problem is another question. From the form of his memorandum, I judge that with him it is a matter of 'love me, love my problem'. In this decision he may be wise though it forces us to a decision as to whether we want both him and his problem. He has the advantages of youth, energy, enthusiasm and intelligence and has apparently reached the stage of intellectual maturity where he is possessed with a problem. In economics, my preference runs toward someone who is possessed with some concrete problem but who is prepared to deal with its general implications. This seems to me to furnish the best hope of escaping from the vagueness of superficiality which has affected so much current work in economics and of establishing a fresh approach."

*/ File: IAS - W. W. Stewart - 1932-45

1936

12/3

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

FLENNER, A.

Biographical

EARLE, E. H.

RIEFLER WINFIELD W.

✓ STEWART, WALTER W.

Fleener to Earle, December 3, 1936

~~Intelligence and the Economic Phenomenon~~

Riefler is far from thinking that the durable goods approach is the only approach to economic phenomena. He and Walter Stewart agree that it is one which opens up in a concrete way questions of money, credit, etc. On the other hand, Riefler says if he came to the Institute, he would want to lie fallow for six months or a year, as it is quite possible that something new or even more promising would occur to him. Riefler and Stewart both think that attacking one problem may open up other vistas, witness Pasteur working on bad beer discovered modern bacteriology. Riefler's

notions are not those of the Brookings Institution, because Brookings has always had its eye open to application; therefore, it has taken a short-ranged view.

Riefler, Stewart, and Walton Hamilton take exactly the opposite point of view, selecting a problem, but being utterly indifferent where it carries one or what happens in politics or industry in consequence of the theoretic results to which it may lead.

D File, Earle, Edward M., 1931-35

1935

4/24

SCHOOL OF ECONOMICS AND POLITICS

✓ RIEFLER, W.

STEWART, W.W.

Academic Organization

Biographical

In a letter from Flanders to Stewart he adds this postscript:

"P.S. Among other Governor Winant of New Hampshire was present at Jay's dinner. He told me that he had spend a good deal of time in Washington lately and that on all hands he had been informed that Riefler had the best economic mind in the Administration."

File: IAS - Stewart, W. W. - 1932-45

1935

10/31
11/2

SCHOOL OF ECONOMICS AND POLITICS

✓ STEWART, W.

RIEFLER, W.

FLEXNER, A.

Academic Organization
Biographical

Prof. Stewart writes to Flexner that he had a long talk with Riefler and "I was very much impressed with the extent to which he has adapted himself to the problems of the Institute and the degree of concreteness of the proposals which he has formulated...You may feel, as I am inclined to, that we should act rather promptly on some of the things he has in mind.

...

"The evenings discussion confirmed my feeling of how fortunate we are to have a person of Riefler's intelligence, judgment and lack of conventional commitments to help us conceive the proper field of work in the social studies."

Flexner replies on 11/2 and says:

"I appreciate very deeply indeed your willingness to help Riefler and the Institute at this crucial moment of his and its development. Though my intercourse with him has been casual, I have reached the same conclusion about him that you have, namely, that he

has extraordinary intelligence, high ideals, and a spirit of complete devotion. You will be glad to know that both he and his wife have made the most favorable possible impression on those they have met at Princeton,..."

File: W.W.STEWART - 1932-45

1936

9/3

GENERAL

✓ STEWART, WW

LEIDESDORF, S.

FLEXNER, A.

Finance

Biographical

"Dear Mr. Stewart:

"I am returning to you under separate cover the August number of the Quarterly Journal of Economics which you were kind enough to lend me.

"I read Riefler's review with something more than interest. While I have no judgment at all as to the subject matter, I think it is not amiss for me to make a comment upon the extraordinary skill and conciseness with which he has gone to the heart of each of these five volumes, made a fair presentation of its central thought, and then tied them all up into a knot in his own final comment. He writes with clarity, directness, and assurance. I am really proud of this performance as an earnest of what may come from him now that he is in an atmosphere where his mind has opportunity to work.

"More than ever I am convinced of the soundness of your suggestion that we must bring into the group someone who is as nearly as possible his equal.

"I saw Mr. Leidesdorf yesterday and told him of my conversation with you, and he assured me that we are financially able without risk to expend in this way.

"I have also written Win to ask whether he can have lunch with you and me as he and his family journey down to Princeton from the Cape. If not, we can both of us come up and lunch with you.

"I always come away from my talks with you heartened by your interest and support, and I cannot tell you how grateful I am to you."

File : W.W.STEWART - 1932-45

7/28

✓ STEWART, WALTER

Biographical

RIEFLER, WINFIELD W.

FLEXNER, A.

Riefler to Flexner, July 28, 1937.

Flexner has asked Riefler to do something that Leidesdorf wants done, and it involved Riefler getting in touch with Joe Willits. The correspondence is not in the file.

Riefler to Flexner, "As soon as I received your letter I wrote Joe Willits quite strongly and trust that he has done his best...I agree with you that Mr. Leidesdorf is practically a saint, and I am glad to do anything that I possibly can for him."

...

"After my telephone conversation with you I flew to New York and saw Walter Stewart. It certain seemed to me that he was in the mood to drop Case Pomeroy and come with us." He promised to visit Riefler at the Cape to discuss the matter.
D File, Riefler, Winfield, 1934-1939

1937

8/5

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

FOUNDERS

Corporation

✓ STEWART, WINFIELD W.

Biographical

RIEFLER, WINFIELD W.

Flexner to Riefler, August 5, 1937.

"...I was paying a week's visit to Mr. Bamberger and Mrs. Fuld... I had previously sent them at Mr. Bamberger's request a memorandum which you will see later--I don't want to bother you with it now--outlining the future of the Institute, as I now see it, subject, of course, to such changes as experience and wisdom suggest.

"I put in the very first place the development of the School of Economics and Politics. They were very much pleased with the whole memorandum and told me to go ahead. I am therefore enormously interested in your feeling that Stewart may be 'in the mood to drop Case Pomeroy and come with us.' If he has paid you the promised visit, let me know and whether this subject came up and, if so, how it stands."

D File, Riefler, Winfield W., 1934-1939

1937

8/13

RIEFLER, WINFRIED
FLEXNER, A.
LEITH-ROSS
✓ STEWART
LEIDENFORD

Biographical

Riefler to Flexner, August 13, 1937.

Flexner has written Riefler that T. J. (Tom Jones) has suggested Leith-Ross for the School of Economics and Politics. Riefler says in this letter that he never had thought of Leith-Ross because his position was so enigmatic that he is not one of the men whom Riefler saw in Europe. He says it might well be that Leith-Ross comes closer to what we want than Clay. He will talk to Stewart about it.

"No, Stewart has not yet shown up, and I am writing to find out why. I should certainly feel that we have hooked a whale when we get him signed up. He is the most elusive person one can imagine. When I saw him last early in July he spoke quite confidently of going to England in the fall and of signing up Clay while he was there. That was one of the things that made me feel he had practically decided to come with us himself.

At the same time he showed he was thinking through our problem by saying that he was not sure but that Siepmann (at the Bank of England) would not be more to our purpose than Clay...I simply said that our most important task now was to get him (Stewart) and that then we would make our next move. If his judgment favored someone else over Clay, that was acceptable to me."

Apparently the Leidesdorf matter with Joe Willits concerned Leidesdorf's son at Penn State.

Leith-Ross, he says, was in something of an eclipse in the spring, contrasting with the situation in 1930-33 when he was the acknowledged brains of the Treasury.

D File, Riefler, Winfield W., 1934-1939

1938-41
SCHOOL OF ECONOMICS AND POLITICS

FLEXNER, A.

✓ STEWART, W.

WARREN, R.

RIEFLER, W.

Academic Organisation

Biographical

Trustees' action affecting Economics Faculty, 1938.

Filed in Vertical File under "S", School of Economics and Politics.

1938-41

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

FLEXNER, A.

Biographical

✓ STEWART, W.

WARREN, R.

RIBFLER, W.

See Vertical file for notes on Trustees' minutes in Stewart-Warren appointments and budget adjustment.

Minutes Trustees, 4/7/38, 4/18/38, 10/10/38, 1/23/39, 5/22/39 to 5/19/41

1938

4/5

ECONOMICS

SCHOOL OF ECONOMICS AND POLITICS

PROFESSORS

STEWART, W. W.

Academic Activities

Academic Organisation

Academic Personnel

Biographical

An unsigned, incomplete draft for Flemer, presumably by Stewart, reading as follows:

"On the assumption that:

"1. W. W. S. join Institute by January 1939 - or at any later date convenient to W. W. S. Director free to refer to this commitment when approaching others - but no public announcement by Institute until G. F. [Case Fomeroy] stockholders advised of withdrawal.

"2. On this basis, would it be possible to provide in the budget for

"a. Appointment of two permanent professors in Economics - to be selected by agreement between Faculty & Director -

with approval of Board / - these appointments to be made not later than , provided suitable candidates can be found by that time?

"b. Provision for one full time visiting professor or lecturer.

"c. Provision for 4 associates (these to be financed preferably from funds outside Institute).

"3. With this program in mind to consider with Princeton University extent and time of possible changes in Economics Faculty - and possibly some adaptation of present graduate Fellowships to meet financial needs as in 2-c."

D, Stewart, Walter W., 1932-1945

1938

5/3

ROCKEFELLER FOUNDATION
BEVERIDGE, SIR W.
✓ STEWART, W.W.

Foundations
Biographical

"NOTE ON ROCKEFELLER FOUNDATION POLICY"

More research time among University teachers, library and statistical laboratory facilities, field work organization, specialization, and a tradition of research by observation, are the five requirements named above as the conditions of assured advance in social science. In the light of these conditions it is easy to see why the various methods adopted by the Rockefeller Foundation in the field of social science (in Britain) have in some ways missed the mark.

Fluid research grants to Universities presuppose leisure among University teachers (more than exists in Britain) and are at best means of enabling Universities to go forward on old lines; they do not encourage or compel a fresh start; they may be spread thinly and unproductively over a wide field. By contrast with fluid research grants, the recent policy of the Foundation, of limiting help to projects within defined fields, has the advantage of specialization and of making it possible to ask for something new. But it also presupposes leisure and taste for the particular project named among men of the right ability; it is apt to produce a race of project-hunters of inferior ability.

There remain grants made to non-academic institutions like the Royal Institute of International Affairs and the projected National Institute of Economic and Social Research.

The former does quite admirable work in bringing about the informal discussion of practical issues of the day. But its social field of interest is particularly difficult for anything like scientific treatment. The Institute has remarkable success in getting men busy with other affairs to serve on research groups. But the breaking of new ground in science needs more than the spare time of busy persons, however eminent and however they may be supported by full time research secretaries. It needs to become the whole or the main interest of some of the best brains in the country. I should expect the Royal Institute to advance the arts of government rather than the science of society.

The latter project, into which I have come at a late stage of its development, will, I believe, be valuable in proportion as it secures the co-operation of Universities and encourages and assists them to move in the right direction. The Institute will probably be able advantageously to spend about half its guaranteed income on central research by its permanent staff, but the Institute will not be able to attract away from Universities to itself the first class brains to make new departures in science. It must aim in the main at giving help to people in Universities and temporary research fellowships to people already assured or nearly assured of University careers. If it is strong enough both to set an example to the Universities and to mould their policies it may be of immense value. But unless it is strong enough to do this, it will do hardly anything.

The Rockefeller Foundation at an earlier stage of its history brought about a great and beneficial re-organization of medical studies in the United States. In the social sciences I should like to see them adopt a programme no less ambitious, of bringing

about in Universities the establishment of Research Institutes corresponding to the laboratories of natural science. They need not attempt this everywhere, all at once. But for many reasons I hope that they would devote substantial resources to such a programme in Britain, as well as in the United States. In social sciences comparative study is all important.

Nor, again, is it necessary that in regard to research in social science each University should be encouraged from the outset to try to cover the whole field. Accidents of personnel or other local conditions may make one University particularly favourable ground for the establishment of an Institute concerned with Population problems, while another is more favourable ground for Anthropology and Colonial problems; a third for Economics and Statistics, a fourth for a Municipal Research Bureau.

In breaking new ground it is desirable to choose the most favourable ground to start with."

The transmittal letter from Flexner to Stewart:

"I am returning to you under separate cover your copy of 'Politica'. I read with very great interest Beveridge's article as well as the article by Sidney Webb. The Beveridge speech seemed to me very sensible. Indeed it is the best thing of his that I have read. I have the same conviction that he has finally reached, namely, that persons who wish to pursue economics scientifically cannot identify themselves with practical politics, and indeed I expressed myself to this effect in the introduction to the book on 'Universities'. It is a difficult business to preserve detachment and yet keep in contact with experience, but physicians must get rid of their emotions when they confront a patient who is perhaps very dear to them as a friend, and economists have, I think, to do the same. Many thanks for letting me read this quarterly, of which I shall procure a number of copies when I go abroad.

"I mailed yesterday an inscribed copy of Einstein's book to you. I am sorry he misspelled your name. I stood over him and, as he wrote, spelled S-t-e-w-a-r-t, but it is quite obvious that he did not hear a letter I spoke. He was, however, delighted to inscribe the volume, and I think that you will enjoy it."

1938

5/10

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

ROCKEFELLER

Foundations

ECONOMICS

Academic Activities

✓ STEWART, WALTER W.

Biographical

FLERNER, ABRAHAM

BEVERIDGE

See memo on Beveridge on Social Sciences and damage
Rockefeller Foundation grants did to London School of Economics.

8-2

1938

5/25

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

CLAY, PROFESSOR HENRY

Biographical

FLEXNER, A.

RIEFLER

✓ STEWART, W. W.

Clay has high regard for Riefler, Stewart and Wolman.
"Riefler, [Clay] thinks perhaps the keenest mind that he knows, and he told me that in 1933 he was sent to America by the Governor of the Bank of England to consult three men as to their views of what was likely to happen. Riefler hit it off with absolute correctness. Stewart he thinks a man of capacious intellect and great experience and wisdom, who is being lost and wasted on the kind of work he has been doing." Clay himself has not had in the sort of training and experience which Riefler and Stewart have had. His position in the Bank is far less educational to him than the position which Stewart and Riefler

had occupied for the practical men who have to make decisions go ahead and make them and be usually lag in the rear so that his counsel has more effect on the next decisions than on the one just taken.

Clay thinks the curse of economics has been its theoretical character--expounded by men with no responsibility for action. Clay leaped at Flexner's analogy with medicine in the training and research. Flexner told Clay of Biefler's relationship WITH ~~the Rockefeller Foundation~~ to the Equalization Fund and of its termination--no physical responsibility or title or no remuneration not even expenses. Clay approached the relationship. Clay expressed his desire to come to Princeton and said that Wymore's year with Biefler was epoch-making in his career, and probably has prepared him for a high post in the Bank of England some day. "He got from Biefler and from his American connections made by Biefler something he could not have gotten anywhere else in the world." Clay thought too much being asked of the universities who train men in theoretical economics which does not

render them ready to step into business, banks, and railroads to run things.

