

✓HARDIN, JOHN RALPH

Biographical

Lawyer and President Mutual Benefit Life Insurance Company

Born Sussex County, New Jersey, April 24, 1860

Son of Charles and Abbie M. (Hunt) Hardin

Education: A. B., Princeton, 1880

A. M., Princeton, 1883

LL. D., New Jersey Law School (now University of Newark)

*with 1945. then became part of Rutgers Univ. in*

Career: Admitted to New Jersey bar as attorney, 1884, as counsellor  
1887

Practiced Newark, New Jersey, since 1884

Member firm of Pitney, Hardin & Ward

President Mutual Benefit Life Insurance Company since  
January, 1924, dir.

Activities: Director National Newark and Essex Banking Company,  
American Insurance Company, Howard Savings Institution,  
United New Jersey Railroad & Canal Company, New  
Jersey Bell Telephone Company, Newark Museum Association

Attorney Board of Health, Newark, 1887-90  
Alderman, Newark, 1890-91  
Member New Jersey House of Representatives, 1891-92  
Member New Jersey Constitutional Convention to suggest  
judicial changes, 1905  
Manager New Jersey Epileptic Village, 1900-03  
Member Essex County Park Commission since 1903  
Member Newark Sinking Fund Commission since 1904  
Member from New Jersey of National Conference on Uniform  
Law, 1902-28  
Trustee (life) Princeton University  
Member Board of Trustees Institute for Advanced Study,  
Louis Bamberger and Mrs. Felix Fuld Foundation,  
Newark Eye & Ear Infirmary, Babies' Hospital of Newark,  
President Marcus L. Ward Home for Aged and Respectable  
Bachelors and Widowers

Awards: Awarded gold medal, New Jersey Bar Association, 1940,  
for service to the bar, Member American New Jersey and  
Essex County bar associations

Home was 40 Mt. Prospect Pl. Office was 744 Broad Street & 300  
Died Dec. 7, 1945 Broadway, Newark, N. J.  
Who Was Who in America, Volume II, 1943-1950

1925-1942

✓ HARDIN, JOHN R.

Elected Trustee of Princeton University, April, 1925.  
Retired June, 1942.

1930-1933

XXXXXXXXXX MAASS, H. H.

Biographical

✓ HARDIN, JOHN R.

LEIDESDORF

INVESTMENTS

Finance

Correspondence between Hardin, Leidesdorf and Maass  
on certain investments; also Farrier.

JRH: Correspondence from May, 1930 to December, 1933



1930

4/24

GENERAL

Corporation

FURNISH

FLENNER, A.

Biographical

BAMBERGER

✓ HARDIN, JOHN R.

Bamberger to Hardin, April 24, 1930.

"Enclosed draft is one of three copies delivered to me by Dr. Fleenner, and intended for our consideration.

"Any time you wish to see me about above, or any other details, kindly phone me."

The draft is undoubtedly one of the proposed letter from the founders to the trustees, since that with the articles of incorporation are the matters treated at this time in the Hardin folders.

Another matter which was discussed a little bit later  
was the public statement to be issued after the Certificate  
of Incorporation had been approved by the state. ~~Winn~~  
complete

JRH Correspondence from May, 1930 to December, 1933

1930

5/7

GENERAL (CERTIFICATE OF INCORPORATION) Corporation

✓ HARDIN, JOHN R.

Biographical

HARDIN, CHARLES R.

Charles R. Hardin has looked over the draft of the Certificate of Incorporation to give his father legal advice.

"...You may wish to consider the advisability of adding a sentence to the statement of purpose of the corporation to the effect that the business of the corporation shall not be conducted for the private profit of the members. Some such clause might at some time have a helpful effect in determining a question of tax exemption. Furthermore, I understood that you might wish to limit membership to fixed terms. I suggest for consideration a provision that the term or duration of membership, both of original members and of others, may be limited and fixed as the by-laws may from time to time provide.

"I am not now making these suggestions to Mr. Bamberger or delaying the delivery of your letter [to Mr. Bamberger], but merely notes these questions for your subsequent consideration if you think them worth such consideration.  
JRH, Correspondence from May, 1930 to December, 1933

1930

6/3

GENERAL

Public Relations

FOUNDERS

Corporation

✓HARDIN

Biographic

LEE, IVY

Lee to Bamberger, June 3, 1930.

"I enclose herewith the proposed announcement concerning the Institute. This will, of course, be accompanied by a copy of the letter to the Trustees and by a copy of the certificate of incorporation. The newspapers will undoubtedly take out of these two documents much additional material which I am not undertaking to embody for them in the announcement itself. I think the newspapers would rather work up their own material than have it handed to them in too cut and dried a fashion.

"I hope the announcement and the letter to the Trustees will be found acceptable to you and Mrs. Fuld. I am sending a copy of these documents to Mr. Hardin also.

"As I understand it, you and Mrs. Fuld will advise me as to any changes you want made in these documents, and I will get word from Mr. Hardin as to when it will be proper to make definite arrangements to give the whole matter publicity.

"May I thank you again for your hospitality at lunch today, and express my great pleasure at being identified with you at the inception of this great undertaking.

"With cordial regards,

Faithfully yours,

XXX IL"

He transmitted with this letter a three-page news release of the founding of the Institute which I will dictate herewith.

"Copies are made public today of plans for the establishment and endowment of the 'Institute for Advanced Study.' The fundamental conception underlying the plans is set forth in a letter addressed by Mr. Louis Bamberger, formerly head of L. Bamberger & Co. of Newark, and his sister, Mrs. Felix Fuld, wife of Mr. Bamberger's late partner, to those who will be Trustees of the Institute for its first year.

"The Institute for Advanced Study will provide facilities at which eminent men of learning may devote themselves to research and the training of advanced students for and beyond the degree of Doctor of Philosophy or other professional degrees of equal standing.

"This, therefore, will be exclusively a post-graduate institution, the first of its kind to be established in the United States. Mr. Bamberger and Mrs. Fuld propose to provide the institution with an initial endowment of \$5,000,000 to which they expect to make further additions to an extent which they hope will provide adequately for the purposes of the Institute.

"Dr. Abraham Flexner, formerly Secretary, and Director of the Division of Medical Education of the General Education Board, will serve as the first Director of the Institute. He has undertaken to enlist the services as members of the faculty and staff of outstanding and most promising teachers in their respective fields.

"The Institute will be located in Newark or vicinity. At its inception the Institute will probably occupy temporary quarters while plans for permanent buildings and equipment are being developed, while the faculty and staff are being selected, and the organization work of the Institute is being effected.

"The Founders, in writing the invitation to serve, to those who have agreed to become members of the first Board of Trustees, express the ideals which they have in mind, and stress the thought that in appointments to the Board of Trustees, to the staff and to the faculty and in the admission of workers and students, no account whatsoever is to be taken at any time, directly or indirectly, of race, religion or sex.

"A Certificate of Incorporation has been prepared pursuant to the provisions of the New Jersey law entitled: 'An Act to incorporate associations not for pecuniary profit', approved April 21, 1898. The incorporators are the founders and three of their friends who are sympathetic with the intended purpose. The Trustees for the first year comprise, in addition to the incorporators, several distinguished educators and research workers to whom the plans have been disclosed and who whole-heartedly give their aid to the enterprise. The Trustees for the first year are the following:

"FRANK AYDELOTTE, President, Swarthmore College

"LOUIS BAMBERGER, one of the Founders

"EDGAR S. BAMBERGER, of Newark, N. J.

"DR. ALEXIS CARREL, member of the Rockefeller Institute

"MRS. FELIX FULD, one of the Founders

"DR. ABRAHAM FLEISHER, formerly Secretary and Director  
of the Division of Medical Education  
of the General Education Board, New  
York City.

✓ "DR. JULIUS FRIEDENWALD, of Baltimore, Maryland



- "JOHN R. HARDIN, of Pitney, Hardin & Skinner, Newark,  
New Jersey; President of Mutual Benefit  
Life Insurance Company
- "HON. ALANSON B. HOUGHTON, formerly United States  
Ambassador to Germany and later Great Britain.
- "HON. HERBERT H. LEHMAN, Lieutenant Governor of New York
- "SAMUEL D. LEIDESDORF, of S. D. Leidesdorf & Co., New York City.
- "HERBERT H. MAASS, attorney at law, New York City
- "DR. FLORENCE R. SABIN, member of Rockefeller Institute,  
and formerly Professor in Johns Hopkins University
- "PERCY S. STRAUS, of B. H. Macy & Co., New York, Trustee  
of New York University
- "LEWIS H. WHEED, Dean of the Medical Faculty of Johns  
Hopkins University.

"While in the nature of things the plans for the  
Institute cannot be definitely outlined in advance, it may  
be stated that the purpose of the Founders and of the  
Director is not to follow the customary university models  
which combine both undergraduate and graduate work in the same

institutions, but to establish a unique home of advanced learning in which, under competent advice, students and workers may explore any field of research into which their interest or ambition may call them, work in which may reasonably promise some advancement in the field of human knowledge.

"The program will proceed cautiously and with a view to developing its ultimate facilities without spectacular attempt to attract by numbers of display. The problem of housing will be solved as necessities require and no large amount of money will be spent initially in permanent equipment or elaborate buildings. It is not intended in the first instance to institute professional schools or to lay stress upon pure laboratory research.

"The letter of invitation to the Trustees, together with a copy of the articles of incorporation, are attached hereto.

"Appropriate application has been made to the New Jersey State Board of Education for the necessary permission to grant diplomas or reward degrees both professional and honorary."

That statement embodies three or four changes insisted upon by the founders. In the third paragraph the original draft said "to which they expect to make further additions to an extent which will provide adequately for the purposes of the Institute." The founders inserted the words "they hope."

At~~X~~ the beginning of paragraph 5, they inserted the sentence "The Institute will be located in Newark or vicinity."

