

INSTITUTE HISTORY

WARREN, ROBERT

Institute History

Biographical

Quote from ~~Hazzak~~ 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

~~AKK~~ 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)

1934-1944
SALARIES

Academic Personnel

BENEFITS

PROFESSORS

Memorandum for Mr. Maass containing copies of certain letters bearing on salaries and retirement problems.

~~Filed in Vertical File under "s" for Salaries~~

Filed in Vertical File under "s" for Salaries.

(file # 56)
A, 10/18/56, Home, Material for Trustees Committee on Inst. Policy

VINER J.

Biographical

KEYNES

Von Neumann said (Interview December 27, 1955) that he had heard from Veblen and others that Flexner originally wanted Keynes as economist. Von Neumann thought that Viner would be the best appointment.

Interview with von Neumann, December 27, 1955

✓ 1934-36
PANOFSKY, ERWIN

Biographical

FLEXNER, A.

Beginning with Panofsky's visit to Princeton and hope
to come to IAS, March 29, 1934 to December 1, 1936 correspondence
between Flexner and Panofsky. Letter of appointment absent.

A, 10/18/56, Home IAS Panofsky file section

EMIGRES

Academic Personnel

EINSTEIN, A.

Biographical

Flexner and Mr. Phillips of the State Department and Mr. John Farr Simmons at Washington, arranged for the Einsteins, his secretary, and ~~their~~ daughter to make a trip to Bermuda with a view to applying there for immigration visas in order to effect their permanent entry into the United States. Correspondence with Simmons began December 22, 1934, the trip was finally consummated in ~~1936~~ May of 1935. Biographical data on Margo

D, U. S. State Department Correspondence, 1947

SCHOOL OF MATHEMATICS

Academic Organization

MEMBERS

Academic Personnel

GENERAL

Publications

For references found in Science on announcements from the School of Mathematics on memberships and stipends see Chronological File under 1934-55.

Science

~~More~~ References found in Science on announcements from the School of Mathematics on Memberships and Stipends.

December 14, 1934 (Vol. 80, p. 557) "The School of Mathematics of the Institute for Advanced Study, Princeton, N. J., each year allocates a small number of grants-in-aid to young mathematicians and mathematical physicists 'for the purpose of enabling them to broaden their scientific outlook and to work on their research programs at Princeton in contact with the members of the institute and university faculties.' Only such candidates will be considered as have already given evidence of ability in independent research comparable at least with that expected for the degree of doctor of philosophy. Applications for the academic year 1935-36 should be filed before February 1, 1935. Blanks for this purpose may be obtained from the School of Mathematics, The Institute for Advanced Study, Fine Hall, Princeton, N. J."

Nov. 15, 1935 (Vol. 82, p. 460) Same as Dec. 14, 1934.

November 13, 1936 (Vol. 84, p. 436) Same as Dec. 14, 1934.

November 19, 1937 (Vol. 86, p. 466) Same as Dec. 14, 1934.

November 18, 1938 (Vol. 88 p. 473) Same as Dec. 14, 1934.

Oct. 26, 1945, (Vol. 102, p. 422) "The School of Mathematics of the Institute for Advanced Study will allocate a small number of stipends to gifted young mathematicians and mathematical physicists to enable them to study and to do research work at Princeton during the academic year 1946-1947. Candidates must have given evidence of ability in research comparable at least with that expected for the degree of doctor of philosophy. Blanks for application may be obtained from the School of Mathematics, Institute for Advanced Study, Princeton, N. J., and are returnable by February 1, 1946."

Nov. 15, 1946 (Vo. 104, p. 467) Same as Oct. 26, 1945.

revised
November 4, 1955 (p. 870-871, Vol. 122) "The School of Mathematics of the Institute for Advanced Study will allocate a small number of grants-in-aid to gifted young mathematicians and mathematical physicists to enable them to study and to conduct research at Princeton during the academic year 1956-57. Candidates must show evidence of ability in research comparable at least with that expected for the degree of doctor of philosophy. Blanks for application may be obtained from the School of Mathematics, Institute for Advanced Study, Princeton, N.J., and are returnable by 1 Jan. 1956."