Clay regarded Stewart as far in a way the largest intellect in the economic field.

"The part that can be played by academic authorities in government is not as yet clearly defined. Undoubtedly an academic authority has something to say which the practical politicians will do well to weigh, but...there could be no greater mistake than to expect men trained in academic life to determine public policy from moment and day to day."

Flexner told Clay the story of Viner and Mr. Willard, and he thought it very characteristic of the academic reaction.

D. Institute Organization

1938

7/14

RIEFLER, WINFIELD W.
✓ STEWART, WALTER
CLAY
WARREN
WOLMAN

Biographical

Riefler to Flexner, July 14, 1938.

He has had four days of sessions of the Delegation on Business Depressions at Geneva which, he says, were the high spot of the trip, as high a level as any discussion he has ever experienced. The fact that the League has lost political influence seems to have thrown it back on the one asset left; namely, its ability to serve as an intellectual center. In this case it seems to be reaching the level of a super-university. Carter Goodrich has appointed Riefler a delegate to represent the International Labor Office. Riefler is looking forward to his participation with great anticipation. He ~~has~~ learned of Stewart's cable to Flexner on his arrival, and a great load rolled off his heart. Stewart he has been in touch with. Stewart says Clay hadn't yet made up his mind, and was going to take his vacation.

Riefler then addresses himself to the virtue and the value of

allowing Clay to retain his citizenship, and above all, his contacts in England. Clay, he says, has been identified with the same kind of questions on a factual basis that Stewart and Riefler have been identified with in America. He has also continued close contact with ~~European~~ European economics. He is thoroughly familiar with the factual work recently done in England such as that now being inaugurated on a larger basis by Hall and Beveridge. He has been one of the main factors in starting work of that character, and he has kept his relationship with all of the groups of opinion in Britain.

Furthermore, "there has in recent years been a great flowering of theoretical economics in England, some of it of a very high quality. The main trouble with it from the American point of view is that it has been so filled with controversy that frequently Americans have difficulty distinguishing between contributions which are basic and distortions of emphasis that represent little more than the heat and fire of a controversial situation..."

"I saw a great deal of Wolman and Warren and Stewart together on the boat coming home and feel that you should seriously consider adding

Wolman as well as Warren to the group. This differs radically from my original suggestions because at that time I was trying to work out a group which would be able to focus on all the varied problems of the economic scene from a rather unified point of view, mainly finance. It was from this point of view that I wrote the recommendations which I submitted to you...It is now clear, however, that I failed to convince Stewart. Consequently I do not want to impede the setting up of an effective unit in economics by continuing to make recommendations in terms of an objective which has already been more or less passed by. The most important requirement after all is that the Institute possess a group that can work together effectively. If additional appointments are made in economics they should carry out this group idea, otherwise it would be better to turn the endowment to other uses." / We should make Stewart as happy as possible and ^{make him feel} at home. "I was continually struck on the boat coming home with how much more ready he was to enter into free and open economic discussions with Wolman than with anyone else with whom I have observed him in recent years. It made me realize as never before how much the ~~intensity~~ interplay of his mind with Wolman's meant to him. If he is to work effectively again in our field, he simply must have this kind of interplay and I think we should do all we can to give it to him.

D File, Riefler, Winfield W., 1934-1939

1938

7/16

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ STEWART, WALTER W.

Biographical

WARREN

BAMBERGER, LOUIS

FLEXNER, A.

AYDELOTTE, F.

Flexner to Aydelotte, July 16, 1938, in strictest confidence, enclosing a copy of a letter from Flexner to Bamberger. No mention, cautions Aydelotte, can be made of Stewart's acceptance until the Board has approved the news, until Stewart, himself, has given him leave to release the news, "but I want you to know privately what has been accomplished and to share my enjoyment of a step that I think will prove momentous in the history of the Institute and in the development of economic thinking."

The enclosed letter from Flexner to Bamberger of the same date goes as follows: He informs of Stewart's cable, "My answer

is yes--wholeheartedly and without reservation, and I am delighted to have made the decision."

Fleznor continued, "I have not forgotten or lost sight of your own skepticism on the subject of economics, but after seven years of thinking and consultation it is my conviction that we have, in the field of economics, greater opportunity and greater need than in anything which we have done or can do. Do not understand me to mean that I lose sight of the human factors involved or that I count upon early concrete and useful results, but experience and experiment on a vast scale have been going on ever since the beginning of the war, and even long before that, and no group anywhere has had such an opportunity to study this experience as we can provide in Princeton, though, as I explained to you, two institutions animated by the same purpose have been created in England within the last two years."

He then delivers a little homily to Bamberger on the development of economics, mathematics, physics, biology, ~~xxx~~ psychology, and medicine in recent world history, and continues:

"After long years of waiting we have secured a leader who is universally regarded by those most competent to judge as the ablest person in either Europe or America. I believe in Stewart, in his wisdom, in his judgment, in his modesty, and in his absolute devotion to the search for truth. Tempting offers have been made to him in these recent months. Where a man less great might have yielded, he has put them all aside. When his acceptance is announced--for the time being it is of course confidential--it will be greeted by men of affairs as well as economists as marking the opening of a new era, for we ~~xx~~ will have established in America such a center for economic investigation and research as exists in mathematics and physics and medicine, and such as does not exist in economics under quite as good conditions in any other country in the world.

"I write this letter with a good deal of emotion. I realize that I am no longer young, and it has not been easy for me to wait, ~~xx~~ but I realize also that he must start with the best--with a man who, in the field of economics, means something of what Einstein and Veblen and Weyl mean in the field of

mathematics. That we have now accomplished by being patient and being satisfied with nothing short of the best."

A File, IAS (T)

1938

7/16

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ STEWART, W. W.

Biographical

FLEXNER, A.

BAMBERGER, LOUIS

Flexner to Bamberger, July 16, 1938, regarding, "My answer is yes--wholeheartedly and without reservation, and I am delighted to have made the decision."

Letter filed in Chronological file under 1938, 7/16.

D, Bamberger, Louis, 1937-1944

1938

7/16

RIEFLER, WINFIELD W.
✓ STEWART, WALTER
FLEXNER, ABRAHAM

Biographical

Flexner to Riefler, July 16, 1938.

Flexner had yesterday morning a letter from Mr. Stewart from which he quotes the following, "...I am wondering if you received a cable I sent from London which was to have been delivered to you on your arrival. It read, 'My answer is yes--wholeheartedly and without reservation, and I am delighted to have made the decision.'" Flexner is elated and congratulates Riefler on his success in the negotiations to get Stewart to accept, and also for his future of "close association which you will have with your teacher and friend, whom you love and trust and admire." And then he counsels caution so that they should not make a misstep, and only act after the deepest reflection.

Winfield W.

D File, Riefler/ 1934-1939

1938

7/16

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ STEWART, W. W.

Biographical

FLEXNER, A.

AYDELOTTE, F.

Flexner to Aydelotte, July 16, 1938.

"I am sending you in strictest confidence a copy of a letter which I have written to Mr. Bamberger. No mention can be made of Stewart's acceptance until the Board has approved the appointment and until he has himself given me leave to release the news, but I want you to know privately what has been accomplished, and to share my enjoyment of a step that I think will prove momentous in the history of the Institute and in the development of economic thinking.

"Under no circumstances do I wish this mentioned at the meeting of the Building Committee, for it would not be fair to tell Veblen unless we also took other members of the

faculty into our confidence, and no one has an inkling of it except Riefler--not even Earle or Mitrany."

He then notes Aydelotte has abandoned his proposed trip to Europe.

D File, Aydelotte, Frank, 1930-1945

7/16
7/27

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ STEWART, W. W.

Biographical

FLEXNER, A.

BAMBERGER, LOUIS

AYDELOTTE, F.

Flexner to Aydelotte informing him of Stewart's acceptance; enclosed letter to Bamberger. Aydelotte's answer.

Letters filed in Chronological file under 1938, 7/16.

A, IAS, Transfer

7/19

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

FOUNDERS

Corporation

STEWART, W. W.

Biographical

FLEXNER, A.

Louis Bamberger to Flexner, July 19, 1938, from Lake Placid.

"Dear Doctor-

"From the past you are aware of my propensity for letter writing, but today I could not refrain in personally acknowledging yours of the 16th. Mrs. Fuld and I enjoyed this one, even more than usual not only in your announcement of Stewart's message to you, but rather the youthful enthusiasm that seemed to me to pervade the entire letter. We also feel that the Institute is entering a new chapter of its work. Let us hope that our past success will continue. Thanks to you. Mrs. Fuld is doing nicely here. She enjoys the lodge on the Lake and the surrounding beautiful scenery. We have suffered no hot weather here. We both send warm greetings to Mrs. Flexner and you.

D. Bamberger, Louis, 1937-1944

"Sincerely, Louis B.

1938

7/24

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

SCHOOL OF MATHEMATICS

AYDELOTTE, F.

Biographical

FLEXNER, A.

✓ STEWART, W. W.

Aydelotte to Flexner, July 24, 1938.

Handwritten letter. "Heartiest congratulations! You have taken a great step forward in the appointment of Stewart and I am simply delighted that your patience and the success of the Institute have been rewarded by his acceptance. I shall of course speak of it to no one until you make the announcement. But when you ~~xxxxxxxxxxxxxxxxxxxx~~ write to Stewart I should be glad if you would tell him how pleased I am and how warmly I wish him success and happiness in the Institute faculty."

D File, Aydelotte, Frank, 1938-1945

1938

7/25

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ STEWART, W. W.

Biographical

WARREN

MAASS

LEIDESDORF

FLEXNER

Maass to Flexner acknowledging Flexner's letter of July 16 to Leidesdorf congratulating him on "Stewart's wholehearted and unqualified acceptance." Entering in new field-possibilities limitless, will reflect great credit on Institute.

D, Maass, H. H., 1930-38

1938

7/25
8/24
8/27

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ STEWART, WALTER

Biographical

WARREN, ROBERT B.

Maass to Flexner:

"My heartiest congratulations to you for what you have started in economics, which I know will be followed by heartier ones when the first results become known."

Maass to Flexner:

"You cannot imagine how eager I am to learn when you are going to announce Mr. Stewart's appointment, and also the scope of his plans for the Department of Economics."

Flexner to Maass: .

"I am glad that you approve of my suggestion in reference to the Einstein bust and Miss Bamberger's offer of a plaque of Mr. Fuld.

"I believe it would be good judgment for you and Larson to see Mr. Bamberger and

Mrs. Fuld before the committee meets so that they may not have the feeling that they are faced with an accomplished fact.

" Stewart and one of his associates, Mr. Warren, spent two days with me this week. Stewart's enthusiasm over the prospects was most noticeable. His appointment can be announced immediately after it is ratified by the Board at the meeting on October 10. He has in mind now asking Mr. Robert R. Warren, a Harvard man, to join a group with himself and Riefler. Warren is really first-rate, a quiet, patient, thoughtful worker with a wide acquaintance with finance in this country and Europe. The department will of course develop slowly as we find men and money for it, but I have practical assurance of outside funds based on the acceptance of men of the type whom we have already secured."

Source: IAS Trustees - Maass, Herbert H.

1938

8/24
8/26

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

RIEFLER, WINFIELD W.

Biographical

✓ STEWART, WARREN

WARREN

WOLMAN

Flexner to Riefler, August 24, 1938.

Stewart and Warren have been visiting Flexner at Magnetawan.
"Warren's mind is moving slowly, but our long talks have convinced me
that his intellect is a first-rate instrument."

Riefler to Flexner, August 26, 1938.

"Stacy May told me the other day that he understands that Stewart,
Warren and Wolman are starting out on another trip through the south
in September. This seems to me to confirm my earlier conclusion that
they form a natural group, which should not be broken up.

D File, Riefler, Winfield W., 1934-1939

1938

8/27

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

PRINCETON UNIVERSITY

Relations WOA

✓ STEWART, W. W.

Biographical

Flexner to ~~W~~ Dodds, August 27, 1938.

A confidential letter from Flexner to Dodds. "I have just had a two-days visit from Walter Stewart, which has resulted in his accepting a permanent post in the Institute, his tenure to begin probably about January 1, 1939. I have his permission to write to you, and I am happy to be able to do so. Princeton's appointment of Morgenstern and our appointment of Stewart lay the foundation, I believe, for a development in economics which ought in time to be on the level of that in mathematics and the fine arts."

D File, Dodds, Harold W.

1938

10/4

✓ STEWART, W. W.

Biographical

WARREN, R. B.

Stewart to Flexner.

Discussing his reasons for staying away from Board meeting at which he will be nominated--will be ready for work at beginning of spring semester 1/17/39.

Wants to resign as Trustee but Flexner wants him to continue. However, he must resign as Vice-Chairman therewith. While he has not talked with Mr. Warren thinks he will want same effective date.

D, Stewart

1938

10/4

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ STEWART, W.W.

Biographical

The following (pages 12-14) was transmitted to Flexner by Stewart:

"Cooperation, then, is to begin in the mind itself. Unfortunately, those single minds capable of broad synthesis are extremely rare. They have been at all times the exception, but the epoch of specialization has brought this species almost to extinction. The first and most important task, therefore, is to find the last specimens - regardless of nationality, to be sure - and to enable them to work under proper conditions. Since a vast apparatus is the very last thing they need this procedure has the additional advantage of being relatively inexpensive.

"The work to be undertaken by these few men is not of the kind which can start with complete programmes and end with quick and handy results. It is one of the main tasks of the research itself to find the strategic problems and to define them properly, for stating the right questions is the main condition for getting the right answer and very often the answer itself. This fundamental methodological truth must be stressed the more forcefully since so far many research enterprises have suffered from hasty programmes and irrelevant questions. It involves the further principle that no scholar should be dragged by any 'machinery' of whatever kind. He must have a free hand in experimenting with ideas and solutions, in abandoning blind alleys and seeking new paths during the investigation without exposing himself to the risk of being blamed for not knowing what he wants and for changing his mind. Those who are only too sure of themselves have had their chance, without any visible results. Now it is only fair to try those who are looking for new directions.

"In abhorring any 'institutionalized' research, Social Sciences have to get rid of their inferiority complex towards the Natural Sciences and of their weakness in feeling elated by imitating their methods. Our subject is man himself, and he is always with us in our private study room. Our laboratory is the mind itself, and this laboratory is at its best if it is being left alone instead of being made a part of any institutional machinery. The more it is realized that the 'exactness' of Natural Sciences was an illusion in their proper field the more it becomes apparent that man is the measure of all things, and that human nature is something almost more stable and manageable than physical quanta. This tendency of Social Sciences towards imitating the methods of Natural Sciences is still a hang-over of the hey-day of Rationalism which must go overboard before new things can be accomplished. Social Sciences like all Geisteswissenschaftler have to realize their proper morphology and develop their proper methodology accordingly.