There was a 6th paragraph which was eliminated by the founders, as Hardin says, out of deference to the insistence of Mrs. Fuld. This is the paragraph:

7/ "Because they have for many years resided in Newark, New Jersey, it is the intention of the founders to make available to the Trustees a portion of the thirty acres of wooded park land in which their home is now situated At Center Street, South Orange, New Jersey, in the event that the Trustees shall consider this site as most useful for the purposes of the Institute."

This was crossed out and not included in the statement as issued.

Hardin to Ivy Lee, June 4, 1930.

"Mr. Bamberger and I have been reviewing together the proposed publicity draft as prepared by you and we have agreed upon a few changes, the chief one being, in deference to Mrs. Fuld's very positive feeling, the omission of specific reference to the use of the home site for the permanent location of the institution.

At that time also, Hardin gives Lee Mr. Bamberger's re-writing of the 7th paragraph of the draft of the letter from the founders to the trustees, and the re-writing is as the letter appears in Bulletin No. 1. (Vol. I). The original draft read as follows:

"In endowing this institution we recognize that many worthy and capable persons are unable for financial reasons, to pursue study or research to the extent justified by their

capacities. We propose, therefore, to supply means whereby through scholarships or fellowships such workers may be supported during the course of their work or research, to the end that the facilities of the institution may be available to any man or woman possessing the necessary mental and moral equipment as well as other qualifications deemed acceptable."

Another change made by the founders was the following, 7th paragraph from the end of the letter to the Trustees providing that the facilities of the institute should be open to any acceptable student who may demonstrate his or her qualifications and fitness: founders inserted the word acceptable.

JRH Correspondence from May, 1930 to December, 1933

1930

6/4

FOUNDERS

Corporation

Hardin, John R.

Biographical

Date of the signed letter from Mr. Bamberger and Mrs. Fuld to Hardin asking him to be a Trustee. Hardin was with the Prudential Insurance Company, 704 Prudential Building, Newark, New Jersey. He probably was also a lawyer since he was addressed as Esquire. His sons John R. Hardin and Charles R. Hardin were members of the firm as was John R. Hardin, himself, the firm of Pitney, Hardin and Skinner in the Prudential Building in Newark.

JRH, Correspondence from May, 1930 to December, 1933

1940 1950

6/4

GENERAL

Public Relations

LEE, IVY

Biographical

HARDIN, JOHN R.

Ivy to Hardin, June 4, 1930. He acknowledges Hardin's letter of even date suggesting changes in the drafts, and send a Hardin copies of the amended drafts, which he is having mimeographed so that they will be available .

"I told Mr. Bamberger over the telephone today that Mr. Rockefeller was going to make a very important announcement, probably Friday, concerning a gift valued at some \$10,000,000 to the City of New York. That is pretty apt to occupy a good deal of the attention of the newspapers of Friday afternoon and Saturday morning. I should deprecate, therefore, having this announcement of Mr. Bamberger's made simultaneously with that, and would earnestly recommend that if possible we defer the Bamberger announcement until the papers of Monday.

"I am in full sympathy with your desire to pay every courtesy to the Newark newspapers, but I am wondering whether

in view of the wonderful possibilities of publicity in the Monday morning papers you would not feel that it would be all right if we could make this Bamberger announcement in next Monday's publications. The story is of such importance to Newark that I imagine the Newark papers will give it more independent and much fuller treatment than any other papers, and they would probably play it up very big Monday afternoon anyway."

...

"There is another thought: These announcements, which I think are all we should make at the time, are certain to be followed by a great many inquiries as to Mr. Bamberger personally, his life story, and so on. I would not suggest that we stimulate any such inquiries, but I do think it would be helpful if we took effective measures to answer them intelligently and properly when, as, and if made. I shall be glad to discuss this aspect of the matter with you at your convenience."

JRH Correspondence from May, 1930 to December, 1933



1930

6/7  
6/17

STATE OF NEW JERSEY (STATE  
BOARD OF EDUCATION)

Government Relations

/HARDIN, JOHN R.

Charles H. Elliott, Secretary, State Board of  
Education, State of New Jersey, Trenton, June 7, 1930 to Hardin.

"The Advisory Committee of the State Board of Education  
has directed me to say that it is very much interested in  
the proposed Institute for Advanced Study which will be  
supported by the Louis Bamberger and Mrs. Felix Fuld Foundation.

"The law requires that you submit to the State Board of  
Education 'the basis and conditions' upon which you  
propose to confer degrees. The Committee feels that it can  
probably agree with you on the same and will be pleased to  
give you full cooperation."

Hardin to Elliott, June 17, 1930.

Attitude of the Committee and your letter were much  
appreciated by Mr. Bamberger and Mrs. Fuld.

As to the submission to the State Board of the basis and conditions for degrees, "It will be some time before our plans will be advanced to the point where we will need the authority to award degrees, but when the time comes we will make the required application to the State Board. Our purpose, as you know, in approaching you and the Board before announcement of the foundation was born of the feeling that it was appropriate that the State Board, to which we must ultimately come, should be informed of the plan before its release to the general public. We do not anticipate that we will have any difficulty in obtaining the cooperation of the Board on the merits of our application when formally presented."

JRH Correspondence from May, 1930 to December, 1933

1930

9/24

GENERAL (BY-LAWS)

Corporation

✓ HARDIN, JOHN R.

FLEXNER, A.

Flexner to Hardin, September 24, 1930.

"I am enclosing the copy of Paragraph 2 of the Charter. It seems to me that this is as brief a statement as one can make in the By-Laws regarding the purposes of the Institute." ~~XXXXXXXXXXXXXXXXXXXX~~ He suggests omitting the word "and" in the ~~th~~ fourth line in the printed copy, making it read, "the purpose for which this corporation is formed is the establishment at or in the vicinity of Newark, New Jersey, of an Institute for Advanced Study, for the promotion of knowledge in all fields, and for the training of advanced students and workers for and beyond the degree of Doctor of Philosophy and other professional degrees of equal standing. "

NR JRH Correspondence from May, 1930 to December, 1933

1930  
GENERAL (BY-LAWS)

✓ HARDIN, JOHN R.

FLEXNER, A.

9/29 9/29  
9/30  
Corporation

Biographical

Hardin to Flexner. Sends him a draft of the by-laws "which I believe will harmonize with the New Jersey legal requirements and which I hope you will find in sufficient correspondence with your own draft to pass muster with you. Do not hesitate to criticize freely in whole or in part." (Drafts not in this file).

JRH Correspondence from May, 1930 to December, 1933

1930

10/1  
10/2  
10/3

GENERAL (BY-LAWS)

Corporation

✓ HARDIN, JOHN R.

Biographical

HARDIN, CHARLES R.

Charles R. Hardin to his father, John R. Hardin, October 1, 1930.

Suggests a couple of technical corrections in the proposed by-laws.

This memorandum is acknowledged by his father October 2, 1930, saying that he has had some suggestions concerning the by-laws from Dr. Flexner and Mr. Bamberger. He has ~~now~~ amended the original draft and submits it again to Charles. He sends out the revised draft on the same date to Flexner and Bamberger.

Flexner responds with thanks October 3, and asks that the by-laws be manifolded and sent immediately as drafted to the other members of the Board of Trustees so they will have them before the meeting October 10.

JRH Correspondence from May, 1930 to December, 1933

1930

10/7

GENERAL (BY-LAWS)

Corporation

AYDELOTTE, F.

Biographical

✓ HARDIN, JOHN R.

John R. Hardin to Aydelotte, October 7, 1930, enclosing draft of proposed by-laws for the Institute to be considered at the meeting of the Trustees on October 10, 1930.

Letter and by-laws filed in Vertical file under "e" for Corporation.

B

By LAWS.

B, Aydelotte, Frank, 1930-1945

1930  
GENERAL (BY-LAWS)

MAASS, HERBERT H.

✓ HARDIN, JOHN R.

Corperation

Biographical

10/9

Maass to Hardin October 9, 1930.

Submits nine suggested amendments as follows:

(1) "Article II., section 1 - do you not think that the place of meeting should be defined as at Newark or such other place as may be specified in the notice of meeting, if the latter provision conforms to your statutes." (The marginal note by Hardin is no.)

(2) "Article II, section 6 - do you think it necessary to provide any qualifications for membership, any limitation of the number of members and for succession in the event of death?" (Marginal note in Hardin's handwriting, no, charter.

(3) "Article III - do you not think there might be added provision for the holding of trustees' meetings by waiver?" (marginal note, no proxy.)

(4) "Article IV., section 1 - do you not think you might add, 'and such other officers as the Board shall elect and/or appoint'" (marginal note: Taken care of by \_\_\_\_\_)

(5) "Article IV., Section 8 - there is a distinct limitation here which I do not think would work out practically because under this provision all checks drawn on the company's depositaries would have to be signed by the treasurer. Do you not think that it would be well to have the By-Laws merely provide that checks drawn on the company's depositaries are to be signed and countersigned by such officers as may from time to time be fixed by resolution of the trustees?" (Marginal note: always easy to change)

(6) "Article V. relates to the various Committees. Do you think it would be well to provide how many members shall constitute a quorum of each Committee for the purpose of the qualified meeting?" (Marginal note: majority by law)

(7) "Article VI. relates to the Director. Do you not think a great many of the powers you have conferred upon



the Director should be subject to approval either of the Board of Trustees or of the several Committees? Such, for example, as the organization of the Faculty, the establishment of courses of study and/or research, and the rules and regulations governing admission and discipline of students and workers." (There is no marginal comment on this, indicating that it was debated in all probability at the Board meeting).

(8) "Should there not also be provision for a corporate seal?" (Marginal note: separate resolution).

(9) "Lastly, do you deem it advisable to add an article covering the meeting of the Faculty and the action to be taken at such meetings?" (Marginal note: not now).

JRH Correspondence from May, 1930 to December, 1933

✓ HARDIN, JOHN R.

Biographical

FLEXNER, A.

MOBERLY, WALTER H.

