

1934-39
INSTITUTE HISTORY

Institute History

WARREN, ROBERT

Biographical

Quote from ~~Hegel~~ Hegel:

"It is the function of the idea to create the institution:
it is the function of the institution to destroy the idea."

Warren goes on to say that Flexner's idea has created an institution. "But I cannot tell you how concerned I am over the responsibility he has given us--to defend his idea against the institution it created and so prove Hegel wrong."

Stewart papers, I. A. S., S. E. P., 1934-39

✓ 1934-1940
GOLDSTEIN, KURT

Biographical

~~AAA~~ Correspondence regarding the possible appointment of Dr. Goldstein with letters of recommendation, etc.

Filed in A, 10/18/56 Institute Miscellaneous (in cardboard box with just "Institute" A, 10/18/56 Home written on the front). (file # 36)

1935-36
MERITT, B. D.

Biographical

See Meritt and also School of Humanistic Studies, also
Facilities (Library) the year 1935-36 (faculty year).
Meritt is at Oxford. See his correspondence on these subjects
if interested.

D, Meritt, Benjamin D., 1937-1945

1935-1936
SCHOOL OF MATHEMATICS

Academic Organization

SCHOOL OF ECONOMICS AND POLITICS

MITRANY, DAVID

Biographical

FLEXNER, A.

See Flexner's spirited defense of the School of Mathematics during dispute, ~~1936~~ 1935 and 1936.

Mitrany argues that Flexner treats the School of Economics and Politics like a step-child, while giving full authority and dignity to the School of Mathematics.

Flexner replies that the School of Mathematics has known where it wanted to go, and has gone without bothering him too much about the details.

III-23 Mitrany, David, 1935-1939

1935-41
WORLD WAR II

Government Relations

WEYL, HERMANN

Biographical

Weyl handled and dispensed the funds of the German
Mathematical Relief Fund supported by contributions of those
forced out of Germany by Nazism and in America.

W - German Mathematical Relief Fund

1935-42 ✓

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

SALARIES

Academic Personnel

HIMFLER, W.

Biographical

FLEXNER, A.

Excerpts from Minutes as cited.

Filed in Subject Matter File (A-F) under Academic Organization,
School of Economics and Politics.

Excerpts from Minutes as cited.

1935-45
ARCHEOLOGY

Academic Activities

MERITT, B. D.

Biographical

See Director's File, B. D. Meritt, for extensive correspondence
by Meritt on activities in Athens in excavations of the Agora.

D File, Benjamin Meritt

1935-1940
SCHOOL OF HUMANISTIC STUDIES

Academic Organization

List of members and amounts of grants (Yellow draft).

Meritt, I. A. S., Vertical

1935-47
GENERAL

Public Relations

Partial group of releases to Press

Vertical File

"P"

Source: D Announcements

1635-1949
RIEFLER, WINFIELD W.

Biographical

January 14, 1935, appointed Professor, School of Economics and Politics, \$12,500.

April 13, 1936, elected Trustee (Class of 1940).

January 25, 1937, salary raised to \$15,000.

May 13, 1940, re-elected as Trustee for five years.

May 18, 1942, resigned as Trustee.

1948 Took leave with pay
1950 ~~1949~~ resigned as Professor.

Minutes of Trustees of above dates

PARTICIPATION IN ADMINISTRATION

Academic Personnel

SCHOOL OF MATHEMATICS

Academic Organization

SCHOOL OF HISTORICAL STUDIES

List of School of Mathematics and School of Historical Studies Faculty Meetings:

SCHOOL OF MATHEMATICS

<u>Year</u>	<u>No. of Meetings</u>	<u>Year</u>	<u>No. of Meetings</u>
1935*	3	1943	4
1936	6	1944	2
1937	4	1945	12
1938	5	1946	8
1939	8	1947	6
1940	8	1948	7
1941	6	1949	6
1942	4	1950	7
<i>Min. mtg</i> *Inaugurated October 1942 <i>10/6/35</i>		1951	5
<i>(Available to Director only.) has been denied memos for their mtgs by memos</i>		1952	6

SCHOOL OF HISTORICAL STUDIES

<u>Year</u>	<u>No. of Meetings</u>
1949	2
1950	2
1951	5
1952	5
1953	3
1954	5
1955	5

COMMITTEE ON PHYSICS APPOINTMENTS

1951	2
1952	3
1953	1
1954	3
1955	5
1956	4

1935
MARSCHAK, J.

Biographical

RIEFLER, W. W.

FLEXNER, A.

See Flexner's letters asking Riefiler to review papers of Marschak and advise him. No final disposition of matter in file or elsewhere.

D, Riefiler, W. W.

January

GENERAL

Academic ~~Pro~~cedures

FRANKFURTER, F.

Biographical

WEED, LEWIS H.

FLEXNER, BEN

Frankfurter correspondence with Weed and Weed's with Flexner
regarding relations with secondary schools and mathematicians. Also with
Ben Flexner on ~~Abe's~~ ^{Jan 1935} intractable position. ¹⁹³⁴ April 1934
~~Abe's~~

See Vertical File, Frankfurter-3.

Vertical File, Frankfurter-3. (D Weed)

RIEFLER, W. W.

Biographical

Riefler to Flexner, January 7, 1935.

His resignation has been accepted to take effect when his successor has been found qualified and appointed.

He suggests the Institute should go ahead with his appointment the week following his letter.

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

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

RIEFLER, WINFIELD W.

Biographical

FLEXNER, A.

DODDS, HAROLD W.

~~RELATIONS*WOAI*~~ PRINCETON UNIVERSITY Relations WOAI
Dodds to Flexner, January 11, 1935.

He has talked with Professor Howard about Flexner's plan for Riefler, and with one or two others in conference in the Department of Economics, and assures Flexner they are in a very welcome frame of mind toward Riefler. He then suggests a conference between Flexner and Professors Howard, McCabe, Graham, and Kemmerer.

This conference Flexner had on January 15, and he wires Dodds in Minneapolis, Minnesota on that date. He greets Dodds and saying the conference was very satisfactory.

D File, Dodds, Harold W.

SCHOOL OF MATHEMATICS

Academic Organization

GENERAL

Public Relations

Mr. Weed questioned the wisdom of the Institute's inviting of persons connected with secondary schools to visit the School of Mathematics "lest the Institute seem to be 'advertising its product' and the fear that pressure might be ultimately exerted on the Institute to have teacher training courses, and so forth." Veblen held that neither teaching nor research could or would be unfavorably influenced and improvement in secondary education was vital to both colleges and universities.

Vol. 2, No. 1, Jan. 14, 1935, Minutes

MORSE, MARSTON

Biographical

SCHOOL OF MATHEMATICS

Academic Organization

Board ~~reported~~ notified Executive Committee's appointment of Marston Morse at \$12,500 per year. (Minutes 1/14/35) Equal contribution of 5% to TIAA. Retirement at 65 unless term prolonged by mutual consent.

BOARD OF TRUSTEES

Corporation

FLEXNER, A.

Biographical

SCHOOL OF MATHEMATICS

Academic Organization

SCHOOL OF ECONOMICS & POLITICS

Excerpts from the Report of the Director, Minutes Jan. 14, 1935

See BOARD OF TRUSTEES - Corporation

SCHOOL OF MATHEMATICS

Academic Organization

Flexner's report to the Board:

At the time of Professor Morse's appointment the members of the School agreed that if finances were bad the visiting professorship could be abandoned.* Flexner finds that our budget is extremely elastic and that he sees no reason why a visiting professor cannot be called for the coming year. (Minutes, Jan. 14, 1935, p. 5, Vol 2, No. 1)

approval of the

The Board approved subject to the/treasurer the calling of a visiting professor by the members of the School of Mathematics for the year 1935-36 at a salary of \$10,000. Allusion had been made to Dirac as the visiting professor for the previous year.

Agree

Morse

* The Bd ordered that appn's for sum be not increased by Morse's appn.

SCHOOL OF MATHEMATICS

Academic Organization

MARSCHAK

Biographical

BOARD OF TRUSTEES

Corporation

DIRECTOR

Administration

Flexner reported that he had corresponded with a ~~Warden~~ of All Souls College with reference to Marschak's coming to the United States but he had not issued an invitation to Dr. Marschak in as much as the ~~Visiting~~ Committee had not unanimously consented after it had been informed by mail. Mr. Aydelotte suggested that the Director be permitted to use his own discretion in such matters as long as no commitment was made by the Institute. No exception was ~~taken~~ to that suggestion.

noted

E-2 C.

SCHOOL OF THE HUMANITIES

Academic Organization

Dr. Flexner reports to the Board that not long ago he was tempted to make a beginning in the field of the humanities "and I still think that in the American of today a few great humanistic centers require to be set up." He delays it however, because he is not inclined to start "two schools at once".

Minutes, Jan. 14, 1935, Vol. 2, No. 1, p. 5

~~1935~~
✓ 1935

1/15

APPOINTMENTS

Academic Personnel

BENEFITS

RIEFLER, WINFIELD W.

Biographical

Appointment letter from Flexner to Riefiler, January 15, 1935.

"Board of Trustees ratified with great enthusiasm your appointment yesterday on basis upon which we had agreed Letter follows" (This was a telegram).

The Minutes of the Trustees of the Regular Meeting of January 14, 1935 stated these terms: salary, \$12,000 a year, both Institute and Riefiler contributing 5 per cent to TIAA, beginning at a date to be arranged by the Director in conference with Dr. Riefiler, and that, unless his term of appointment is prolonged by mutual consent, he retire at 65 years of age.

D, Riefiler, W. W.

1/15
1/17
1/16

1935
FRANKFURTER, FELIX
FLEXNER, A.
RIEFLER, WINFIELD W.

Biographical

Telegram from Flexner to Riefler, January 15, 1935.

"Board of Trustees ratified with great enthusiasm your appointment yesterday on basis upon which we had agreed. Letter follows."

Letter of January 17, 1935 from Flexner to Riefler.

"...I wish to assure you once more that there is nothing within reason that we will not do to enable you to fulfill your own ambitions and to make you and your family happy in the new environment."

January 16, 1935, Frankfurter's letter to Riefler.

Indicates that he had voted against his appointment on terms, not on personal qualification.

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

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

PRINCETON UNIVERSITY

Relations W.O.A.I.

From Department of Economics and Social Institutions, Princeton University:

"Dear Dr. Flexner;

"The senior members of the Department of Economics and Social Institutions of Princeton University wish to express to you, and through you to the Trustees of the Institute for Advanced Study, their appreciation of your decision to establish in Princeton the School of Economics and Politics, announcement of which appears this morning in the press. That the present memorandum is informal rather than official does not at all indicate that as a departmental group we are lacking in appreciation of the importance to Princeton University of this new development. Rather, we feel that our informality in this memorandum is quite in accord with the informality of intercourse which, in the interest of sound scholarship of the highest order, it is hoped will develop between members of the new School of Economics and Politics and members of the appropriate departments of Princeton University. It hardly needs to be said that the presence of the School of Economics and Politics of the Institute for Advanced Study should have a stimulating effect upon the scholarly work of our own staff, and we hope that we shall be able to contribute in some measure toward the

attainment of the ideals of the new project.

Sincerely yours,

(Signed)

(Signed)

E. W. KEMMERER
FRANK D. GRAHAM
JAMES G. SMITH
C. R. WHITTLESEY

DAVID A. McCABE
FRANK HAIGH DIXON
STANLEY E. HOWARD
J. DOUGLAS BROWN"

Source: A File Institute of Advanced Study (home)

1935
GENERAL

Public Relations

GIFTS

Finance

FOUNDERS

Corporation

FLEXNER, A.

Biographical

Flexner to Mr. Bamberger, January 16, 1935.

"I am returning herewith the letter from Dr. Lowan regarding Yeshiva College. It is a small Jewish institution and would require a very considerable sum of money to build it up so that it would be scientifically and educationally an important factor. There is also in my mind the question as to the wisdom of establishing an institution of this kind for Jewish students alone."

Then he goes on to say that Gentile students of second-rate ability are rejected just as are Jewish candidates of the same quality. "In neither case, as far as my experience goes, is the religious factor the important one. Institutions like Harvard, Yale, Swarthmore, and Princeton have four or

five times as many applicants annually as they can possibly admit." He thinks they make their selection as nearly as they can on the basis of merit. It ~~is~~ is not true, he believes, that the Jewish boys are turned down because of their religion.

D, Bamberger, Louis, 1930-1936

1935
FOUNDERS

Corporation

GIFTS

Finance

YESHIVA COLLEGE

Educational Institutions

FLEXNER, A.

Counsels Bamberger against giving to Yeshiva College:
first because it will take a lot of money to become significant;
second because it discriminates in favor of Jews. Wrong.

L. Bamberger agrees January 18, 1935.

D, L. Bamberger

SCHOOL OF MATHEMATICS

Academic Organization

MEMBERS

Academic Personnel

WEED, LEWIS H.

Biographical

FLEXNER, A.

Flexner to Weed, January 17, 1935.

He compliments Weed on what he said at the meeting, and particularly on the comment regarding the grants-in-aid or stipends which the Institute is spending. This money should be preserved for men of such promise that they can hope to make research careers. But, says Flexner, not all men turn out as expected, and for those who do not qualify for higher research, they can be used adequately to bring up the level of college and secondary teaching.

D File, Lewis H. Weed, 1930-1940

DODD, WM. E.

Biography

GENERAL

Academic Standards

Flexner (Princeton) to Wm. E. Dodd (Washington) Jan. 17, 1935

"Dear Ambassador Dodd:

"I wish to thank you in writing for your admirable address last night. Already this morning I have heard from all sides an expression of the deepest appreciation. In the simplest and yet the most scholarly fashion you opened our eyes to conditions which even those of us who have enjoyed educational opportunities did not fully understand. As we drove home, my wife said, "Think of the interest in and knowledge of American history I might today possess, had I had a man like Professor Dodd as my teacher when I was at college."

..."

Wm. E. Dodd (Washington) to Flexner, Princeton Jan. 21, 1935

"Dear Dr. Flexner: Thanks for your kind note. I hope no harm was done. My conviction is, and long has been, that if modern history were taught in schools and colleges as it

actually transpired, wars would cease and co-operation would follow. Think of what young people in most European countries are brought up on!

"I forgot to ask fare from Washington to Princeton and return. From here to W. and return is about \$5 including incidentals. You can guess other item."

ASSESTANTS

Academic Personnel

MORSE, M.

Biographical

FLEXNER, A.

Flexner to Morse, January 18, 1935.

"We are anxious to avoid regimentation and standardization and have thus far succeeded in doing so without creating the slightest tension, as far as I have been able to ascertain... perhaps you will not mind my calling attention to the peculiar situation of the professorial assistants. These are annual appointments, subject of course to renewal for a relatively brief period of years, for two reasons: (1) in order that, as soon as a young man is able to stand on his feet, he may go out and make a career for himself; (2) that, in order that those young men who have enjoyed close contact with the professorial group may after a time leave Princeton in order to improve the status of mathematical teaching and research throughout the country." He authorized Morse to offer Mr. Pitcher his mathematical assistant, either \$1,500 or \$1,800. The salary is quite low so as not to make it difficult for outside institutions to attract these men.

D file, Morse, Marston, 1933-1945

1935
WEBLEN, O.

Biographical

FLEXNER, A.

FRANKFURTER

Photostat of original letter which is attached to
this memo and filed in Chronological file under 1935, 1/18,
is in the Frankfurter papers #2.

Frankfurter papers, File #2

C O P Y

THE INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

18 Jan. 1935

Dear Professor Frankfurter:-

I think I correctly reported the feelings of our group -- but of course I would have a hard time if put under cross-examination. Also I should be disposed to go very far in support of Dr. Flexner who seems, in his acts, to be enormously better than anyone who is likely to succeed him in his present job.

I am sure my colleagues, as well as myself, would be delighted if you would drop off in P. someday and look us over in our lair.

Yours sincerely,

(Oswald Veblen)

1935
SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

FRANKFURTER, FELIX

Biographical

FLEXNER, A.

RIEFLER, W.

Flexner to Riefiler, January 19, 1935.

"I received this morning a copy of a note which Professor Frankfurter wrote you. Unfortunately, Professor Frankfurter, while expressing his own views, does not tell the whole truth. The Board was practically a unit against him. In the School of Mathematics there are salary differences at every stage from the assistants up to the very top. (Not so)

? / "This is not the first time that Frankfurter has violated the ~~xxxxxx~~ semi-confidential nature of a Board meeting. * I hope you will not permit yourself to be in the slightest degree disturbed. Your associates are perfectly happy, and I am enclosing you a copy of a letter which I received yesterday from the Social Science Group.

*Revels to many both inside
+ the possibilities ...*

"We look forward to a visit from you and your wife in the near future, and beyond that to a happy and scholarly association for many year to come. With all good wishes. Sincerely yours, Flexner."

D File, Frankfurter, Felix

1935
SCHOOL OF ECONOMICS AND POLITICS

1/19
Academic Organization

FLEXNER, A.

Biographical

FRANKFURTER, FELIX

RIEFLER, WINFIELD W.