"The concrete procedure means putting together a few scholars of rarest quality and leaving them to their lonesome task without asking them many questions, providing them with the indispensable research facilities, especially with a few assistants doing routine work, collecting data, sifting material, etc. Big conferences will be avoided, but will be indispensable to arrange individual contacts with other scholars working in the same or in different fields, so that intimate but exhausting discussions can be held to elucidate controversial points, perhaps with representatives of opposing views. In this way a nucleus will be created which may mean the beginning of that task of working

out the alternative for which the world is waiting. There is not much time to be lost if there is to be still hope that the alarming drift of the time may be arrested."

Wilhelm Röpke
Graduate Institute of International
Studies (Geneva).

Alexander Rüstow
University of Istanbul

Portion taken from: A NOTE ON THE URGENT NECESSITY OF RE-ORIENTATION IN SOCIAL SCIENCE

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

1938

10/9

VEBLEN, O.

Biographical

✓ STEWART, W. W.

WARREN

FLEXNER, A.

See Veblen's remarks welcoming Stewart - Warren to Faculty at Board meeting. Gives color to theory his and Flexner's differences arose in January, 1939, in a fight over something else and Veblen used discontent of Harle with the new appointments.

Trustees' Minutes, 10/9/38

1938

10/10

SCHOOL OF ECONOMICS AND POLITICS
PRINCETON UNIVERSITY

/ STEWART, WALTER
WARRER, EARLE
RIEFLER, W. W.
DODS, H.
VIEHLER, O.

Academic Organization
Relations W.O.A.I.
Biographical

Report (Director) and recommendation for appoints of Stewart and Riefler

Tr. Min. - 10/10/38 - pp. 4/13

✓STEWART, W.W.

Biographical

FLEXNER, A.

SCHOOL OF ECONOMICS & POLITICS

Academic Organization

ECONOMICS

Academic Activities

Flexner reports to the Board that as the next move in the Institute takes place in the field of Economics luckily Princeton University is making the same efforts in that field and "the result will consequently be that we shall have at Princeton the nucleus of economics which will in time attain something like the distinction that Princeton University and the Institute have attained in mathematics and in the humanistic studies." (Minutes, Oct. 10, 1938, p. 4.)

He alludes to the appointment of Riefler and then brings a letter sent by Dean Joseph H. Willis of the University of Pennsylvania and Executive Director of the National Bureau of Economic Research, lauding Riefler's unique contribution to the National Bureau of Economic Research in connection with its study into finance. "Not only did he as Chairman of our exploratory committee on Financial Research lay out the broad objectives and method of work, he has also aided the actual inauguration of the work and choice of personnel." In 1936-37 Riefler acted as Chairman of a committee on financial research of the National Bureau of Economic Research. (Ibid., pp. 5-7.)

As to the appointment of Dr. Stewart Flexner reports that he consulted over the years; Professor Henry Clay formerly professor in the University of Manchester and now economic advisor to the Bank of England and Sir William Beveridge, formerly head of the London School of Economics and now Master of University College of Oxford, Professor Adams, formerly professor of constitutional law at Oxford, now Warden of All Souls College, and others. "There was a singular unanimity of opinion in America and Europe that the ablest man whom we could hope to secure was Mr. Walter W. Stewart, already a trustee of the Institute. It is an accident, though a very fortunate one,

that Mr. Stewart was Mr. Riefler's teacher when he was a student at Amherst, and likewise Mr. Riefler's own choice as an associate." Due to circumstances in his associations (the death of Mr. Walter Case) Dr. Stewart is changing his mind or has changed his mind about coming to the Institute. Dr. Stewart, Dr. Riefler and Mr. Robert C. Warren have discussed the Institute's program and problems together in the past. "In his last trip (the spring before) to Europe two things became obvious to Flexner in London: (1) Mr. Stewart, though confronted with various possibilities, was gradually inclining toward acceptance of a post at the Institute; (2) Mr. Stewart regarded it as of vital importance to him and Mr. Riefler that Mr. Warren should be added to the group as soon as it was formed."

Brief Biographical Sketch of Both Men: (Ibid, pp. 7, 8.)

President Dodds congratulated Flexner on the choice of Mr. Stewart and told Flexner that Princeton University had offered a professorship in economics to Professor Morgenstern of Indiana. It was accepted. This is the nucleus both institutions hoped to establish.

He thereupon nominated Stewart and Warren as professors in the School of Economics and Politics. Mr. Riefler seconded the nomination and expressed his extreme gratification in the move in economics. The events of the last two weeks abroad made it seem to him infinitely more certain that the Institute should go forward in this field because the ultimate effect of recent events is still incalculable. He felt great responsibility for the economic situation which would evolve upon the United States. He felt there would be a breathing spell in which the country might understand clearly its own economic system and what it lacks and what errors were made following the last war.

Mr. Aydelotte approved Mr. Riefler's remarks and considered the appointments of Stewart and Warren a most significant act. He looked for the productive quality of fundamental research and stated that since it would be unostentatious and carried

on with quiet work it would be what we needed; "...it is the most promising start he knows of in the world" (Ibid. pp. 11-12).

Mr. Maass then intimated that Mr. Bamberger had had some hesitation about the part of the Institute in trying "to bring order out of " in the field of economics, but after having gone over the subject with the Director and others he had become convinced that this is a noble effort that the Institute is about to take."

Mr. Bamberger said he had been in doubt about whether substantial results could be achieved "...so that it was his understanding that the teaching of economics in our universities had thus far not given satisfactory results..."

After discussion with Director and hearing the remarks of Mr. Riefler and Mr. Aydelotte he realized the results of the experiment "might inure to the benefit of the whole world and he was convinced that the Institute was not only justified in undertaking the task but ~~was~~ ought to undertake it. He assured the Board of the cooperation of Mrs. Fuld and himself." (Ibid. p. 12). Thereafter Stewart and Warren were both appointed at a salary of \$15,000 a year with the usual provisions of contribution by both the Institute and the professors to TIAA (5%). (Ibid. p. 13).

May 19, 1941. Professor Stewart resigned from the Board of Trustees.

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

Trustees have quite separate and distinct functions to perform and that any overlapping of membership always runs the risk of confusion and misunderstanding. If I were to continue as a Trustee I would not feel justified in voting for the reelection of my Faculty colleagues to the Board solely because they are members of the Faculty, and I therefore feel it is entirely illogical for me to continue as a Trustee and professor..." (Minutes of Annual Meeting, May 19, 1941, pp. 1-2.)

After Mr. Stewart's resignation was accepted the minutes continued "with the acceptance of Mr. Stewart's resignation comment was made that it should nevertheless be the policy of the Institute to have certain scholarly and scientific members on the Board of Trustees.

1939

1938

10/12

APPOINTMENTS

Academic Personnel

BENEFITS

✓ STEWART, WALTER W.

Biographical

Appointment letter from Esther S. Bailey to Stewart,
October 12, 1938.

Salary to be \$15,000 a year, 5 per cent contributions to
TIAA by Stewart and Institute, beginning at a date to be
arranged by the Director in conference with Mr. Stewart,
unless term of appointment is prolonged by mutual consent, he
would retire at 65 years of age.

D, Stewart, Walter W.

1938

10/13

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

CLAY

Biographical

FLEXNER

✓ STEWART

Flexner to Stewart transmitting letter from Clay evidently
/ refusing appointment. "Happenings of recent weeks" probable
cause.

D. Stewart

1938

10/14
10/18

GENERAL

SCHOOL OF ECONOMICS AND POLITICS

✓ STEWART, WALTER W.

WARREN, ROBERT

MAASS, HERBERT H.

PLEXNER, ABRAHAM

Public Relations

Academic Organization

Biographical

See Maass to Flexner October 14, 1938 indicating full knowledge of permanence of appointments of Stewart and Warren.

Note complete friendliness in affair to pay Larson's expenses.

See Chrono.

1938

19/14
10/18

INSTITUTE FOR ADVANCED STUDY
BUILDINGS AND GROUNDS
WARREN, ROBERT
✓ STEWART, WAITER
EINSTEIN, ALBERT

Public Relations
Facilities
Biographical

Mass to Flemer:

"The article in this morning's Times concerning the new building of the Institute was certainly both interesting and attractive. I confess, however, that I was somewhat surprised that you took occasion to announce the appointment of Professors Stewart and Warren at the same time, for I was impressed by the fact that news concerning the building rather surpassed the importance of these appointments. However, I suppose you felt that this was the best opportunity for announcing the appointments.

"When last I saw you I forgot to mention that Mr. Benjamin called upon me one day last week in reference to the proposed gift of the Einstein bust. He explained that the genesis of the idea to me completely and also advised that contributions had been slow in coming in and that the Committee was considerably short of the amount which it hoped to raise. In the course of discussion I learned that practically no contributions have been received from any of the trustees of the Institute and I am therefore writing to advise you that Leidesdorff and I are each willing to contribute \$100.00, and that I am sure you can get some contributions from other members of the Board of Trustees, probably Mr. Houghton, Edgar Benberger, Mr. Martin and perhaps some others, for you would know better than I who to ask. Will you communicate with those who are in a position to give, or do you prefer that I do so? At the same time will you advise Mr. Benjamin of Leidesdorff's and my contribution.

"What is contained in this paragraph is intended entirely for your own consumption, but it is one of the little things that is giving me much annoyance. When the Committee on Building selected Mr. Larson as architect we held a meeting with him in which we arranged his fee at the flat sum of \$25,000.00, the first \$15,000.00 to be payable in monthly installments of \$1,500.00 each, and the remaining \$7,000.00 when the building was completed and accepted. It was understood that out-of-pocket disbursements such as telephone calls, traveling expenses, etc., were to be billed at cost. Recently one of the requisitions was sent to Mr. Benberger with an accompanying check for signature and yesterday Mr. Benberger called me on the telephone and criticized the agreement to pay disbursements, saying that he felt these should be borne by Mr. Larson. The contract having been made, I cannot undertake to change it at this juncture, so Leidesdorff and I have asked Mr. Larson in the future to omit these charges from his bills to the Institute and bill them separately and Leidesdorff and I will pay them personally. The whole thing cannot amount to more than a few hundred dollars and I do not think an issue should be made of it."

Flemer to Mass:

"I have yours of October 14 in reference to the announcement regarding the building and the appointments of Stewart and Warren. It was impossible to do otherwise, since the newspapers were already in possession of the fact that Stewart had accepted an appointment,

and the best that I could do was to get the Associated Press and the New York Times to hold back with the announcement until the announcement regarding the building was made. It seemed to me important not to allow the impression to get abroad in academic circles that we were going ahead with buildings rather than with men. By combining them we have shown that our policy is unchanged.

"In regard to the Einstein bust, I myself made a contribution, but I hesitate to ask any member of the Board of Trustees to do so, though I agree with you that there are those who might be interested in doing so and who could do so without serious damage to their assets.

"Larson is tremendously pleased that he is going to have something like Einstein's bust and probably several plaques with which to initiate some simple but entirely fitting ornamentation.

"I do not think that you and Mr. Leidesdorf should pay Larson's out-of-pocket disbursements. They ought to come either out of the sum that Mr. Rasker places at your disposal - I myself would have no hesitation in continuing along that line - or they should come out of petty cash. Under no circumstances am I willing that you and Mr. Leidesdorf should pay them. ~~Shushannikowicz~~ So when these memoranda come in I want you to send them to me and I will see that they are paid by the Institute as they ought to be. This is undoubtedly another little instance of the interference of our friend, and I myself have no hesitation whatsoever in overruling him."

Source: IAS Trustees - Haase Herbert M.

1939-40

✓ STEWART, W. W.

Biographical

AYDELOTTE, F.

COMMITTEES (EXECUTIVE)

Corporation

Stewart Chairman of Executive Committee 1939-40. (Bulletin No. 8)

Aydelotte was actually Chairman of Executive Committee
in November, 1939. (Aydelotte to Bamberger, November 20, 1939,
A, I. A. S. (T))

1939

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY

2/8

SCHOOL OF ECONOMICS AND POLITICS

ORIGINAL OF THIS DOCUMENT

HARVARD

STEWART, W.W.

FLEXNER, A.

Educational Institutions
Biographical

Wednesday, Feb. 8th

"Dear A. F.

"I am returning this amazing document. If it were not so solemn and in such good faith it would be really funny. Given a free hand one could have some sport with it as a sample of organized higher learning. Apparently when a good idea occurs to anyone at Harvard a piece of administrative machinery must be invented to make sure that forever after the same idea shall not be forgotten. - For example, (p.12) it evidently occurred to someone that it might be a good thing if some of the promising students dined with some stimulating members of the Faculty. Whereupon the students became Junior Fellows - the Faculty members Senior Fellows - and they have one 'fixed duty' of dining together each week - for which the students receive a 'substantial stipend'. - And soon, through 'Plan B' - 'Council of Eight', 'Roving Professors', 'Lecturers', 'Senior Preceptors', and 'Faculty Council' - with an occasional ad hoc committee thrown in for good measure. Big Business, as I know it, has nothing on Harvard. It's rather pathetic!

"Taken all together it does not make as much sense as a sentence in a letter I had yesterday about the Institute - ~~What~~ could be wiser than to give people who can think the leisure in which to do it."

Yours

/s/ W.W.S."

SCHOOL OF ECONOMICS AND POLITICS

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HARVARD

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Yours

/s/ W.W.S."

1939

March

ROCKEFELLER-BAMBERGER FUND

Foundations

✓ STEWART, W. W.

Biographical

OPPENHEIMER, R.

See final accounting of Rockefeller-Bamberger Fund.

D, Rockefeller Foundation

1939

4/10

DIRECTOR

Administration

PARTICIPATION IN ADMINISTRATION

Academic Personnel

EINSTEIN, A.

Biographical

VERLEN, S.

✓ STEWART, W. W.

FLEXNER, A.

Date of third Faculty dinner presumably social given by
Einstein with purpose Flexner must go.

Stewart Interview, February 4, 1956, p. 2

1939

4/13
11/17

BENEFITS

Academic Personnel

LIBRARY

Facilities

HERZFELD (b. 1879)

Biographical

✓ STEWART

FLAXNER

(See list of publications and curriculum vitae in file).

Flaxner to Herzfeld reassuring him his room at Fuld Hall will always be available for his library, even after his retirement, and expresses hope Herzfeld will remain on active list "far beyond nominal retirement age which was adopted merely as a safeguard and will I hope never apply to you." But contemplates Herzfeld's retirement also in guaranteeing access to his library whether he is active or retired. Schren moved books from 10 Bayard Lane to Fuld 7/1/40.

D. Herzfeld

1939

6/16

1940

1/12

TRUSTEES

Corporation

DOUGLAS, LEWIS

Biographical

✓ STEWART, W. W.

FLEXNER, A.

AYDELOTTE, P.

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

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

D. Stewart

1939

6/16

TRUSTEES

Corporation

DOUGLAS

Biographical

✓ STEWART, W. W.

FLEXNER, A.

Stewart to Flexner.

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

D, Stewart

1939

6/18

PARTICIPATION IN ADMINISTRATION

Academic Personnel

BADIN, E. H.

Biographical

HEINSTEIN, A.

VIDIN, C.

WILFEL, W.

✓ STEWART, W.W.