Flexner sends to Hardin a copy of a letter dated February 3, 1931 from Walter H. Moberly, the Vice-Chancellor of the University of Manchester, England in congratulation on the Institute as revealed by the first bulletin which he has received.

Copy of Moberly's letter follows:

February 3, 1931

"Dear Dr. Flexner: The first Bulletin of the new Institute for Advanced Study has reached me to-day and I have read it with a real thrill and with an inclination to exclaim 'Well done our side!' It is inspiring to know that your book has so promptly elicited - as I suppose it has done - a response which will enable you to embody some of the ideals for which you are contending. I feel sure the Institution will be a source of inspiration to the academic world on both sides of the Atlantic. I feel that

the Founders, your Country, and you yourself are all to be congratulated.

"In your preface you ask for 'sympathy' and 'suggestions'. You can count on my warm and sympathetic interest, as I am sure you can on all those in this country to whom you have sent the Bulletin. 'Suggestions' are hardly possible from this distance at so early a stage in the design, but when next you are in this country I hope you will make a point of visiting Manchester.

"Owing to the late date of the publication of your book in this country I have seen hardly any reviews as yet. But to me and to the two or three people to whom I have introduced it, it is proving a most valuable and exciting stimulus of thought."

JRH Correspondence from May, 1930 to December, 1933

1931

6/26

GENERAL

Administration

GENERAL

Finance

GIFTS

~~HARDIN, JOHN R.~~

Biographical

Hardin to William E. Hooker, Vice President and Trust Officer, National Newark & Essex Banking Company, 744 Broad Street, Newark, New Jersey, June 26, 1931.

Communication notifying the Trust Company that it had been appointed custodian of securities of the corporation, and that the Treasurer was authorized to enter into an arrangement with the bank to act as such custodian for a compensation of 50 cents per annum for each \$1,000 f. v. (fair value?) of bonds and 25 cents per annum for each \$1,000 p. v. (par value?) of stock, authorized by the Finance Committee meeting November 6, 1930. The bank account was also opened with the National Newark and Essex Banking Company pursuant to the same resolution of the Finance Committee on the same date.

After the custodianship is arranged deposits of income or of principal, in the event of principal payments, are to be made to the credit of the Institute in its account in the Bank.

"Mr. Bamberger and Mrs. Fuld have already turned over to the corporation, and the corporation has accepted, certain securities now represented by bonds and stocks of the fact and par value of approximately two and a half millions of dollars. It is expected that additional transfers will be made from time to time substantially increasing the securities now to be put in the custodian account. The exact amount of the present securities will appear on the list thereof which I will ask Mr. Leidesdorf, the Treasurer, to send you."

On the same date he asks Leidesdorf to send a list of the securities to the Bank and Trust Company.

JHH Correspondence from May, 1930 to December, 1933

1931

6/30

GIFTS

Finance

LEIDESDORF

Biographical

✓ HARDIN, JOHN R.

HOCKER, WILLIAM E.

Leidesdorf to William E. Hocker, Trust Officer,  
National Newark & Essex Banking Company, 744 Broad Street,  
Newark, New Jersey, June 30, 1931.

Pursuant to John Hardin's letter I am enclosing a  
schedule of the stocks, bonds and mortgages which are now  
in the safe deposit box of the Institute for Advanced  
Study in your valut. I trust this will meet with your  
requirements. The list, copy of which was sent Mr.  
Hardin is as follows:

STOCKS

8,190 shares of R. H. Macy & Co.

BONDS -

		<u>Rate</u>	<u>Maturity</u>
\$10,000.	Jamestown Telephone Co.	5 7/8	'54
10,000.	Eastern N. J. Power Co.	5 1/2	'59
10,000.	Orange & Rockland Elec. Co.	5 1/2	'58
10,000.	Scranton Gas & Water Co.	4-1/2	'58
10,000.	North. Ind. Pub. Serv.	4-1/2	'70
10,000.	N. Y., N. H. & Hartford	3-1/2	'54
10,000.	Columbia Gas & Elec.	5 1/2	'61
10,000.	Minneapolis Gas Lt	4-1/2	'50
10,000.	Texas Power & Lt	5 1/2	'56
10,000.	Super-Power Co. of Ill.	4-1/2	'70
10,000.	North. Amer. Co.	5 1/2	'61
10,000.	Columbia Gas & Elec.	5 1/2	'61
10,000.	Arkansas P & L	5 1/2	'56
<u>\$130,000.</u>			

Eight mortgages at 5-1/2 per cent maturing from  
 January 1, 1934 to August 1, 1933, totalling \$98,000.00.  
 JHM Correspondence from May, 1930 to December, 1933

12/3, 12/5, 12/7  
12/9

NO 1931

GENERAL

Finance

INVESTMENT

LEIDESDORF

Biographical

✓ HARDIN, JOHN R.

Hardin to Leidesdorf, December 3, 1931.

December 3, 1931. Leidesdorf asks Hardin if the \$46,000 showing as a balance in the Institute's funds at December 2, 1931 should not be invested, and he asks for Hardin's judgment on the investments.

Hardin replied December 5, 1931. "I agree that investment is desirable...There are bargains now to be had in investments, although there may be some difference of opinion in selections. I incline at the minute to high grade operating utilities."

Leidesdorf to Hardin, December 7, 1931. Thanks. Will you advise me of the specific issues you have in mind so we may give them due consideration?



Hardin to Leidesdorf, December 9, 1931. "Are you panic stricken on railroad bonds? I am not. Jersey Central INX 5s at 95 appeal to me. What do you think?

"After I get your reaction on railroads I will be glad to make some suggestions. I think our investments can be made on the theory that they will not be disturbed, and from the angle of steady income. So made, on an income basis satisfactory at the time of investment, we do not need to be concerned about the ups and downs of Wall Street quotations. I think too much stress just now is being put by long time investors on sacrifice price quotations, rather than on income yield. Of course I refer to high type investments of demonstrated income stability. I think we are in agreement that it is not a good time to fillup on common stocks, although if I were a convert to that investment school, as I am not, I should be inclined to think some common stocks at present lows would be very good buys."

JRH Correspondence from May, 1930, to December, 1933

1931

12/17

12/28

PARTICIPATION IN ADMINISTRATION

Academic Personnel

MAASS, HERBERT E.

Biographical

HARDIN, JOHN R.

FLENNER, A.

Maass to Hardin, December 17, 1931.

He has had several conferences recently with Fleenner who has asked him what, if any, steps have been taken to amend the by-laws and certificate of incorporation so as to provide for the change in the number of trustees covering the desire to leave room for faculty representation among the trustees. Inasmuch as the next meeting is to be held on January 11, he is anxious to have this matter disposed of in ample time to prepare the docket for that meeting which should be sent out two weeks in advance.

The formal notice of the meeting of January 11 announces:  
"There will be presented to the meeting for adoption an amendment

to Section I of Article III of the By-Laws, by adding  
to said section the following:

'In addition, members of the faculty, not  
exceeding three in number, shall sit with  
the Board in an advisory capacity to serve  
for a period of two years'."

JRH Correspondence from May, 1930 to December, 1933

1931  
1932

12/31  
1/4

GIFTS

Finance

FOUNDERS

Corporation

✓ HARDIN, JOHN R.

Biographical

From Louis Bamberger to Hardin, December 31, 1931.

"Mrs. Fuld and I are now prepared to turn over to the Institute for Advanced Study sufficient additional securities to make the total of \$5,000,000 pledged.

"Kindly inform me as to what steps to take about turning over these securities."

Hardin to Bamberger, January 4, 1932, acknowledging his letter suggesting it would be well to have a meeting of the Finance Committee, and appointing it subject to others' convenience the following Thursday.

JRH Correspondence from May, 1930 to December, 1933

1932

10/26

10/29

REPORTS

Administration

DIRECTOR

✓HARDIN, JOHN R.

Biographical

FLEXNER, A.

In approving the Minutes of the last meeting, Hardin asks that the Report of the Director be spread upon the Minutes in full. It had been omitted.

Flexner to Hardin, October 29, 1932.

"I had told Mrs. Bailey to omit the Director's Report altogether, and she insisted that the important sections should appear - a compromise, which I adopted. However, I really believe that you are both right - that as a matter of history the Director's Report should appear in the minutes in full, and I shall attach it to the permanent copy of the minutes of the last meeting."

D File, Hardin, John R.

1932

12/23

MAASS, HERBERT  
FLEXNER, ABRAHAM  
✓ HARDIN, JOHN E.  
FOUNDERS

Biographical

Corporation

Mr. Maass to Dr. Flexner:

"If Mr. B. still adheres to the views he expressed to you there is a method of amendment of the By-laws by which he and Mrs. F. may be constituted 'honorary trustees,' and as such members ex-officio of each committee. Should it be determined to follow such a course it is my belief that the designation of honorary trustees should cease with the founders, and in the enclosed 'Suggestions for Amendments to the By-laws' I have deemed that essential to preserve the dignity of Mr. B's and Mrs. F's positions should they elect to resign as President and Vice-President, respectively.

"Frankly, I have given our Sunday discussion much thought and after mature reflection can merely say that you know perhaps better than anyone else the extent of my interest in the institute and its future. If, therefore, you feel that carrying out the suggestion you had in mind will enable me to cooperate with you to promote the welfare of the project which both of us have so close to our hearts, I shall be glad to conform to your views. On the other hand, the depth of my interest is such that I will be content to continue to serve in the present, or any other capacity that may be suggested, so long as I may

have a part in bringing to fruition what has had so auspicious a beginning. I cannot, however, refrain from cautioning you that we are likely to meet with some opposition from Mr. J.R.H., and it might be well to have the matter fully determined by Mr. B. before we set it under way with the Trustees.

"In view of our telephonic conversation this morning I will not pause to discuss our personal situation here except to say that Herbert Junior has had a slight setback, which does not, however, discourage me in the least. Yesterday we consulted with Doctor Tappan, of the Desert Sanatorium, who knows both ~~of~~ you and Doctor Sabin and asks to be kindly remembered to each of you."