Frankfurter did not send a copy of his letter of
January 19 to Riefiler to Hardin. It is not in the Hardin
file.

May have been removed?

JRH Correspondance from January, 1934 to December, 1936

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

RIEFLER, W. W.

Biographical

FLEXNER, A.

Flexner to Riefler, January 21, 1935.

"Frankfurter has simply had a brain-storm, not, I regret to say, the first, but the last. Professor Veblen, who was present at the meeting and to whom he also wrote, has come to see me and has described Frankfurter's conduct as outrageous. This morning I have a letter from one of the members of the Board, from ~~which~~ which I quote the following:

'I was surprised that Frankfurter should have displayed such bad taste at the last meeting. There is no question but that he was absolutely wrong in his contention.'

"...under no circumstances permit Frankfurter to inveigle you into a correspondence."

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

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

PRINCETON UNIVERSITY

Relations WOAI

FLEXNER, A.

Biographical

Flexner to Hardin, January 21, 1935.

Flexner sends Hardin a copy of a letter signed by eight senior members of the economics group at Princeton, Department of Economics and Social Institutions notifying him and the Trustees of their appreciation of their decision to establish in Princeton the School of Economics and Politics, "announcement of which appears this morning in the press." (This is the memorandum signed by Kemmerer, Graham, Smith, Whittlesey, McCabe, Frank Dixon, Stanley Howard, J. Douglas Brown, dated January ~~14~~ 16, 1935)

JRH Correspondence from January, 1934 to December, 1936

✓1935

1/21

PRINCETON UNIVERSITY

Relations WOAI

FLEXNER, A.

Biographical

McCABE, DAVID A.

Flexner to McCabe (Princeton University):

"I have no words in which to express how deeply I was touched by the joint letter which I received from you and your colleagues. Princeton has been inexpressibly kind and generous to us - both the University and the townsfolk. The letter which you and your colleagues have sent me shows, what indeed I already knew, that the economists and social scientists connected with Princeton University would cooperate with the Institute economists unselfishly and impersonally in trying to advance a study in which they all are profoundly interested and to which they have all devoted their lives. I have in my own mind no doubt whatsoever that we can repeat in the field of this thorny and difficult subject the experience, cooperation, helpfulness, and tolerance characteristic of the mathematicians in Fine Hall. It would not be possible to aim at a higher ideal, and we shall all be satisfied with nothing less."

File III-17

SIEGEL, CARL LUDWIG *Mbr 1934-5*

Biography

MASON, MAX

ROCKEFELLER

Foundations

Mason (NYC) to Flanner

"Dear A. F.

"It was possible to act for the small contribution in the case of Siegle on the basis of maintaining reasonable continuity, even though the case, if brought up for the first time for consideration now, would not fall in present program. Since the situation had been *swayed?* and 'matured' in Europe by W.E.F. with the expectation of a fellowship, we carried on here as the fellowship was too restrictive. Hence the inconsistency between my remark to you when we talked, and our action.

Cordially,

/s/ Max Mason"

File III-17

✓1935

1/22

LEMAITRE, ABBÉ

Biographical

C.R.B. EDUCATIONAL FOUNDATION, INC.
(Commission for Relief in Belgium)

Foundations

Excerpt from Flexner to P.C. Galpin (C.R.B. Educational Found., New York):

"I was very much pleased to receive your letter of January 21. We also are looking forward with the keenest interest to the presence of Professor Abbé Lemaitre. I suspect that you are right in thinking that he would be the best possible person to suggest persons in the field of mathematics who might properly come to the Institute."

Not shown by ... friend? ... C.R.B. ...

Nb. second time 1934-5

File II-24

DODD, WILLIAM E.

Biography

GENERAL

Academic Standards

Flexner (Princeton) to Ambassador Dodd (Round Hill, Virginia)

"I quite agree with you that if modern history were taught as men like you could teach it, the whole face of society would be changed, but, alas, how many people like you exist or can under present circumstances be attracted to the teaching profession!"

File II-12

BUILDINGS AND GROUNDS
FACULTY PARTICIPATION
VEBLEN, O.

Facilities

Academic Personnel
Biographical

FLEXNER, A.

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

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

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

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

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

RT film
SEP.
Return
Day

F to Day asking for money for his nucleus-
After. Early hitting in econ. Cost \$80,000 pa.
next few years, with clinical help etc.

Day responds, promises attention. No further letters
can it.

DRT film

✓1935

1/31

BUILDINGS AND GROUNDS

Facilities

PARTICIPATION IN ADMINISTRATION

Academic Personnel

VEBLEN, OSWALD

Biographical

FLEXNER, A.

Veblen (Fine Hall, Princeton) to Flexner:

".... We would not help things much in Fine Hall by reducing our numbers. The only things that would help would be to reduce the quality. If Dirac, Walsh, Siegel, Ward, Zariski, ... were replaced by men of less consequence the congestion would be much less serious."

"What I was so awkwardly trying to urge the other day was, in general terms, merely that our problem is one of dynamics rather than of statics and that therefore the element of time is highly important."

"Even though I read most of the above to you over the telephone, I will send it so that I can say how much I appreciate the kindly and considerate way in which you handle all these questions."

File IV-19

SCHOOL OF HUMANISTIC STUDIES
SCHLUNK, HELMUT
WEITZMANN, KURT
ARCHEOLOGY (ANTIOCH)
PRINCETON UNIVERSITY

Academic Organization
Biographical

Academic Activities
Relations w.o.a.i.

Letter from C.R. Morey to Flexner:

"This letter is in pursuance of the conversation we had last Wednesday relative to the continuance of the grant made by the Institute for Advanced Study which so effectively promoted two projects of research in archaeology at Princeton during the year 1934-35, and enabled us to secure the services of Helmut Schlunk and his especial knowledge of Visigothic architecture in Spain, and of Kurt Weitzmann for the furtherance of the project of Professor Friend and the Index of Christian Art for the publication of the illustration of the Old Testament in Greek manuscripts.

"We are faced with a somewhat difficult situation, in 1935-36, relative to the working up of the final publication of the results of the Antioch dig, whose first concession term terminates Dec. 31, 1936. To do this properly we must provide the field workers an opportunity to do the research supplementary to their field-notes, and afford also the opportunity to Glanville Downey, at present librarian of the American School at Athens, to be relieved for a term from his duties and financed for the completion of his very fine work on the sources for the history and topography of Antioch, - a job he can't do very well in his

present location and position.

"As I said in our conversation, this could be done very well on a two-year continuation of the \$6000 annual grant made by the Institute in the case of Schlunk and Weitzmann.

...

"...

"I need not say how much this cooperation would be appreciated nor how grateful we are for helping us out with Schlunk and Weitzmann. If your Board can see its way to continuing the cooperation until the wind-up of this first campaign at Antioch, I feel sure that it will see in the result something that will justify the expenditure in the fullest degree."

✓2/5
2/7

TRUSTEES
FRANKFURTER, F.
RIEFLER, W.

Corporation
Biographical

Flexner to Dr. Aydelotte:

"Before they left for Arizona Mr. Bamberger and Mrs. Fuld both spoke to me very candidly about Frankfurter, and they are both hopeful that he will not be renominated at the reflection. They did this upon the basis of his cantankerousness at the meeting. I did not tell them of his letters to you, Riefler, Stewart, and Veblen.

"I was in Washington Sunday evening and had Dr. and Mrs. Riefler to dinner. Riefler has been completely reassured, though he still expresses himself as utterly unable to understand Frankfurter's conduct in writing to him as he did. As a matter of fact - thanks to Frankfurter - we came within an ace of losing him."

Flexner then suggests that Aydelotte "write Mr. Leidesdorf and suggest some day convenient to yourself and Stewart and him for a meeting of the Nominating Committee. I, of course, shall not be present unless I am asked to be there. I have a strong feeling, however, that Riefler should be put in Frankfurter's place, first, because he is a man of affairs, and second, because after this unpleasant incident the real way to

make him realize the spirit of the Institute is to have him participate as a trustee. We would then have two trustees from the faculty, both of whom, while perfectly free to say what they think, would work along harmoniously with the rest of the trustees. I do not think it is necessary that every department be represented on the Board of Trustees. Indeed, I should regard both Veblen and Riefler not as representatives of their respective departments but, like any other trustees, as representatives of the interests of the Institute as a whole."

On Feb. 7, Aydelotte replies "We shall of course want you to be present."

Source: A File Institute of Advanced Study (home)

1935

1933-4

4 NRCC

1934-5

7 NRCC

NATIONAL RESEARCH COUNCIL
GENERAL
MEMBERS
PRINCETON UNIVERSITY

(om)

Foundations
Educational Institutions
Academic Personnel
Relations WOAI

Excerpts from an article in the Princeton Alumni Weekly, February 5, 1935, in an article drawn from "a recent bulletin of the National Research Council of Washington."

Apparently referring to the academic year 1934-35, the article says that 10 of the 12 holders of Research fellowships of the N. R. C. in mathematics have chosen to study in Princeton. Of the two remaining, one was not free to because he had taken his Ph. D. degree from Princeton, and was ineligible to continue work at Princeton.

National Research Council fellows in mathematics are accredited jointly to Princeton University and to the Institute for Advanced Study. They are ~~given~~ given in general only to

Handwritten calculations:
102) 1800
102 182

380
314

660
104) 1040
104 10

462
104) 1040
104 10

462

holders of the Ph. D. degree. Of the active fellows at the time of the report totalling 102 in number in mathematics, physics and chemistry, 18 had chosen Princeton, 12 Harvard, 11 California, 11 California Institute of Technology, 11 M. I. T., 8 Hopkins, 6 Illinois, 5 Wisconsin, 4 Chicago, 4 N. Y. U., 3 Columbia, 3 Cornell, 2 Brown, 2 Iowa, 2 Yale.

Chicago held first place in training men awarded National Research Council fellowships with Princeton a close second. Numbers of past and active fellows at the time of the report: 45 Chicago, 43 Princeton, 37 California, 35 Harvard, 31 California Institute of Technology, 31 Hopkins, 23 Wisconsin, 22 Yale, 16 Columbia, 16 Cornell, 14 M. I. T., 14 Michigan.

Princeton had undisputed first place in the list of institutions which fellowship-holders chose to study in. Some of the figures are as follows, applying to the three sciences: Princeton 104, Harvard 85, C. I. T. 79, Chicago 52, California 40, M. I. T. 33, Hopkins 17, Yale 15, Wisconsin 12, Cornell 9, Columbia 8, Michigan 8.

Publicity Press Clippings

1934-5
189
79
52
33
32
21
16
462

45
43
37
35
31
31
23
22
16
14
14
31
16
327

462

3m Fellowships

1935-6
2 CRB Educ. Fdn
5 NRC
1 Cambridge U. Fellow
3 Comm. mem.

11
1936-7
1 CRB Fdn
3 NRC
1 AAWW
2 Comm. mem. (F)

1937-8
1 NRC

1938-9
0

1939-40
1 R Fdn Fellow
1 Comm. mem.
1 Memorial Fellow
3

1941-2
4 Guggenheim
2 NRC
1 Sheldon
1 Rockefeller
8

1942-3
2 Rockefeller
1 NRC
1 Julia Rosemunt
4

Chicago held first place in training men awarded National
Research Council fellowships with Princeton a close second.
Members of past and active fellow at the time of their report:
1st Michigan, 2nd Cornell, 3rd Brown, 4th Iowa, 5th Yale,
6th Wisconsin, 7th Illinois, 8th Wisconsin, 9th Chicago, 10th N.Y.U.,
11th California, 12th California, 13th Princeton, 14th Harvard,
15th Chicago, 16th Cornell, 17th Hopkins, 18th Harvard,
19th California, 20th Princeton, 21st Hopkins, 22nd Harvard,
23rd Wisconsin, 24th Cornell, 25th Hopkins, 26th Cornell, 27th
Princeton had undisputed first place in the list of
of the figures are as follows, a playing to the three sciences:
institutions which fellowship-holders chose to study in. Some

✓ 2/15
3/22
4/17
5/13

SCHOOL OF MATHEMATICS

Academic Organization

FLEXNER, ABRAHAM

Biographical

FERMI, ENRICO

Flexner to Fermi, 2/15/35:

Flexner writes that he met Fermi in Rome several years earlier and discussed the possibility of establishing a school of mathematics at the IAS.

"Since that time the School of Mathematics has been established. Its organization is extremely simple. We have brought together, as you will see from the bulletins which I am sending you, a small group of eminent men who have been free to work each in his own way. There are no rules or regulations in the usual sense of the term. Those admitted as workers are persons who have shown capacity for creative and original effort, and each of them works as he pleases and with whom he pleases. Thus the workers and the members of the staff really enjoy the same sort of freedom. During the current year the Institute established a visiting professorship which has been filled by Professor Paul A. M. Dirac. The members of the mathematical and mathematical-physics groups have been discussing the question of inviting another visiting professor for the next academic year,

beginning October 1 and ending May 1, with an interval of a month at Christmas. This morning I was informed that you were their choice. The professorship carries with it a salary of \$10,000.

"In the name of the faculty I have the greatest pleasure in inviting you to become Visiting Professor to the School of Mathematics of the Institute for the next academic year, and I trust very much that the authorities of the University and the Italian Government may make it possible for you to accept this invitation." 1935-6

Fermi answers on Mar. 22, 1935 asking if he can use the physical laboratory of the Princeton University, if he accepts the offer.

Flexner writes on Apr. 17:

"I am enclosing a copy of a letter from Professor Smyth, who is the acting Chairman of the Department of Physics in Princeton University, which I hope will answer you the questions which your letter raises. I may add that the mathematical institute and physical institute adjoin one another and are connected by a corridor, so that you will be in the closest possible contact with both departments. All of the professors of the faculties of both the Institute for Advanced Study and Princeton University are looking forward with the keenest interest to your visit.

"You will notice from the bulletins which have been sent to you that different methods of carrying on work are followed by different individuals..."

On the same date Flexner wires "Facilities will be provided." 4/17

On May 11 Fermi wires "Impossible leave Italy next year. Writing." (NA)

Source: D Fermi, Enrico

FRANKFURTER, FELIX

Biographical

FLEXNER, A.

AYDELOTTE, F.

Aydelotte (?) to Frankfurter, February 18, 1935, saying
he is sorry Frankfurter wrote to Hiefler ~~as~~ as he did.

Filed in Chronological File under 1935, 2/18.

Cause of F's eagerness to promote Assoc. Div.

D File, Frankfurter

February 18, 1935.

My dear Frankfurter:

I returned from Boston Saturday afternoon, and yesterday read very carefully your correspondence with Riefler, Veblen, and Flexner. I had been in New York for a day or two before I went to Boston and hence did not get your letter sooner. I read it with infinite regret. I shall not try to comment on the various points at issue between you and Dr. Flexner, but I must say at once that I am very sorry you wrote to Riefler as you did. It seems to me that Trustees, however they may differ among themselves, should communicate with members of the Faculty on questions of this kind through the Director and not over his head. I should feel deeply injured if a member of my Board in a similar situation took such action as you have taken.

So far as the other points raised in your correspondence are concerned I can only say that I am sorry you are parting company from Dr. Flexner on issues which do not seem important in comparison with the great creative job he is doing and toward which he has already made such a wonderful beginning.

Your comments and Mrs. Frankfurter's on my annual report are very kind, and I appreciate them warmly. The line I took is not the popular one, and I have been more or less under fire from apostles of Orientation Courses which are sweeping the country just as the Chautauqua movement did a few years ago.

Yours very sincerely,

Professor Felix Frankfurter
Harvard University
Cambridge, Mass.

D Frankfurter

1935
PRINCETON UNIVERSITY
SCHOOL OF ECONOMICS AND POLITICS
MAASS, HERBERT
FLEXNER, ABRAHAM

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

Maass to Flexner:

"Upon my return this morning, my attention was called to your letter of January 21st, in which you enclosed a copy of the letter which you received from the senior members of the Department of Economics and Social Institutions of Princeton. You cannot imagine how much joy the enclosure gave me, for it certainly is a remarkable indication of the strong accord which exists between the Institute and Princeton. It gives every indication that the rapprochement should lead to higher and better things."

Sourec: IAS Trustees - Maass, Herbert H.

EMIGREES

Academic Personnel

GENERAL

NOETHER, MISS EMY

Flexner to Veblen, February 27, 1935.

Comments on Veblen's eagerness to make some arrangements to take into the Institute Emy Noether whose year's work has ended at Bryn Mar. Veblen is at Fine Hall, Flexner at 20 Nassau Street.

"I have a feeling that the Institute has done all that can be done or that can fairly be expected, in the field of mathematics, for German scholars - far more indeed than any other institution has done and we must be careful not to create the impression that we are overlooking Americans in order to help these unfortunate foreigners. This indeed is one of the reasons why I am so pleased that Morse is coming to us, for I have been constantly anxious lest trouble arise for Germans - and incidentally for ourselves - out of this situation."

See 3/2/35 FHV notes

IV-19

PARTICIPATION IN ADMINISTRATION

Academic Personnel

VEBLEN, O.

Biographical

FLEXNER, A.