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

MITRANY

Biographical

GINSBERG

Ginsberg was head of *Sociology* Dept. at London School of Economics, where he succeeded Hobhouse. He was, in Mitrany's judgment, "invaluable," in his quality and learning, to preliminary investigation into the field of the School of Economics and Politics. Philosophical mind, knows a great deal of psychology; method, developed in work with Hobhouse, scientific in nature. Mitrany started working on invitation to Ginsberg for his sabbatical year before summer 1934, when Flexner, Mitrany and Ginsberg lunched together.

1934

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

MITRANY

Biographical

EARLE. E. M.

FLEXNER, A.

Report on study of politics (Mitrany's ~~2~~)

Ex cell int.

(Sent by Flexner to Earle?)

Report is filed in the Chronological File under 1934.

Earle papers (Vertical)

Private

MEMORANDUM ON A STUDY IN POLITICS

I. Politics is the most venerable and inclusive of all the social sciences, but in method it has remained the most backward of them. The other social sciences have branched off from politics, as traditionally conceived, and on doing so each one has had to create a method of its own - as in this field, method is hardly separable from doctrine and purpose. Economics, especially, through the intense work and interest devoted to it during the past hundred years, has been able to develop methods which embolden its practitioners to aspire to the achievements of a pure science.

Politics, however, as studied and taught still, has remained in the main an accumulation of doctrines - interesting but mostly irrelevant. Higher teaching in the Universities still is based on a scholastic exposition of that miscellany of old doctrines; and in so far as new doctrines are put forward, they work for the most with the norms of the old.

The only change in recent years has been an attempt to develop a positive method, through the quantitative analysis of certain isolated factors and situations (pressure groups, voting frequency, measurements of public opinion, and so on). The instrument has been elementary, and the method hardly related or relatable to any systematic general theory. One should mention also the attempts at a psychological approach, in which Graham Wallas has been a pioneer. Though empirical, the studies in that group have been stimulating; but as a general method this approach must wait on the development of the psychological instrument with which it works.

Politics, therefore, though the cardinal social science, is still in search of a scientific method. That protracted adolescence goes a long way to explain the ease with which so many esoteric doctrines have been propagated

in recent years; even the most self-willed dictators, it seems, having felt the need to legitimize their rule by wedding it to a formal doctrine. These are ephemeral phenomena. More significant is the hold which the materialistic doctrine, in its Marxian setting, has acquired of late; so much so that it now dominates the minds of those who oppose it as much as the minds of those who support it.

There are a number of momentary reasons for that. But the main reason is that the materialistic doctrine, as elaborated by Marx, is at present the only one providing certain universal concepts which can be used in combination with a factual analysis satisfying modern ways of study - the only one, that is, which can lay some claim to a scientific status. That reputation and influence is the more significant because the Marxian framing of the materialistic doctrine has really vitiated the scientific claims of the method in two respects. It has decreed in advance that the economic factor is the determining element in political life and change, and in that degree has prejudiced both the working of the method and its results. It has, secondly, introduced the notion of the class struggle as the spring of all social action, thus injecting into its whole system a teleological element which must elude any attempt at positive analysis.

II. Is it possible to find a fresh approach to Politics which should lift this ancient discipline out of this scholastic stagnation: - an approach which should have a solid ^{theoretical framework,} ~~substantive basis~~, so as to permit a statement of theory in sufficiently universal terms; which should be capable of applying the tests of positive analysis to the history of government, as well as to the facts and problems of government; and whose results shall not depend for their significance on dogmatic apriorisms like 'class struggle' and 'democracy', 'individual liberty' and 'national sovereignty'?

Having gone over the field again during the past two years with this question in mind, with excursions in one or two specific directions as a test, I am inclined to believe that such a fresh approach is possible; and various scholars with whom I have discussed my tentative hypothesis have encouraged me in that belief.

The argument which leads up to that working hypothesis can be stated briefly.