Source: IAS Trustees - Mass, Herbert H.

1933

1/18

FOUNDERS

Corporation

FLEXNER, A.

Biographical

HARDIN, JOHN B.

EXECUTIVE COMMITTEE

Corporation

Flexner to Hardin, January 18, 1933.

Encloses a notice of meeting of the Executive Committee for January 28, 1933, and saying that it is just prior to the departure of Mr. Sanger and Mrs. Fuld for Arizona for the purpose of dealing with two appointments.

JRH Correspondence from May, 1930 to December, 1933



1933

3/28

INVESTMENT

Finance

✓ HARDIN, JOHN R.

Biographical

Letter to Leidesdorf, March 28, 1933, regarding  
regarding investments.

Filed in Chronological file under 1933, 3/28.

JRH 1930-1933

1933

3/29  
L/4  
L/5

BY-LAWS (GENERAL)

Corporation

FLEISHER, A.

Biographical

HARDIN, CHARLES

✓ HARDIN, JOHN R.

Fleisher to John R. Hardin, March 29, 1933.

"In consequence of the announced purpose of Mr. Baumbarger and Mrs. Fuld to give up their offices and the regretful acceptance of their decision by the Board I have gone through the By-Laws very carefully, making changes required by this action on their part. I have also taken advantage of this opportunity to make a few other changes which are the result of my experience. I am sending you a draft of the old By-Laws with the changes in parallel columns. I should like very much to have any suggestions which you may care to offer."

Charles R. Hardin to "Dear Father", April 8, 1933.

Comments on the proposed changes. The doing away with the office of president is not in conflict with the Certificate of incorporation, but it is with the statute under which the Institute is incorporated. (This must not be correct because it was changed).

As to Flexner's proposal to make a class of honorary trustees who need not be members of the corporation and who would serve as Trustees for life: this would require an amendment of the Certificate of Incorporation which now provides that the Trustees shall be members of the corporation and shall be elected by the members in such manner and for such terms as the by-laws may prescribe, and that trustees ceasing to be a member of the corporation shall thereupon cease to be a Trustee. The statute also provides that the Trustees be elected by the members. The statute also provides that they shall hold office for one year, or such term as the by-laws provide, and until their successors shall be

elected;" and it occurs to me that this provision might be construed as requiring election for a fixed term.

"I have no comment to make respecting the other proposed changes, which would fix a new date for the annual meeting, eliminate the election of advisory members of the board from among the faculty, and abolish the committee on education." (He fails to note that faculty members thereupon if members would be eligible for election as full Trustees).

The Certificate of Incorporation can be modified by the approval of a majority of the members.

John H. Hardin to \*Lerner, April 5, 1933.

He thinks we cannot abolish the office of "president" because that would violate the statute, which is succinct on the matter of terminology.

The provision of the charter with respect to Trustees being members and ceasing to be trustees when ceasing to be a

member is designed to prevent "floating trustees with indefinite term." "I see no objection in the designation of the title 'honorary' to a particular trustee, but even though designated he would be required to be elected for a definite term if entitled to vote as a trustee. There would be no objection to having Mr. Samberger and Mrs. Fuld chosen with the title of honorary trustees without right to sit or vote in the Board. Do you think that the desire of the founders to retire goes so far as to have them altogether eliminated? Could they not be elected as trustees, or honorary trustees, with right to sit and vote in the Board, but relieved otherwise of official responsibility?"

Flemer to Hardin, April 7, 1933. Flemer merely acknowledges and thanks Hardin for his letter of April 5, and says he will revise the By-Laws to incorporate his suggestions. 1

*Proposed changes are in file in parallel columns.*

JHM Correspondence from May, 1930 to December, 1933

1933

3/29  
4/5  
4/7

TRUSTEES

Corporation

MEMBERS

Academic Personnel

FLEXNER, A.

Biographical

HARDIN, JOHN R.

Flexner to Hardin, March 27, 1933.

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

Hardin to Flexner, April 5, 1933.

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

of the statute.

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

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

1933

10/30  
11/3

GENERAL

Finance

LEIDESDORF

Biographical

✓ HARDIN, JOHN R.

Hardin asks Leidesdorf, October 30, 1933, how he is accounting for bond premiums.

November 3, 1933, Leidesdorf to Hardin.

We are amortizing bond premiums over the life of the bonds in order that income from interest in the future, will more clearly reflect the earnings for each period. While it would be proper to allow the premium to stand as additional cost of the bonds until redemption or sale, I believe that the method we are following is the more conservative one. Similarly, in the interest of conservatism bonds are carried at cost in such cases where they have been bought at a discount and the discount will not be taken into account until maturity or sale.

JRH, Correspondence from May, 1930 to December, 1933



1934

1/29

INVESTMENTS

Finance

TRUSTEES

Corporation

✓ HARDIN, JOHN R.

Biographical

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

D, Hardin, John R.

1934

2/24

DEGREES

Academic Procedures

SCHOOL OF MATHEMATICS

Academic Organization

PROFESSORS

Academic Personnel

MEMBERS

✓ HARDIN, JOHN R.

Biographical

John R. Hardin to Charles S. Hardin, February 24, 1934.

Asks him to prepare necessary papers to present to the Board of Education of New Jersey for the granting of authority to grant degrees. (Directed by the Board meeting in January, 1934).

"The Institute is actually in going order with a fully equipped School of Mathematics, which has already received international recognition. It is located at Princeton, and has a staff of five professors. There are twenty-one students (they style them 'workers'). Two of them have Ph. D. degrees.

All the others have already been teaching. Some of them have reached the rank of associate professors or assistant professor in the most prominent institutions of this country and Europe. They have been at work for as much as eight or ten years, during which they have made notable contributions to mathematics...// They are variously financed. Some of them pay their own way entirely and a tuition fee besides. Others are sent by the National Research Council,

to which the Rockefeller Foundation makes an appropriation for the purpose; others by the Rockefeller Foundation; still others have been granted leave of absence on half pay by their own institutions, despite the fact that these institutions are hard pressed financially, and in these instances the Institute has made a grant-in-aid. Other grants-in-aid have been made and will be made. Plans for other schools are under consideration, as well as for permanent buildings, etc."

JH Correspondence from January, 1934 to December, 1936

1934

6/9

BY-LAWS (GENERAL)

Corporation

FOUNDERS

FLEXNER, A.

Biographical

✓ HARDIN, JOHN R.

Flexner to Hardin, April 9, 1934.

At the last meeting of the Board, both the President and the Vice-President were unavoidably absent. Mr. Hamburger suggested that the By-Laws be so amended as to permit the election of two Vice-Presidents, thereby making as certain as possible that a regular officer would be in attendance to preside at the meetings of the Board.

A change in the By-Laws to this effect will be submitted at the forthcoming annual meeting.

A further change in the By-Laws will be suggested, that in place of the Committee on Site, which is not a standing committee, a standing Committee on Buildings and Grounds be appointed, consisting of 3 members with the usual ex-officio members. JHH Correspondence from January, 1934 to December, 1936

1934

11/3

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

FRANKFURTER, FELIX

Biographical

FLEXNER, A.

✓ HARDIN, JOHN R.

Flexner to Hardin, November 3, 1934.

Transmits Frankfurter's elaboration of the brief statement at the Board meeting on economics meeting of October 8, 1934, on economics. Flexner asks for comments.

Here is the statement:

"Mr. Frankfurter thought that the director's observations on the proposed school of politics and economics stated the dilemma inherent in grappling at once fruitfully and honestly with the problems of society as an intellectual pursuit. All talk about science in connection with the so-called social sciences is misleading if we mean anything more than

the temper of mind which seeks to be as objective and as disinterested as possible and unconcerned with immediate reforms and the practical settlement of day-to-day social problems. Essential to this temper of mind is awareness of the biases, the predilections in which all of us are implicated and the unconscious deflections of which we can only guard against by consciousness of them. In a word, in dealing with social problems that is the whole field of politics in its broad sense, we must endeavor to pursue purely intellectual ends, at the same time that we are concerned with the most controversial issues of our time.

"For disinterestedness in the sense of abstract political problems is to the extent that it is attainable altogether futile. It is highly significant that the great contributions to political science were all contemporaneous documents, that is, they dealt with the contentious issues of their time and were directed towards the promotion of definite political views or goals. Hobbes, Locke, Montesquieu, the Federalist,

"And so in our time we must deal with issues which, however scientifically framed, are enmeshed in an emotional matrix. ~~xxxxxxxxxxxxxxxxxxxxxxxxxxxx~~  
~~xxxxxxxxxxxxxxxxxxxxxxxxxxxx~~ In this field we are largely still dealing with slogans. These slogans undoubtedly express truths or desires relevant to the time of their origin. These partial truths were then generalized into universals, as is the way of man, and were floated down the tide of tradition, so as to become in themselves powerful forces in men's thinking and action. To that extent I do not think it is helpful to suggest that political science today is comparable to clinical medicine. After all, despite all the obstinacy of tradition that encounters the pioneer in medicine as in all other fields of human endeavor, in any event the obstructions that meet the medical scientist are not those pervasive and permeating emotions and presuppositions that are the very air of interest of man's economic and social life.

"And so I believe that the most hopeful mode of attack, if we are to be true to the spirit of science in the field of politics, is historical. By that I mean a painstaking and pertinacious endeavor to analyse the fighting slogans and the rallying cries that give rise to mass loyalties. For all our current terms like 'individualism' and 'regimentation' and the 'profit motive' have a history, were born out of a particular environment or a ~~definite~~ defined state of society and have been carried over to environments quite different from that of their origin. This means not only history in the ordinary sense of the term, for adequate history implications psychological, statistical and legal factors indispensable to a just understanding of economic and political institutions.