Wario's letter to Haase and Leisendorf on administrative matters in which faculty is interested; choice of new Director, new appointments, Faculty, Trustees representatives and comments thereon, budget.

Vertical File, Series-1

1939

7/24

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ STEWART, W. W.

Biographical

RIEFLER, W. W.

JACOBSON, PER

Per Jacobson to Flexner, July 24, 1939. Jacobson is of the Bank of International Settlements.

Thanks Flexner for contact with the economists at the Institute, and for their familiarizing him with the current economic problems in America.

"One of the difficulties in getting a grasp of conditions in the United States arises from the immensity of the material - statistical and other - with which the student of affairs is confronted. It is so easy to lose oneself in the collection of interesting data, while of course the main purpose should be to ask oneself what these data signify. In a way economists must try to avoid being too pronounced specialists; it is most important that they should have a feeling for the interdependence of the

various factors influencing the economic situation. In a small country like Sweden there is as a rule only one professor of economics at each university and he has to lecture on all aspects of his subject - general theory, distribution, finance, banking, labour, economics, history, etc; it is unlikely that he will ever get the limitation of outlook which the specialist so often gets.

"If I understood you correctly the main objective of your Institute is to give those attached to it a great freedom of arranging their tasks and to allow them every opportunity for work on general problems. Just because I felt that your economists had a very wide outlook I was able to benefit so much from my contact with them; and I have no doubt that on these lines they are able to contribute something essentially important to American economics."

D - "J" File

1939

August _____

✓ STEWART, W.

FLEXNER, A.

Handwritten penciled ^{*draft*} ~~copy~~ of telegram ^{*presumably*} sent August _____, 1939. In Stewart's handwriting.

"Abraham Flexner, Magnetawan, via Burks Falls, Ontario, Canada. Complete agreement with your cogent telegram and letters which show your usual wisdom and restraint. Our soundest procedure is to follow regular program without surprises. My only regret is additional burden upon you. Hope see you soon after your return. Affectionate regards and thanks to you and Mrs. Flexner."

S File, General 1939-1942

1939

August-October

FOUNDERS

Corporation

✓ STEWART, WALTER W.

Biographical

FLEXNER, A.

AYDELOTTE, F.

BAMBERGER, E.

VEBLEN O.

RIEPLER, W.

HOUGHTON

WEED

ROCKEFELLER

Foundations

Handwritten notes in Stewart's file during period of August to October, 1939, and concerning Flexner's retirement.

Filed in Chronological File under 1939, *Aug. 17-25*
August-October
S File, General, 1939-1942

1939

DIRECTOR
FLEXNER, A.
HOUGHTON, A.
✓ STEWART W.
WEED, L.
MOE, H. A.

Administration
Biographical

8/17
8/25
8/28
8/28
8/30
8/30
8/30
9/11 (1936)
9/22
10/8/4
10/9/5
10/9/14
10/9/17

Correspondence on the Stewart-Flexner side of
the retirement of Flexner and the succession of Aydelotte.

Filed in Vertical File under Director, D.

S File, IAS General, 1939-42

1939

8/25

PLEYNER, A.

Biographical

AYDELOTTE, P.

✓ STEWART, WALTER W.

Aydelotte to Stewart, August 25, 1939.

A letter inviting Stewart to meet with him.

A IAS (T)

1939

8/25

FLEXNER, A.

Biographical

AYDELOTTE, F.

✓ STEWART, WALTER W.

Flexner to Aydelotte, August 25, 1939, a wire.

"Stewart arrives home tomorrow telephone no. _____
Have canvassed entire matter with him Suggest you arrange to
confer with him in near future Affectionate greetings and
deep appreciation."

A IAS (T)

1939

9/11
9/22

DIRECTOR

✓ STEWART, W. W.

RIEFLER, W. W.

FLEXNER, A.

Administration

Biographical

Stewart to Flexner, 9/11/39.

Riefler has committed himself to Faculty to consultation
as director successor.

Anne Flexner to W. W. S. and Riefler.

Flexner's doctor fears consequence of his interviewing
faculty members regarding succession. She asks them to dissuade
him.

S, 1939-1942

1939

9/30
10/4

TRUSTEES

Corporation

DIRECTOR

Administration

FLENNER, A.

Biographical

✓ STEWART, W. W.

HARDIN, JOHN R.

Stewart to Hardin, September 30, 1939.

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

Hardin to Stewart, October 4, 1939.

He thinks that Section 1, Article VI of the By-Laws is very clear. Fleener's resignation as Director does not have any effect on his tenure of office as Trustee. He has been elected for a regular term, which will continue to its termination unless sooner vacated by his death or resignation as a Trustee.

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

JNH Correspondence from 1/ January, 1937 to December, 1939

1939

10/5

PLENNER, A.

Biographical

HOUGHTON, ALANSON B.

RIEFLER, W.

✓ STEWART, W.

Copy of a letter from Alanson B. Houghton to
Plemer, October 5, 1939.

"Thank you so much for your letter of October 3d.
I plan to leave here on the 2 o'clock train tomorrow,
Friday afternoon, which reaches Trenton at, roughly,
5 o'clock, and will drive directly to the Inn. If I
can properly finish my talks with the faculty by early
Saturday afternoon, I think I would better return to
Washington for Saturday night and Sunday and come to
New York for the meeting early Monday morning. Out of
course I am entirely ready to stay in Princeton as long
as is necessary to cover the faculty satisfactorily.

"I enclose you herewith a copy of a letter received

by me from Mr. Bamberger. Apparently this meets all the necessities and so far as the substitution of Mr. Leidesdorf's name on the nominating committee is concerned, Mr. Bamberger's wish should, of course, be enough.

"I have had a couple of talks with Kiefler and expect to meet Professor Warren this afternoon.

"I differ in one respect. I think Mr. Bamberger's suggestion that the resolution expressing the admiration and affection of the Trustees for you and for what you have done for the Institute cannot be ready for submission Monday. In fact, the document is too important to be rushed through and it will be far more proper and dignified if the resolution is made ready and adopted at the January meeting."

Copy of a letter from Louis Bamberger to Alanson B. Houghton, October 2, 1939.

"Dr. Aydelotte gave me your message to the effect that you would welcome an expression of my wishes in regard to Dr. Flexner's resignation as Director of the Institute for

Advanced Study. I am glad to comply and wish to say since Dr. Flexner is anxious to be relieved of his responsibilities, I feel that his resignation should be accepted. I believe that the Board should adopt a suitable resolution expressing the gratitude and admiration which the Trustees feel for his great work in planning the Institute and conducting it since its inception.

"My understanding is that the Board should then appoint a committee to nominate a new Director. If you approve I should be glad to serve on this committee and should like to have in addition yourself, Mr. Hardin, and Mr. Leidesdorf.

"I understand you would like an expression of my wishes in regard to Dr. Flexner's successor. On that point I wish to say that Mrs. Fuld and I are in perfect accord in suggesting Dr. Frank Aydelotte. We have known him for some years and feel that he has the ideals and qualifications to direct the Institute most capably.

"I understand that you feel that the members of the faculty should be consulted, and I am glad to learn that you

are willing to undertake this task. I believe you are the best person to do it, and hope you will do so in whatever way you think proper. I trust, however, that it can be done before October 9 so that the Board will be in a position to take action on that day.

"In conclusion I wish to express best thanks from Mrs. Fuld and myself for your interest and help in this important matter. We consider the Institute fortunate in having you for Chairman of the Board."

D File, Houghton, Alanson B.

1939

11/27

PARTICIPATION IN ADMINISTRATION

Academic Personnel

AYDELOTTE, F.

Biographical

RIEFLER, V. W.

WARREN

✓ STEWART

HAPLE, E. W.

Aydelotte to Stewart, November 27, 1939, asking him to consult Riefler and Warren individually or collectively as to whom they would suggest to represent the School of Economics and Politics "on this committee." Aydelotte is sending a similar request to Earle to ask his advice and thinks it useless to try to reach Nitensy. Suggests Stewart reach Riefler and Warren by phone and confer with him on it.

Since J Aydelotte is reaching the members of the School of Mathematics and the School of Humane Studies that week, he

wants the suggestion as promptly as possible from the
school of Economics and Politics. There is no memorandum in
the file as to who was suggested.

2-15 (SER, Faculty Meetings)

1940-1950

FOUNDATIONS (GENERAL)

Foundations

✓ STEWART, W. W.

Biographical

Stewart was a ~~member~~ trustee of the Rockefeller Foundation 1931-50, and Chairman of the Board 1940-50. He was a trustee of the General Education Board 1933-50, and was Chairman of the Board, 1942-50.

Question: Were these offices incompatible with his status as trustee of the Institute? Incompatible with his status as a professor at the Institute? (B. E.)

Who's Who

1940

1/17

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

ROCKEFELLER FOUNDATION

Foundations

WRIGHT

Finance

AYDELOTTE, F.

Biographical

WISFAR, W. W.

✓ STEWART

See copy of Aydelotte's request for Rockefeller Foundation funds.

^S
S, I. A. S., School of Economics and Politics

1940

1/19 - 3/2

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

BANBROOK-ROCKEFELLER FUND

Foundations

RIEFLER, W. W.

Biographical

✓ STEWART, W. W.

AYDELOTTE, F.

Riefler to Stewart January 19, 1940 transmitting an informal letter to Willits asking for support from the Foundation.

Aydelotte to Stewart, January 20, 1940, transmitting proposed report to the Trustees on School of Economics and Politics. (Not available. See copy report attached dated January 27 also sent to Riefler and Warren).

March 2, 1940--preliminary draft of memorandum to Willits by Aydelotte with corrections.

S-7 (SEP, 1940)

1940

4/10

ROCKEFELLER

Foundations

EMIGRES

Academic Personnel

VEBLEN, O.

Biographical

AYDELOTTE, F.

STEWART, W. W.

BOHR, NEILS

BOHR, HARALD

PAULI, WOLFGANG

Veblen to Flexner, April 10, 1940.

Stewart has told the Rockefeller Foundation that the Institute is interested in the fate of the two Bohrs. Stewart thought ~~it~~ was essential that any communication should come directly from the Director.

The Rockefeller Foundation has in April, 1937, declined a request from Dr. ~~Aydel~~ Flexner that they should provide funds for calling Neils Bohr and Dirac to Princeton. The fact that they declined in 1937 may mean an acceptance now.

Perhaps it would be wise to anticipate the taking by Nazi Germany of all its small neighbors; therefore, why not take steps to move Pauli, at least temporarily, away from Zürich.

Stewart thinks it is well to ~~talk~~ talk the whole idea over with Mr. Fosdick, making use of letters written to Aydelotte by Aydelotte and von Neumann together on the latter subject.

File V-3

1940

5/3

TRUSTEES

Corporation

NOMINATIONS

Academic Personnel

PARTICIPATION IN ADMINISTRATION

FOUNDERS

Corporation

RIEFLER, W. W.

Biographical

/STEWART, W. W.

VEBLER, O.

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

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

1940
TRUSTEES

Corporation

AYDELOTTE, P.

Biographical

✓ STEWART, W. W.

RIEFLER, W.

VEBLER, O.

Aydelotte to Flexner, May 3, 1940.

Asks Flexner for suggestions which Aydelotte should make to Mr. Houghton for the Institute committees for 1940-1941.

"As you know, Mr. Stewart and Mr. Riefler intend to resign from the Board of Trustees at the meeting on May 13, and it is just possible that Mr. Veblen will do the same, though he has not as yet signified to me that intention."

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

the Board very well.

No answer in the file from Flexner on this.

D File, Flexner, Abraham

1940

5/9

TRUSTEES

Corporation

✓ STEWART, W. W.

Biographical

RIEFLER

BAMBERGER, L.

ROSENWALD

DOUGLAS, L.

Aydelotte to Weed.

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

D, Weed

1940

5/9

TRUSTEES

Corporation

FOUNDERS

WEED

Biographical

RIEFLER

✓ STEWART

Aydelette to Weed.

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

B. Weed, 1930-1940

1940

5/27

DOUGLAS, LEWIS

Biographical

↳ STEWART, W.

Letter from Douglas to Aydelotte, May 27, 1940, saying he would like to accept the position to the Board of Trustees, but will have to have time to consider it.

Filed in Chronological File under 1940, 5/27.

A File, Lewis Douglas

1940

3/29 7/27

PLENNER, A.

Biographical

AYDELOTTE, P.

WARREN, ROBERT

✓ STEWART, W. W.

Plekker to Aydelotte, July 27, 1940.

"Have you read Bob Warren's three lectures given at McGill University, and published by the Oxford press, in a little volume called The State in Society? If not, read them; they are masterpieces of scholarship, insight and understanding. I have always leaned heavily upon Stewart's judgment, and it was Riefler who insisted upon our getting Stewart and Stewart who suggested Warren. These three men cannot be matched in this or any other country, and these, with Von Neumann, Weyl, Einstein, Meritt and a few others, are the backbone of the Institute."

1941

1/27
2/24

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

AYDELOTTE, F.

Biographical

✓ STEWART, W. W.

RIEFLER, W.

WARREN, R.

Report of the Director, 1/27/41.

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

S-4

✓STEWART, W.W.

Biographical

TRUSTEES

Corporation

Stewart to Dr. Aydelotte:

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

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

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

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

1941

5/19

TRUSTEES

PARTICIPATION IN ADMINISTRATION

✓ STEWART, W.W.

Letter of resignation of Stewart as Trustee

Corporation

Academic Personnel

Biographical

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

~~7/2~~
3/19

PARTICIPATION IN ADMINISTRATION

Academic Personnel

BY-LAWS

Corporation

✓ STEWART, WALTER W.

Biography

Dr. Stewart resigned from Board of Trustees "My view is that the faculty and the Trustees have quite separate and distinct functions to perform and that any overlapping of membership always runs the risk of creating confusion and misunderstanding."

1942

April - December

GENERAL

Government Relations

RESEARCH

Academic Procedures

GENERAL

Relations WSAI

AYDELOTTE, F.

Biographical

✓ STEWART, W. W.

Conversations between Dr. Edwin F. Gay of Huntington Library, economic historian, and Aydelette, began in April, 1942 concerning a survey of post-war international organization for peace. By June a conference had been held between Gay, Viner, Stewart, Harle, Loveday, and Aydelette, and the group was in consultation with Joseph E. Willits of the Rockefeller Foundation. Further conferences were scheduled to bring in other university personnel and projects for consideration of the problems. (See memorandum dated June 28, 1942, filed Chronological File, drafted by Ralph Barton Perry of Harvard University, amended by the group and sent to a number of universities).

Willits avoided commitment in saying that the Executive

Committee of the Rockefeller Foundation doesn't meet until September, and suggested that a fellowship might be provided for any man Gay decided should be research secretary. If Vinet participates, it would be a legitimate charge against the Rockefeller-Bemmerger Foundation grant, he felt, and the balance of any expenses might be covered by a small grant-in-aid and for which a budgetary proposal should be presented. At this time Bill Aydelotte was acting as Secretary for the several..... (Milliken to Aydelotte, July 6).