Government, as an institution and as an act, has never been an end in itself. Men did not gather in communities in order to set up certain political institutions; they gathered for certain social ends, for the better performance of certain common functions, and institutions were set up to facilitate that performance. Government has been a framework destined to enable the social life of a community to unfold itself peacefully and progressively (just as the buildings which so dominate our landscape are but protection for the real life which goes on within them).

Social life has ever been in a state of flux, in its needs and in its means. To perform their function adequately, forms and rules of government have continually had to adapt themselves to that evolution; and every political doctrine, though argued in universal terms, has really been concerned with some such specific problem of change, either approving it or opposing it. Marxian theory says that all that is the expression and result of a continuous class struggle. But if the influence of princes grew in times of political crisis, that of the soldiers in time of war, and that of the bankers and traders when economic action was pressing - was it because their class was momentarily in the ascendant or because their function was then predominant? If rulers interfered at times less and at times more with social

activities, was it because of changing political fortunes or changing theoretical fashions; or was it because social conditions and problems called in a varying degree for common action and control? It seems possible to hold that the active element in the history of political institutions has been not their form but their function.

The methodological problem suggested by that premise is to find the correlation between the forms of government and the functions of government. If such a correlation, sufficiently general and substantial, can be discovered, we should at last have an inductive method capable of building up a systematic body of political knowledge, and from this in turn find the means to formulate a body of political 'laws'.

III. Not the least merit of such a functional approach, in so far as the hypothesis works true, is that it would not be bound in advance by either doctrinal or territorial limitations. By its very nature it would pass over the wholly dogmatic division between municipal and international political theory. The now much-discussed problem of Security might serve as an illustration.

A study of it on these lines, following up its evolution through history, would probably show a continuous functional correlation between the nature of the social group and the means used to protect it: - from the self-contained city life protected by city walls the function of security gradually moved to the self-contained national life protected by national military establishments. But then an unnatural break between means and ends happened. At a certain period in history social life overflowed beyond the limits of the national territory, but 'security' did not follow suit; it remained bound to

national means and to a national scale. At the same time, and no doubt for the same reasons, its whole sense changed. It came to be looked upon no longer as a political function but as a political prerogative; and the State, from having been an instrument of security, to protect social life, became the chief object of security, to which for that purpose all social life had to be subordinated.

A functional study of Security would reveal when and how the break happened. The method thus seems capable of taking naturally in its stride, without special deviation, both the physiology and the pathology of political institutions, so to speak; and it will be seen from the above reference to the State how through positive analysis the method leads up, directly and rationally, to the theoretical position.

The summary example used above indicates the lines to be followed in the preliminary studies. It is neither necessary nor desirable to attack the whole field from the outset. The method makes it possible to select certain 'functions' and to study them separately; and these first sectional studies will provide the means both to develop the method and to test it. That should be a sufficient task for the current academic year and the next - a task which because of its experimental nature must be kept in limited hands. If by the end of that period the method has proved itself, and in the process has become sufficiently perfected for more general use, then it would be timely to widen its application to the field with the cooperation of a group of workers.

The analytical work involved will of necessity be considerable. The sectional studies must rest upon a thorough historical analysis; and while they will have to rely in that upon existing material, most of the material will have to be re-grouped and recast for the purpose of this approach. At the

same time, the workers will have to watch continuously for any new fact or view which may throw fresh light on the relations between social life and government, in a particular function or in a particular period. The characteristic aim of the method is to reconstruct the meaning of institutions of government -- not descriptively, from texts and forms, but functionally: as the active nervous system of all political community, affecting and being affected by every aspect of social life.

D. M.

LEFSCHETZ, S.

Biographical

See partial report of Lefschetz's report on status of mathematical science in U.S.S.R. in 1934. He attended a conference as representative of IAS (Minutes 1/14/35). He was accompanied by von Neumann and Alexander (Minutes 10/13/35, p. 2).

Vol. 2, No. 1

THE COLLEGE OF THE CITY OF NEW YORK
Convent Avenue at 139th Street, NYC

Relations W.O.A.I.