"In politics, unlike mathematics, there are no half dozen or three ~~or~~ four recognised great men whom one can collect into a great faculty of politics. Mr. Frankfurter thought that the great men must be



made, as it were, that the Institute must turn to youngish people and develop them through their actual pursuit under favoring circumstances of problems in politics of major moment. To this end it is important to bring together a group of people who will have a certain harmony of purpose and more or less common conception of the task to be pursued. For one cannot bring together a group of individuals not selected with relation to one another and expect a harmonious interplay of minds. To that end it seemed desirable to Mr. Frankfurter if possible to invite a promising collection of political scientists and economists for a long enough period, say half a year or a year, for purposes of intensive discussion of what the problems of political science are and how they are to be pursued in the hope that thereby the desirable group of distinction will reveal itself."

JPH Correspondence from January, 1934 to December, 1936

1935

4/24

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

GENERAL

Finance

FOUNDERS

Corporation

FLEXNER, A.

Biographical

✓ HARDIN, JOHN R.

STRAUSS

GIFT

Finance

Flexner to S. Berger, April 24, 1935.

A long and reassuring letter after what must have been a furious debate in the Board meeting on the appointment of two in the School of the Humanistic Studies. Evidently Hardin and Strauss had been very outspoken, and Flexner professes to have welcomed it. Flexner insists that he is building with an eye to the University.

He also has turned his mind to raising money. "In New York yesterday I conferred with several people by whom,

I believe, in the course of time, the Institute will be financially aided, but I do not wish to push the point at this moment. Though we have made our reputation in mathematics, we have not made it in other subjects. I believe that we will make it and that when that has happened benefactions will flow in.

"I am not a sanguine or hasty person. The new steps that we took on Monday I have been pondering for four years..."

D. Bamberger, Louis, 1930-1936

1935

12/18  
12/19

FINANCE COMMITTEE

Finance

INVESTMENTS

CONNORS, NYLES F.

Biographical

✓ HARDIN, JOHN R.

Nyles F. Connors to Hardin, December 18, 1935.

After Mr. Hardin had left the Finance Committee meeting, Mr. Benberger raised the question of possibly buying 200 shares of Schenley Distillers Corporation 5-1/2 per cent preferred stock. He said he had no objection to the Institute's holding the stock merely because of the nature of the business.

"Prior to the meeting I had made no inquiry into the issue because of a feeling that the Trustees might have some adverse reaction to this kind of an investment, and you know from Mr. Maass' brief comments before the meeting, that he also shared this feeling."

"The Committee is willing to purchase 200 shares at 100, if you approve." (He encloses the Prospectus).

Hardin to Connors, December 19, 1935.

He has read the Prospectus on the Schenley stock, "and while I hesitate to differ from the views expressed by the other gentlemen, as stated in your letter, I do not think the Institute should make this investment."

(It appears from a list of stocks placed in the custodianship of the National Newark and Essex Banking Company, January 24, 1936, that the Institute did not buy the stock).

JRH Correspondence from January, 1934 to December, 1936

1936

✓  
✓  
✓

INVESTMENTS

Finance

FOUNDERS

Corporation

BAMBERGER, LOUIS

Biographical

LEIDENDORF

✓ HARDIN, JOHN R.

Bamberger to Leidensoorf, January 30, 1936.

"As requested in your letter of January 22, Mr. John R. Hardin and I have today placed the following stocks in the Institute's Safe Deposit Box at the National Newark & Essex Banking Company, noting 2,000 2.405 shares of common and preferred stock placed in the safe deposit box in the name "Institute for Advanced Study-Louis Bamberger and Mrs. Felix Fold Foundation."

In his second letter the same heading eliminating the words as requested by Leidensoorf, Bamberger to Leidensoorf,

January 30, 1936, noting the placing of 7700 more shares of common and preferred stocks in the Institute's name in the box.

January 31, 1936, Louis Bamberger to Leidesdorf.

Says that he and John Hardin have today placed the following stocks in the Institute's Safe Deposit Box, and listing 3375 shares of common and preferred stocks which have been placed in the safe deposit box in the Institute's name.

JHE Correspondence from January, 1934 to December, 1936

1936

10/13

SCHOOL OF MATHEMATICS

Academic Organisation

STIPENDS

Academic Personnel

GENERAL (ADMISSION FEES)

/ Finance

✓ HARDIN, JOHN R.

Biographical

VEBLEN, C.

Page 11.

Hardin raised the question of the tuition fee and pointed out how small was the income derived. Veblen explained that the Institute was following not only the practice of Princeton University but the custom in the great English universities which is to regard men with Ph. D. degrees and academic employment as "distinguished visitors" whose presence is beneficial to the Institute. The Director commented that the collection of the fees was a small matter, but the admission of members on a quality basis, and the question of congestion in Fine Hall, and the preservation of the time of the staff for their own studies were the important considerations. Trustees' Minutes, October 13, 1936



1937

1/12

PRINCETON UNIVERSITY

Relations NOAA

LIAISON COMMITTEE

*Corporation.*

✓ HARDIN, JOHN R.

Biographical

Flexner to Hardin, April 12, 1937.

I am sorry to say that a considerable number of the gentlemen who form the Liaison Committee will be unable to meet in Princeton for dinner on Friday, April 23. Flexner has had a conference with President Dodds, and they agreed regretfully to postpone it until the end of October.

JRH Correspondence from January, 1937 to December, 1939

4/19

1937  
✓HARDIN, JOHN R.

Biographical

Hardin apologizes for his absence at the Trustees' meeting April 19, 1937, his first absence since the organization of the Institute.

JRH Correspondence from January, 1937 to December, 1939

1937

10/8

INVESTMENTS

Finance

✓ HARDIN, JOHN R.

Biographical

RIEFLER, WINFIELD W.

Hardin to Maass, October 8, 1937.

He does not agree with investing in Parke Davis common stock. "I see no reason for changing at this time the present policy of the Institute in the matter of proportional holdings of common stock."

Maass has said that while earnings and dividend records are quite satisfactory, there are a large number of common shares outstanding. Riefler had approved it.

JRH Correspondence from January, 1937 to December, 1939

1938

5/9  
5/10  
5/11

BENEFITS

Academic Personnel

VOBLIN, O.

Biographical

MAASS, H. H.

✓ HARDIN, J. R.

Hardin to Maass May 9, 1938. Hardin returns proposed insurance contracts for retirement Voblen pension wife. Non-committally as usual type of contract, Home Life sum of course.

Maass to Hardin, May 10, 1938. Interested in Home Life particularly but not agent who proposed plans. Asks Hardin's views.

Hardin to Maass, May 11, 1938. Hadn't listened to Maass as he presented it to Hardin in meeting of the Finance Committee and did not give it his personal attention to the proposals; therefore will express no opinion but Mutual Benefit does not write this kind of policy customarily; therefore, he is disinterested.

J. R. H. Correspondence

1938  
BENEFITS

INVESTMENTS

VEBLEN, O.

MAASS, HERBERT H.

✓ HARDIN, JOHN R.

5/9  
5/11  
Academic Personnel

Finance

Biographical

Hardin to Maass, May 9, 1938.

Returns three insurance proposals handed him which emanated from the home office of the Home Life Insurance Company. "represent customary types of contracts, and the results indicated approximate the probably offering which might be expected from other companies. The Home Life enjoys, and I believe deservedly, a very high reputation."

Hardin to Maass, May 11, 1938.

I am afraid that I am not in a position to express an opinion as to whether it would be wise for the Institute to take out insurance to meet the Veblen situation. I did not pay particular attention to what you said to me at the Finance Committee meeting, and I did not look at the contracts very carefully. "So far as an insurance company is concerned, if the ~~s~~ insurance be taken, you can, so far as I am concerned, give it to the agent you have already consulted. While this Company sometimes writes such policies, it is not a type of business we seek."

JRH Correspondence from January, 1937 to December, 1939

1938

5/9

INVESTMENTS

Finance

✓ HARDIN, JOHN R.

Biographical

Hardin to Leidesdorf, May 9, 1938.

The minutes of the Finance Committee meeting of June 29, 1937, with Hardin present, show the Committee approved an increase for Investment Advisory Services from \$3000 to \$3600 per annum.

"I do not find my own memory refreshed even by this minute."

JRH Correspondence from January, 1937 to December, 1939

1938

7/7

BENEFITS

Academic Personnel

VEBLEN, O.

Biographical

✓ HARDIN

Hardin to Mease.

Analysis of Harris' insurance plans for Veblen and  
Mrs. Veblen's pensions. Cold and opposed--presents simple plan  
actuarial analysis of plans.

Hardin Miscellaneous



1938

7/7

BENEFITS

Academic Personnel

MAASS, H. H.

Biographical

✓ HARDIN, J. H.

VEBLEN, O.

See source for elaborate Home Life Insurance Company plan worked out for Veblen's and Mrs. Veblen's retirement benefits and comments by Hardin.

JRH, Miscellaneous Papers, Filed in JRH 1940-45

1938

8/25

✓ HARDIN, JOHN R.

Biographical

INVESTMENTS

Finance

Hardin to Leidesdorf, August 25, 1938.

Another recommendation for convertible debentures in a holding corporation. He says that he personally is not enthusiastic about holding corporations and alludes to the foggy atmosphere of an exclusively holding corporation. In the case in question he thinks the operation is integrated and may warrant a very small investment, \$25,000.

JRH Correspondence from January, 1937 to December, 1939

1938

9/13

BUILDINGS AND GROUNDS

Facilities

✓ HARDIN, JOHN R.

Biographical

MAASS, HERBERT H.

Hardin to Maass, September 13, 1938.

Forwards him two letters, one from the Controller of Princeton University, G. C. Wintringer, and the other from B. L. Gulick, Jr., Chairman of the Township Committee of Princeton Township, both endorsing the Matthews Construction Company.

The Matthews Construction Company was the second on the bidding for the erection of the building now occupied by the Mutual Benefit Life Insurance Company (Hardin's company), is widely known and well equipped; high reputation. It would be entirely safe to deal with them without competitive bidding if that course, for any reason, was thought to be wise.