FRANKFURTER, F.

NOETHER, MISS

* This comes down to insurance. A.F. and grantee etc

Veblen has been urging that a mathematician at Bryn Mawr who has not permanent tanure there has been lecturing at the Institute and he wants aid or an appointment given her. Another arrangement has been worked out with the intervention Dr. Billikopf of Philadelphia, probably involving foundation funds. Flexner writes Feb. 27, 1935, that the matter as far as he is concerned is closed. See note filed under Emigres on that date on the general position of the Institute.

* Veblen comes back, says that the professors at the Institute have agreed to set aside \$1500 to be used as a grant-in-aid for the year 1935-36 in case other means of support should fail, that this has been done in recognition of the fact that she has been conducting a seminar at the Institute without compensation and she is one of the ablest mathematicians from Germany. *

The postscript of this letter is significant. "It may be that it would be desirable to discuss some scheme by which we would share with Bryn Mawr in the support of Miss Noether and thereby insure the continuance of the present arrangement under which she makes a real contribution to the work of the Institute. Perhaps it would be desirable for me to come in and discuss ^{this} with you a little more in detail." To come in meant to go from Fine Hall to 20 Nassau St.

S. Noether died in 4/14/35

EINSTEIN, ALBERT

Biographical

See clipping in this file, March 1, 1935, on Einstein's
speech for International Institution to Serve Jews published
in the American Jewish Congress Bulletin.

D File, Leidesdorf, Samuel D, 1930-1935

Important

PARTICIPATION IN ADMINISTRATION

Academic Personnel

VEBLEN, O.

Biographical

FLEXNER, A.

FRANKFURTER, F.

~~NEOTHER, MISS~~ *Bldgs + Grounds*

Facilities

Flexner to Veblen. He suggests Veblen write to Mrs. Manning of Bryn Mawr and suggests she write the Rockefeller Foundation. He also placidly agrees with the solution Veblen has suggested about Miss Neother and says that if this fails "we can put our heads together as to the next best step."

But the argument has worried him and he decides to put his feelings down on paper with regard to Veblen's activities and faculty participation in general. "Let me say a few things on which I have reflected a good deal since our conversation the other day in respect to additional facilities." He thinks this is a matter to interest the Institute and its Trustees from the standpoint of the institution as a whole. He thinks that Veblen should be looking at it, not as a member of the mathematical group "for your influence within the Board will in the long run depend upon your capacity to view the Institute as

a developing concern which in the near future will take up economics and humanistic studies. This is an important point because, on it, I think, depends the extent to what is erroneously called 'faculty government' is likely to be inaugurated." He goes on to say that faculty government exists nowhere, not in Germany, subject to control by education ministries, nor in Oxford where the fellows deliberate. A university is an anonymous affair "depending for its real program upon a personality." He cites examples.

"Against the judgment of pretty nearly everyone whom I have consulted I am trying the experiment of conducting the Institute with a Board made up of laymen, outside scientists and scholars, and faculty members. How far faculty membership will be influential and how far it will extend in America are going to depend upon the ability of those chosen to forget the particular faculty of which they are members and to live with the Institute as a whole.

"Frankfurter gave that movement a distinct setback though whenever anyone has spoken/ to me about him as a 'professor' I have always pointed out that it is unfair to saddle his conduct upon the 'professors' as a whole." (*Below FF off Bldg base cum*)

He then asks Veblen whether or not he is prepared to take his time from mathematics to consider the important problem of recruiting for the School of Humanistic Studies and Economics and Politics. "We have in this country a definite tradition of lay management. I think this has not worked perfectly."

"This brings me to the subject of building. I do not know what the Board thinks but I have had experience enough to make a pretty good guess. There are psychological

practical, and prudential reasons why the Institute should in the near future possess a building of its own. For the immediate present we can improvise."

Riefler is willing to take a room adjoining administrative office at 20 Nassau St. As far as mathematics is concerned he turns back to his letter of Jan. 28.

"...there was a question among some of the Trustees whether the combination in Fine Hall would work. I thought it would work and it has worked and nobody now has any doubts on the subject. The only questions I have discussed with you and Eisenhart is the possibility of a small wing or utilizing the basement of Fine Hall, the latter now having been ruled out as impractical." He thinks that an additional building on the Princeton campus would be rejected by ~~the~~ both Boards of Trustees but Veblen is free to try it out by testing the sentiment of the Building Committee of the Board itself. "For nothing that I say in this letter has anything more than my personal views with which I am acquainting you in order that you may think the thing over and thereafter advocate on your own responsibility any course that you think wise. Do not lose sight of the fact that the more money at this stage that we put into buildings, the less income there is available for men.

"Do you recall saying that 'If we had pursued anyother course than that which we had pursued, the Institute would have been a 'flop'?' This I do not see.--...I am much more afraid of 'flopping' through bigness than through smallness. I agree with Justice Brandise that size in itself is bad, and nowhere is it worse than in Institutions of learning and research."

"...I am writing you as a Trustee, not as a professor in mathematics, and I should not even write if I were not anxious that in the long run there should be more professors

on the Board but that must necessarily depend on winning confidence---a task to which I have devoted myself with all the ingenuity that I possess ever since I first met Mr. Bamberger. I have always been candid with him, as I have with the Board, but I realize that every Board must be educated by experience to trust those upon whom responsibility mainly falls."

1935

NOETHER, EMMY

Biographical

See Chronological File, 3/2/35 for memorandum on Flexner to Veblen regarding stipend or appointment for Emmy Noether.

IV#19

FLEXNER, A.

Biographical

HOWARD UNIVERSITY

Educational Institutions

Excerpted from file II-35

Flexner to Paul H. Hanus (Cambridge, Mass.), Mar. 4, 1935.

"I do not know whether you knew that I had been trying for three years to bring about a gradual reorganization of Howard University in Washington. On the surface I appeared to be succeeding, but the thing has taken a great deal of time and required endless trips to Washington and back. About a fortnight ago there was a terrific explosion on the Board, of such a character that I was convinced that my efforts had been practically in vain, and I therefore resigned. There is some indication that my resignation has brought the persons involved to their senses. I have the deepest interest, as you know, in the higher education of the negro, and I confess I was terribly disappointed to find some of the leaders of the race absolutely devoid of magnanimity and consideration, and flaring up with savage hatred against one another."

File II-35

1935

3/7
3/8
3/11

PRINCETON UNIVERSITY

Relations W.O.A.I.

MAASS, HERBERT

Biographical

FLEXNER, ABRAHAM

Flexner to Maass:

"I wonder if you noticed in Sunday's Times a statement which shows that Princeton with its 250 advanced workers actually has more National Research Council fellows in attendance than Harvard or Columbia, whose graduate students are ten times the number of Princeton's. In addition out of eleven fellows appointed by the National Research Council to do advanced work in mathematics ten of them are here. These men themselves choose the institution in which they desire to carry on their advanced work."

My name mentioned to both with.

Maass to Flexner:

"I had read the item in Sunday's 'Times' and found a great deal of satisfaction in it. Am I correct in assuming that the prestige of Princeton in this regard has been considerably enhanced by the establishment of the Institute?"

Flexner to Maass:

"In answer to your question I think it is fair to say that the prestige not only of the University but of Princeton as a center of learning has been enhanced by our coming here. On the other hand, we must not forget that before we started our School of Mathematics Princeton was known over the whole world as having one of the strongest mathematical groups in existence. What we can fairly say is that we have made it still stronger."

Source: IAS Trustees - Maass, Herbert H.

3/11 3/22 4/26
3/18 4/24 4/27
Academic Organization

SCHOOL OF ECONOMICS AND POLITICS

SCHOOL OF HUMANISTIC STUDIES

GENERAL (CALIFORNIA INSTITUTE OF TECHNOLOGY)

Educational Institutions

PANOFSKY, ERWIN

Biographical

FLEXNER, A.

STRAUS, PERCY S.

3/11

Flexner is endeavoring to convince Straus that the Institute should proceed with the Humanities. He cites the adequate treatment of the sciences and professions in institutions of higher learning generally in this country. Fifty or seventy-five years ago the provision made for them was far inferior to that which was made for the humanities, but at the present the pendulum has swung ~~xx~~ to the opposite direction. The cultivation of the Humanities is distinctly in danger.

As long ago as 1931 the Bulletin of the California

Institute of Technology, originally founded ~~xx~~ as an institute for research in science, contained on its title page the words, "An Institute of Research in Science, Engineering, and the Humanities." Prior to that, in 1928, it said, "one of the largest and most attractive buildings on the Institute campus is devoted to work in the humanities." At least three pages of the catalogue explain why the California Institute felt the necessity, even for the sake of science, to build up an interest in the humanities.

Flexner says his ~~xx~~ own reports to the Board have from the very beginning insisted on the three great divisions. The start has been made in the first and the second. He wants to start the third before his connection with the Institute ceases.

Then he describes the negotiations which led to his proposed appointment of Professor Panofsky. He has known him for a long time in Hamburg and here. He was in America at New York University on a temporary basis. Flexner gave his assurance to Chancellor Chase that he would

do nothing to interfere with their retention of Panofsky. Since that time Panofsky told Morey, and Flexner quotes the letter, that Flexner urged Panofsky to remain with N. Y. U. and take the offer of the professorship. But Panofsky does not intend to take the offer of New York University, and, therefore, he is available to the Institute.

It is Flexner's policy never to interfere with a man leaving the Institute for a better post. By the same token he does not cadge on other people's territory. He knows that several institutions are after Panofsky.

As to the building up of Humanistic Studies, there is a survey being undertaken by a very competent person at the present time. He was of the opinion that the way to build up humanistic studies in the United States is primarily and fundamentally to build up two great centers-- Harvard and Princeton--from which men will go to other institutions and strengthen them. ~~just~~ He says that Princeton is a pioneer in this field. It established a professorship of art ~~in~~ 1881 before Harvard or any other institution had done so, and it maintained its eminence. Professor Morey,

the present head of the School, was offered a professorship at Harvard last year, but declined it. ~~He~~ Flexner thinks that Princeton is a more important center for studies of this kind than is known outside of the circle of humanists themselves.

Straus to Flexner, March 18, 1935.

Strauss, evidently a Trustee of New York University, comes back at Flexner with the suggestion that until we have proved the success of the efforts in mathematics and economics, we shouldn't go into the humanities. He draws a cautious picture about finances saying that we have the possibility of having to put capital into buildings, and with the unknown cost of the department of economics, it might be extremely unwise to do anything more ~~than~~ think about the humanities. He went on to say that competition between universities always impressed him as highly undesirable. "If in the field of education cooperation cannot develop, it would be a sad commentary on the approach of

~~Dr. Felix Percey Strauss~~

Handwritten notes:
Strauss to Flexner
March 18, 1935
copy
Strauss to Flexner
March 18, 1935
copy
Strauss to Flexner
March 18, 1935
copy

universities to their joint problems."

Flexner to Strauss, March 22, 1935.

He defends the proposed selection of Panofsky and ~~Stimmin~~ repeats the arguments that he is not robbing New York University of anybody. "As a matter of fact, though this will be a startling statement, the Institute has in less than two years done more cooperating than all other universities in this country during the same period. In one department, mathematics, within a year and a half, we have at our own expense cooperated for periods of almost invariably a year by offering the opportunities of both Princeton and the Institute to men holding academic posts in the following institutions: Chicago, Cal. Tech., Univ. of Vienna, Univ. of Cincinnati, etc., etc....opportunities which they never had before in their lives."

3/21
From
Panofsky
to
Strauss
(re: Panofsky)
H 28517

Flexner to Strauss, April 24, 1935.

He has lunched with Chancellor Chase and Professor Cook of New York University, and it was a "love feast."

They agree entirely that Panofsky should come to the Institute. ~~On~~ The third point which Strauss made ~~involves~~ involved money. Flexner agreed with him that the Institute must live within its income. It cannot be forecast with certainty Flexner can run the Institute on \$300,000 a year or he can run it on \$1,000,000 a year, but it would be run in different ways. We have a surplus of about \$50,000 on the basis of next year's budget. We could save \$4,0,000 a year, thus we would have a surplus of one-third of our probably income.

Endorsement

"After the Board Meeting on Monday I spent another day in New York conferring with persons who may possibly be interested in the development of the Institute. It is too early to ask help, for we have thus far made a success in only one field, but there is no doubt in my mind that when the time comes we can secure additional help from the outside, and in this I am leaving out of consideration any future benefactions from Mr. Bamberger and Mrs. Fuld."

(Having just finished the correspondence with Frankfurter, he is happy to thank Strauss/ for his interest and his courtesy in taking up his points.)

Straus to Flexner, April 26, 1935.

He is writing in the light of his statements made at the Board meeting. "I have great hopes for an even more outstanding piece of work in the social sciences than we are now doing in mathematics, which I recognize to be the best department of its kind in the ~~world~~ country, if not in the world. Of course, this opinion as to mathematics is based largely on what you have told me.

"I can see the social sciences, in the course of the next five to six years, requiring far greater funds than we now have. Mr. Bamberger, although advanced in years, is young for his age. We all hope that he will live for many more years. Naturally, the full amount which he and Mrs. Fuld plan to leave to the Institute, will not come to it until after their deaths. I can foresee not only the possibility, but the probability of the development of the social sciences being limited by lack of funds. That is the basis of the attitude I took at the meeting."

He thinks that the humanities are doing well enough at the hands of other universities.

"In spite of the fact that all the other directors apparently disagreed with me, I cannot help thinking that the step we took at the last meeting was premature." He is disappointed, but does not resent it.

He was so right!

Flexner to Straus, April 27, 1935.

He gives further discussion ~~about~~ of his feeling about ~~xxxxxxxxxxxxxxxxxxxx~~ financial resources. "I have reason to believe that our present resources will be supplemented from other sources, though I cannot say precisely when. Second, what is the great and perhaps only real contribution that I can make? It lies, I believe, in the formulation of a general policy and in the choice of men."

He thinks that a small economic group can work for several years without any considerable expense, because being young, they cannot be expected to take the responsibility for workers. In the course of years the

w/o Strauss

School of Economics will expand, but there is no particular date for this.

In the humanities we have two men. There have been no promises made to them, but their field is a big one.

"Neither of these departments is going to develop substantially until our resources increase. The men chosen ~~xxx~~ can perfectly well work by themselves and as they are in their best years it is far better that they should work alone or with such cooperation as Princeton affords than to go on with their university professorships...We can any year omit the visiting professorship in mathematics and resume it later when our financial resources increase. We can also decrease the amount of the grants and increase the sum later when our resources increase. Thus, practically one-third of our income--that is, our surplus and the two foregoing items--can be disposed of in the light of conditions from one year to the next, even if we do not receive an additional cent. In effect, therefore, we have set a standard in two new departments and we can sit back and await developments without imperiling our solvency.

Surplus
* surplus
file last part

"As to being outvoted, I formed that habit at the General Education Board. It occurred so frequently that I was some times more surprised when my associates agreed with me than when they disagreed with me. Our Board is developing along the lines of the General Education Board in that respect. There are no personal feelings and everybody--now that Professor Frankfurter has been omitted--accepts the decision of the majority wholly and enthusiastically--and no one more so than yourself."

D File, Straus, Percy S.

3/11 - 4/27

GENERAL

Finance

FOUNDERS

Corporation

NEW YORK UNIVERSITY

Relations WOAI

STRAUS, PERCY S.

Biographical

FLEXNER, A.

Refer to correspondence on finances and cost of social sciences which Straus insists will preclude start in Humanities.

See Chronological file of above date, 1935, 3/11 - 4/27

1935
MATHEMATICS
SCHOOL OF ~~ECONOMICS AND POLITICS~~

Academic Organization

MEMBERS

Academic Personnel

FOUNDERS

Corporation

FLEXNER, A. *Retail merchant!*

Biographic al

Flexner to Bamberger in Arizona, March 15, 1935.

"Everybody who wants a teacher of mathematics comes shopping to Princeton, just as the people who know what they are after go to L. Bamberger & Company in Newark. Several additional workers have received excellent and promising appointments since I wrote Mrs. Fuld. It now looks as if our stock would be exhausted before the end of the year. I feel quite sure that there is no other institution in the country that can say this of its advanced students."

*See the Imped book on this
Also Flexner's report to Bd on placement
Min. 1914/35 p3*

D, Bamberger, Louis, 1930-1936

1935
GENERAL (JOHNS HOPKINS)

EDUCATIONAL INSTITUTIONS
Educational Institutions

MALONE, KEMP

Biographical

Malone to Flexner, March 15, 1935.

Describes financial conditions at Johns Hopkins. The professors, he felt were "safe;" although they had to expect further drastic salary cuts, but the younger men not protected by permanent appointments would, in all probability, suffer a general discharge unless the new president is able to win great gifts for the university. Malone seeks a post for a young Icelander, a scholar in Gothic and Icelandic.

In Flexner's response, he said that he was deeply concerned with the situation of the younger men not only in Baltimore, but in many other institutions. "Ten years hence unless there is a prompt improvement, we are going to be hard put to it to find men for higher posts."