Flexner to President Frederick B. Robinson (College City of NY) noting the "loss of your professor/^{of} mathematics". Flexner then delicately suggests that it is time for all institutions ~~having~~ a department of mathematics to see that their faculty is in touch with modern mathematics and is at the forefront of the new drive for teaching in accord with the most recent advances in mathematical sciences. "It is an open secret that New York University has invited a very distinguished German mathematician, Professor Courant, formerly a professor of mathematics at Göttingen and now visiting professor at Cambridge University, to come to New York University for a two-year period. There is a general movement in this direction to bring mathematics up to the level which it has reached in the most important centers in Europe."

Robinson to Flexner, Feb. 1, 1934, thanks him for his note with its friendly nudge. "However, we had prided ourselves at The City College upon the strength of our Mathematics Department and upon the fact that we were bringing up a crop of young men who represent the most recent advances in mathematical science...Of course I may be mistaken, but I had the feeling that we had about as well equipped a mathematics department as any institution in the United States which deals with undergraduate instruction in pure mathematics and with the professional applications of mathematics in the fields of technology and business

He gives Flexner the outlines for the present organization of his Department of Mathematics but thanks him again for his implied friendly criticism "which makes me want to redouble our efforts." and asks him for suggestions of strong men whom they could add to the Department.

Flexner subsequently, Feb. 2, 6, and 19 invites Robinson to Princeton to confer with the mathematicians at Fine Hall and then places Robinson and Eisenhart in communication with the result that ~~Robinson sends~~ Eisenhart invites Professor Reynolds and Professor Gill to come to Princeton at the expense of the Institute in order to have luncheon and look over Fine Hall.

~~1934~~
SALARIES

Academic Personnel

POLICIES

Administration

PRINCETON ALUMNI WEEKLY

Publications

Article on I. A. S.--no criticism for high salaries
and academic freedom. Highly laudatory.

D, Institute Organization

1/19
2/21

✓ 1934
SCHOOL OF HUMANISTIC STUDIES

Academic Organization

FLEXNER, A.

Biographical

FRANKFURTER, F.

LOWE, ELIAS

MOSKOWITZ, H.

Moskowitz commends Lowe to Frankfurter.

AT 1/21 thru FF to *palmer* at 9/13

Vertical File, Frankfurter-1

✓1934

1/29

GENERAL

Administration

~~XXXXXX~~

FLEXNER, A.

Biographical

Dr. Flexner reported in part:

"In order that the members of the two groups might mingle freely and thus profit from the interchange of ideas, my wife and I have taken several steps. On one occasion we brought all the workers together, and they spent an entire afternoon getting acquainted with one another and forming agreeable, social contacts. In the second case, we brought the professors of the two institutions together in the evening, and on a third occasion we brought together the professors of the Institute and the members of the Board of Trustees. Unfortunately, it was not possible for all the members of the Board of Trustees to be present, but I am hoping that perhaps during the spring something can be arranged in New York, for it seems to be easier for the professors to come from Princeton than for the Trustees to go there. In addition, my wife and I have each Sunday afternoon received at an informal tea workers in the fields of mathematics and physics in the two institutions. Thus social contacts have undoubtedly done much to break through the ice and to bring these men, young and old, together on a basis of intellectual and scientific equality."

Vol. I, No. 16, Minutes 1/29/34, pp. 8-9

✓1934

GENERAL

Relations WOAI

GENERAL

Publications

Dr. Flexner reported in part:

"I may add still another incident which shows how quickly the new School of Mathematics has received international recognition. With the downfall of the great university centers in Germany it became necessary in Europe to establish a new international journal of mathematics. This task was undertaken by a group of Dutch mathematicians. On the Board of Editors there are five Americans: of them, two, Eisenhart and Lefschetz, are professors in Princeton University; two, Veblen and von Neumann, professors in the School of Mathematics of the Institute; one, now at Yale, was at Princeton last year. Thus four of the five American representatives on this international Board are now at Princeton, and the fifth left Princeton last year to go to Yale."