Matthews has built most of the buildings erected on the Princeton campus during the last 25 years.  
JRH Correspondence from January, 1937 to December, 1939

1938

10/31

✓ HARDIN, JOHN R.

Biographical

Hardin to Bailey acknowledging minutes of October 10, 1938  
with no correction.

J. R. H. Correspondence.

1939

1/28  
1/30

BUILDINGS AND GROUNDS

Facilities

✓ HARDIN, JOHN R.

Biographical

Hardin to Maass, January 28, 1939.

Hardin submits to Maass a memorandum which he asked the National Newark people to write about F. H. A. loans, methods, etc. He sends the memorandum. He also submits memorandum and rules from the Mortgage Department as a result of which Maass decides, as Hardin has also, that the Institute would readily qualify as an approved mortgagee. He says it is up to the Finance Committee to determine whether the attraction of this type of loan is sufficient to warrant such qualification. (Maass to Hardin, January 30, 1939.)

JRH Correspondence from January, 1937 to December, 1939

1939

7/20

DIRECTOR

Administration

FLEXNER, A.

Biographical

✓ HARDIN, JOHN R.

Hardin to Flexner, July 20, 1939.

"I have been hopeful of hearing from you re subject matter of our conference before you left for Canada. I feel affirmative action on your part in the direction we discussed should not be delayed until the fall." This is sent to Flexner at Magnetawan, Ontario, Canada, and relates to his resignation.

JRH Correspondence from January, 1947 to December, 1939

7/29

1737  
DIRECTOR

Administration

FLEXNER, A.

Biographical

HARDIN, JOHN E.

Flexner to Hardin, July 29, 1939.

"I have been delayed in replying to your recent note because I have been visiting Mr. Bamberger and Mrs. Fuld at Lake Placid. I am happy to be able to report to you that they both gained greatly already. Mr. Bamberger looks ~~very~~ very well, and he and I had daily walks and long talks together. Mrs. Fuld has increased in strength and added a few pounds to her weight. She sat up in the evening until ten or half past - something which she has not done since she broke her arm. Both of them are in excellent spirits.

"I discussed with both Mr. Bamberger and Mrs. Fuld, separately and together, the question of my retirement and the manner in which it should be managed. I reminded them that last winter I had written the Chairman, Mr. Houghton, that the

time was approaching when I wished to be relieved of the directorship and that, as soon as Mrs. Fuld's health permitted, I made the same communication to them. While they regret that the passage of time makes a step of this kind necessary and inevitable, they wish me to do anything which I myself prefer and in the way I prefer. There were a few points on which Mr. Samberger was insistent.

"You must retire in a dignified and seemly way", he said, 'so that no one can possibly say that you have been pushed out. The initiative must come from you and not from the Board or from any one else.'

"He expressed his own preference, which coincided with mine, that as little publicity as possible should be given to the fact of my retiring and that the transition should be made in a way that would be most helpful to my successor. As he is returning to South Orange shortly after Labor Day, I arranged to go down about the same time, and we can then take the necessary steps involved in bringing the scattered parts of the Institute to Fuld Hall and attending to other



details. His own preference was that nobody should be told of our decision, but I told him that, inasmuch as I had conferred with you, I felt that I owed it to you to keep you ~~if~~ informed of everything that took place - a view to which, of course, he at once acceded. However, except Mr. Bamberger, Mrs. Fuld, yourself, myself and my wife, nobody is to know anything because inevitably, if the trustees are informed in advance, there will be danger of leakage and gossip. The By-Laws provide that 'a special committee shall be created to consider the appointment of a successor' in case of a vacancy in the directorship, and Mr. Bamberger saw no reason for departing from the orderly course prescribed for the appointment of a successor.

"By mere chance, as I was returning from Lake Placid, I met Mr. Percy Straus in Toronto, and we naturally talked of the Institute - for an hour. I felt perfectly sure from the frankness and length of our conversation that no one has approached him.

"With all good wishes and very high regard, Ever sincerely,"

"P. S. I am sending a copy of this letter to Mr. Bamberger

with the request that he correct me if on any point I have  
said anything that does not coincide with his own understanding."

JRH Correspondence from January, 1937 to December, 1939

1939

8/2

DIRECTOR

ADMINISTRATION

FLEXNER, A.

BIOGRAPHICAL

✓ HARDIN, JOHN R.

Hardin to Flexner, August 2, 1939.

"Your letter of the 29th ult. is at hand. It is rather cryptic as to the real nature of your plans, and I cannot but feel that it would have been better to have anticipated possible unfriendly action by pursuing the course I outlined in our last interview. I would not be at all surprised at a development of some unpleasant publicity in advance of your own announcement of purpose.

"With high regard, I am,

"Yours very truly"

JRH Correspondence from January, 1937 to December, 1939

1939

8/2

DIRECTOR

Administration

FLEXNER, A.

Biographical

~~HARDIN, JOHN R.~~

LEIDESDORF, S. D.

Hardin to Leidesdorf, August 2, 1939.

"I have a letter from Dr. Flexner which confirms me in my view that his retirement will come about in the not too distant future without unhappy consequences to the Institute or any of its staff, and without disagreeable publicity. I deeply feel that any hasty action now would be ill-advised and might bring grief to the founders, otherwise avoidable. Haste is not as important as an assured future.

"You may show this letter to Mr. Maass, otherwise, it should be, for the present, subject to the same conditions of confidence which you have imposed upon me."

JRH Correspondence from January, 1937 to December, 1939

1939

8/7

DIRECTOR

Administration

FLEXNER, A.

Biographical

✓ HARDIN, JOHN R.

Flexner to Hardin, August 7, 1939.

Disavows intention to be cryptic. He wrote Houghton on the same day he wrote to Hardin and said, "I feel more and more that I should like in the autumn at the October meeting to announce my retirement and to ask the Board to set about choosing a successor." It was an accident that he did not include it in his letter to Hardin.

He goes on to say that he is indifferent as to when he retires. I am willing to retire now or as of September 1st or October 1st or, as I said to Mr. Houghton, at the meeting on October 9, "and whenever the date has been settled I shall notify the Trustees, as you and I agreed. As rumors have apparently reached you which have not reached me, I shall be indebted to you, as I know Mr. Bamberger will, if you will give me your judgment as to the date upon which my retirement shall take

place. I shall then communicate the fact to Mr. Bamberger and so announce it.

"I have two desires: (1) to save Mr. Bamberger's feelings; (2) to stop any possible dissension among the professors of the Institute."

JHI Correspondence from January, 1937 to December, 1939

DIRECTOR

Administration

FLEXNER, A.

Biographical

✓ HARDIN, JOHN R.

BAMBERGER, LOUIS

Hardin to Bamberger, August 9, 1939.

"I have had some correspondence, as you know, with Dr. Flexner concerning the matter of his resignation as Director of the Institute." I have replied to him, and enclose his last letter dated August 7. I also enclose my copy of my reply.

"I am gratified at the progress indicated and trust that the Doctor's intention may be announced without any earlier publicity from any other source. I regret that I am not free to talk to Mr. Leidesdorf, which I cannot do without Dr. Flexner's authority."

Hardin to Flexner, August 9, 1939.

"I feel that your decision to retire without indefinite  
sick delay is wise. I think a rather prompt announcement  
desirable that you will present your resignation to the Trustees  
at their meeting on October 9th, effective immediately. I  
would incorporate in the resignation an expression of a  
willingness on your part, pending the selection of a  
successor, to cooperate with the Trustees as requested.

"If you act promptly I think the desires expressed in  
your letter, to save Mr. Samberger's feelings and to stop  
dissension among the professors of the Institute, would be  
realized."

JRH Correspondence from January, 1937 to December, 1939



1939  
DIRECTOR

FLEXNER, A.

HARDIN, JOHN R.

BAMBERGER, LOUIS

Administration

Biographical

Bamberger to Hardin, August 11, 1939.

"This is to acknowledge the receipt of your letter of Aug. 9th, enclosing copies of Dr. Flexner's letter of Aug. 7th and your reply, for which please accept thanks. My feeling is that this entire matter will be straightened out to the satisfaction of all concerned.

"Mrs. Fuld joins me with kind greetings."

JRH Correspondance from January, 1937 to December, 1939

1939

8/12

DIRECTOR

Administration

FLEXNER, A.

Biographical

HARDIN, JOHN R.

BAMBERGER, LOUIS

Flexner to Hardin August 12, 1939.

"I take this means to inform you that I shall, at the meeting of the Board to be held October 9, ask to be relieved of my duties as Director of the Institute, effective as of that date.

"I need not say that if, pending the selection of a successor, there is anything I can do for the Institute, I shall be glad to comply with the wishes of the Trustees.

"It is the desire of Mr. Bamberger and Mrs. Fuld that no publicity be given at this time to my imminent retirement.

"For your cooperation in the upbuilding of the Institute you have my heartiest thanks and deepest appreciation."

Flexner accompanies this with a personal letter  
which is not any more personal than the formal notification,  
except that he sends his best wishes and warmest greetings.

JHH Correspondence from January, 1937 to December, 1939

1939

8/14

DIRECTOR

Administration

FLEXNER, A.

Biographical

✓ HARDIN, JOHN R.

Hardin to Flexner, August 14, 1939.

"This will acknowledge your two letters of August 12th,  
both of which I am pleased to have."

JRH Correspondence from January, 1937 to December, 1939

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 in 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 held 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. Planner'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.

JH Correspondence from 1 January, 1937 to December, 1939

1939

10/5

FLANNERY, A.

Biographical

BAMBERGER, LOUIS

BOUGHTON, ALANSON B.

✓ HARDIN, JOHN R.

A copy of a letter dated October 5, 1939, ~~W~~ Boughton to Bamberger.