D, Humanistic Studies Correspondence

1935

✓3/16

INSTITUTE S FOR ADVANCED STUDY

Publications

Dr. Aydelotte writes Flexner: "Many thanks for the copy of Bulletin No. 4, which keeps up admirably the record of the Foundation for impressive understatement."

Source: A File Institute fro Advanced Study (home)

1935

3/19

TRUSTEES

Corporation

FRANKFURTER, F.

Biographical

AYDELOTTE, F.

FLEXNER, A.

Copy of handwritten notes of a conference with Frankfurter by Aydelotte made on stationery of the Harvard Club, 27 West 44th Street on the ~~xxx~~ above date in relation to Frankfurter's future on Board of Trustees:

"1. Made it clear re-election impossible. More dignified for him to resign. Wife agreed.

"2. Put whole emphasis on letter to Riefler.

"3. I indicated Dr. Flexner would not insist that there be Board action.

"4. F. argued good intentions--did not mean to ignore Director. He admitted would have been better to act through Dr. F., and if Dr. F. objected to write and resign at same time. But raised point whether this was capital offense. I insisted that it was--at least he bound to resign--if Board agreed with him they could refuse to accept resignation.

"5. F. raised question whether he had right to appear before Board or Nominating Committee. I said possibly--explain technical situation--but advised him not to do so as undignified. He agreed but may write letter justifying his position with mim. copies of the whole correspondence with Dr. F. I discouraged and believe he will not do it.

"6. F. displayed curious unwillingness to resign in face of my arguments and wife's. Thinks he owes duty to others--mentions members of the Board agreeing with him. Believe he feels weakness of his position, but not willing to confess it.

"7. Many curiously involved arguments--may misrepresent me--A. F. or any member of Board--must simply face this.
A, Frankfurter, Felix

BUILDINGS AND GROUNDS

Facilities

PRINCETON UNIVERSITY

Relations WOAI

SCHOOL OF MATHEMATICS

Academic Organization

MEMBERS

Academic Personnel

VEBLER, O.

Biographical

FLEXNER, A.

Veblen to Flexner.

At Flexner's invitation Veblen has re-read his letter of April 12, 1934 on space. Makes the following points:

(1) During the present year there has not been any over crowding visible to him in the library in Fine Hall. It may be because workers come and find no space and take their work home.

(2) During the present year Dirac has had an office of his own, but when Wigner went away Dirac moved into his office. *Wach*

Other members the equivalent of Institute staff, Siegel, *le Maître*, have been using Gillespie's office when he is not there. The older workers have been given the privilege of the professor's room, and it has been used rather regularly by Walsh and Zariski, occasionally by Moore and Ward, and very rarely by Douglas and Eckert--all Institute members and all men of academic standing outside.

The younger members equivalent to instructors in the University are pretty crowded. The only full-time University instructor at Fine on Princeton faculty, Dr. Wilks, has an office to himself.

(3) There were four assistants assigned to the room next ~~to Flexner~~ to Veblen. Lefschetz thinking it was too crowded shifted one to another room, leaving three. Veblen formerly had a separate room for his assistant.

(4) The five professors in the Institute and the associate, Dr. Mayer, all have offices. The rooms assigned to

Veblen

Alexander, Einstein and Flexner are extremely good.

(5) Summary. We feel our present quarters in Fine Hall to be inadequate not so much because of the number of workers enrolled in the Institute as because of their high quality.

should /

(6) Lefschetz intimated strongly the early part of the year that Veblen talk to Eisenhart about space which he did. His ideas which Veblen concurs with he summarizes as follows:

(A) If possible we should have something in the way of an additional building on the campus close to Fine Hall.

(B) This building should ultimately be adequate for the personnel of the School of Mathematics of the Institute so far as office space is concerned. It would not be necessary to do this in the immediate future, however, nor build adequate space all at one time. (Here did he discuss chemistry and biology?

*No
not in
his mind*

Not apparent except that he was apparently saving Flexner from a blow). Also "it was Eisenhart's and my understanding that

members of the Institute will continue to use rooms in Fine Hall, and that certain members of the University might well use rooms in the new construction." The Department of Mathematics should ultimately have available for itself as much room as there is in the whole of Fine Hall.

broth by

(C) A small number of seminar and lecture rooms should be provided.

(D) Common use of library, common room and professor's room should continue.

(7) Veblen says that in planning provision of facilities development in theoretical physics should be contemplated.

(8) He is not submitting an actual estimate of space or of size.

FA 1/8/57, Filed in V Vertical.

1935

3/19
3/20

JOINT (Annals)

Publications

NATIONAL ACADEMY OF SCIENCES

Foundations

ROCKEFELLER

Lefschetz (Princ. Univ.) to Flexner (Prince.)

"Our conversation of last Wednesday regarding the Annals of Mathematics gave me one more proof, if needed, of your consistent interest in the progress of the Annals. This moves me to communicate to you the following statistical data: in the course of 1934 we published 141 pages coming from authors connected with the Institute and 276 pages from authors connected with the University. The first two numbers of 1935 will contain 145 pages from authors connected with the Institute and 130 from authors connected with the University. These figures, together with further information on the manuscripts in course of publication, indicate a predominance of Princeton as against all comers of about 50 percent, with a probable increasing predominance of papers coming from the Institute. In 1934 the University still dominated partly owing to papers left over from previous years by some authors now connected with the Institute but the situation is rapidly changing. Our situation this year is that by April we shall have published 60 per cent of the space which we can afford for the year, leaving at most 400 pages for all

purposes for the rest of 1935 which means that we are rather short of space.

"You remember perhaps my telling you that from July 1936 on, we shall lose the \$1500. yearly contribution which we have been receiving from the National Academy of Sciences. As our expenditures are practically dollar for dollar for printing, this means that we shall face a yearly reduction of 260 pages. Since we are eager to preserve for the Annals its national and international importance, we shall lose at least 130 pages in the easily available printing facilities for the members of our staffs. In fact our crowded condition has already resulted in a certain effort by some of us to print elsewhere with the consequent loss of several good articles for the Annals.

"..."

Flexner to Lefschetz

"Many thanks for your kind note of March 19. I do hope that it may be possible for us to make up the appropriation which you have been receiving from the National Academy, and I am also extremely anxious that the University and the Institute should as nearly as possible make an equally good showing in the amount and quality of the material contributed to the Annals. There is no reason to doubt, I think, that such will be the case.

"I am going to New York today but on returning I shall see you to discuss further the question of the grant from the National Academy. My impression is that that

grant is made from money contributed by the Rockefeller Foundation. I wonder whether you have positive information that the Rockefeller Foundation is going to reduce its appropriation, if such is the case."

File III-13

1935

4/9
4/25
4/29

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

LOWE, ELIAS

Biographical

Leland (W. G., American Council of Learned Societies) to Flexner 4/9

"I hope you will not think it indiscreet if I express the hope that you may be able some time this year to perfect your plans for bringing Dr. Lowe to the Institute for Advanced Study. At the end of 1935, the special subvention of the Rockefeller Foundation will have been expended. His situation and the state of his project at that time will be about as follows:

"Of his project, the first two fascicles will be printed, and a third fascicle will probably be in press. He will have gathered a considerable amount of his material, but will have to do a good deal of traveling during the next three or four years in order to finish this phase of the task. The publication of the Corpus is assured by the deposit which this Council has made of \$10,000 at a time when the rate of exchange was exceedingly favorable. Purchases of photographs by the Library of Congress have built up a little fund of about \$4,000 which can be used for further photography. As these purchases will continue, I am in hopes that the photography will be self-liquidating, or nearly so, for the balance of the project.

"The honorarium which was allowed Dr. Lowe from the special subvention to this Council ceased on January 1 of this year, so that his only honorarium now consists of the

\$4,500 that he receives from the Carnegie Institution and the \$300 that he receives from Corpus College. This year it is possible to meet the expenses of his work - travel, clerical and technical assistance, rent of quarters, supplies, etc. - from the unexpended balance of the subvention, but at the end of 1935 there will be no more funds for these purposes.

"Consequently, commencing on January 1, 1936, Dr. Lowe's only resources for carrying on the work will be his salary from the Carnegie Institution, plus his salary from Oxford - say \$6,000 - and funds for photographing the materials which he needs. He will have no money for clerical or technical assistance, or for travel, or for miscellaneous expenses, unless he is prepared to make all these expenditures from his own salary. Under those circumstances, the continuation of the work would become exceedingly difficult, and would mean great personal hardship for Dr. Lowe.

"In view of these circumstances, I am hoping that you may find it possible to render some assistance to Dr. Lowe, even if it is not practicable for you to enter into the arrangement with him that you have in mind - if I rightly interpret your conversation with me of last December. If after January 1, 1936, he could be assured of \$5,000 a year ~~from~~ for the years 1936 and 1937, that amount would, I think, enable him to carry on the underyaking without falling back on his own salary. At the end of 1937, the present arrangement with the Carnegie Institution will come to an end, and the whole matter will have to be considered de novo.

"I have little or no hope of securing an additional subvention from the Rockefeller Foundation. It was difficult enough to secure permission to carry over the unexpended balance at the end of the five-year period for which the subvention was made. Nor does it seem likely that this Council will have any free funds from which it could contribute to the continuation of Dr. Lowe's project."

Flexner to Leland 4/25

Just after my 4/25 - Meritt balanced Pan, when he had to take -

.....

"I am most anxious to bring Lowe to this country and to add him to the staff of the School of Humanistic Studies which will constitute the next step in the development of the Institute for Advanced Study. There will not be another meeting of the Trustees until the 14th of October. Though the Institute is in good financial condition, the Trustees are proceeding cautiously in view of the general financial uncertainty. I do hope, however, that before Lowe's time at Oxford expires, we shall be able to offer him a permanent post. Nothing lies nearer to my heart, as he well understands, but I cannot now make a definite promise."

.....

Leland to Flexner 4/29

"Thank you for your kind note of April 25. I am glad to know of your hopes with respect to Dr. Lowe, and it is most encouraging to learn of your intentions with respect to the School of Humanistic Studies.

"The humanities are having rather a difficult time these days, for to so many they appear to be a sort of luxury, to be supported when it is easy to do so, but to be sacrificed when difficulties arise. For my own part, I am more and more convinced that the humanities have one of the most valuable contributions to make to the welfare of mankind, and it is up to us to present that contribution in such manner that its value will be evident.

"As for Dr. Lowe, I can only say, as I did in my last letter, that I earnestly hope that it may be possible to do something for him by the end of the present year, for

when the Rockefeller Foundation subvention expires I hardly know how the means can be found for continuing his present task, which is one of the greatest importance, and which will reflect great credit upon American scholarship. I am looking forward to seeing him in Oxford in June."

4/12

1934
1935

3/19

PRINCETON UNIVERSITY

Relations WOAI

SCHOOL OF MATHEMATICS

A

Academic Organization

BUILDINGS AND GROUNDS

Facilities

VEBLER, O.

Biographical

FLEXNER, A.

Originals Veblen to Flexner on School of Mathematics and Fine Hall. Very important. Independence of I. A. S. stressed. Did he believe that scholarship of I. A.S. adversely influenced by graduate school atmosphere?

Also Veblen's recommendation for building first common building like Atheneum at Pasadena with schools on campus near University. Buildings appropriate.

Letters filed in Vertical File under "V" for Veblen.

F. A., 1/8/57

FLEENER, A.

Biography

RISFLER, W. W.

POLICIES

Administration

Fleener (Princeton) to John Dickinson (Washington)

"Please accept my heartiest thanks for your kind note of March 19. I am delighted to know that Dr. Risfler's friends are planning a surprise party for him, and nothing would give me greater pleasure than to be present. Unfortunately, however, my wife and I have a long-standing engagement to spend the week-end beginning the 29th at Swarthmore College, and I do not see how I can possibly evade it even on the evening of the 29th. I should be very happy, however, if you would undertake to express my gratification at the honor which Dr. Risfler's friends are paying to him and the hope that the friendships which he has made during his residence in Washington will all be actively continued. His interests in the future will be very largely what they have been in the past, and the contacts which he made in Washington ought to continue to be fruitful.

..."

File KL-12

✓1935

3/23
3/25
3/26

PRINCETON UNIVERSITY

Relations WOAI

BUILDINGS AND GROUNDS (SITE)

Facilities

MAASS, HERBERT H.

Biographical

AYDELOTTE, F.

FLEXNER, A.

Flexner to Maass, March 23, 1935.

Some sites being considered are too far away to permit use of University--lose benefits of close association. "This will apply to the Olden Farm and similar properties, which from this point of view would be, I believe, in the long run, the most expensive investment we could make both educationally and financially. If we cannot obtain a single adequate plot near the campus, we can develop, as the foreign universities developed, by building different buildings on different plots

not very far from one another and all sufficiently close to the University to enable us to use its priceless facilities."

Maass to Flexner, March 25.

Surprised Flexner thinks Olden Farm too far away--but idea regarding European universities might be good.

Flexner to Aydelotte, March 26.

Encloses a copy of letter from Maass: "I think [Maass] is beginning to realize that the Olden Farm, though situated on a main highway 3 miles off, is far too distant to permit of anything like the interdevelopment with Princeton which we are carrying on in mathematics and which ~~might~~ ought to extend to one subject after another."

But see Alumni action after favorable action, 2/17/37.

D, Site

TRUSTEES

Corporation

FRANKFURTER, FELIX

Biographical

AYDELOTTE, F.

LEIDESDORF, S. D.

Aydelotte to Leidesdorf, March 26, 1935.

He had an interview with Frankfurter March 19, 1935, in which he told him of the feeling of the Nominating Committee that, all things considered, his reelection to the Trustees of the Institute was impossible and that Aydelotte, himself, personally thought the most dignified thing would be for him to send in his resignation or to intimate in some way that he was not a candidate for reelection. Aydelotte says he doesn't know what Frankfurter will do.

File I-7

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

MERRITT, B. D.

Biographical

DODDS, HAROLD

HUTCHINS

FLEXNER, A.

When appointment was first discussed with Meritt, he had an offer from Chicago. He was at Johns Hopkins which raised his salary to \$9,000 to keep him, and Flexner discussed his offer to Meritt, before he made it, with Dodds.

The formal letter of appointment is not in the file.

Meritt to Flexner, March 31, 1935. Raises questions about his connections and works. He ~~wants~~ will have to give up his work on the American Journal of Philology moving away from Hopkins, but he thinks it would be possible for the magazine to publish him from time to time.

His relations with Athens are important, however. He has acted as General ~~Edin~~ Editor of the documents/coming from the Agora, and has 3 assistants working with him. These he cannot afford to let go. He is also a member of the Managing Committee of the ~~Classical School at Athens~~, American School for Classical Studies at Athens, and has been/representative from time to time ~~for~~ ^{from} Brown, Princeton, Michigan, and presently from Hopkins. He does not want to resign, but he asks if the Institute would be willing to become a member for \$250. Flexner replies in the affirmative.

D, Meritt, Benjamin, 1937-1945

April

✓ 1935
PANOF SKY, ERWIN

Biographical

See Veblen Interview December 10, 1956 (p. 3). Panofsky
an instance of Flexner's placation of Princeton.

Veblen Interview, 12/10/56

NOTES

BUILDINGS AND GROUNDS

Facilities

FLEXNER, A.

Biographical

VEBLIEN, O.

EISENHART

Veblen to Flexner.

He reports that Eisenhart has checked up with Winteringer again about the property across the street from Palmer Laboratory. The club is in difficulties, the University holds a mortgage on the property, and there is some likelihood that the property could be secured. Though he didn't check again, Eisenhart believes that the mortgage is \$30,000.

Veblen urges giving the property immediate and favorable consideration. Acquiring it will allow us to study the ultimate solution of the housing problem for the mathematical group in an unhurried fashion. "Unless something is done, I feel that we are going to have very

considerable difficulties next fall."

Eisenhart has suggested that another club property just down hill from the one above considered might be considered, but they are not in difficulties, and it might be harder to get it.

V File, "Flexner, Abraham"

✓ 4/3
4/8

1935

FLEXNER, A.
DICKINSON, JOHN
LEGAL

Law schools professional at
w/ scholarly in jurisprudence,
w/ H v d. (FF?)

Biography
Academic Activities

John Dickinson (Ass't. sec'y. of Commerce, Wash.) to Flexner (Princeton) Apr. 5, 1935

"...

"You think quite naturally of a scholar in the field of jurisprudence as being appropriately attached to a professional school of law. What has happened in this country has been that our professional schools of law, even of the highest grade such as Harvard and Yale, have been so professional that while they may maintain a professor of jurisprudence, nevertheless the study of the more profound and, if you will, theoretical aspects of the law does not proceed in a favorable atmosphere. Even a teacher like Pound, who succeeds in attaining a large reputation among students for the value of his lectures in some practical branch of the law like criminal law or wills and administration, cannot attract more than a handful of students to a course on jurisprudence. A professor who should seek to teach jurisprudence without having made a reputation for skill in some

technical subject like bills and notes or agencies would not be taken seriously. My own feeling is that if jurisprudence in its more fundamental and theoretical aspects is ever to have a chance in this country, it must be through some type of institution outside of the professional law school. At the present time we are in the situation where it falls completely between two stools."