Hille.

Vol. I, No. 16, Minutes 1/29/34, p. 8

✓1934

1/29

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

DEGREES

Academic Procedure

NOMINATIONS

Administration

Minutes, p. 12:

"After discussion regarding possible developments in the field of economics and politics, it was, on motion,

"RESOLVED, That the Director be and hereby is authorized in his discretion to present at the April (1934) meeting of the Board of Trustees a nomination in the School of Economics and Politics with the terms and conditions necessary to secure the ablest available scholar in that field."

"The Chairman announced the appointment of the Committee on Nominations to report at the annual meeting as follows:

Mr. Samuel D. Leidesdorf, Chairman
Mr. Percy S. Straus
Mr. Walter W. Stewart
Honorary Trustees
Chairman
Vice-Chairman"

"On motion it was

"RESOLVED, That Mr. Hardin be and hereby is instructed to obtain permission from the Board of Education of the State of New Jersey in order that the Institute may, if it desires, be in a position to grant degrees."

✓1934

1/29

PROFESSORS (VISITING)

Academic Personnel

GRANTS-IN-AID

WEYL, HERMANN

Biographical

DIRAC, P.A.M.

Minutes, p. 11:

"RESOLVED, That a sum not to exceed Four thousand five hundred Dollars (\$4,500.00) be and hereby is appropriated in order to reimburse Professor Hermann Weyl for such expenses as he incurred in moving from Germany to the United States."

"RESOLVED, That Professor P.A.M. Dirac of the University of Cambridge, be invited to the Institute for Advanced Study as visiting professor for the year 1934-1935 at a salary of Ten thousand Dollars (\$10,000.00)."

"RESOLVED, That a fund up to the sum of Twenty thousand Dollars (\$20,000.00) be and hereby is available for grants-in-aid, this amount to be included in the budget for 1934-1935."

~~XXXXXXXXXXXXXXXXXXXX~~

"RESOLVED, That a fund up to One thousand Dollars (\$1,000.00) be and hereby is available for paying the expenses and honoraria of visiting professors or lecturers to the Institute, this amount to be included in the 1934-1935 budget."

"RESOLVED, That the sum of Ten thousand Dollars (\$10,000.00) be included, if necessary, in the budget for 1934-1935 so as to enable the Institute to develop in the direction of theoretical or mathematical physics." *This was for Schrödinger!*

*See pp 6-7 use money for buying up 2 the plug to GAS?
To them yr funds —*

✓1934

1/29

MATHEMATICAL PHYSICS

Academic Activities

DIRAC, P.A.M.

Biographical

Dr. Flexner reported in part:

".... If, as I hope, the Board will make an appropriation which will enable us to bring Professor Dirac, the English Nobel Prizeman in mathematical physics, to the Institute for a year, it is important that there should be in the group next year at least two young Americans, who have won some distinction in the same field, for sooner or later we shall have to develop in this direction. Experimental physics is not only expensive but is a subject which we need not touch, since it is highly cultivated in many American universities and in some certain industries, but theoretical or mathematical physics, upon which experimental physics rests, is relatively undeveloped in this country. We have therefore an opportunity to make a very important contribution at a relatively small outlay. I shall suggest an appropriation not to exceed \$10,000, of which we may not have to spend more than \$5,000 in order to bring to the Institute for a single year the two most promising Americans in this field. Working with Professor Einstein and Professor Dirac, they would have an opportunity to show whether they can meet the standard which has already been set by the previous appointments in the field of pure mathematics. If so, we can, whenever we are ready, make this necessary extension at a minimum outlay."

Vol. I, No. 16, Minutes 1/29/34, pp. 6-7

✓1934

~~STAFF~~ *Grants-in-aid* .

Academic Personnel

FELLOWSHIPS

ROCKEFELLER FOUNDATION

Foundations

NATIONAL RESEARCH COUNCIL

PRINCETON UNIVERSITY

Relations WOAI

GRANTS-IN-AID

Finance

Minutes, pp. 2-3:

Director's report on racial origins and religion of staff and "workers" (Fellows).