Bisfler was in Washington working. Aydelotte wrote him of the meeting concerning the proposed study at the Institute of post-war problems most recently held which in addition to the original consultants included Ralph Baron Perry of Harvard, Dunn of Yale, and President Ford of Minnesota and others.

Copy of a letter in file, Milliken to Gay, dated July 8, on Huntington Library stationery. Tells Gay that if he decides to stay in the east to do what Milliken and his colleagues believe is not as important a job as he is doing at Huntington, "the Trustees of the Library ought to be making plans for going at the matter of doing what they can to replace you

here, where your influence is so much needed, and that is a difficult undertaking." At the same time he allows his name to be used as one of the sponsors of the undertaking.

In addition to this bitterness, Williben's letter displays another: "Aydelotte has also been trying to get Hubble into a job for him, in which, from my point of view, he would be wasting his energies."

Aydelotte to Willibe, July 27, 1942. Five week-end conferences at the Institute during June and July have been held on the project, participated in by the men named above in addition to Hoyer of the National Bureau. The group has become convinced there was a real opportunity for useful service provided as sufficiently able group of men can be assembled at the Institute to take the lead in the studies.

He applies for a grant-in-aid of \$2000 to assist in defraying the expenses of further survey.

Bill Aydelotte applied for a fellowship to act as secretary to the group July 13.

Willits to Lydelette, July 30, 1942. He found the plans evidently not to his liking: first, the task proposed was too immense to be done well, perhaps. Though it involved research, it also involved careful and continuing analysis of policies over a very wide area and perhaps a subsequent, very extensive campaign of educational discussion--at least among the universities of the country. He professed not to know enough about the character of the university groups to know whether they will be able to fit the purpose of whatever emphasis might be determined for the studies, and, likewise, whether any attempt should be made to cover the whole gamut of international problems, or, perhaps, to concentrate on international political organization. He did not know what was being done by other agencies. The removal of Ed Gay he found disturbing.

He suggested that the thinking should be keyed not only to what the best thinking in America determined, but the best thinking in England, and that Foraybee coming over in September might be consulted. He suggests a session of some such group

as Aydelotte, the institute social scientists, Gay, Toyabee, Hamilton Fish Armstrong, Viner and Loveday to ~~discuss~~ discuss what, if anything, should be done, and if the answer was affirmative, where and who among the available personnel should be in charge. He emphasizes that these are personal reactions. The Rockefeller Foundation made \$2,000 available for the surveys.

Meanwhile, Viner who had been asked to Yale for a year as Visiting Professor finally accepted it. (August 14, 1942) and subsequently decided that since he had written his own ticket at Yale he should not divert his efforts by attending numerous conferences in Princeton.

With Gay's and Viner's withdrawal, the group settled on Riefler who was working with the Board of Economic Warfare. Aydelotte asked Riefler if it would not be possible for him to come and assume the leadership of the study at Princeton, pointing out that Toyabee and the rest of the group seemed to think that the thoughtful and almost philosophical aspects of the study are just as important as the technical. (August 31)

He asked for a conference to discuss the matter. He did, and Riefler refused to leave his work (September 5, 1942). Meanwhile, Aydelotte was, of course, carrying on a good part of the correspondence.

As the meetings became more frequent and intensive, but perhaps a little larger attendance, Aydelotte found it necessary to go away for a vacation for two weeks, and it seemed apparent that a certain amount of the driving force went out of the group.

It is not clear exactly what arrangements the Committee was contemplating for the carrying on of the work in September. The sum of \$30,000 and \$40,000 were mentioned as possible costs. A revealing letter from Gay, September 16, 1942, to Aydelotte indicated that whereas Gay in his previous conversations with Willits had assumed, perhaps, that Willits was interested in a small grant, he had come to think that what Willits was really saying was that the project was too enormous, and that they had better lift their sites if they were going to reach the target. The group still did not have a Chairman, nor a full-time Director.

A meeting was held on October 10 and 11 to discuss:

(1) Translating Functional approach to post-war organization arranged by Dunn with Viner and Lovejoy.

(2) Continuation of discussion of Lovejoy's memorandum on international police force.

(3) Continuation of discussion of Hoge's memorandum: "Analysis of Problems of International Organization With Restricted Membership."

(4) Discussion of plans for permanent organization and personnel of the universities' committee. (Perry to Aydelotte, September 25, 1942)

Meanwhile, Perry had wanted to send out a further memorandum to certain universities to follow up the ~~Memorandum~~ June 28, 1942, memorandum, but Aydelotte thought it had better not be done until the foundation had decided to grant.

The October meeting was not held, as a ~~matter~~ matter of fact,

pending further conversations with Willits.

Ferry and Willits had a long discussion October 8.
Willits questions:

(1) Is not the task too pretentious: can a small group like the one contemplated organize and administer 150 cooperative groups, and will not that task absorb all the central group's energies and prevent their thinking out their problems. Why not a small senior staff to perform the studies full-time free from every distraction.

(2) Is personnel available?

(3) Which of four possible objectives was to be realized: individual research on special topics; X survey, analysis and appraisal by a selected central group of scholars; mobilizing the scholars of the country more comprehensively than has been done by any other organization; adult education on post-war problems. Ferry said he thought the ~~last two~~ second and third were the most important. He characterized Willits as interested but non-committal, and was unwilling to give any hint

of his reaction, but said it would be forthcoming in about two weeks.

Meanwhile, a letter dated October 3 was sent to the 180 cooperating groups, mostly professors in universities. (Perry to Aydelotte, October 14, 1942).

On November 3, 1942, Willits said no, and Aydelotte told Perry he thought that without subsidy the Central Committee could keep up with the 180 groups or more, and there is question whether this is Perry's or Aydelotte's view. (Aydelotte to Gay, Aydelotte to Perry, November 4).

Willits communicated with Gay informally, and Gay responded November 11. His response indicates that Willits proposed an alternative plan which is not outlined in the file, nor is Willits' letter to Gay. Apparently the nubbin of Willits' disagreement was the collaboration with the 180 groups. Gay found himself embarrassed because he didn't know whether Willits

had told Ferry and Aydelotte what he was thinking. It is evident from his letter that Ferry was the Chairman of the committee, and Aydelotte was chief sponsor.

On November 25 Willits informed Aydelotte that after conference with Viner and Corbett, it was decided that if a grant is made by the Foundation for them to work, they will do so at Yale. Viner has complete freedom to work, and Corbett having a fellowship, or a Guggenheim grant, has chosen to work at Yale. President Seymour of Yale has filed an application for a grant from the Foundation, and Willits thinks it will be granted at the December meeting of the Trustees. But he thanks Gay and Aydelotte for the initiative taken by Gay and his committee that has led to the intensive consideration of what is needed, which in turn "led to the proposal now contemplated. For this I am very deeply grateful to you and Ed and the committee."

To this Aydelotte replied December 2 in a philosophic manner, and asks whether he may mention the grants, in other words, has the Foundation acted. "It looks as if the long series of weekend conferences which we held here during the summer had

produced two interesting results: the Viner-Corbett project at Yale and Perry's work at Harvard. While I am sorry that there is no immediate follow-up here, the important thing is that the work should go on. My idea of one of the functions of the Institute is precisely that of exploration and of facilitating research regardless of the place where the work is finally done."

D, Post-War Organization Study Correspondence

1942

9/15

TOYNBEE

Biographical

✓ STEWART

EICHELSER

Eichelsler to Aydelotte.

"Toynbee accepted Mr. Stewart's invitation to come to Princeton and is here today. (Perhaps I didn't tell you that Mr. ~~Kymmska~~ Stewart wrote Mr. Toynbee that you were away, but that he and other members of the economics group would be glad to have him come). He will be going on to Philadelphia in the morning."

A File, Eichelsler, Marie

1942

9/28

ECONOMICS

Academic Activities

GENERAL

Government Relations

RIFLER, W. W.

Biographical

✓ STEWART, W.W.

WARREN, R.

Plaxner to Aydelette.

XXXXXXXXXX

Warns him not to let these men accept salary from government.
It would make them responsible for policies.

FA Confidential Files, March 7, 1957

1943-48

2/19/43
5/20/47
7/8/48

SCHOOL OF ECONOMICS AND POLITICS
POLICY
BUDGET
KIEPNER, W.
✓ STEWART, W.
AYENLOTTE, F.
OPPENHEIMER, R.

Academic Organization
Administration
Financial
Biographical

Vertical File *"Econ. & Pol."*

Rockefeller-Banberger Fund

File: IAS Rockefeller-Banberger Fund

1943

3/22

ROCKEFELLER

Foundations

BENEFITS

Academic Personnel

HERSFELD

Biographical

LOVE

STEWART

WITKANY

ALEXANDER

WARREN

FANOFFSKY

WHITEMAN, KURT

SWARZENSKI

The minutes of the meeting held February 26, 1943, were considered inadequate to describe the arrangements with the Rockefeller-Bamberger Fund, and revision was left to Bamberger and Aydelotte.

The pension liabilities of the Institute incurred by the retirement of Professors Einstein and Hersfeld in 1944 and Veblen and Love in 1945 were discussed. Einstein

and Vahlen had been promised annuities of \$8000 (with \$5000 to a surviving wife during the period of her widowhood) at the time of appointment in 1932. No such promises were made to Professors Herzfeld and Lowe, but the Committee decided that the annuities to which they would be entitled to receive from the Teachers Insurance and Annuity Association should be brought up to \$4000 per annum by contributions from the Institute.

This involved a proposed increased payment by the Institute of \$3,208 \$3,299.20 to Herzfeld each year of his life and \$1,349.56 to Lowe.

The Committee studied the cases of certain members of the Faculty due to retire between 1950 and 1957 whose annuities from the T. I. A. A. will fall below the \$4,000 sum, and recommended 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 the TIAA on condition that the Institute do the same, in order to augment the annuities. See the Table, Minutes, page 2, for

the annuities resulting from the doubling of the premiums. 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.

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

Executive Committee Minutes, March 22, 1943

143
BENEFITS

BENEFITS

LOWE, E. A.

HERZFELD

ALEXANDER

PANOFSKY

WARREN

✓ STEWART

MITRANY

6/8
Personnel

Academic Personnel

Biographical

See special action on benefits for academic personnel
and aux personnel.. pp. 1-3.

Trustees' Minutes, 6/8/43

1943

7/1
7/2

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

BEVERIDGE, SIR WILLIAM

Biographical

✓ STEWART, W. W.

WARREN, R.

For membership of day's conference on full employment with
Beveridge as main guest, see Stewart file.

See Warren's comments 7/8. (sour).

W. W. S., Beveridge, Sir. William

1943

11/26

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

MEMBERS

Academic Personnel

✓ STEWART, W. W.

Biographical

WARREN, R.

In a report on economics Stewart says he rarely makes trips to Washington though called for advice at times.

Both he and Warren have continued their reading over a wider range than economics, including history, political theory, philosophy, because they believe economics is "too narrowly defined."

D, Stewart

1943

11/26
10/19

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

✓ STEWART, W. W.

Biographical

Two reports of above dates on work of the Economics Group.

Filed in Vertical File under School of Economics and Politics, "S".

S file, Reports, Memoranda, 1943-4 School of Econ. & Pol. IAS

1944

7/29

7/26

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

BUDGET

Finance

ROCKEFELLER

Foundations

✓ STEWART, W. W.

Biographical

AYDELOTTE, F.

Aydelotte to H. M. Gillette, Assistant Comptroller,
The Rockefeller Foundation.

A duplicate which he sends sent to Stewart.

"In reply to your letter of July 26, I hasten to assure
you that the Institute Trustees have appropriated \$30,000 for
our work in economics for the year 1944-45 in accordance with
our agreement. I enclose a copy of the economics budget which
I had my secretary send up from Princeton..."

EXHIBIT

This was in answer to Gillette's letter of July 26, 1944, reaffirming the agreement to match funds, and asking for assurances that the Institute had made available \$30,000 for the year ending 1945 for the work in economics.

8 File, IAS, School of Economics - Rockefeller-Bamberger Fund

1944

9/15

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ STEWART, W. W.

Biographical

History of the United States Treasury. Memorandum.

Filed in Chronological under 1944, 9/15.

S File, IAS Reports-Memoranda 1944-5

1944

9/28

GENERAL (NATIONAL BUREAU OF ECONOMIC RESEARCH)

Foundations

ECONOMICS

Academic Activities

RIEPLER, W. W.

Biographical

✓ STEWART, W. W.

Letter from William J. Carson, Vice Chairman Committee
on the Corporate Bond Study Financial Research Program, to
Stewart, September 28, 1944.

Filed in Chronological File under 1944, 9/28.

A Bulletin No. 11 Attie Vert.

1944

10/9

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ STEWART, WALTER W.

Biographical

AYDELOTTE, F.

Aydelotte to Stewart.

Friendly and cordial acknowledgng two memoranda and saying they will be used to summarize plans in reporting to Trustees (see dra t 10/11/44).

Apparently no hostility here; first of the dear Walter series.

D, Stewart

1944

10/11

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

SCHOOL OF HUMANISTIC STUDIES

RIEFER, W. W.

Biographical

WARREN

✓ STEWART

AYDELOTTE, F.

For a memorandum regarding the report which was never delivered by Aydelotte to the Trustees referring to the above, see memorandum filed under the date of 1944, 10/11, or any of above headings except the one checked here

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

1944

10/23

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

GENERAL

Corporation

RIEFLER, W.

Biographical

✓STEWART, W.

Following is an excerpt from a memorandum dictated by Stewart of a conversation he had with Riefler on the above date. (Memo dated October 24, 1944).

"Mr. Riefler indicated the line of development that he thought most effective for the Institute. In his view the Institute ~~maximizes~~ occupies a place midway between a university and a foundation. It has more operating functions than a foundation. Being free from teaching commitments, it can be more free than a university, and in its operations it can have more direct contact with individuals and projects than a foundation. The Institute's general program, therefore, should be to gamble on promising new things, then support at an early stage to the successful enterprises in the community, and when the enterprise is established, expect to withdraw and recapture its freedom. Its general emphasis should be to develop

the
in Princeton community as many worthwhile projects sponsored in common
with the University, the Institute and other research agencies."

IAS Sch. of Econ. & Pol.
3 Reports, Memoranda 1944-45

1945
1946
1946
1946

DIRECTOR

PARTICIPATION IN ADMINISTRATION

TRUSTEES (BOARD

✓ STEWART, WALTER

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

Administration

Academic Personnel

The Corporation

Biographical

Candidates suggested for Director of the IAS.

Filed in Vertical File under D, Director.

S File, IAS General

1945

2/23

SCHOOL OF
ECONOMICS AND POLITICS

Academic Organisation

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

Biographical

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

EXPIRATION OF MEMBERSHIP OF JONATHAN MITCHELL

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

1945

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

NATIONAL BUREAU OF ECONOMIC RESEARCH

Foundations

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

VINER, J.

Biographical

✓ STEWART, W. W.

EARLE, E.

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

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

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

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

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

D, School of Economics and Politics, Minutes.