Flexner (Princeton) to John Dickinson (Washington) April 8, 1935

"Thank you very much for your kind note of April 5th. The point you make has often occurred to me, namely, that the School of Economics and Politics should contain the right sort of lawyer, despite the fact that it has no interest whatsoever in the training of lawyers. The point is one which I am going to submit to the economics group when it assembles next fall. Should you have an opportunity, talk it over with Dr. Riefler in the meantime.

..."

FRANKFURTER, FELIX

Biographical

FLEXNER, A.

AYDELOTTE, F.

Aydelotte to Frankfurter, April 17, 1935, advising him that the Nominating Committee has considered it inadvisable to renominate him for membership to the Board.

Filed in Chronological File under 1935, 4/17.

3/19/35 Aqd. saw P of Mrs FF - Boston and
urged her to resign. Then FF asked if he could
meet Com. or send letter - A consented to latter - NA.

D File, Frankfurter

April 17, 1935.

My dear Frankfurter:

I communicated your letter of April 3rd to the members of the Nominating Committee, and regret to have to inform you that, after careful consideration, they have decided that it would be inadvisable to renominate you for membership on the Board. The members of the Committee have discussed the matter informally with a number of the Trustees, and I feel confident that the Board will approve this action at the meeting on April 22nd. The considerations which moved the Committee were those which we discussed when I saw you in Cambridge a month ago.

With many regrets, I am

Yours sincerely,

Professor Felix Frankfurter
192 Brattle Street
Cambridge, Mass.

(S) FRANK AYDELOTTE

D Frankfurter

DIRECTOR

Administration

REPORT

10 page report appended to Minutes 4/22/35. It is a long history - notable is fact that Flexner does not allude to conditions in Germany when congratulates IAS on illustrious nature of mathematical faculty. (P. 31)

Vol. 2, No. 3

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

SALARIES

Academic Personnel

PANOFSKY, ERWIN

Biographical

HERZFELD, ERNST

in his
The Director's report made recommendations for the first two appointees in the School of Humanistic Studies. In this he revised the starting position of the Institute on academic salaries. He commended the Board on the occasion of its last meeting at refusing to adopt a plan for standardized salaries. He now has reached the conclusion that the Institute offers sufficient inducement in the conditions of work and study so that it need not offer a special inducement to men whom it wishes to appoint. "I am strongly convinced that we should offer at the outset no particular financial inducement to those whom we invite to join the Institute." (page 6) He does not think that the highest academic salaries paid by the Institute are too high.

He does not change his opinion that academic salaries in this country should be higher generally, but he does think that men coming to the Institute on appointment for the first time should be pleased with the salary which they are receiving in the place from which they come, and thereafter, as they demonstrate their merit and capacity to get along in the Institute's work, salaries will be "gradually and eventually elevated to the standard upon which the institution began."

app
In this he referred particularly to two young scholars who "have been engaged in making a survey ~~in the~~ of the resources in the field of humanism from New York to Washington. Their work will probably require another year, and the budget will contain an item to provide for its continuance for a second year if found necessary." The budget contained an item of \$6,000 for this purpose.

Compare this with correspondence file ~~XIX~~ III-24 for Morey's request of July 10, 1935, for continuance of the sums furnished by the Institute for the work of Helmut Schlunck and Kurt Weitzmann at \$3,000 each per year. Schlunck and

Weitzmann were working on the Antioch dig, a Princeton project.

At the same meeting the Board after much discussion and against the arguments for economy advanced by Percy Straus, authorized the appointment of Meritt at \$9,000 and Panofsky at \$10,000, each effective when their connections with Johns Hopkins and New York University respectively should terminate. (page 4)

Trustees Minutes, April 22, 1935

BUILDINGS & GROUNDS

Facilities

The Director:

While he does not undertake to report for the Committee on Buildings and Grounds he points out that Fine Hall is an excellent illustration of the virtue of establishing a "communal life" in one school, "but the several schools need not be erected upon a single plot, and if necessary, over a preliminary period of years satisfactory results may be obtained in ^{several} record quarters."

He then alludes to the financial stress of the times and urges excellence of academic work rather than handsome and physical facilities. (~~Minutes~~ Minutes, 4/22/35, Director's Report attached, p. 8)

1935
PRINCETON UNIVERSITY

Relations WOAI

FLEXNER, A.

Biographical

See Director's Report p. 9 on techniques adopted between Princeton and I. A. S. President of the University, Dean of the Graduate School and Director of the Institute talk on "...any points of interest before undertaking any direct communication with members of the faculty of either institution. There has been no crossing of wires..."

Shvedingen?
Pam...?

Trustees' Minutes, 4/22/35

1935

PRINCETON UNIVERSITY

Relations W.O.A.I.

SCHOOL OF MATHEMATICS

Academic Organization

? See Minutes 4/22/35 pp. 3-4 (Vol. 2, No. 3) on apparently unresolved understanding with Princeton University on financing School of Humanistic Studies. Also Board's desire not to expand other two schools at expense of School of Mathematics.

Memo filed School of Humanistic Studies

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

PANOFSKY, ERWIN

Biographical

MERITT, BENJAMIN D.

At Board meeting the question was raised as to whether instead of beginning two new schools in the coming autumn it would be wiser to forecast possible budget of the School of Economics and Politics and estimate the cost involved in the support of the two existing schools over a period of 15 years. The Director stated that a forecast was in his judgment impossible and the institution could only develop if it carefully "kept within the sum of money available, from year to year, retaining a safe margin." He gave illustrations and examples stressing the importance of a more definite understanding with the Trustees of Princeton University.

Consensus was favorable to the Director's suggestion that two appointments be made in the School of Humanistic Studies on the ground that the Board should support cautious leadership. Agreement was unanimous that no appointments in any school should be made unless every possible precaution had been taken to preserve the level which had been established in the School of Mathematics.

The Board approved the appointment of Professor Benjamin D. Meritt as professor in the School of Humanistic Studies at \$90,000 a year when his salary at the University

shall terminate. Usual provisions for retirement and contribution. Board also authorized an appointment of Professor Erwin Panofsky as professor in the School of Humanistic Studies at a salary of \$10,000 when his salary at New York University shall terminate with the usual provisions for retirement.

Mr. Percy S. Strauss requested that he be ~~not~~ recorded as ^{not} voting on the organization of the School of Humanistic Studies.

*Strauss - Humanistic Studies as given in the minutes but
in Flamm's subsequent letter to LB*

4/22

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

STRAUS, PERCY S.

Biographical

PANOFSKY, ERWIN

MERITT, B. D.

FOUNDERS

Corporation

Percy Straus and Hardin ~~in the absence of Louis Bamberger~~ at this Trustees meeting opposed the appointment of Meritt and Panofsky and the initiation of the School of Humanistic Studies, Apparently on the budgetary aspects.

Was this the beginning of Louis Bamberger's alienation? This was a meeting at which Frankfurter was dropped, and Percy Straus and Flexner were re-elected Trustees.

No-
dungen
ph
hmm

Also see October 28 and October 29, 1935, Chronological where Bamberger says after land is bought their fortunes will not permit of further expansion. There is a criticism that there was too much land bought and he cites Mrs. Fuld as feeling this.

Trustees' Minutes, April 22, 1935

POLICY

Administration

GENERAL

Finance

Discussion of Financial Policy.

(See Minutes -- Notes inadequate)

Trustees Minutes 4/22/35, pp. 3-4

✓1935

4/22

PROFESSORS (HIERARCHY)

Academic Personnel

POLICIES

Administration

Flexner to Board, speaking of experience in the School of Mathematics: "No appointments of an intermediate character in the way of associative professors or assistant professors were made, and experience has proved that none are needed." (O. K. for mathematics--for other schools? If faculty responsible for inflexible policy of one salary, the direction was first set by School of Mathematics).

*Did Velden suggest Panofsky, to whom he was opposed,
as an Assoc like Mayer? Only due to this*

Trustees Minutes, 4/22/35, p. 3 appendix

OFFICERS

Corporation

COMMITTEES

The following were elected: Mr. Houghton, Chairman and President; Mr. Herbert Maass, Mr. Walter Stewart, Vice-Chairman and Vice-President; Mr. Samuel Leidesdorf, Treasurer; Mr. Aydelotte, Secretary; Mr. Flexner, Director.

The following committees were chosen:

Executive Committee: Mr. Weed, Chairman, Aydelotte, Leidesdorf, Sabin, L. Bamberger, Mrs. Fuld, Vice-Chairman and Director ex-officio.

Finance Committee: Mr. Hardin, Chairman, Edgar Bamberger, Louis Bamberger, Leidesdorf, Maass, Mrs. Fuld, Chairman and Vice-Chairman ex-officiis.

Committee on Buildings & Grounds: Mr. Maass, Chairman, Aydelotte, Veblen, and Louis Bamberger, Mrs. Fuld, Vice-Chairman, Director and ~~Sabin~~ Chairman ex-officiis.

Committee on Nominations: Mr. Leidesdorf, Chairman, Mr. Sabin, Mr. Stewart, Mr. Bamberger, Mrs. Fuld, Chairman and Vice-Chairman ex-officiis.

Minutes, 4/22/35, Vol. 2, No.

TRUSTEES

Corporation

Flexner and Percy S. Straus reelected trustees for 5 year term.
(Minutes 4/22/35, p. 1)

W. R. ... Flexner ...

1935

4/22

ASSISTANTS

Academic Personnel

The Director:

"Assistants should be regarded as temporary members of the staff at a modest salary, the positions to be held not exceeding a few years." (Report attached to Minutes, 4/22/35.

REPORT

Finance

The treasurer reported to the Board that endowment funds at market value amounted to more than \$7,000,000 and that the income for the year was \$313,000. That income for the year 1935-36 was estimated to be approximately \$300,000 because of the reinvestment of maturing bonds at lower rates of interest.

For the year ending June 30, 1936 expenses were estimated at \$244,245 and that payments to be made after June 30, 1935 charged to the appropriation prior to that time would bring the total to \$248,795. (Minutes 4/22/35)

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

GENERAL

Finance

FOUNDERS

Corporation

FLEXNER, A.

Biographical

HARDIN, JOHN R.

STRAUSS

GIFTS

Finance

Flexner to Bamberger, 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

4/24

SCHOOL OF ECONOMICS AND POLITICS
RIEFLER, W.
STEWART, W.W.

Academic Organization
Biographical

In a letter from Flexner 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."

Muir has completed WWS!

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

4/25

APPOINTMENTS

Academic Personnel

BENEFITS

PANOFSKY, ERWIN

Biographical

Flexner to Panofsky, April 25, 1935.

Invites him to become professor at initial salary of \$10,000 a year to begin whenever ~~xxxxxxxxxxxx~~ his salary in his present post ceases. (Someone has marked in pencil on this carbon copy of the letter September 1, 1935 as being the date). 5 per cent TIAA by Institute and Panofsky. Unless term of appointment is prolonged by mutual consent, Panofsky will retire at 65 years of age.

D, Panofsky, Erwin

APPOINTMENTS

Academic Personnel

BENEFITS

MERRITT, B. D.

Biographical

Invitation from Flexner to Meritt to become professor at \$9,000 a year to begin whenever his salary in his present post ceases. Institute and Meritt to contribute 5 per cent to TIAA. Unless term of appointment is prolonged by mutual consent, Meritt will retire at 65 years of age.

D, Meritt, B. D.

TRUSTEES

Corporation

COMMITTEES

Mrs. Bailey advises Weed that he has been ~~chosen~~ appointed Chairman of the Executive Committee, the members of which are: Aydelotte, Leidesdorf, Sabin. The Ex-officio members are Louis Bamberger, Mrs. Felix Fund, Mr. Houghton, Maass, Stewart, Flexner.

D File, Weed, Lewis H., 1930-1940

1935
FLEXNER, ~~FELIX~~ ABRAHAM

Biographical

FRANKFURTER, FELIX

Flexner to Maass:

"I thought Monday's meeting an ideal one. We had perfectly frank discussion, differences of opinion, a decision which is, in my opinion, sound, and we parted with absolute good feeling. What would have happened if Brother Frankfurter had been there, God knows!"

Source: IAS Trustees - Maass, Herbert H.

SCHOOL OF HUMANISTIC STUDIES
NEW YORK UNIVERSITY (FINEARTS
GRADUATE CENTER)

Academic Organization
Relations WOAI

PANOFSKY, ERWIN

Biographical

FLEXNER, A.

COOK, WALTER W. S.

From Walter W. S. Cook to Flexner, April 25, 1935.

Informs Flexner that he and Panofsky have over the luncheon table discussed the matter of his new appointment with the Institute and his cooperation with the Department of Fine Arts. All the details have been worked out, and both Panofsky and Cook are well satisfied.

During the coming academic year, Panofsky plans to give one full course for the University and the Metropolitan Museum.

During the first term he will lecture on "Principles of Baroque Art," and during the second term on "Michelangelo."
D File, Cook, Walter W. S.

GIFTS

Finance

FOUNDERS

Corporation

STRAUS, PERCY

Biographical

FLEXNER, A.

Straus to Flexner.

Mention of certainty of founders' commitment of Institute for estates, but uncertainty of time.

See Chronological File 3/11/35.

1935
STRAUS, PERCY S.

Biographical

On April 29, 1935, Straus refused to accept appointment as member of the Finance Committee despite Flexner's urging.

D File, Straus, Percy S.

4/29
5/1

FRANKFURTER, FELIX

Biographical

FLEXNER, A.

AYDELOTTE, F.

Flexner to Aydelotte. Suggests that as a matter of good form since Aydelotte has talked with Frankfurter, it would be wise for him to write a letter to Frankfurter notifying him of the action of the Committee on Nominations in recommending the re-election of Strauss and Flexner, and its unanimous adoption, and expressing again his regret that the committee found it advisable to take the step which I had previously discussed with you.

Aydelotte to Frankfurter, May 1, 1935, doing just that.

File I-7

4/29

1935
TRUSTEES
FRANKFURTER, FELIX
AYDELOTTE, FRANK
FLEXNER, ABRAHAM

Corporation
Biographical

Flexner to Aydelotte:

"I have been wondering whether it would not be good form, inasmuch as you have talked with Frankfurter, for you to write him a letter which would run somewhat as follows:

"My dear Frankfurter:

At a meeting of the members of the corporation, The Institute for Advanced Study, held April 8, 1935, the Committee on Nominations recommended only the re-election of Messrs. Straus and Flexner. This recommendation was unanimously adopted. I should like to renew the expression of my regret that the Committee found it advisable to take the step which I had previously discussed with you.

Very sincerely yours,

Of course, you can use your own judgment about this, but it seems to me that it would be a nice way of finishing off the chapter.

"I am sorry for the time and trouble and annoyance that the incident has caused you, and I need not say how deeply I appreciate your tact, as well as your willingness to step into the breach."

Source: A File IAS (home)

1935
SCHOOL OF MATHEMATICS
PRINCETON UNIVERSITY

Academic Organization
Relations WOAI
Biographical

FLEXNER, A.
RIEFLER, W.

Flexner to Riefiler, April 30, 1935.

He tells Riefiler about a garden party given on the golf links by him to the School of Mathematics. There were about 80 people present, including those from the University and the Institute. "I could not help but reflect that, if Secretary Wallace were to plugh them under, mathematical salaries throughout the country would rise to a height that would satisfy Elmer Thomas."

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

SCHOOL OF HUMANISTIC STUDIES

Academic Activities

PANOFSKY, E.

Biographical

MERITT, B.

Flexner to Finley (Editor, New York Times):

...

"You may be interested to know that next autumn we are taking a further step in the development of the Institute for Advanced Study by creating a School of Humanistic Studies, to the faculty of which two appointments have been made, one an American, Professor Benjamin D. Meritt, who, after a series of quick promotions, has for the last two years occupied Gildersleeve's chair at Johns Hopkins; the other a German exile, Professor Erwin Panofsky, one of the most distinguished art historians in the world. There is a brief account of this school in Monday's Times."

File II-20

5/1
5/9

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

ASSYRIOLOGY

Academic Activities

Dr. Cyrus Adler of the Jewish Theological Seminary of America recommended to Flexner, Professor Julius Lewy, Assyriologist for the Institute. Flexner checked with Morey (Professor) of Princeton, (May 9) recommended Herzfeld as the greatest Assyriologist, though he is impressed by Adler's letter about Lewy.

D, Humanistic Studies Correspondence

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

DIRECTOR

Administration

MITRANI, D.

Biographical

FLEENER, A.

Fleener to Mitranj, May 1, 1935, and also a paper called
"Notes on THE SCOPE AND METHOD OF POLITICAL SCIENCE."

Both are filed together in the Vertical File under
1935 "E" for School of Economics and Politics.

III-23

1935
EARLE, E. M.

Biographical

TOYNBEE

✓ | Toynbee approved appointment of Ed Earle and congratulated Flexner on it--also Einstein "unspoiled."

D, Institute Organization

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

MITRANY, D.

Biographical

FLEXNER, A.

Letter from Flexner to Mitrany, May 1, 1935, regarding
above headings.