".... The body of workers, now totalling 21 in number, is similarly constituted. There is a Russian, who has not, however, as yet arrived in Princeton but is expected shortly, an Austrian, a German, an Englishman, who holds a post in Scotland, a Dutchman, and the rest are Americans of diverse origin. They come from every section of the country and represent a great variety of racial and religious origins....."

Minutes, p. 4:

Social relations at Fine Hall, i.e., afternoon tea, seminars. Foundations supporting some of the students.

Minutes, p. 5:

Grants-in-aid for visiting professors requested.

✓1934

1/29

GRANTS

Finance

JOHNS HOPKINS UNIVERSITY

Relations WOAI

Dr. Flexner reported in part:

"Under existing financial conditions it is necessary to continue the grants-in-aid by which we have been enabled to cooperate with universities which have done all in their power when they have granted leave of absence on half pay to some of their best men. This particular type of aid will of course shrink when the general financial situation has improved. By way of example, I can say that during the present year we are making a grant-in-aid to an associate professor in the Johns Hopkins University. So great has been his enthusiasm and so marked the benefit which he has derived that the Johns Hopkins University has already intimated to us that next year they propose to send another associate professor on full pay, thus relieving the Institute of any expense whatsoever after a single year's experience."

Vol. I, No. 16, Minutes 1/29/34, p. 7

✓1934

1/29

FLEXNER, A.

Biographical

Dr. Flexner reported in part:

"In conclusion, let me say that I have a feeling as if the mist had risen, that what we saw more or less dimly as a vision when the Institute was first conceived is beginning to stand out clearly defined in the sunlight as a feasible and, if we are careful, a notable addition to the weapons which the human race must use in its war on ignorance intolerance, and fanaticism."

Vol. I, No. 16, Minutes 1/29/34, p. 9

INVESTMENTS

Finance

REPORT

Minutes, pp. 10-11:

"RESOLVED, That authority be and hereby is given to the Finance Committee to withdraw from the Guaranty Company all mortgages guaranteed by the Fidelity Union Title and Mortgage Guaranty Company, and to surrender on behalf of the Institute all contracts of guaranty; and that authority be given also, after such withdrawal and release, to reduce the rate of interest on any mortgage, if deemed by the Finance Committee to be in the interest of the Institute."

"The Treasurer reported that the income of the first six months of our fiscal year, that is, from July 1 to December 31, 1933, was \$123,645, while the expenses during the same period amounted to \$53,104; that the income for the balance of the academic year, to June 30, 1934, would be approximately the same, but that expenditures would approximate \$70,000 because the salaries of many members of the faculty had not begun until the autumn of 1933. In other words, the Institute would probably spend approximately 60% of the income for the next six months of the year. The Treasurer stated that the cash in bank and market value of securities as of December 31, 1933, was in excess of \$4,500,000. On motion, the report of the Treasurer was accepted."

Vol. I, No. 16, Minutes 1/29/34, pp. 10-11

✓1934
INVESTMENTS

Finance

TRUSTEES

Corporation

HARDIN, JOHN R.

Biographical

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

D, Hardin, John R.

GENERAL

Educational Institutions

Director's Report:

With the 5 staff members in IAS "Princeton has become perhaps the most prominent mathematical center in the world".

Vol. 1, No. 16, P. 2 Minutes of Board of Trustees - 1/29/34

February - March

SCHOOL OF MATHEMATICS

Academic Organization

PRINCETON UNIVERSITY

Relations WOAI

MEMBERS

Academic Personnel

CAMPBELL, SUPT. HAROLD G.
(N. Y. Bd. Education)

Biographical

Correspondence between Flexner and Campbell on placing
graduate students and members of I. A. S. in New York schools
for mathematics.

✓ 1934

2/15

FLEXNER, A.

Biographical

EINSTEIN, A.