1945

5/5
5/17
5/18

ECONOMICS

Academic Activities

NUMBERS

Academic Personnel

GOLDENWEISER

Biographical

VINER, J.

✓ STEWART, W.W.

HARLE, E. W.

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

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

Earle to Stewart, May 16, 1945. Assures Stewart Committee on Policy will make a formal recommendation that memberships be made available for a term of several years for distinguished persons like Goldenweiser. The School will then wish to recommend his appointment as a member for a five-year period.

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

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

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

5/11

1945

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

VINER, J.

Biographical

✓ STEWART, W. W.

DODDS, H. W.

AYDELOTTE, F.

Aydelotte to Dodds, May 11, 1945.

Expresses hope that Dodds will find Viner's letter refusing position at Princeton. Does not absolutely close the matter "and that perhaps there might be something we could do to urge Viner to accept. Certainly we can give him every assurance that we would welcome his coming to Princeton University with the greatest enthusiasm."

He asked Dodds if Stewart can look in on him at home about the matter.

(No answer in file).

D, Dodds, Harold W.

1945

5/11

PRINCETON UNIVERSITY

Relations WOAI

~~STEWART, W. W.~~

Biographical

AYDELOTTE, F.

VINER

Aydelotte to Dodds, May 11, 1945.

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

D File, Dodds, Harold W.

1945

5/15

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

POLICY

Administration

GOLDENWEISER

Biographical

✓ STEWART, W. W.

AYDELOTTE, F.

Stewart to Aydelotte confirming understanding.

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

D. Stewart

1945

5/15

VINER, Jacob

Biog/raphical

✓ STEWART, W. W.

A memo from W. W. Stewart to Dr. Aydelott:

"In the matter of the faculty appointment for Dr. Viner, our understanding is that with faculty approval you will ask the Trustees for an authorization for appointment. Such action seems desirable, entirely apart from a conversation with President Dodds, though no approach would be made to Viner until we had satisfied ourselves that they would welcome him to Princeton as a member of the Institute faculty in the event that he does not accept the invitation from the University. We feel that it is important at this time to get faculty approval and trustee authorization for the appointment of Viner since we are entering the summer months and we may lose the opportunity for prompt action if the matter is postponed."

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

1945

5.17
5.18

GOLDENWEISER

Biographical

VINER, J.

✓ STEWART, W. W.

EARLE, E. M.

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

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

1945

5/18

INVESTMENTS

Finance

AYDELOTTE, P.

Biographical

✓ STEWART, W. W.

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

D. Stewart, Walter W.

1945

5/23

VINER, JACOB

Biographical

✓ STEWART, W. W.

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

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

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

1945

94

VINER, J.

Biographical

✓ STEWART, W.W.

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

Office Memorandum--telephone conversation with President
concerning Professor Viner.

Filed in Vertical File under V, Viner, J.

S I.A.S. School of Economics and Politics (M & B) 1947-8

1945

9/12

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

GENERAL

Publications

✓ STEWART, W. W.

Biographical

AYDELOTTE, F.

Memo to Aydelotte.

W. W. S. suggests I. A. S. with Princeton University publish a quarterly review. Title suggested "North American Review," but title owned by an estate. No further reference to it in file.

D, School of Economics and Politics Minutes, 9/12/45.

10/6

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

VINER, J.

Biographical

MORISON

EARLE

RIEFLER

WARREN

✓ STEWART

See Earle to Aydelotte regarding conference with W. W. S.,
W. W. B., R. B. W. and suggested deferral of invitation to Viner
in favor of immediate invitation to Morison.

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

1945

November
December

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

ROCKEFELLER

Foundations

SMITH, WALTER MEDALL

Biographical

EARLE, E. W.

✓ STEWART, W. W.

AYDELOTTE, FRANK

Stewart had had correspondence with Douglas Freeman, Editor of the Richmond News Leader about the desire of General Smith to retire from the Army and write the history of the campaigns in western and northern Europe 1944-45. Because it was rich in material on the use of the Army Air Forces Smith told Earle about it. Earle immediately with Stewart worked with the Rockefeller Foundation to seek to get a grant for three or four years for the General, and Aydelotte played ball. Ultimately, the thing fell through because Smith, though not an educated man, was looking for a permanent berth if he

left the Army.

Earle's interest lay in gettin: not only the General
but his documentary material for his own history of the
military strategy of the end of the war.

/ (No scholarship here as a pre-requisite for membership).

Earle Filco, Smith, Walter Sedell, 1944-45

1946

DIRECTOR

Administration

MOE, HENRY ALLEN

Biographical

PANOFSKY

✓ STEWART

BRONK

RIEFLER

Panofsky suggests Moe for Director (3/9/46); Stewart transmits appraisal of Bronk showing he is out of depth when out of his science 3/6/46. Stewart suggests Riefler 2/28/46. Lowe suggests (1) Sigerist of Johns Hopkins, (2) Shapley of Harvard, (3) Meritt of I. A. S. (2/9/46); Panofsky suggested Horne (2/11/46); Meritt preferred Blegen (2/12/46).

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

1946

2/15

SALARIES

ACademic Personnel

✓ STEWART, W. W.

Biographical

MORSE, MARSTON

Stewart to Morse, February 15, 1946.

Before Aydelotte left he intended to raise with him the question of ~~adjustments~~ making some adjustments in Institute salaries to cover the increased cost of living, "but did not get the opportunity." He thinks that action should not be postponed, and suggests that Morse might like to discuss the problem with the Faculty Committee and the Executive Committee of the Trustees.

As you know, during the last five years living costs have increased by more than 30 per cent, income tax exemptions have been reduced, and normal tax rates have been increased. Between 1939 and 1945 the income tax of a married person receiving \$3,000 of taxable income increased from \$8 to \$411, and for a single person from \$68 to \$516. This 30 per cent increase in living costs and 20 per cent increase in income tax has so greatly reduced the real income available to those on the

low-salaried scale, that many institutions have already made sizable adjustments.

The Rockefeller Foundation increased salaries up to \$12,000 by 10 per cent on the first \$2,000 and 7-1/2 per cent on the next \$1,000. In December, 1945, Rockefeller made a further retroactive increase to July 1, 1945, on the following basis: 15 per cent on the first \$2,000, 10 per cent on the next \$2,000. Thus the Foundation in the last three years has increased salaries in the lowest level by about 25 per cent. The action was taken after a careful survey of what was being done in other institutions.

Stewart professes not to know what the annual cost of a proper adjustment in the Institute salaries might be, but it would not be difficult to calculate in a variety of assumptions. The equity and the need for making such adjustments seems to me evident.

S File I. A. S. General

1946

9/26

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

SEMINAR ON MONETARY POLICY

Academic Procedures

✓ STEWART, W. W.

Biographical

RIEFLER

WARREN

GOLDENWEISER

Meeting of four to plan for seminars 1947-48; subject European financial, fiscal and monetary problems. Two meetings per month instead of one as in 1946-47. Lunch and afternoon. Personnel selected in program outlined.

Decided to have a full-time assistant to organize material on current foreign developments, charts etc. Vera Lutz mentioned--(no provision for preparation of reports or papers for publication? Apparently not) Warren kept notes of discussions, sometimes with the papers presented by individual

members and sometimes without. In two cases in 1946 papers were submitted & revised after discussion and before publication. In others same may have been true. Warren's notes show 9 meetings seminar 11/12/46 to 5/12/47.

Papers regarding this fromfile are attached to Chronological Copy of this Memorandum and filed under 192E 1946, 9/26.

S. E. P. Seminar Monetary Policy 1947-48

1947

5/21

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

BUDGET

Finance

ROCKEFELLER

Foundations

✓ STEWART, W. W.

Biographical

AYDELOTTE, F.

Aydelotte to Stewart, May 21, 1947.

"The auditor's figures do not agree with yours about the Rockefeller-Banberger Economics Fund. It is carried as a special-research fund in economics on the Treasurer's books and the auditor's report of June 30, 1946 gives the total as \$72,010.27. I am asking Miss Miller to study your figures and the Treasurer's in order to find out if possible where the discrepancy lies."

This indicates that Aydelotte either is not aware of or does not remember the action taken on June 30, 1944, June 30, 1945

appropriating to the budget out of the surplus funds or the special reserve account of the School of Economics \$30,000 for each year, leaving a balance out of the actual ~~xxxx~~ balance \$132,010.27 of \$72,010.27. This was cleared up by a memorandum to Miss Miller by Mary C. McNamara of the accountant in the Treasurer's office in New York City, dated May 21, 1947, also in the file, and ^{union} in Bernetta A. Miller transmitted to Stewart on May 22, 1947, in red ink. Bernetta Miller says Aydelotte has seen it, and knows that it is being passed on to Stewart.

3 File, IAS, School of Economics - Rockefeller-Bamberger Fund

1947

10/3

PARTICIPATION IN ADMINISTRATION

SCHOOL OF HUMANISTIC STUDIES

✓ STEWART, W. W.

AYDELOTTE, F.

Academic Personnel

Academic Organisation

Biographical

Stewart to Aydelotte, October 3, 1947.

At a meeting scheduled for October 6, the Faculty are expected to express a view concerning a new appointment recommended to the School of Humanistic Studies. Stewart does not wish to "precipitate a discussion which might prove endless and useless," and so he writes to the Director to make his own views clear.

"In general, I am not a believer in faculty government as we have experienced it at the Institute. On the relatively unimportant issues this does not greatly matter except for the time consumed. But on the matter of a faculty appointment, a vote by the faculty seems to me to imply more than lies within faculty responsibility, and also a fuller knowledge of circumstances and policies than the faculty possesses."

It enumerates the conditions taken for granted when the faculty recommends a new appointment:

(1) (a) A present and prospective income from endowment to provide the salary. At present rates of yield, an endowment of \$500,000 is required for providing a faculty salary.

(b) An adequate office and proper accommodations for the several members who will want to work with him. ~~XXX~~ (The Institute will have to manage on its present space for the foreseeable future.

(2) (a) A decision of policy that the new appointment should be in the particular school that presents the candidate for consideration.

(b) That the special field of work represented by the candidate is the most desirable field to develop at the Institute, both from the standpoint of the particular School and of the Institute ~~in general.~~

(3) That the candidate has a demonstrated ability in that special field and such other qualifications as fit him for faculty membership.

"On all these points the Director, partly because he is also a member of the Faculty and a Trustee, is in a better position to pass upon the advisability of a new appointment than the faculty at large. He may wish to consult the faculty in his own way, but a formal vote by the faculty, unless made conditional by a reference to financial circumstances (largely Trustee responsibility) and to decisions of general policy (jointly reached by Director, Trustees and faculty) seems to me vague and ambiguous.

"Without decisions on these major points, the policy of the Institute is likely to be a combination of drift and pressure. There is seldom an opportune time for the discussion of these questions of general policy. They cannot be considered merely in the abstract, and to discuss them when a specific candidate is under consideration tends to confuse questions of general policy with the particular personality.

"In the present instance the scholarly qualifications of the candidate are obvious. After Professor Meritt's presentation, the answer to question raised in point 3 seems to me self-evident and in the affirmative. The answers to general policy questions raised in 1 and 2, however, are not self-evident and have not hitherto been discussed by the faculty when new appointments were considered.

"As I indicated earlier, I do not intend to raise these questions at the Faculty meeting. In any case the answers do not lie exclusively in the field of faculty responsibility. It ought to be recognized, however, that the answers are assumed and that the discussion of general policy is postponed."

Aydelotte to Stewart, October 4, 1947.

"I wish very much that you would feel free to state to the Faculty your views about the appointment of Cherniss. At Swarthmore I always consulted the Faculty in an informal way about appointments, taking what I considered to be the weight of opinion rather than any kind of majority vote. Quakers don't believe in voting and in that respect I am a good Quaker. I have the feeling, however, that the Quaker method of proceeding would not work with the Institute Faculty, partly because, alas, they have too little of the spirit of Quakerism. It was for that reason that I made the reservation which you will remember that I would not promise to recommend ~~to~~ to the Trustees any appointment merely because it was recommended by a majority vote of the Faculty. On the other hand, I did promise not to recommend an appointment to which the Faculty was opposed and I think that policy ~~is~~ sound for the reason that any man who is invited here against the wishes of a substantial majority of the Faculty would have an unhappy time.

"So far as your definite points are concerned, I think we have the money for Cherniss and I do not take this matter of office space too seriously...

"You may be sure that the questions of policy raised under point two of your memorandum have been very seriously considered by me. It seems to me that the number of fields we can cultivate at the Institute is extremely limited and it seems to me furthermore that it is wise to cultivate as intensively as possible any field we may enter. It is for these reasons that I have approved appointments which will strengthen our work in the classics.

"Let me repeat that I wish you would raise these points in Faculty meeting or in some kind of general discussion after one of our Faculty luncheons. If you feel prepared to do the latter, I should be glad to see that an opportunity is provided but I shall make no move unless I have a signal from you."

A File, Walter W. Stewart

1947

10/4
10/6
10/15

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

MORRIS

Biographical

✓ STEWART

WARREN

AYDELOTTE

On nomination of Morris to fill Nitrany's professorship.

A, 10/18/56, SEP

1947

10/4

PARTICIPATION IN ADMINISTRATION
AYDELOTTE, P.

Academic Personnel
Biographical

STEWART, W. W.

TOYNBEE

CHERNISS

Aydelotte to Stewart, October 4, 1947.

Compliments him on his proposed letter to Toynbee which is not included in the file.

He wishes that Stewart felt free to state to the Faculty his views about the appointment of Cherniss. "At Swarthmore I always consulted the Faculty in an informal way about appointments, taking what I considered to be the weight of opinion rather than any kind of jamority vote. Quakers don't believe in voting and in that respect I am a good Quaker. I have the feeling, however, that the Quaker method of proceeding would not work with the Institute Faculty, partly because, alas,

they have too little of the spirit of Quakerism. It was for that reason that I made the reservation which you will remember that I would not promise to recommend to the Trustees any appointment merely because it was recommended by a majority vote of the Faculty. On the other hand, I did promise not to recommend an appointment to which the Faculty was opposed and I think that policy sound for the reason that any man who is invited here against the wishes of a substantial majority of the Faculty would have an unhappy time.

"So far as your definite points are concerned, I think we have the money for Cherniss and I do not take this matter of office space too seriously..."

He makes little about Stewart's point about office space.

"You may be sure that the questions of policy raised under point two of your memorandum have been very seriously considered by me. It seems to me that the number of fields we can cultivate at the Institute is extremely limited and it seems to me furthermore that it is wise to cultivate as intensively as possible any field we may enter. It is for these reasons that I

have approved appointments which will strengthen our work in the classics."

S File, IAS, Sch. of Economics - Rockefeller-Bamberger Fund

SCHOOL OF ECONOMICS AND POLITICS

POLITICS

OPPENHEIMER, R.

/ STEWART, W.

RIEFER, W.

Academic Organisation

Administration

Biographical

Conversation with Oppenheimer concerning Riefler

8 Personal Memoranda

1948

2/23

SEMINARS

Academic Procedures

EARLE, E. M.