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

D, Mitrany

SCHOOL OF MATHEMATICS

Academic Organization

FLEXNER, A.

Biographical

MARSCHAK

RIEFLER, WINFIELD W.

Riefler writes Flexner apologizing for not having studied the Marschak papers, and indicating that he is going to get up to Princeton as soon as he can. He also tells Flexner that if for any reason Flexner "wants to regain your freedom from our compact" you can let me out with honor. The Social Science Research Council which is researching into the proposed Social Security program has begged him to come to it, and gives him reign to research as he will for the good of the program. The financial inducement is very high, and the freedom which he would be offered is, likewise, high.

"It offers one of those rare opportunities where an original commitment can be freely reconsidered--if there is any reason for reconsideration."

Flexner to Riefler, April 30, 1935, also May 6, 1935.

Flexner writes that he and his wife are about to take a Mediterranean cruise beginning May 11, but that he has no desire to escape from his commitments to Riefler. He paints the difference between the project and the opportunity for long-range, undisturbed thought on big problems. "I do not want to let you out either with honor or anything else...There is no need for reconsideration at this end of the line--not the faintest. I should just like to see you spend the next year or longer 'stewing about' to quote the phrase used by one of Walter Stewart's friends.

Riefler to Flexner, May 8, 1935.

I just wanted to give you the opportunity to change your mind. I have told the Social Science Research Council that I am not interested

1935

✓ 5/2

PANOFSKY, E.

Flexner to Miss Greene (The Pierpont Morgna Library, NYC)

"P.S. The matter of Panofsky has been arranged to the entire satisfaction of Walter Cook, Chancellor Chase, and the Institute as well as Panofsky himself. There was really no difficulty that could not be cleared up in the course of a brief luncheon."

File II-25

FRANKFURTER, FELIX

Biographical

FLEXNER, A.

AYDELOTTE, F.

Aydelotte to Leidesdorf, May 8, 1935. He encloses a letter which he received from Frankfurter, regarding to a letter he wrote to Rieflerl

Filed in Chronological File under 1935, 5/8.

D File, Frankfurter

Copy

May 8, 1935.

Dear Mr. Leidesdorf:

I enclose a copy of a letter which I have just received from Felix Frankfurter. Do you remember just what was said concerning him at the Board meeting? So far as I can remember the statement which he quotes, "that he had reserved the right" etc., was not made by anybody.

On the other hand the point was brought out that he felt that his letter to Riefler was justified and that presumably he would feel the same way in case a similar situation arose in the future. The exact words in his letter of April 3rd were:

"Equally clear as I that in writing to Riefler, under the circumstances and within the limited scope of my communication, I committed no impropriety."

In the light of that statement it would be understandable by members of the Board that he would do the same thing again, but I do not remember that he was ever quoted as saying that he intended to.

I should appreciate it if you would let me know just how you remember the discussion.

Yours sincerely,

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

(S) F.A.

D Frankfurter

Copy to H. Maass

FRANKFURTER, FELIX

Biographic al

FLEXNER, A.

AYDELOTTE, F.

Aydelotte to Frankfurter, May 9, 1935, regarding
a report of the Nominating Committee and a letter to Riefler.

Filed in Chronological File under 1935, 5/9.

D File, Frankfurter

Copy

May 9, 1935.

My dear Frankfurter:

I have your letter of May 6th and am glad to tell you that you have been misinformed. The report of the Nominating Committee was based on the fact of your letter to Riefler and of your letter of May 6th reaffirming your position that under the circumstances you could not feel that this letter was an impropriety.

I cannot account for the misinterpretation of this report which has come to your ears, but can only say that no such statement as you mention was made in my hearing.

Yours sincerely,

Professor Felix Frankfurter
192 Brattle Street
Cambridge, Mass.

S.F.A.

D Frankfurter

COMMONWEALTH FUND

Foundations

TUITION

Academic Procedures

The first record of a Commonwealth Fund Fellowship to the Institute for Advanced Study awarded to Maurice H. L. Pryce of Trinity College, Cambridge, to do graduate work in Mathematics; a living allowance of \$150 a month and tuition of \$100 per year (see letter October 11, 1935) / Reed to Leidesdorf).

Flexner to Littell, The Commonwealth Fund, September 21, 1938, acknowledging foreign student awarded a fellowship by the Commonwealth Fund, Jacobus S. de Wet, and stating that there is no longer a tuition fee charged (ibid.)

D File, Commonwealth Fund

BUILDINGS AND GROUNDS

Facilities

VEBLEN, O.

Biographical

FLEXNER, A.

MAASS, HERBERT H.

BAMBERGER

Veblen to Flexner

He has just returned from Europe, and went to Princeton. He was informed by Mr. Thomas that the lots between Olden Farm and the golf course were going to be sold at foreclosure. He was fearful that if they fell into other hands, it might be difficult to get them. Flexner referred him to Maass, who took the matter up with Bamberger, and Bamberger very promptly put up the money to secure them. As for the rest, Mr. Thomas told me this morning he had options on almost everything that we wanted, only one or two little pieces being left out still. "I have had a talk with President Dodds who told me that the Committee on Buildings and Grounds was very favorable to cooperation with us, and had left it to a committee composed of

1 G. C. 1

himself, Mr. Wintringer, and some other person whose name I forgot. There was neither time, nor, ^{was there} I believe, need to call the committee inasmuch as there was general agreement on the Olden Farm and the property connecting it with the golf course. The options all run until late next fall. If the worst comes to worst, and we decide to build elsewhere than on the golf course, we should easily dispose of the lots which Mr. Thomas is going to secure for us."

V File, "Flexner, Abraham"

PRINCETON UNIVERSITY
SCHOOL OF HUMANISTIC STUDIES
SCHLUNK, HELMUTH
WEITZMANN, KURT
ARCHEOLOGY (ANTIOCH)

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

Academic Activities

Memo from C.R. Morey (Princ. Univ.) to Dr. Flexner concerning grant of \$6000 made by IAS to H. Schlunk and K. Weitzmann. Schlunk has accepted a post as Curator of Mediaeval Antiquities in the Deutsches Museum in Berlin and Morey is writing for Flexner's permission to divide his grant and give \$1300 to F. W. Robinson for work on the catalogue of the Museo Cristiano, and \$1700 to the committee on the excavation of Antioch for the expenses of the 1935 campaign.

Morey writes to Flexner on Aug. 2 thanking him for the help the IAS was able to give the Expedition at Antioch and for the grant to Robinson.

File III-24

SCHOOL OF THE HUMANITIES

Academic Organization

HANUS, PAUL H.

Biographical

"The humanities obviously comprise:

- (1) Literatures--ancient and modern, including oriental literatures.
- (2) Art - painting, drawing, engraving, etching, sculpture, architecture, landscape architecture, music.
- (3) Philosophy and ethics education.
- (4) History - not a separate field of study but an essential phase of the pursuit of every one of the humanities already enumerated, leading to a clear understanding of their evolution and of their interdependence or interrelations, as they occur in the pursuit of any one of them.

"Also:

The humanities cannot be treated adequately without drawing on the resources, as occasion warrants or requires, on other fields of study, for instance, political history, mathematics, the physical and the biological sciences.

"The adequate treatment of any one of the humanities requires, further, cooperative effort on the part of all concerned with all the humanities.

"The result should be for the individual student a real command of a leading interest of civilization, that is that particular phase of the humanities in which he is specializing.

Since the entire field of the humanities is too comprehensive for any one person, specialization with appropriate distribution of work will govern the individual student.

"The entire field of the humanities is also too comprehensive for the Institute, at the start but a good beginning can be made in any one of the subdivisions enumerated above.

"I have long hoped that you would be inclined to include Education as one of the important fields of study at the Institute. We greatly need scholarly work in every phase of the study of Education. But if you could make a beginning in the history of education."

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

EARLE, E. M.

Biographical

RIEFLER, W. W.

MITRANY, D.

Earle to Flexner. Analyzes place in I. A. S. Mitraný better prepared than Earle in political and economic theory; Riefiler is the statistician and economist. Earle's own approach must, therefore, be historical to be effective. His own inclinations are toward American foreign relations with special reference to economic factors. Tariff policy, broadly studied? Thinks for him to study historic origin and evolution of economic slogans too broad.

This is the way Flexner reported activity he hoped for to the B) 11/4/35.

D, Earle, 1931-5

Hanus

SCHOOL OF THE HUMANITIES

Academic Organization

ART

Academic Activities

ARCHEOLOGY

PANOFSKY

Biographical

MERRITT, B.

8/26/35

Flexner to Hanus (Cambridge, Mass.) referring to Hanus' letter of July 19, 1935 defining humanities (see memorandum 1930-35, School of Economics & Politics, etc., excerpts from File II-35).

"Your letter of the 19th is not so very far off from what is in my mind in the development of the humanities. For the time being I suspect that the philological side of the language and literature is pretty well worked out. At any rate it is being done in so many different places that there is no need of our touching it. I have made no comprehensive plans, but I am proceeding, as I have proceeded in other schools, by picking up outstanding ~~men~~ individuals when they have become available.

"Only two appointments have been made: one in the field of art and in the field of archeology. During the two years at Princeton I have had the privilege from time to

time of seeing Panofsky, who had been dropped from the University of Hamburg and given a temporary appointment in New York University while living in Princeton and giving an occasional lecture there. He is a Kunst Historiker of the highest calibre with a marvelous acquaintance with history and literature in almost every imaginable field. I know that the Harvard people would have been glad to have him if they could have done so, and I have had very cordial expressions of congratulations from the Fogg Museum folks.

"The other appointment is that of a young Hellenist in the middle thirties, who, unless I missed my guess, is destined to contribute largely to the rewriting of ancient history. Archeology is indeed as alive as physics. The excavations going on in the Agora at Antioch and Persepolis and in the Nile valley are going to make it possible to reconceive the whole history of civilization. This next autumn Meritt will spend not in Princeton but partly in Oxford and Athens where he has already spent several years. He comes to us from the Johns Hopkins where he has been filling the chair left vacant by the retirement and death of Gildersleeve. ? from 1876?

"You see I have made a beginning in two of the subdivisions which you have mentioned, and as our resources increase, I shall go forward further. Education, one of the subjects which has been in my mind, not in the technical sense in which it is pursued at Teacher's College of the Harvard School, but in the philosophical and historical sense; but doing something in this field depends upon finding a man and having the money."

FLEXNER, A.

Biographical

HANUS, PAUL H.

"...on quite short notice Ann and I went to Italy for a prolonged vacation, sailing on an Italian boat at the beginning of May immediately after a Board meeting, the preparation for which had exhausted me..."

Start of SHS - money. FF dropped.
Shinus -

File II-35

1935

9/3

9/7

EINSTEIN, ALBERT

Biographical

SCHRÖDINGER

FLEXNER, A.

Einstein to Flexner.

Lately I have been carrying on a scholarly correspondence with Schrödinger. In my judgment he would be a wonderful acquisition for our Institute. He wrote me of the intention to accept a call to Graz (Austria), since he is at Oxford only on a courtesy call, so to say; and there is no real opportunity there for a scholar in th. physics. I believe that the influential people of Princeton after open discussions would not have opposed a call to Schrödinger to our Institute to spite him because of his refusal of the call to Princeton. One could ^{hardly} take amiss the striving of such an outstanding scholar for a position which promises him the opportunity to contribute his learning as completely as possible.

Flexner to Einstein, September 7, 1935.

The Schrödinger matter is a delicate one, which I cannot completely settle without talking with you and with your associates as well as the Princeton people. I will take the matter up, however, without delay when we ~~xxx~~ are all together once more. Schrödinger made a blunder that embarrassed both me and the Institute but I shall handle the matter with every possible discretion and with every desire to do the best for him as well as for us...

See comm. with Schrödinger

D, Einstein, A., 1934-36

FOUNDERS

The Corporation

EICHELSER

Biographical

Eichelser to Flexner, Telegram. Today's Times carries account of death Tuesday of Pauline Bamberger, sister of Lewis.

D, File, Flexner, Abraham

EMIGRES

Academic Personnel

William E. Dodd (Berlin) to Flexner (Princeton)

"I asked William, my son, to stop and speak with Professor Wertebaker about the possibility of Dr. Otto Hoetzsch, of the University of Berlin, being engaged the next winter or spring quarter for some lectures on international problems. William was on his way to his position in Virginia. Dr. Hoetzsch, as you may know, is about the foremost international authority on the continent of Europe, certainly in Germany. His writings must be well known at Princeton, and I think the head of your International Institute is personally acquainted with him. Although he was one of the most popular teachers in Berlin and had just published two volumes on the Great War diplomacy, he was summarily dismissed on the first of last May without any cause having been given to him or announced to the public.

"Dr. Hoetzsch speaks English so well that one hardly observes any difficulties at all; and I think his information is such that he could give an American university some very interesting lectures on the background of existing problems. It was for this reason that I asked William to explain Dr. Hoetzsch's position to Professor Wertebaker, and I also asked him to explain the matter to you when you returned from your vacation. The President of the University of Chicago has asked me to offer Hoetzsch some opportunity of this sort there either for next winter or spring. Dr. Schmitt, chairman of the History

Department at Chicago, will be here about the middle of November. If there is any opportunity at Princeton, I wish you would let me know so that Drs. Schmitt, Hoetzsch and myself may make definite arrangements. Perhaps it would be better for you to write me in care of State Department."

File II-12

9/25

PRINCETON UNIVERSITY

Relations WOAI

BUILDINGS AND GROUNDS

Facilities

FLEXNER, A.

Biographical

Flexner to Dodds, September 25, 1935.

The Institute has been deliberating on sites. "As I did not at the beginning feel myself at home in Princeton, we have proceeded in a very leisurely way." He expresses the hope that the location of the building should be such as to give Princeton/University ^{the} hospitality which Fine Hall has given ~~to~~ the Institute. He suggests a site which would begin at the corner of Alexander Street on the road which leads to the Graduate College. However, three lots with two wooden houses ~~of~~ them now belonging to three elderly women block this plan. He then suggests the nearest point would begin with the golf course and extend toward the Graduate College and back toward Princeton Inn. "If in the future it is possible to obtain the properties which I have above mentioned, a second building, if and when required, could be located on that site." He tells Dodds the

Institute has taken options on Olden Farm, and on practically all the vacant property lying between Olden Farm and the golf course. "The really important point to decide at this moment is the willingness of the University to cooperate with the Institute by allowing us to obtain the land needed, each party relying upon the good faith of the other and upon the determination of both to preserve as much open space on both sides of the Graduate College as is possible so as to preserve the amenities of the situation and to shut out the possibility of any real estate development which might be objectionable. The options ~~we~~ which we now hold run until towards the end of October and involve the expenditure of about \$200,000. If the University is prepared to cede us the requisite amount of ground, the Institute would be equally willing to cede the University whatever may be needed on the plot we would possess in order to allow the extension of the golf course in that direction."

Flexner says, although they have not retained an architect, he hopes that the architecture of the building would harmonize with the buildings at Princeton University.

"The experiment of cooperating with the University in the field of mathematics has been so brilliant a success and the good will manifested by the University as respects the two new schools which we are proposing to establish encourages me to believe that Princeton University and the Institute for Advanced Study have an opportunity to give the country an example of cooperation in the field of higher education such as the country has never before experienced..."

T. L. ... is sure "that these considerations of such
importance to higher education in the U.S. at a time
when men and women are being thrown on their own resources
instead of relying so largely as previously on foreign institutions
of learning may be expected to appeal as strongly to our successors
as they do to those of us who are active now".

D File, Dodds, Harold W.

1935
PRINCETON UNIVERSITY
ARCHEOLOGY (Islamic)
HERZFELD
MOREY, C.R.

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

C.R.MOREY to Flexner:

"...It would be very nice indeed to have Herzfeld giving a seminar down here for the benefit of all the students but if we have to reduce to the minimum, it seems to me that Glidden is the minimum, whether he works here in Princeton with Herzfeld or in New York.

"...Some of these men are not worth carrying on but Starr seems to belong to the group that should be carried on. The real problem is what we are going to do with the men after they get the training such as Starr is trying to get in Islamic languages and literature..."

Glidden who 1937/8 only

Flexner to Morey:

"I am to see Mr. Straus on Friday and shall talk with him about the possibilities of bringing Herzfeld over."

File III-24

EARLE, E. M.

Biographical

BARZUN, JACQUES (COL. U.)

CLOUGH, SHEPARD B. (COL. U.)

HAYES, CARLTON (COL. U.)

WESTERMANN, WILLIAM L. (COL. UM)

Correspondence between Earle regarding a man for I.A. S.

Earle papers (Vertical)

PRINCETON UNIVERSITY

Relations WOAI

LIBRARY

Facilities

GEROULD, JAMES T.

Biographical

Gerould, Librarian of Princeton University, to Flexner,
October 2, 1935.

Outlines the handling of books in the Princeton Library
which are purchased by the Institute either directly or through
Princeton:

- (1) to be cataloged in a special accession book so
that there is a record in both institutions of the
books purchased by the Institute.
- (2) Each volume to receive the Institute book plate, then
to be classified and cataloged in the same method as
are the books belonging to the University.
- (3) All members of the Institute are to have the full use of
the Library on the ~~the~~ same basis as members of the University
Faculty.