"Thank you for your kind letter dated October 2d. This makes the situation clear and definite and insures ~~Y~~ Dr. Aydelotte's election as Director with unanimity. I note with great satisfaction that you plan to attend the meeting on October 9th and that you will offer the resolution naming the Nominating Committee. If for any reason you should not attend the meeting, will you let me have a line from you indicating that if present you would have offered the resolution naming the chairman, Mr. Hardin and Mr. Leidesdorf as a Nominating Committee?

"In one respect I venture to differ with the suggestion in your letter, if I understand it, to present at the meeting

on October 9th a resolution expressing our appreciation and admiration of Dr. Flexner's work as Director. I think the proper and more dignified procedure will be at this meeting to name a committee to draw up such a resolution, to be presented at the meeting of the Trustees in January. There is not time to draw such a resolution and if there were it would not be right to present it now.

"My only interest in this situation, I may add, is to insure Dr. Aydelotte's election as Director with complete unanimity. Any doubt or suspicion as to our complete agreement on Dr. Aydelotte as Director would weaken his position and make his conduct of the Institute far more difficult. It was to say this much to you that I asked to see you when I was last in Princeton. Dr. Aydelotte's subsequent visit to me and your letter now clears the situation.

"It is not easy for me to leave Washington just now but I think it will be the best interest of all concerned if I may be there Saturday and talk with the members of the faculty. I hope I may be able to finish with them in time



to get to Washington for Saturday night and Sunday but if not I shall, of course, remain through Sunday.

"Dr. Flexner and Dr. Aydelotte have no doubt explained to you the reasons why I feel I must resign as chairman of the Board. I have told Aydelotte that I would withhold my resignation until the January meeting at any rate in order that sufficient time may be provided to find my successor."

JRH. Correspondence from January, 1937 to December, 1939

1940

11/12  
11/15

GENERAL (SEAL)

Corporation

AYDELOTTE, F.

Biographical

✓ HARDIN, JOHN R.

Aydelotte to Hardin, November 12, 1940.

Aydelotte recites the exact circumstances of the adoption of the seal designed by Monsieur Turin in the Board meeting October 13, 1931. Aydelotte finds that Mrs. Bailey has been using the Turin seal while Mr. Leiderdorf's office has continued to use the earlier one which he had had prepared before the formal action of the Board on the official one which is also on the bookplate.

Mr. Farrier has told Aydelotte that he thinks in order to be legal he thinks the words Corporate Seal should be added, and Aydelotte asks Hardin whether the seal can be used exactly as it is legally, or whether it should have these words included.

Hardin to Aydelotte, November 15, 1940.

There is no legal importance to the question . He thinks it is desirable that both the secretary and the treasurer should use the same seal, the adopted seal. He does not answer the question as to whether or not the words Corporate seal should be included, but simply says that it is a custom of corporations to adopt a seal.

JRH Correspondence from January, 1940 to November, 1945

12/22

GENERAL (BY-LAWS)

Corporation

AYDELOTTE, P.

Biographical

✓ HARDIN, JOHN R.

Aydelotte to Hardin, December 22, 1941.

"I am delighted to know that you are willing to serve as Chairman of the Board and I am very pleased to tell you that Mr. Maass will also be glad to serve as President of the Corporation in accordance with the arrangement which I outlined to you over the telephone this morning."

~~My comments on the outline~~ He encloses a draft of the changes in the By-Laws which seem to him to be needed (Not in file). He comments on them as follows: There has been a provision in the by-laws providing that the President of the Corporation or the Chairman of the Board should make an annual report, but it has been the almost invariable custom to depend on the Director for this report, and I have consequently omitted this section. In addition to the changes concerning officers I have altered the regulations under

committees to allow both the President and the Chairman  
to be ex-officiis members and have inserted the regulations  
concerning the Nominating Committee which I mentioned to  
you.

JRH Correspondence from January, 1940 to November 1945

1941

12/22

BY-LAWS

Corporation

FOUNDERS

✓ HARDIN, J. R.

Biographical

MAASS, H. H.

Aydelotte to Weed and Douglas. (Drafts before amended).

Bamberger desired that Hardin should succeed Houghton as Chairman and that the office of the President of the Corporation should be revived and that Maass should be elected President.

~~XXXXXXXXXXXX~~

D-- By-Laws

1941

12/23

GENERAL (BY-LAWS)

Corporation

AYDELOTTE, F.

Biographical

✓ HARDIN, JOHN R.

Hardin to Aydelotte, December 23, 1941.

~~Hardin agrees that the proposed changes~~

Hardin informs Aydelotte as to the method of notifying the Trustees of the proposed changes, and also says that further correspondence notice should include any action to designate the Secretary of the Trustees, Edgar S. Bamberger, as the Secretary of the Corporation.

JRH Correspondence from January, 1940 to November, 1945

12/29

GENERAL (BY-LAWS)

Corporation

AYDELOTTE, P.

Biographical

✓ HARDIN, JOHN R.

Hardin to Aydelotte, December 29, 1941.

Hardin satisfied Aydelotte's confusion. There is a secretary to the corporation who is elected by the corporation. Under the By-Laws the secretary (Section 6 Article III) is to be elected by the Trustees. In this circumstance, the Secretary for the Trustees keeps the record of the Trustees meetings, the Secretary of the Corporation keeps the Minutes of the Corporation meetings. However, he says Aydelotte cannot take this matter up with the Board of Trustees at the next meeting because he has not made a proper announcement of his intention to do so.

JRH Correspondence from January, 1940 to November, 1945



LIX 1942

1/26

MAASS, H. H.

Biographical

✓ HARDIN, JOHN R.

Maass nominated by Louis Bamberger elected President of  
the Corporation. (Hardin nominated by Maass elected Chairman).

Special Meeting of the Members of the Corporation, 1/26/42

1942

1/26

COMMITTEES

Corporation

✓ HARDIN, JOHN. R.

Biographical

Hardin's elevation to the Chairmanship created a vacancy on the Finance Committee, and he proposed Leidesdorf be made Chairman. This was done, a very anomalous situation.

Trustees' Minutes, January 26, 1942

1942

HOUSING

AYDELOTTE, F.

✓ HARDIN, JOHN R.

MAASS, HERBERT H.

2/12

Facilities

2/16

Biographical

AYDELOTTE TO Hardin, February 12, 1942.

Maass has sent him a draft of the contract which he showed Hardin which suggests that the contract is very formidable and unattractive from the point of view of the professors, and suggesting that a simple sale of the land would be better.

The disadvantages are two-fold in Aydelotte's judgment:

1. These professors (I think fortunately) prefer the lease system as lessening their investment.

2. It is, I think, greatly to the interest of the Institute to keep possession of this land. While sale of the lots might be better for the professors, I think that for the Institute to retain title to them

t

is better for the Institute as a whole, and it is the interest of the Institute as a whole that we should consider.

He goes on to say that the houses built on Institute land are, in fact, the property of the Institute, "and the rights of the professors are only the rights to occupy them and to sell that right of occupation in case they should leave or die."/

"Why not regularize this arrangement by drawing up a simple form of contract making the house the property of the Institute, obligating the builders to pay for them at the regular rate and to keep them in repair, allowing changes only with the consent of the Institute, and leasing the house to the professor at \$1.00 a year for a period of fifty years, subject to renewal? There should then be a further clause saying that this right to occupy the dwelling house on these terms may be sold by the professor or his estate at any time to any purchaser approved by the Institute. If no such purchaser appears, the Institute should then undertake to pay the professor for his rights at some fair valuation." He asks Hardin's opinion.

Hardin under date of February 16, asks Maass what he thinks of it and wants to see the contract before advising Aydelotte.

JRH Correspondence from January, 1940 to November, 1945

1943

4/13

ROCKEFELLER-SANBARGER FOUNDATION FUND Foundations

BUDGET Finance

AYDELOTTE, P. Biographical

/HARDIN, J. R.

Aydelotte to Hardin, April 13, 1943 regarding above.

Filed in Chronological File under 1943, 4/13.

Hardin Miscellaneous

1944

4/10

41/11 4/11

GIFTS

Finance

BAMBERGER, LOUIS

Biographical

AYDELOTTE, F.

HARDIN, JOHN R.

Aydelette to Hardin, April 10, 1944.

Points out among other things that the Rockefeller Foundation commitment for the support of economics has still one year to run, and that the \$35,000 a year which they give is matched by Mr. Bamberger. "Would the executors of Mr. Bamberger's estate feel that they could properly continue those payments through the next academic year? Doing so would mean that we would get \$35,000 from the Rockefeller Foundation which otherwise would not come to us."

He then expresses satisfaction with Bamberger's will. "Just the kind he should have made." He agrees that bequests to the Newark philanthropies was eminently suitable, and, "It is of course a matter of deep satisfaction to me that he provided so generously for the Institute."

April 11, 1944. Hardin suggests to Aydelotte a memorandum from Aydelotte elaborating on the nature of Bamberger's commitment.

JHH Correspondence from January, 1940 to November, 1945



1944

4/18

GENERAL

Corporation

FOUNDER

FLEXNER, A.

Biographical

HARDIN, J.

See pp. 4-8 for Hardin's (Flexner's ?) memorial to L. Sanger  
with history of origin of IAS.

Trustees' Minutes April 18, 1944

1944

7/7

COMMITTEES (TRUSTEES)

Corporation

✓ HARDIN, JOHN R.

Biographical

Hardin to Aydelotte, July 7, 1944.

Appoints the Committee on Resolution for the Minutes, by reason of the death of Mr. Bamberger, the following, without designation of a chairman leaving that duty to the Committee: Aydelotte, Flexner, Hardin, ex officio, Leidesdorf, and Maass, the Directors who were consulted by Mr. Bamberger before the Institute was organized and who were concerned in its beginnings.

He appointed a committee on the motion of Mr. Maass on Institute Policy consisting of Maass, Chairman, Douglas, Leidesdorf, Moe and Wolman.

JRH Correspondence from January, 1940 to November, 1945

1944

10/6  
10/7

COMMITTEES

Corporation

FOUNDERS

✓ HARDIN, JOHN B.