Biographical

✓ STEWART, W. W.

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

Mr. Stewart asked the Director if he wished to consider long-range plans, and Oppenheimer replied it might be wiser to consider long-range plans at a later date.

Riefler brought up the subject of the monetary seminar "which is operating at a very high level on problems that are now becoming immediate as well as acute. He suggested it might be well to write to the head of the Federal Reserve Board, the head of the International Monetary Fund, and the head of the International Bank for Reconstruction and Development, suggesting to them that the Institute would be prepared to consider the appointment of members nominated from the staffs of these institutions. The idea is that these younger economists come to Princeton for the full academic year to

work on monetary problems and to participate in the seminar. They would be supported by their institutions. The Institute would, of course, reserve the right to accept or reject nominees."

No action is taken and there is no comment in the minutes which were prepared by Earle.

D. S. E. P., Minutes of Meetings

1948

2/23

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

OPPENHEIMER, R.

Biographical

✓ STEWART, W. W.

Memorandum concerning a meeting of the School of Economics and Politics with the Director of the Institute, Monday morning, February 23, 1948.

Filed in Chronological file under 1948, 2/23.

Earle, I. A. S., 1946

1948

4/1 ?

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

~~STEWART~~, W.

Biographical

RIEFLER, W.

Report, School of Economics and Politics.

Filed in Vertical File under S, School of Economics and Politics.

S File, Sch. of Econ. & Pol. (E & M) 1947-8

1948

7/8
7/9

ROCKEFELLER (BAMBERGER FUND)

Foundations

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ STEWART, W. W.

Biographical

AYDELOTTE, F.

OPPENHEIMER, R.

Two memoranda, Stewart to Oppenheimer on irregularities in handling grant for economics from Chairman of Rockefeller Foundation Trustees. One not sent. Internal to I. A. S.

Memoranda filed in Vertical file under "R" for Rockefeller.

W. W. S. Rockefeller-Bamberger Foundation

1948

10/27
11/19

PARTICIPATION IN ADMINISTRATION

Academic Personnel

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

SCHOOL OF MATHEMATICS

✓ STEWART, W. W.

Biographical

HARLE, R. W.

Stewart to Oppenheimer. In anticipation of the Faculty meeting with School of Economics and Politics on November 3, Stewart pointed out the need of future faculty appointments to the School, mentioning at the same time Harle's memorandum on the conference in studies of France (See memorandum October 22, Chronological). There were five faculty members: Harle, Mitraný, Riefler, Stewart, and Warren, and the Trustees upon the recommendation of the Faculty and the Director authorized the appointment of two additional faculty members: an economist and an historian, neither of the two turned out to be available, says Stewart. The Faculty, now three, will be two

when he retires in 1950. Stewart says it seems appropriate to consider a type of scholar who might be considered for appointment and indicate the method of selection, and suggests a conference to discuss it.

He mentions two topics he thinks it advisable not to discuss at the group meeting--one concerns the economic fund under the terms of the grant made by the Foundation, and the other, correspondence with Professor Bayek.

Katherine Russell to Chernias, von Neumann and Weyl, calling them to a meeting Oppenheimer is having in his office on November 24 with Earle, Stewart, Warren and Viner.

D, Historical Studies, ~~Minutes of Meetings~~ *Recommendations of Faculty*

1948

11/23

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ STEWART, W. W.

Biographical

OPPENHEIMER, R.

Stewart to Oppenheimer.

A recommendation for tentative consideration for membership of Dr. Alan Gregg, 58, at the Foundation (Rockefeller?) About to retire to write. Very important in the field of psychology. Suggested for a five-year appointment. Simon Kuznets, 47, expert in studies on national income and capital formation, etc., and economic growth. He also recommends for consideration Rostow, W. W. He was recommended by Harle.

D, Historical Studies, Recommendations of Faculty

1948

11/23

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ STEWART, W. W.

Biographical

OPPENHEIMER R.

Memorandum from Stewart to Oppenheimer giving Oppenheimer biographical data on several members in economics who have been discussed by the two men: Dr. ~~Alvin~~ Alan Gregg, Simon Kusnets, W. W. Rostow. Not all of these were in economics.

"While we may not ^{now} be in a position to make long-term decisions, we are at the time when plans for next year must be made. After our next discussion on Wednesday, November 24, may it not be feasible to consider those who might be invited as members for the academic 1949-50? The problems of economic growth constitute a sufficient focus to justify asking several members to spend a year with us."

S File, IAS, Sch. Econ. & Pol. (Reports, Memoranda) 1948-49

around 1949

GENERAL

Academic Activities

✓ STEWART, W. W.

Biographical

Sent to Oppenheimer by Stewart, a quote he first heard
of through Nock of Harvard. Translation is by Cherniss.

"The world cannot endure without adjusting its differences,
but scholarship perishes if it does not give problems a
clear-cut definition and consents to abate anything of their
contrasts. Scholarship does not offer peace as preachers do
or heart's-ease as do poets. Yet the few who take upon themselves
the yoke of contemplation (dewpets) are providing for the
continuance of life and activity in the spirit of mankind
and are keeping awake the endless aspiration and endless
yearning for knowledge. This is not everything; but it is
nevertheless so much that those few must not complain if the
stake that they pledge for it is a life full of doubt and
restlessness, of renunciation and loneliness."

by Edward Schwartz

1949

3/3

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

BUDGET

Finance

✓ STEWART, W.W.

Biographical

OPPENHEIMER, R.

Stewart to Oppenheimer, March 3, 1949.

He corrects a statement which he made previously to Oppenheimer concerning Trustee approval of the transfer from the Economics Fund of \$30,000 for each of two years (1944 and 1945) as basic Institute support for the work in Economics. He says that all his notes show is that Aydelotte authorized the transfer when the budgets for the Institute were submitted to the Treasurer. He does not know whether Trustee action approved the transfers or not. Answers to his inquiries show that on June 30, 1944 and June 30, 1945 appropriations of \$30,000 in each year were made from the Fund to the Budget.

He then attaches certain documents which are not present in the file:

(1) The action of Rockefeller Foundation on the first 3-year grant--March 15, 1940 and on the second 2-year grant made February 1943.

(2) Willits to Aydelotte, May 26, 1941, with the statement that, "any funds held over at the close of a year for use during subsequent years cannot, however, be considered as a portion of the annual sum of \$30,000 to be raised by the Institute prior to claiming our funds."

(3) Gillette (Comptroller of Foundation) to Aydelotte, July 26, 1944, asking for notification, "that the additional \$30,000 has also been made available by the Institute for the work in Economics for the year 1944-45," and Aydelotte to Gillette, July 29, giving assurance, "that the Institute Trustees have appropriated \$30,000 for our work in economics for the year 1944-45 in accordance with our agreement."

(4) Statement of May 21, 1947 by Miss McNamara of the New York office and attached statement by Miss Miller. "This was the first occasion on which I learned of the discrepancy between our local account (kept by Miss Miller) and the account kept in the New York office."

(5) The attached table, (not attached) prepared in May 1947, shows the receipts and expenditures of the Fund over the 5-year period, prepared to render a final accounting to the Foundation as to the use of the Fund. Until the question of the amount of the surplus in the Fund and the disposition to be made of it have been settled, no such final accounting can be made.

The closing paragraphs indicate that though Oppenheimer may not want to be bothered, it is a matter of principle with Stewart, and he thought Oppenheimer would want to know what was involved.

S File, IAS, School of Economics, R. B. Fund - correspondence

1949

May - October

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

ROCKEFELLER

Foundations

ADELSTEIN, F.

Biographical

✓ STEWART, W. H.

OPPENHEIMER, R.

Correspondence referring to above topics.

Filed in Vertical File under S, School of Economics and Politics.

A File, Rockefeller-Samberger Fund

1938

6/27

SIEFLER, WINFIELD
PLENNER, A.
LEITCH-POSS
✓ STEWART
LEINBERGER
CLAY, HENRY

Biographical

Siefler to Plenner in a letter dated "Monday the 27th."

"Just a note to bring you up to date on the Clay situation. When I went to see him to say goodbye last Friday, I found him taking your offer very, very seriously. (hiss). He said he had never really contemplated it before but that suddenly it had become quite real, that he felt like accepting it once and the only thing that kept him from doing so was his general worn out condition--that he felt he really ought to wait until after his vacation before he made up his mind...After seeing him I went back and told Stewart. While we were talking Mrs. Clay called up and wanted to see Stewart right away, was willing to come into London during the day if necessary."

B File, Siefler, Winfield W., 1934-1939

1949

9/29

ROCKEFELLER

Foundations

✓ STEWART, W. W.

Biographical

OPPENHEIMER, R.

Stewart's memorandum of communication with Oppenheimer regarding explanation of diversion of unexpended \$99,000 of Rockefeller-Bamberger Fund 1941-3, \$35,000 of which was returned to Rockefeller Foundation and \$64,000 diverted to entire budget and other than economic program. Oppenheimer stood for auditing explanation, Stewart for substantive. Ends with concession Stewart that plans for economics in future require no additional outside funds for economic support. Implication economics professors did not know they had more money available 1941-3 and later.

D, Rockefeller-Bamberger Fund, 1941

1949

9/29

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

ROCKEFELLER FOUNDATION

Foundations

BUDGET

Finance

✓ STERNART, W. W.

Biographical

OPPENHEIMER, R.

AYDELOTTE, P.

Copy.

"September 29, 1949

"Memorandum on the Special Economics Fund--(For our Files)

Yesterday afternoon JHO told me the proposal which the Institute is making to the Foundation to settle the questions that have arisen concerning the Economics Fund. The

proposal had been worked out during the summer with Dr. Aydelotte and Mr. Leidesdorf and with some modification by JHO since his return. Leidesdorf has ~~xxxx~~ had an exchange of letters with Beal at the Foundation.

"In formulating the questions, JHO separates the rather involved position into two separate parts. At the end of the first matching grant in 1943 there was in the Fund something over \$99,000. Aydelotte at that time worked out with Willits a refund to the Foundation of approximately \$35,000. This refund left an amount of about \$65,000 still in the Fund. At that time, JHO believes, the proper procedure would have been to go to Mr. Bamberger and offer him a refund of his contribution as was done to the Foundation. Since this was not done the/ money remaining in the Fund could be interpreted as Institute funds available to Economics and therefore available to be used in making the two \$30,000 grants to meet the Institute commitment toward the second matching grant by Mr. Bamberger and the Foundation. While the matter at that time might have been handled with

greater clarity, it is now regarded as a matter internal to the Institute and not a matter to discuss with the Foundation. From the standpoint of internal administration, it would have been better to have dealt frankly with the professors in Economics so that they would have known at that time that the Fund was being used to meet the requirement of Institute support of \$30,000 a year.

"The second question has to do with the money remaining in the Economics Fund at the end of the second grant. During the years 1945-46 and 1946-47 certain monies were spent in support of economics work and at the time were charged, as ~~support~~ [here the word, support, is crossed out and above it in ink is written, "were expenditures"] for other schools, against the Institute income. These expenditures JHO regards as legitimate charges against the Fund, if they had been so entered at the time. Since, however, the accounts were not kept in this form, he now feels that in writing to the Foundation this fact should be called to their attention. The Foundation would then be asked whether it agrees with the

Institute that the expenditures during these two years were legitimate charges against the Fund. If so, as much of the expenditures of those years as can be covered by the money remaining in the Fund will be charged to the Fund, thus liquidating the Economics Fund. This statement of fact to the Foundation and the raising of the question with them was the suggestion of JRO. The letter, however, will be signed by Leidesdorf and addressed to Beal.

"In considering the liquidation of the Fund the Director separated the question of whether Economics needed some special fund independent of regular budget support from the Institute. This he thought a separate matter, not requiring consultation with the Foundation and could be settled on its merits.

"JRO then asked me what I thought of the proposal. I told him that from the beginning my chief interest was to clarify the situation so that there could be no future embarrassment between the Foundation and the Institute, and if possible to work out an arrangement which would be satisfactory

both to the Institute and the Foundation. Without expressing any further views in the matter, I saw no reason why the proposal should not be made, though it seemed to me desirable that he should talk with Bernard on the matter after Leidesdorf's letter had been received by Seal. The reason for this is that the risk of misunderstanding does not lie between the accounting offices but between the heads of the two institutions.

"As to the continuance of some separate fund for the work in economics, I personally saw no need for it. From what I understand of the plans for the future in Economics, I saw no need for support beyond that which could be provided from the ordinary budget."

W. W. Stewart
signed WWS

S File, I. A. S., School of Economics - Rockefeller-Bamberger Fund

1920

WARREN, ROBERT

Biographical

✓ STEWART, W. W.

W. W. Stewart's article on Warren and quality. Obit.

Book shelves Box

1950

2/22

BENEFITS

Academic Personnel

✓ STEWART, WALTER W.

Biographical

Stewart to Oppenheimer, February 22, 1950.

On May 24, 1950, I become 65. On June 30, 1950, I retire as a member of the faculty. On July, 1950, I understand that the new pension arrangement now under consideration goes into effect.

"Under this arrangement the Institute undertakes to provide the retiring professor with an additional \$2000 per annum without contribution by the professor. This is for the purpose of helping to meet the increases in the costs of living since the time when present pension arrangements were made."

Quaere. "Am I eligible under this new arrangement?" I shall have to file my estimate of 1950 income for tax purposes soon.

A summary attached to this letter, presumably by the Director's office, reads as follows: Effective July 1, 1950, \$6,000 minimum to Cherniss, Panofsky, Siegel, Warren, Thompson.

Special arrangement, Einstein, Veblen, Weyl.

Herzfeld and Lowe got special research grants.

Alexander, Goldman, Stewart only ones without special arrangements.

D File, Stewart, Walter W., 1946

1950

3/14

BENEFITS

Academic Personnel

✓ STEWART, WALTER W.

Biographical

Stewart to Oppenheimer, March 14, 1950, after a conference during which Oppenheimer evidently asked his circumstances, and Stewart does not give them all, but indicates that except for working either as a college professor or in the government service, he has accumulated no retirement benefits, and that, "During my eleven years at the Institute I have never accepted compensation of any kind either from private or government sources."

He has carried a considerable amount of life insurance, and is in the process of converting a part of it into a smaller amount of paid-up insurance. He has family responsibilities. He wants no exception made in his case. He does not know what other arrangements appertain to other professors and their retirement, and does not want to know. "The establishment of a general plan for additional retirement for professors and the determination of eligibility are obviously matters for the Director and the trustees...~~all~~

"The Institute ~~has~~ has dealt generously with its professors in a great variety of ways. No one recognizes more fully than I do that there is a limit as to how much it can afford or ought to do. I am entirely willing
D, Stewart, Walter W., 1946 ~~fix~~ to leave the matter in your hands!"

The TIAA contributions for Stewart began in 1939, and were greatly increased in 1943, so that the annual amount paid by the Institute and by Stewart each since that date totalled about \$2,738.

D, Stewart, Walter W., 1946

1950

4/7

BENEFITS

Academic Personnel

WEYL, HERMANN

Biographical

VEBLER, C.