- (4) Members of the Institute are to have preference
in the use of books purchased with Institute funds.

D, Library, 1931-1945

✓1935

10/7

STIPENDS

Academic Personnel

PUBLICATIONS GENERAL

Publications

MEMBERS

Academic Personnel

ASSISTANTS

WEYL, HERMANN

Biographical

FLEXNER, A.

PAULI

Interchange letters Weyl and Flexner on administrative matters in School of Mathematics--stipends, salary of assistants, secretarial help, etc. Flexner called a meeting of the Mathematics group.

D, Weyl, 1933-45

1. AT suggested class men w/h. for group. (All that year's men to keep - spread of group thinking (perhaps the two - some of them to attend))
2. Way 1: min stipends 1500 single
1500 married tier possible

ASST do.

3. Way 1: low resp. shd be in approx. Agreed some resp. implied, but nothing shd be said to effect his letters which are sent out to mbs. (Resp for those w/o jobs to get the jobs)

4. history work - (a bit of progress)

5. Stereo services

6. Stipends vs grants. mbs vs mbas.

PhDs Sch. matter spoken of - no entry in minutes -
 Evidently adverse opinion from Peter
 also notices PhDs only, for stipends sent w/resp with Science 3

PARTICIPATION IN ADMINISTRATION

Academic Personnel

SCHOOL OF MATHEMATICS

Academic Organization

Flexner attends meeting of mathematics faculty and asks that one of its members be appointed to keep in touch with the others and with him to report on current problems. Suggestion approved. Von Neumann appointed for current year.

School of Mathematics Minutes

1055
GENERAL

PRINCETON UNIVERSITY

VEBLEN, O.

SZASZ, OTTO HANNA

Foundations

Relations WOAI

Biographical

Veblen to Miss White, Executive Secretary Institute of International Education, Inc., New York City, informing her that Princeton University and the Institute would like to invite Professor Szasz to spend a week in Princeton as their guest. Hosts furnish living expenses and stipend to be taken care of otherwise. Lectures to be his choice.

File IV-8

MEMBERS

Academic Personnel

The Director reports the following appointments of short term members who acted as assistants for the mathematics Faculty: ^{some}

Dr. Brauer, who was Prof. Weyl's assistant, has received an excellent position as assistant professor in the University of Toronto.

Dr. Gerald Vanderslice, who was Prof. Veblen's assistant for two years, has accepted a post at Leigh University.

Dr. Jacobson, formerly Weyl's assistant, a position at BrynMawr College.

Dr. Podolsky has a position at the University of Cincinnati.

Dr. Maria at Duke University.

Dr. Dean Montgomery at Smith College. ^{NRL PhD 1933 in Iowa}

Dr. Nathan at the College of the City of New York.

Dr Sagen, at the University of Minnesota.

Dr. Schöenberg at Swarthmore College.

Dr. Zener at Washington University.

Prof. Ralch has been promoted to a professorship at Harvard.

Prof. Ward has been promoted in rank and salary at the California Institute of Technology. (Minutes, 10/14/35, p. 3)

GRANTS-IN-AID

Finance

GRANTS

Academic Personnel

The Director recommends that the appropriation for grants-in-aid be made a year in advance so that the professors may have an opportunity to make arrangements with the universities for leave of absence of candidates for grants. This was approved and accordingly an appropriation of \$30,000 was provided to be included in the budget for the year 1936-37 to be distributed as follows: \$20,000 for mathematics and \$10,000 for mathematical physics. (Minutes 10/14/35, pp. 7-8).

1935

✓ 10/14

PRINCETON UNIVERSITY

Relations W.O.A.I.

The Director reported that he had conferred with the President of Princeton University regarding the desirability of creating a committee of 5 trustees of each institution to confer at their pleasure regarding questions of interest to both institutions and the trustees so resolved. (Minutes 10/14/35, p. 8)

*Outgrowth of disc. re. Scholarship?
in B. Times 4/35 1935*

BUILDINGS & GROUNDS

Facilities

Mr. Maass, Chairman of the Committee, reported that the Committee has ~~completed~~ concluded to recommend the acquisition of the site.

He credits conversations conducted by the Director with authorities of the Princeton University as evidencing a willingness on the part of the University to cooperate in the choice of the site "which, by way of the contiguity to the property now owned by the University, would lend itself admirably to future developments. [It] ...would tend to insure the permance of a development of both the University and the Institute without further encroachment by private building enterprises and afford a substantial measure of protection to landscaping and architectural features of the entire project.

"In conforming with this tentative understanding the Institute has secured options on extensive properties totaling almost 200 ~~ha~~ acres which are not in the Borough of Princeton but are in substance an extension of the University's real estate holding. Located outside of the Borough, they have an advantage of lower assessed valuation and low taxation, the list valuation presently being \$34,075 and the tax is about \$1,000 per annum.

"Of the \$10,000 authorized for use by the Committee \$3,100 was expended

to acquire the property under foreclosure and about to be sold. \$6900 remains unused. Options on the remainder of the property run until the end of November and entail a total expenditure of about \$175,000. When this property has been purchased there remains to be acquired two or three smaller properties for which at present no negotiations are under way but the cost of which should not exceed an additional \$75,000.

"The Committee recommended an appropriation of not to exceed \$250,000 to be placed at the direction of the Committee. The appropriation is made. (Minutes, 10/14/35, p. 6-7.)

EMIGRES

Academic Personnel

Abraham Flexner (Princeton) to W. E. Dodd (State Department, Wash.)

"I have your kind note of September 17, with reference to Professor Hoetzsch, whom I remember meeting once in Paris a few years ago. I have made inquiry of Professor Wertebaker, who tells me that at the moment there is nothing that he can offer. Inasmuch, however, as Dr. Hoetzsch is going to be in New York, it may be that the Institute could invite him to come to Princeton before he goes to Chicago and offer him an honorarium of perhaps \$250 for one or two lectures. I realize that this is a very slight opportunity, but as a matter of fact we are doing nothing in his field at the present time, so that no funds have been set aside for work of this kind; but I think it not improbable that I can 'wangle' it in some way or other. If this seems to be worth while let me know and at the same time give me some idea as to when it would be most convenient for him to come to Princeton.

"I am glad that you did not hesitate to write me. I hope that you will feel free to do so at any time."

File II-12

BOARD OF TRUSTEES

Corporation

FRANKFURTER, FELIX

Biographical

FLEXNER, A.

MITRANY, DAVID

Flexner to Mitrany, October 22, 1935. (Booth in 20 Museum Sr)

During their controversy over Mitrany's work for the Institute, and the question of whether or not he should come to this country, Frankfurter is dropped from the Board of Trustees by a failure of the committee to renominate him. Mitrany brings this up to Flexner, and Flexner replies in this letter.

He says that the fact that Felix is no longer a member of the Board of Trustees, should have no bearing whatever on his and Mitrany's controversy over Mitrany's activities as a professor in the School of Economics and Politics. Flexner tells Mitrany that Frankfurter's views differed on some important matters from those of a majority of the Board

but said that this, itself, was not a reason why he was not ~~XXXXXXXX~~ asked, since the Board was not always in total agreement.

"You will naturally then ask why he was omitted. It was purely and entirely a question of his conduct. He did things in violation of the confidential nature of his position. On hearing of one of them, I wrote him a hasty and angry letter, for which I asked President Aydelotte to apologize. I should not have written it."

He then says that he kept away from the meeting of the Committee on Nominations, and he also asked Aydelotte not to tell him what transpired between Frankfurter and himself on a trip which Aydelotte made to Cambridge at the request of the committee. The committee's report omitting Frankfurter's name was unanimous. The matter was discussed freely and fully without feeling by the Board. Flexner says he did not contribute to the discussion.

(But he wrote Aydelotte keeping the name out--)

"You will see therefore that no question of freedom of opinion is or was involved at any stage. The decision was taken first by the Committee and then by the Board solely on the question as to how members of the Board must comport themselves outside Board meetings, if the high level which we have succeeded in establishing is to be maintained."

The general with T-F exhausted AF completely. He had to go to Florida in Dec 1934, + to Mediterranean in early May ¹⁹³⁵ returning end of Aug + going to Atlantic

III-23 Mitrany, David - 1935-1939

10/24

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

MITRANY

Biographical

EARLE, E. M.

RIEFLER, W.

Mitrany to Earle at Saranac, New York.

He cautions Earle on wanting to get to work too soon. "Both Riefler and I want your help and advice, and we both mean to visit you at your convenience but we are ourselves a bit at sea as to the work we want to do; and there doesn't seem much to chose between being at sea in Princeton or in Saranac. I also suspect that you are allowing your conscience to worry you because you are not on the job, but you know that Dr. Flexner does not hustle any of us; it might comfort you to know that he offered me to stay on in England for the time being, where my wife is ill, and if I did not make use of his generous offer it was simply because, apart from sentimental comfort, my presence could contribute nothing to the treatment which my wife is undergoing. So I hope you will put everything into the one job of getting your health back, and in the

, meantime not worry about other things...

"you know how hospitable people are here, and so far there has been everyday some dinner or lunch or tea party, which is more than I can usually digest - in more than one sense. But for the sake of the Institute I am being very good and polite, though I should soon break out in a rash if it lasts much longer. Most of it is sheer waste. There are enough people in the Institute and around it to fill one's life and leisure pleasantly and instructively, without running around in wider circles... At present we at the Institute are a bit like a zoo, being shown off to provide a little thrill for the tame Princeton group of faculty ladies. But it won't last long and we shall survive...

"...we have plenty of time to spare, as we have not yet embarked upon any definite work. So I hope you will make use of me - and I am sure that Riefler would make the same offer - for anything we might be able to do in connection with your reading etc."

He makes the most complimentary remarks to Mrs. Earle and her activities and particularly her care in letting him blow off steam at her home.

E, Institute Pre-1942 General Correspondence

BUILDINGS AND GROUNDS

Facilities

FLEXNER, A.

Biographical

VEBIEN, O.

Flexner to Veblen. They have had a conversation on additional land. Flexner lays down his position again:

(1) Every dollar invested in real estate diminishes income, and thus hampers what we can do in respect to men and facilities. It is men and facilities that make institutions of learning, not acreages or frontage. Same is true of building.

(2) Our next moves must be in the very nature of things ~~in~~ in the direction of strengthening the two new schools. I do not wish to do this at the expense of mathematics, and yet unnecessary investment in real estate may threaten it.

(3) You are rightly insistant² on the importance of additional space for the mathematicians, but we are unlikely to invest in additional space for the mathematicians if we are simultaneously confronted with the need of gradual

So likely
Plans contemplated
Sep 5m
94rs

for
expansion ~~of~~ the two new schools and a considerable additional
investment in real estate.

(4) Someday or other, we shall want to consider our
relationship to the Princeton Library which is, again, from
my point of view, more important than additional acres.

"I have absolutely no desire to speak with finality as to
the order in which these various questions shall be met. In
fact, the primary responsibility for decisions must be taken
by the Committee on Buildings and Grounds. Having stated my
own views, I shall carry out loyally any decision arrived at
by the Board."

V File, Flexner, Abraham

10/28
10/29

FOUNDERS

Corporation

BUILDINGS AND GROUNDS

Facilities

MAASS, HERBERT H.

Biographical

VEBLEN, O.

FLEXNER, A.

Flexner to Bamberger, October 28, 1935.

*Peter
Hershel
write?*

He has talked with both Maass and Veblen, and is glad the Institute has acquired a site. It would be prudent to keep the matter quiet. "Though I do not wish to criticise either Mr. Maass or Professor Veblen, I think there is some danger that they will both be too enthusiastic about the acquisition of additional land. My own inclination is to go very slowly..." in the interest of not impairing our ability to obtain men of the highest rank.

FA?

He recounts a conversation which Morgenthau had with him at the Inn yesterday noting that the Institute had taken

Riefler, "the best man we had in Washington."

Bamberger to Flexner, October 29.

"Your letter of October 28 was quite impressive, as it expressed the thought that possibly some of our co-workers in the management of the Institute were inclined to rush along with more haste than wisdom. Mrs. Fuld has repeatedly commented on a policy of acquiring so much land for an institution that proclaimed not size but highest standards. This also has been my feeling.

"After our present commitments are completed, our resources will not permit of further expansion at the present time. So far everything has developed beyond our fondest expectations, thanks to you. Nor have I any misgivings about the future."

*This in view of Com. H. G. G. G.'s intention to ask
for buy more land (See AFFV 10/29/35)*

D, Bamberger, Louis, 1930-1936

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,..."

But action on WWR's needs?

This note shows the indication above that WWS at least decided WWR was useful to IAS. AF writes as one glad to have his judgment vindicated. Not surprised

But note WWS comment on WWR memo 11/16/34 + above. WWS sanctions only part of Riefler's proposals for research. See AF to WWR 11/20/35.

No indication that AF + WWR had not yet talked of possibility of WWS coming to IAS, but that WWS might have been thinking of it?

November

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

PRINCETON UNIVERSITY

Relations WOAI

MOREY, C. R.

Biographical

~~ERWIN~~ PANOFSKY, ERWIN

Plan for present and future development of School of
Humanistic Studies to Flexner by Panofsky and Morey.

Filed in Vertical file under "H" for School of Humanistic Studies.

D, School of Humanistic Studies Correspondence

✓1935

~~1935~~

November

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

RIEFLER, W.

Biographical

Reports, School of Economics and Politics.

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

S IAS Sch. of Econ. & Pol. 1934-9

PRINCETON UNIVERSITY

Relations WOAI

DODDS, HAROLD W.

Biographical

Dodds to Flexner, November 1, 1935.

His Board authorized Dodds to appoint a committee of four to consult from time to time with a similar committee of Flexner's Board. Dodds has appointed the following: Dr. Wilson Farrand, Mr. Raymond B. Fosdick, Mr. Paul Bedford, and Mr. Roland S. Morris.

"I did not include Mr. Hardin because he is a member of both Boards and can appropriately be invited to all conferences."

D File, Dodds, Harold W.

Hale

PRINCETON UNIVERSITY

Relations W. O. A. I.

FOSDICK, RAYMOND

Biography

FLEXNER, A.

Flexner (Princeton) to Fosdick (NYC)

"President Dodds has told me that you have been appointed a member of the joint committee which is to meet from time to time to discuss the inter-relations of the Institute and the University. Needless to say, I am very happy at this choice, and I think you will be very much interested indeed in the way these cooperating institutions are developing.

Poor guy! "I am going to be in New York November 13, 14 and 15. I had a talk with Simon recently regarding which I should like to report to you. If you will see me at any time on any one of these days for ten or fifteen minutes, except Friday luncheon, let me know. I think you will be interested in what passed between Simon and me.

"P.S. This morning I had a letter from George Hale, in which he spoke of the progress made in connection with the 200-inch telescope, and he adds the following: 'My own work is slight in comparison with your own, as you have created an entirely new and greatly

needed type of institution, secured funds for it, and staffed it with men of the highest order. I congratulate you very warmly on the great advances you have made and the powerful influence of your work on universities and other institutions. Such shining examples, reaching aloft because of their unequalled standards of true values, are greatly needed in this modern world, where quantity is so often preferred to quality.' There are very few persons to whom I would dare to show an opinion like this - you are one of them."

1936

11/11
1/25
2/9

EMERGENCY COMMITTEE DISPLACEMENT OF
GERMAN SCHOLARS

Foundations

HERZFELD

Biographical

MOREY

COOK, W. W. S.

Morey urged Flexner to provide for Herzfeld's next 10 years to complete great Islamic archeology and philological work. Emergency Committee Displacement German Scholars joins with I. A. S. and New York University to bring Herzfeld to Princeton--2 year arrangement. New York University to get one course each term, 1 day a week. Flexner cabled 2/13/36. Herzfeld letter 2/9/36. Gratitude. "Helped me in one of the most difficult periods of my life." Flexner asks him ~~if~~ (still is wondering if he will, like Panofsky, give one course at Princeton 1 hr per week.)

/ D, Herzfeld

11/12
2/7

1935
1936

DIRECTOR

Administration

AYDELOTTE, F.

Biographical

FLEXNER, A.

The discussions between Flexner and Aydelotte on the proposal to come later of the appointment of an Associate Director who would succeed Flexner evidently began at some time before November 12, 1935, for on that date, Aydelotte in a letter to Flexner indicated that they had spoken early in the fall of a plan of Aydelotte's coming to Princeton on Sunday, November 17 for a few days to look over correspondence and memoranda connected with the early days of the Institute. He asks if that is convenient for Flexner.

Mrs. Bailey replies since Flexner will be away, the conference had better be postponed until December.

Aydelotte wrote Flexner February 7, 1936, acknowledging the minutes of the last meeting and expressing appreciation of the handling of appointments.

"I thought your own report most impressive, and it seems to me exceedingly valuable to have you record in this way the principles upon which the Institute is based and the aims which should constantly be kept before it. I have myself from time to time looked back over your reports which were made at earlier meetings and have been enormously impressed with the body of principles built up in them year by year." He then asks for minutes missing from his files.