Biographical

AYDELOTTE, F.

Hardin to Aydelotte, October 6, 1944.

Hardin had drafted the resolution for both of the founders, and then, October 6, raised the question with Aydelotte as to the existence of the committee appointed after the death of Mr. Samberger, but before the death of Mrs. Fuld. He wonders if the resolution cannot be handled without the appointment of another committee or without circulation prior to the meeting.

Aydelotte under date of October 7 agrees.

JRH Correspondence from January, 1940 to November, 1945

1944

12/5

FOUNDERS

Corporation

✓ HARDIN, JOHN R.

BIOGRAPHICAL

Copy of Memorial to L. Bamberger and Mrs. Felix Fuld  
(Caroline Fuld) adopted by Board December 5, 1944.

Filed in Chronological file under 1944, 12/5.

Minutes of Trustees December 5, 1944

3/13  
3/15

FOUNDERS

Corporation

GIFTS

Finance

MAASS, HERBERT H.

Biographical

HARDIN, JOHN R.

Maass to Hardin, March 13, 1945.

He has been approached by a Mr. H. Spencer Miller and a Mr. Eisner of South Orange who hoped to raise a fund to take over the Sanberger homestead and convert it into a cultural park for the value of the land at \$75,000.

Since that time he has received a visit from a broker by the name of Abeles. He represents a syndicate who is willing to pay \$225,000 for the land for garden type apartments and wants an option for 6 months to have a topographical survey made. Maass asks whether Hardin can advise him as he knows nothing about the merits of the land and its value.

March 15, 1945, Hardin to Meese.

He thinks \$75,000 is a ridiculous price and that \$225,000 is more like it, maybe sale for \$200,000 on proper terms would be good, but he does not believe that anyone should have a 6 months' option.

The estate of Mrs. Fuld, he understands, has had an appraisal made by a real estate operator which figures up to \$190,400.

"You need not worry because of asking me about this matter. What I am writing you has given me no personal trouble, although I think the information is sufficiently accurate for your purpose. While you do not inquire of me concerning that angle, I personally think it would be a mistake for the Institute to put the land under option at any price. There are active days in real estate and the property is, I think, sufficiently attractive to be sought for by development builders. Abeles is rather an active individual and if he has really interested a group at this time he is not likely to be scared off by a refusal of option."

JHH Correspondence from January, 1940 to November, 1945

1945

4/24

GIFTS

✓ HARDIN, JOHN R.

MAASS, H. H.

AYDELOTTE, F.

Finance

Biographical

Maass and Aydelotte to Hardin, Leidesdorf, and Schaap,  
Executors of the will of Louis Bamberger, April 24, 1945.

A formal matter promising that they will re-assign and re-deliver to the executors any or all of the bonds and stocks and other property which you have assigned or delivered, or may hereafter assign or deliver to the Institute in distribution of the residuary estate for the purpose of enabling the executors to make payment of any debt of the decedent, or any inheritance or estate tax which they cannot otherwise meet.

JRH Correspondence from January, 1940 to November, 1945

1945

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

TRUSTEES (COMMITTEES  
On Policy and Procedures  
and on Appointments

Corporation

✓ HARDIN, JOHN R.

Biographical

Hardin thinks that one committee can perform both functions, and accordingly, Aydelotte April 26, appoints one committee for both functions, and notifies Maass he has is designated as Chairman (Aydelotte to Maass, April 26, 1945).

Aydelotte to Hardin, May 1, 1945.

Aydelotte is informed by Maass that Hardin's intention was not to say that one committee ~~would~~ should perform both functions, and he writes to Hardin asking him what he really meant. Hardin, May 2, 1945, replies, "I do not think the misunderstanding, if any, is of any importance, but I still think that there was no room for confusion in my statement advising you of the appointment of the two committees. My intention was ~~therefore~~ that there should be two committees, but that the committees should have the same personnel. I anticipate that there will be two reports, one relating to the



reference to the committee of your Director's Report, and  
the other relating to appointments.

12 JMH Correspondence from January, 1940 to November, 1945

XS/2 5/10  
5/11

GISTS

Finance

MAASS, HERBERT H.

Biographical

✓ HARDIN, JOHN R.

Maass informs Hardin he has an offer of \$162,500.00 for the Orange property, net really \$171,000.00 gross with the commission.

For the stock of the Halsey Cedar Corporation he is offered \$325,000, subject to the brokerage commission. He and Leidesdorf have discussed the two and both think they should be accepted.

On May 11, Hardin agrees, and on the same date sends Leidesdorf a copy of Maass' letter dated May 10 and a carbon of his letters noting agreement.

JRH Correspondence from January, 1940 to ~~XXXXXXXXXX~~ 19 Nov., 1945

1945

7/27

FOUNDERS

Corporation

GIFTS

Finance

TAXATION (W. J. GIFT)

Government Relations

✓ HARDIN, CHARLES R.

Biographical

Hardin to Aydelotte.

New Jersey Transfer Inheritance Tax Bureau investigating <sup>see 7</sup> gifts made during life founders to I. A. S. Huxley Hearings conducted July, 1945 to ascertain whether gifts made in contemplation of death. (Reason why Flexner did not disclose university plan January 21, 1930? No. <sup>M</sup> mentioned codicil in book. Aydelotte's notes cite I Remember but only as to long-range plan.

Outcome not divulged in file.

D. L. Benberger Estate

1945

10/24

DIRECTOR

Administration

AYDELOTTE, F.

Biographical

✓ HARDIN, JOHN R.

WEED, LEWIS H.

FULTON, JOHN F.

RUSSELL, JOHN  
DOLLARD, CHARLES

Weed to Fulton, October 24, 1945.

Says the only members of the Committee on Selection of a Director who know what a Director should be are Fulton and Douglas. "I remember that I objected to Aydelotte being on the committee but your good friend, Mr. Hardin, insisted on his appointment."

Weed suggests as new Director John Russell and Charles Dollard, both products of Fred Keppel's tutelage. Russel with Keppel for 5 years when taken away to be special assistant to Conant. Dollard followed Russel in Carnegie and did an equally magnificent job.

Both in the Army during the war under General Frederick Osborn's  
"Special Services." Neither an academician, both qualified in  
academic administration.

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

1945

12/7

✓ HARDIN, J. R.

Died at 85.

Meritt, I. A. S., Vertical

1946  
✓ HARDIN, JOHN R.

Biographical

AYDELOTTE, F.

Aydelotte to Hardin, May 22, 1946.

Transmits a copy of the Resolution passed by the last Trustees Board on the death of John R. Hardin, distinguished lawyer and a leader of the Bar, a far seeing publicist and an eminent citizen of his native state of New Jersey with two generations of active work in philanthropic activities and in the business and civic life of his city and state.

D, Hardin, John R.

1746

5/23

HARDIN, J.

Biographical

Trustees' memorial to Hardin.

Tr. Min. 5/23/46 p. 14



1956

5/29

FOUNDERS  
GENERAL  
INSTITUTE FILE  
GIFTS  
DIRECTOR  
ECONOMICS  
SCHAAP  
FARRIER  
BAMBERGER, LOUIS  
FULD  
✓HARDIN  
BAMBERGER, EDGAR  
LEIDESDORF  
MAASS  
STRAUS  
FLEXNER  
AYDELOTTE  
STRAUSS

Corporation  
Facilities  
Institute File  
Finance  
Administration  
Academic Activities  
Biographical

Interview with Messrs. Schaap and Farrier, May 29, 1956,  
in the Board room at Bloomingdale's, New York City.

Filed in Vertical file under Schaap and Farrier Interviews.  
Interview with Schaap and Farrier, 5/29/56

1956

CONFIDENTIAL

6/14

FOUNDERS

Corporation

GENERAL

Finance

INSTITUTE HISTORY

Institute History

HARDIN, JOHN R. (SON)

Mr. John R. Hardin phoned 10:55 a. m., June 14, 1956.

"We have discussed your letter of June 4, 1956, in the firm, and feel it raises questions of relations between lawyer and clients." Therefore he cannot formally answer my request for the information.

But off the record, and not to be quoted, he can assure me in reference to the second paragraph of my letter that there is nothing to indicate that the Founders ever changed their intentions to leave the residue of their estates to the Institute.

I asked him whether it was true that the Founders had added codicils to their wills in January or February, 1930, providing for I. A. S. Also not for quotation he said, "That is true."

I said it was important information and that I would write with assurance on these matters and find some other source for citation purposes if I could.

When I thanked him he said he was glad to help, and that I should phone him if I needed any more information. Very cordial and gracious.

Telephone conversation with Mr. John R. Hardin, 6/14/56

1956

9/21

DIRECTOR 1, 2, 5

PARTICIPATION IN ADMINISTRATION 1, 2  
PRINCETON UNIVERSITY 2  
SWANSMORE 5

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

MAASS, H. W. 1, 3, 4,

LEIDESDORF 1, 3, 4

FLAXNER, A. 2, 3

✓ HARDIN, J. W. 3

STEWART, W. W. 3

Corporation

Academic Personnel  
Relations WDAI  
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

10/24

DIRECTOR  
JOHNS HOPKINS  
BUILDINGS AND GROUNDS  
WEST ORIENTAL LIBRARY  
PARTICIPATION IN ADMINISTRATION  
INSTITUTE HISTORY  
PRINCETON UNIVERSITY  
FLEXNER, A.  
LEIDENHOF  
BLUESTONE  
MAARS  
VIELEN  
✓ HARDIN  
VON NEUMANN  
ALEXANDER  
DOES  
MORRY  
AYDELOTTE  
WARDEN  
STEWART

Administration  
Educational Institutions  
Facilities

Academic Personnel  
Institute History  
Relations NSAI  
Biographical

Interview with Abraham Flexner, October 24, 1956.  
Filed in Vertical File under Flexner Interviews.

Interview with Flexner, 10/24/56