✓ STEWART, W. W.

Oppenheimer to Laidendorff, April 7, 1950, regarding retirement questions of Veblen and Stewart and annuity for Weyl.

Letter filed in Chronological file under 1950, 4/7.

D, Laidendorff, 1946

1950

4/21

BENEFITS

Academic Personnel

WEYL, MRS. II

Biographical

✓ STEWART, W. W.

The Board refused Professor Weyl's request for pension rights for his second wife should he predecease her, and Stewart asked for an increase in his pension. Both denied.

Trustees' Minutes, April 21, 1950

1950

4/24

BENEFITS

Academic Personnel

✓ STEWART, W.W.

Biographical

Oppenheimer to Stewart, April 24, 1950, telling Stewart that the Board decided not to increase his pension after retirement.

Filed in Chronological File under 4/24/50.

D File, W. W. Stewart, 1946

1955

12/1

SCHOOL OF MATHEMATICS (7)

Academic Organization

APPOINTMENTS (1, 5)

Academic Personnel

PARTICIPATION IN ADMINISTRATION (2, 3, 5, 9)

GENERAL (6, 7)

Administration

DIRECTOR (3, 6, 7)

FRANKFURTER (1, 8)

Biographical

RIEFLER, (1, 3, 8)

✓ STEWART (3)

EINSTEIN (5, 6)

FLEXNER, (5, 6, 7, 8, 9)

VEBLEN (interview)

Interview with Professor Veblen, 12/1/55.

Filed in vertical file under Veblen Interviews.

1955

12/12

POLICIES (1, 2)

administration

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

SCHOOL OF ECONOMICS AND POLITICS (3) Academic Organization

TRUSTERS (1, 2)

Corporation

VEBLEN (interview)

Biographical

AYDELOTTE (3)

DOUGLAS, LEWIS (3)

FLEXNER, A. (1, 2)

WARREN (2)

✓ STEWART (2)

Interview with Professor Veblen, December 12, 1955.

Filed in Vertical File under Veblen Interviews.

1955

12/16

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

FLEXNER, A.

Biographical

EARLE, E. M.

✓ STEWART, W.

WARREN, R.

Interview with Mrs. Edward Earle, December 16, 1955.

Filed in Vertical File under Interviews.

Interview with Mrs. Edward Earle, 12/16/55

1955

12/21

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

BRIEFING

Academic Personnel

WOLMAN, LEO

Biographical

✓ STEWART, W.

WARREN, W.

Interview with Leo Wolman, December 21, 1955.

Filed in Vertical File under Interviews.

Interview with Leo Wolman, December 21, 1955.

1935

12/27

GENERAL

Academic Organization

SCHOOL OF ECONOMICS AND POLITICS

VON NEUMANN

Biographical

FLYNN, A.

✓ STEWART, W. W.

WARREN

Interview with Dr. von Neumann, December 27, 1955.

Filed in Vertical File under Interviews.

Interview with Dr. von Neumann, 12/27/55

1955

12/31

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

RISFLER, W.

Biographical

FLEXNER, A.

WARREN, B.

STEWART, W.

Interview with Winfield Riefler by telephone 12/31/55.

Filed in Vertical File under Interviews.

Interview with Winfield Riefler by telephone 12/31/55.

1956

1/9

GOLDMAN, BETTY

Biographical

HIEFLES, W.

WARREN

~~STEWART~~

FLEXNER, A.

HARLE, E. M.

Interview with Professor Goldman, January 9, 1956.

Filed in Vertical File under Interviews.

Interview with Professor Goldman, January 9, 1956

1956

1/30

SCHOOL OF ECONOMICS AND POLITICS

ROCKEFELLER

TRUSTEES

✓ STEWART, W. W.
RIEFLER, W.
VEBLEN, O.
HERZFELD, E.
OFFENHEIMER, R.
STRAUSS, L.
LEWIS, WILMARTH
FRANKFURTER, F.
WARREN, R.

Academic Organization

Foundations

Corporation

Biographical

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

Filed in Vertical File under Interviews.

Interview with Professor Stewart, 1/30/56

1956

1/31

SCHOOL OF ECONOMICS AND POLITICS

Organisation
Academic Personnel

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ STEWART, W. W.

Biographical

PLEKNER, A.

VERLEN, O.

RIEFLER, W.

DOUGLAS, LEWIS

OFFENHEIMER, R.

MOE, HENRY ALLEN

AYDELOTTE, P.

Interview with Walter W. Stewart, January 31, 1956.

Filed in Chronological File under Stewart Interviews.

Interview with W. W. Stewart, 1/31/56

1956

2/6

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

LEAGUE OF NATIONS

Government Relations

PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

HOUGHTON

Biographical

✓ STEWART, W. W.

PLENNER, A.

TOYNEBE

BLIOT

Interview with Walter W. Stewart, February 6, 1956.

Filed in Vertical File under Stewart Interviews.

Interview with Walter W. Stewart, 2/6/56

1956

2/16

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ STEWART, WALTER W.

Biographical

RIEFER, WINFIELD W.

WARREN

FLEXNER, A.

OPPENHEIMER, J. R.

EARLE, E. M.

Interview with Professor Stewart, February 16, 1956.

Filed in Vertical File under Stewart Interviews.

Interview with Professor Stewart, 2/16/56

1956

3/31

4/1

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

FOUNDERS

Corporation

PRINCETON UNIVERSITY

Relations WOI

✓ STEWART, W. W.

Biographical

CARLE, E. W.

PLENNER, A.

VINER, J.

Interview with Winfield W. Riefler, March 31 and
April 1, 1956. Notes from memory of informal conversations.

Filed in Vertical File under Riefler Interviews.

Interview with Riefler, 3/31 and 4/1

1956

5/31

PARTICIPATION IN ADMINISTRATION
COMMITTEES (NOMINATING)
ECONOMICS
NATIONAL BUREAU OF ECONOMIC RESEARCH
SCHOOL OF ECONOMICS AND POLITICS
SCHOOL OF MATHEMATICS
VINER
✓ STEWART
BAMBERGER
RIEFLE
FRANKFURTER
FLEXNER
AYDELOTTE
OPPENHEIMER
MAASS

Academic Personnel

Academic Activities
Foundations
Academic Organization

Biographical

Interview with Walter W. Stewart, May 31, 1956.

Filed in Stewart Interviews in the Vertical File.

Interview with Stewart, 5/31/56

6/4

SCHOOL OF HUMANISTIC STUDIES
SCHOOL OF HISTORICAL STUDIES
PRINCETON
LIBRARY
FACULTY
FLEXNER, A.
DODDS, HERBERT
CAPPS
MERITT
PANOF~~S~~SKY
EARLE
OATES
OPPENHEIMER
✓ STEWART
FERGUSON
ELIOT
TOYNBEE
BOAZ

Academic Organization

Relations WOAI

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

6/6

GENERAL
ECONOMICS
PHILOSOPHY
PRINCETON UNIVERSITY
POLICIES
PARTICIPATION IN ADMINISTRATION
GUGGENHEIM
VINER, J.
FLEXNER, A.
RIEPLER, W. W.
✓ STEWART, WARREN
WARNER, ROBERT
VEDER, O.
KIN-TRIN, ALBERT
EARLE, EDWARD M.
PROFESSORS

Academic Organization
Academic Activities

Relations WOAI
Administration
Academic Personnel
Foundations
Biographical

Academic Personnel

Interview with Jacob Viner, June 6, 1956.

Filed in Vertical File under Viner Interviews.

Interview with Viner, 6/6/56

1956

6/21

PRINCETON UNIVERSITY (8, 9, 10)

HARVARD UNIVERSITY (1)

MATHEMATICS (2, 7, 14)

E. C. 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 (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 (3)

SIEGEL (5)

BIGELOW (5, 6)

ELIOT, T. S. (7)

STRAUSS (10)

EARLE (10)

BOREL (15)

Relations WOAI

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

7/16

SCHOOL OF HISTORICAL STUDIES
SCHOOL OF MATHEMATICS
PROFESSORS
MEMBERS
FACULTY
PARTICIPATION IN ADMINISTRATION
ECONOMICS
HARVARD
GEST ORIENTAL LIBRARY
PRINCETON
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 WOAI

Publications

Biographical

Interview with Robert Oppenheimer, July 16, 1956.
Filed in Vertical File under Interviews.

1956

9/21

DIRECTOR 1, 25

PARTICIPATION IN ADMINISTRATION 1, 2
Princeton University 2
SWARTZMAN 5

AYDELOTTE, F. 1, 2, 3, 5, 6

HAAS, H. W. 1, 3, 4

LEIDENFORD 1, 3, 4

PLENN, A. 2, 3

SAUDIN, J. W. 3

✓ STEWART, W. W. 3

Corporation

Academic Personnel

Relations with

Educational Institutions

Biographical

Interview with Mr. Aydelotte, September 21, 1956.

Filed in Vertical File under Aydelotte Interviews.

Interview with F. A., Sept. 21, 1956

1956

9/25

ECONOMICS (P. 1, 4, 5, 10, 11, 13, 14, 16)
DIRECTOR (P. 6)
SCHOOL OF HUMANISTIC STUDIES (P. 6, 7)
PRINCETON UNIVERSITY (P. 7, 8, 11)
PARTICIPATION IN ADMINISTRATION (P. 9, 13)
POLICIES (P. 12)
BUILDINGS AND GROUNDS (P. 6, 7, 15, 16)
ROCKEFELLER FOUNDATION (P. 16, 18)
✓ STEWART, W. W. (P. 1, 5, 13, 14)
FRANKFURTER (P. 2, 5, 9, 17)
CLAY (P. 4)
SIEPLER (P. 4, 6, 8, 9, 10, 13, 14, 15)
WOLMAN (P. 4, 17)
VINEY (P. 5, 8)
AYENLOTTE (P. 6)
VERBEN (P. 1, 16)
STRAUS (P. 7)
PAROFSKY (P. 7)
SCHROEDER WOOD (P. 7, 8)
OPPENHEIMER (P. 9, 17)
WARREN (P. 10, 11, 16)
HUGHANAN, NORMAN (P. 11)
PHIS (P. 13)

Academic Activities
Administration
Academic Organization
Relations WOI
Academic Personnel
Administration
Facilities
Foundations
Biographical

Interview with Mr. Stewart, September 25, 1956.
Filed in Vertical File under Stewart Interviews.

1956

10/12

DIRECTOR

Administration

GENERAL

Foundations

ROCKEFELLER

CARNEGIE

✓ STEWART, W. W.

Biographical

AYDELOTTE, F.

FLEXNER, A.

Interview with Walter Stewart, October 12, 1956.

Filed in Vertical File under Stewart Interviews.

1956

10/24

DIRECTOR

JOHN HOPKINS

BUILDINGS AND GROUNDS

ORIENTAL LIBRARY

PARTICIPATION IN ADMINISTRATION

INSTITUTE HISTORY

PRINCETON

FLEXNER, A.

LEIDENHOF

BLUMSTONE

MAAS

VERLEN

HARDIN

VON NEUMANN

ALTMANER

DODGE

MONTY

AYDELOTTE

WARRER

✓ STEWART

Administration

Educational Institutions

Facilities

F

Academic Personnel

Institute History

Relations WPAI

Biographical

Interview with Abraham Flexner, 10/24/56.
Filed in Vertical File under Flexner Interviews.

Interview with Flexner, 10/24/56

1956

11/29 X

ECONOMICS

Academic Activities

PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

/ STEWART, W. W.

Biographical

Memo (W. W. Stewart) on Work of Economists--with attached documentation not for attribution.

It is filed in the Vertical File under E for Economics and Politics.

W. W. S.

1957

2/14

GENERAL EDUCATION BOARD

Foundations

JOHNS HOPKINS

Educational Institutions

BROOKINGS INSTITUTE

DEGREES

Academic Procedures

SCHOOL OF HISTORICAL STUDIES

Academic Organization

SCHOOL OF MATHEMATICS

✓ STEWART, W. W.

Biographical

FLEXNER, ABRAHAM

FLEXNER, SIMON

POSDICK, RAYMOND

Interview with W. W. Stewart, February 14, 1957.

Filed in Vertical File under Stewart Interviews.

1957

3/13

ECONOMICS (pp. 2, 6, 7)
SCHOOL OF ECONOMICS AND POLITICS (1, 2)
SCHOOL OF HUMANISTIC STUDIES (4, 6)
SCHOOL OF HISTORICAL STUDIES (6)
PRINCETON UNIVERSITY (3, 4, 5, 6, 7)
PARTICIPATION IN ADMINISTRATION (5)
POLICIES (3, 5, 6)
BUILDINGS AND GROUNDS (SITE) (6)
WOODWARD (7)
PLEXNER (1, 4, 5, 7)
FRANKFURTER (1)
MITRANY (1)
MARSHAK (1)
BIEPLER (1, 2)
VINEY (2, 7)
MAHLE (2, 3, 6)
JONES, THOMAS (3)
WARREN (3)
✓ STEWART (3)
AYDELOTTE (5)
OPPENHEIMER (6)
BAILEY (8)

Academic Activities
Academic Organisation

Relations WOI
Academic Personnel
Administration
Facilities
Biographical

Interview with Sir Llewellyn Woodward, March 13, 1957.

Filed in Vertical File under Woodward Interviews.

1957

4/17

DIRECTOR (2)

Administration

GOTTMAN, JEAN (1, 2, 3)

Biographical

FLEXNER (1)

BAILEY (1)

✓ STEWART (2)

VEBLEN (2)

MITRANY (2, 3)

LERAY (2, 3)

OPPENHEIMER (2, 3)

EINSTEIN (2, 3)

After dinner conversation with Jean Gottman, April 17, 1957.

Filed in Vertical File under Gottman Interviews.

1957

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)

PANOFSKY (1, 2, 3)

EARLE (2)

VEBLEN (2, 5)

MOE (2)

FLEKNER (2, 3, 8)

EINSTEIN (3)

CLAY (7)

VINER (6)

WARREN (6)

BAMBERGER (3, 5)

✓ STEWART (4, 6, 7, 8)

RIETFLER (4, 5, 7)

MAASS (5)

OPPENHEIMER (5)

Academic Personnel

Corporation

Administration

Academic Activities

Academic Organization

Biographical

Interview with Wolman 5/3/57.

Filed in Vertical File under
Wolman Interviews.

1957

6/6

PARTICIPATION IN ADMINISTRATION (1)	Academic Personnel
POLICIES (1)	Administration
SCHOOL OF ECONOMICS AND POLITICS (1, 2)	Academic Organization
ECONOMICS (1, 2)	Academic Activities
SCHOOL OF MATHEMATICS (1)	Academic Organization
INSTITUTE HISTORY (2)	Institute History
FLAXNER (1)	Biographical
CLAY, HENRY (2)	
LEIDENHOF (2)	
✓ STEWART, WALTER W. (1, 2, 3)	

Interview with Walter W. Stewart, June 6, 1957.
Filed in Vertical File under Stewart Interviews.