11/18
12/3
12/5

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

EARLE, E. M.

Biographical

RIEFLER

FLEXNER

Earle to Flexner. Liked Riefler. He has seen Riefler who came to Sardonac. Riefler thinks he should put out some Near East material he has. The three are not yet ready for a coordinated approach.

Asks Flexner for assistance in translating and digesting documents etc. and for books. He and Riefler evidently decided that his ultimate field will be international affairs, emphasizing American foreign relations.

Flexner to Earle, December 5. O. K. but be careful of health.

Books and assistants O. K.

D, Earle

SWAP
143

1935
PRINCETON UNIVERSITY
BUILDINGS AND GROUNDS
DODDS, H. W.

Relations WOAI
Facilities
Biographical

Dodds to Flexner, November 19, 1935.

The Buildings and Grounds Committee of Princeton University formally expressed itself through President Dodds, November 19, 1935, as favorable and would be prepared to recommend to the Board of Trustees at the proper time the transfer of the necessary land on the golf club house location, subject to whatever arrangement it is necessary to make with the Springdale Golf Club for an adequate club house elsewhere.

D File, Dodds, Harold W.

11/20

✓ 1935
SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

RIEFLER, WINFIELD W.

Biographical

Memorandum for Professor Riefler from Flexner, November 20, 1935 regarding the School of Economics and Politics.

Filed in Chronological File under 1935, 11/20.

S File, IAS, Economics & Politics, 1934-39

Flapman 2.01
Riefler
7 (1934)
S-8

November 20, 1935

Memorandum for Professor Riefler

I have read your memorandum not once but several times and with increasing respect for its point of view, its definiteness, and its modesty. As far as my knowledge and experience entitle me to an opinion, the problems which you have selected and the methods by means of which you propose to attack them seem to me sound and promising. Perhaps, as you proceed, surprises will emerge, but there is nothing in your program or in our organization which will prevent taking advantage of them. I am sure that the Executive Committee will meet in the near future and authorize such expenditures as you desire for the rest of the year, and our next year's budget can include the larger sum upon which you figure.

I have only one caution to suggest: you have briefly outlined four problems. Is there any likelihood that, as you become involved in the study of four such problems, you may find yourself under pressure? While you are perfectly free to proceed according to your own judgment, I should myself take up one problem at a time and carry it far enough to be certain that I could take up another without getting into a rush. There is no hurry. The work such as you contemplate needs ample time for reflection - almost loafing - as well as for recreation of both physical and cultural kinds. You can always add to what you are doing, but having embarked upon a task it is very difficult to stop, and I want to do everything in my power to protect you against anything like the hurly-burly which must have prevailed in Washington during your recent years there.

A. J.
→

AF:ESB

S IAS Rec - Pd 1934-39

RIEFLER, WINFIELD W.
FLEXNER, A.

Biographical

Flexner to Riefiler, November 20, 1935.

He evidently refers to a memorandum of ^{Oct} November, 1935 ^{from} ~~to~~ Riefiler about ~~the~~ proposed work in economics. "As far as my knowledge and experience entitle me to an opinion, the problems which you have selected and the methods by means of which you propose to attack them ~~seem~~ ^{seem} to me sound and promising. Perhaps, as you proceed, ~~surprises~~ surprises will emerge, but there is nothing in your program or in our organization which will prevent taking advantage of them. I am sure that the Executive Committee will meet in the near future and authorize such expenditures as you desire for the rest of the year, and our next year's budget can include the larger sum upon which you figure."

He suggests that perhaps the four projects enumerated are too many to undertake at one time. There is no need of getting into a rush. There is no hurry. Reflect and think.

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

BUILDINGS AND GROUNDS

Facilities

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

DODDS, H. H.

Biographical

FLEXNER, A.

EISENHART

Flexner to Dodds acknowledging his of November 19, 1935, regarding Princeton Buildings and Grounds Committee, and saying that he will confer with Mr. Houghton on members of the Institute Committee to meet with the Princeton Trustees' Committee.

"Meanwhile I am happy to say that collaboration with the members of the University Departments of Art and Archaeology and of Economics is developing precisely as it has developed in the Department of Mathematics. For your attitude and that of Dean Eisenhart and all your associates I am extremely grateful.

D, Dodds.

1935
FLEXNER, A.

Biographical

EARLE, E. M.

MITRANY,

~~Earle to Flexner~~ Flexner to Earle, December 3, 1935.

He thinks that Mitraný is one-sided: that he does not know American History, of the American people, or their ways of doing things. He is well versed in English history. He thinks that he, therefore, cannot be of the importance that he should in the Institute, unless and until he buckles down and does what Riefler is doing, studies his problem, and understands it well.

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

✓ 1935

12/3

MITRANY, D.

Biographical

FLEXNER, A.

EARLE, E. M.

Flexner to Earle regarding Mitrany. (page 2-3)

Earle papers, (Vertical)

1935-36

✓12/7/35
1/17/36

MISS
GREENE, BELLA DA COSTA (Princeton Morgan Library)

Biography

LOWE, ELIAS E.

Flexner to Greene 12/7/35

"I am going to take you into my confidence in respect to a matter which will be known only to you and to the members of our Executive Committee until an answer is received from Professor Lowe. I have just written him offering him a professorship in the Institute to begin at any time after July 1, 1936, that conforms to his arrangements with the University of Oxford. I owe it to you to say that much of the enthusiasm with which the appointment was voted is due to the prospect of cooperation between the Institute, Dr. Lowe, and yourself."

Flexner to Greene 1/17/36

"I have this morning received a letter from Dr. Lowe accepting with enthusiasm the appointment as professor in the Institute. As the appointment requires ratification by the Board at its meeting on January 27, it is not yet ready for public announcement, but I felt sure that you would be delighted to hear of it. Perhaps you may care to drop him a line telling him that I have let you into the secret and that you share the general satisfaction."

File II-25

PRINCETON UNIVERSITY

Relations W.O.A.I.

Mrs. Esther Bailey to Dr. Aydelotte (Swarthmore):

"Since the last meeting of the Board of Trustees of the Institute the President of Princeton University has written to say that Princeton University has designated the following trustees to be members of a liaison committee on the part of the University:"

- | | |
|------------------------|--|
| Dr. Wilson Farrand | Mr. Roland S. Morris |
| Mr. Raymond B. Fosdick | Mr. Hardin, by invitation of both institutions |
| Mr. Paul Bedford | Mr. Dodds, <u>ex officio</u> |

"I am requested on behalf of the founders of the Institute to ask you to serve as member of a similar committee of the Institute, which is to consist of the following trustees:

- | | |
|---------------------|--|
| Mr. Louis Bamberger | Mr. Stewart |
| Mr. Houghton | Mr. Hardin, by invitation of both institutions |
| Mr. Aydelotte | Mr. Flexner, <u>ex officio</u> " |

Source: A File IAS (home)

Names sent to Dodds by AF 12/10
~~_____~~

3
1935

12/11

Full Time
GENERAL (PURPOSE)

Corporation

DEGREES

Academic Procedures

FLEXNER, A.

Review of P.D.s only a M.D.s or A.S.S's.

VEBLIN, O.

Review of Full-time.

TAUB, A.

GIVENS, W.

Flexner to Veblin, December 11, 1935.

This letter relates to a discussion which Eisenhart, Veblin, and Flexner had on the question of admission to the Institute of other than post-doctoral members. Flexner points to the statement in Bulletin #2, page 1, and in subsequent bulletins to make it clear that this has been the policy of the Institute-- to afford adequate support and time for post-doctorals to pursue their independent work.

P.T.

Apparently the question arose over part-time assistants ^{in part V's} Dr. Taub and Mr. Givens, who were doing some work at Princeton as instructors.

^{and a post one Richard Starr, B.S. from Cornell, mbr.}

Flexner says that each asked whether he would prefer a full-time opportunity at the Institute, or the teaching, chose the Institute and the full-time work in their field. Flexner points out the difficulty of opening the question in all the schools, saying that Mitrany, following the lead of the School of Mathematics has now asked for a part-time assistant who is an instructor in the Department of Politics at the University. Not only does Flexner think it is too difficult for a young man to pursue intensive work in his field and to teach, but he also thinks that it would be very difficult for the University and the Institute to share the compensation of such people.

Ph.D

He suggests that the inflexible rule followed at the Rockefeller Institute of Medicine, that is, only M. D.'s were admitted, and by the Institute up to the present time except for these two exceptions* which he says he does not understand, and, thereby, safeguard and protect the young men who in education as in industry "are the persons who need to have their opportunities and interests safeguarded."

Therefore, averse as he is to the establishment of any firm and inflexible rules and regulations, he believes that the one which restricts membership in the Institute to post-doctorals is one which he must follow for the good of the Institute and for the good of the people

* See S.S.'s Richard Starr B.S.C. 1924 Cornell. Mbr 1935-6

in question.

He offers to Veblen unselfishly ~~the~~ an invitation to bring the matter up at the next meeting of the Board. "You may be sure that they will be discussed on their absolute merits without the slightest danger of any personal feeling, whatever the result."

Mr. J. M. T. action
12/14.

See 12/18/35

Only non PhDs
admitted 1936-7
MFA's + British

Tamb PhD Peter 1935
Asst 1935/6 Tamb mbr 1940-41 1947-8
Givens ASST only 1934/6 -
pk Webera -
pk Tennessee

Givens not yet
a PhD when this
letter was writ.

Bachelors
these were 4555.

Action by Math Soc 12/14/35

asky exceptions for Fellows Ltd, Bach. Sc, Eng.

12/1/36
File IV-20

Jan 10. per. from Board & Minister (But see SITS for violation
of P.D. rule f-t.)

May to SM Fac
 V. reported AF's action on p-d ltr
 + full time notes - as
 new - Fac. asked AF to request
 exceptions on serious consideration
 as desirable, esp. "je ne sais" of
 (Hvd) Soc of Fellows, (published from
 under the title Ph.D. by ^{Hvd} statute) +
 English equiv. (since "Ph.D. is not
 general in England")
 Requires adoption of simple rules
 as simplifying operations, but
 exceptions shd be allowable
 for good cause

 V.N. took these rec's up with
 AF + he agreed, with extreme
 caution on exceptions.
 Rec. improvements at hand - Mrs. S. M. 12/11/35
 in its several parts.

S.M. has planned for
 possible action.

File IA-50

1935
FOSDICK, RAYMOND B.

Biographical

ROCKEFELLER

Foundations

GENERAL EDUCATION BOARD (GENERAL)

Foundations

Flexner

~~Fosdick~~ ^{elect} to Earle. Fosdick appointed President of both
Rockefeller Foundations.

Earle papers

1935

12/14

See the Minutes - V. Submits Fleming's
2 points in conf. w/ Eisenhower + letter 12/14:
i.e. post-doctoral + full time standards, to the
Foc which seems to be in agreement, except
for power to admit makes an exception to
list, such as English pfs w/o Ph D but w/ equi-
valent training, + stud. jr fellows of the Soc-
of Fellows, proscribed from work for Ph.D. +
The second spurious insert - the first agreed to
by AF in Committee w/ UH - no letter

12/14

PRINCETON UNIVERSITY
SCHOOL OF HUMANISTIC STUDIES
CAMPBELL
HERZFELD
LOWE, E. A.

Relations WOAI
Academic Organization
Biographical

Dodds to Flexner, December 14, 1935.

"I have come to a satisfactory understanding with the Classics Department in relation to Messrs. Campbell, Herzfeld and Lowe. At your convenience I should like to have a talk with you regarding the relations of this Department to your program in the humanities."

gmt 11/6/35

"Faithfully yours,"

See Memo Dodds to Pfs Pch

11/27/35

Did this mean that possible offers in Cl. Dept were considered & denied?
Note that Flexner had said 9/15/35 that he was for sale. Heavy. What fit there anyway.
D, Dodds. Hermit an alumnus! But see that Oates said then Cl. Dept

was written to 9/15

12/14
12/16

CARNEGIE INSTITUTE

Foundations

TRUSTEES

Corporation

WEED

Biographical

FLEXNER, A.

Weed to Flexner, December 14, 1935.

Weed informs Flexner he has been elected as a Trustee of the Carnegie Institution of Washington. "I am of course eager to accept but I do not care to do so unless I receive assurances that service on the Carnegie Board will not affect my relationship to the Institute for Advanced Study, in which I am fundamentally interested. I am therefore writing to ask if you, as Director, can give me this assurance."

Weed came nicely to heel when FF's had full - His term expired 1936
Flexner to Weed, December 16, 1935. *Was he queasy about Maximal? Ambitions to succeed AF as someone Maximal 1935.*

"It was extremely courteous of you...I should like you to accept, not particularly on account of the Institute, because of course as a Trustee of the Carnegie Institution you will have to be absolutely impartial, but because you are one of the few scientists who are keen to develop humanistic studies and interests. I hope that our Institute and the Carnegie Institution will cooperate, but quite aside from that the

scientific interest in humanistic studies can exercise a most wholesome influence. In any event, there is no conflict between positions on the two Boards."

*A queer question coming from Weed?
After consulting with FF?*

He is a bit out of his mind... some more stupid?
Out of his mind?

12/17

PRINCETON UNIVERSITY

Relations WOAI

WILBER, DONALD N.

Biographical

Flexner to Wilber.

Appropriation of \$1200 for next six months effective December 1, 1935. (Topography at Antioch. Also had spent time in Iran on architecture). Appointed at \$1800 each year until end academic year 1939. (Flexner to Wilber, February 18, 1939, D, Wilber).

D, Wilber

1935

12/18

GENERAL (PURPOSE)

Corporation

DEGREES

Academic Procedures

FLEXNER, A.

Biographical

VEBLEN, O.

TAUB, A.

GIVENS, W.

RIDENOUR

BLEICK, W.

PRINCETON UNIVERSITY

Relations WOI

Flexner to Veblen.

(B.S. 1932 ch.)

Professor Smythe talked to him about Ridenour, whom the University wishes to give a full-time post as instructor. I said I didn't object

and thought that you wouldn't either. He asked me whether if Ridenour did not get a post as instructor he could return to the Institute on a grant. "I replied that I took no part whatsoever in the awarding of grants, but simply approved such recommendations as came to me from the mathematical group. I suggested that he get in touch with you.

"I have been thinking over the matter of the Ph.D. requirement. Inasmuch as the English universities give this degree so rarely, and a man like Price ~~at~~ whom ~~Paul~~ Pauli and others speak in the highest terms is sent to us, I suspect we will have to make an occasional exception, but after all, I do not think that the principle is really invalidated when an exception is made in favor of a person who would in America would undoubtedly have had his Ph.D. degree."

*The fac. Mtg. was dependant admission of British math
w/o doctorate.*

FILE IV-20

FINANCE COMMITTEE

Finance

INVESTMENTS

CONNORS, MYLES F.

Biographical

HARDIN, JOHN R.

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

After Mr. Hardin had left the Finance Committee meeting, Mr. Bamberger 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).

be an undesirable situation, Fine Hall being crowded as it now is.

"The promises which I made to Mr. Bamberger, Mrs. Fuld in respect to full time were not arbitrary."

In order that he may not have to overrule one of the other Institute groups, he says, "If we can have a distinct understanding on these two points; namely, that in the absence of such considerations as operate in the cases of Pryce, *no one would be admitted without the Ph.D. degree, and next that cooperation with the University must take place only at the level of research, and never at the level of mere teaching by routine assistants, the autonomy of each group will be as nearly complete as it can be made. Groups will, of course, still have to live within their budgets, and it will always have to be the business of the Director to weigh the conflicting needs and demands for funds, and to apportion income between groups as judiciously as with their advice he possibly can."

He then goes on to say, "I don't think it's all surprising that these principles which were explicitly undertaken are only now coming to be realized. "I am certain that if I had been present at the meeting of the mathematical group when my letter of December 11 was discussed,

* DA Cambridge Eng.

it would not have been necessary for Professor von Neumann to take the trouble of drawing up a minute or of submitting it to me. On the other hand, I have no love for committee meetings, and I do not care to participate in them unless we can save time and reach wiser decisions by means of them.

"In the next bulletin I shall try to make the thing clearer than it has been made in previous bulletins." He says that he would call attention to the most candid statement that he will make. "Of course I need not assure ~~you~~ that there is nothing personal in this somewhat argumentative letter. It is long ^{because} that I am clearing my own mind as well as trying to clear the minds of other persons.

✓1935

12/27

GENERAL (PURPOSE)

Corporation

DEGREES

Academic Procedures

FLEXNER, A.

Biographical

VEBLER, O.

TAUB, A.

GIVENS, W.

RIDENOUR

BLEICK, W.

HIRSCHFELDER, DR. J. L.

PRINCETON UNIVERSITY

Relations WOAI

Veblen to Flexner.

"I appreciate your remarks about the part-time arrangement, and although my experience does not agree with that which you cite, I hope that you will find me accepting the decision in the same loyal spirit in which it is taken. Indeed, I did not suggest the meeting of the mathematical group at which your letter of December 11 was discussed, but merely circulated your letter for the information of my colleagues."