Flexner to Governor A. Harry Moore (Trenton):

"I have your very kind favor of February 12. I have been asked to allow the use of my name in so many connections since coming to Princeton that I have had to take the position that I would under no circumstances be a member of any committee at all. If I make an exception in favor of Professor Einstein, I shall find myself overwhelmed with similar requests and with a precedent which will greatly embarrass me. I hope therefore that you will excuse me and that you will understand my appreciation of your kindness and my tremendous admiration for Professor Einstein."

File III-19

EINSTEIN, ALBERT
FLEXNER, ABRAHAM
MAASS, HERBERT
WEYL, HERMANN

Biographical

Flexner to Maass:

"Einstein has had the grippe, and I have kept him indoors by main force. His wife told me over the telephone that he was feeling quite well today. You will be interested to know that he is so happy that he has cancelled his Oxford and Spanish appointments and is now endeavoring to do the same with his appointment at the College de France. He wishes, however, no public mention made of these facts. The truth is that he is happy and tranquil here, that more and more he is associating with others at the Institute, students and professors, and I have the feeling that he begins to realize that I was right when I ventured last summer to suggest that he should concentrate on the Institute. His wife spoke to me the other evening of his not going to Europe at all, spending the summer here in America and buying a house next winter in Princeton. Of course, I did not crow but said in the calmest way, 'That would be very nice.' All this ought to be confidential, for people like Einstein don't like to feel any pressure, even the pressure of approval.

"You have doubtless heard from Mr. Harris that the Equitable Life refused Professor

Weyl's application for insurance. I have discussed the matter with Dr. Alfred Cohn, who persists in his opinion that there is nothing really wrong with Weyl and that the rejection is only in consequence of certain rules, from which the companies know too little to depart. Mr. Harris is now trying the New York Life, and I have taken the matter up with the Teachers Insurance and Annuity Association of America. By the time you return we shall have all the information, and I have the feeling that at that time we should have a meeting of the Executive Committee and in one way or another give Professor Weyl and his wife the assurance which we have given Professor Einstein and Professor Veblen. Certainly no one could have thrown himself more actively in the work of the Institute than Weyl has done. He is extremely active and very happy, as are also his wife and children."

Source: IAS Trustees - Maass, Herbert H.

✓ 1934
SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

FRANKFURTER, FELIX

Biographical

FLEXNER, A.

VINER, J.

Flexner's handwritten footnote on letter to Frankfurter:
P. S. Of course, Viner is also a possibility.

Frankfurter papers

DEGREES

Academic Procedures

SCHOOL OF MATHEMATICS

Academic Organization

PROFESSORS

Academic Personnel

MEMBERS

HARDIN, JOHN R.

Biographical

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

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

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

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

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

JRH Correspondence from January, 1934 to December, 1936

March

GEST ORIENTAL LIBRARY

Facilities

SWANN, NANCY LEE

Biographical

Dr. Swann's description of Gest Oriental Library.
Reprint on Translation of sections of it.

Gest Oriental Library--Vault file, Miscellaneous Material

FOUNDERS

Corporation

EINSTEIN, A.

Biographical

FLEXNER, A.

FULD, MRS. FELIX

Flexner to Mrs. Fuld, March 6, 1934. (Mrs. Fuld in Arizona).

The Veblens and the Knebelmans of the Princeton faculty gave a party to the mathematics group--cold night but everybody turned out. "As previously, Einstein was the unconscious lion of the evening. He spoke with everybody and in the sweetest possible way. He is working very hard, going to Fine Hall seven days in the week; but, on the other hand, he continues to accept useless engagements which require him to leave Princeton, going to Philadelphia for a dinner and returning at 1 o'clock in the morning. Curiously, these interruptions do not affect either his health or his work. He apparently...does these things almost mechanically. The other day President and Mrs. Dodds and Mrs. Flexner and I had lunch with him, and we had a real German feed of sauerkraut, liver sausage, and such. I trembled

Corp.
Brog.

3/6

p.2/2

Emstein, A.

Fleynor, A.

Fuld, Mrs. Felix

for Mrs. Dodds, but she survived the ordeal, as did also the
rest of us.

D, Fuld, Mrs. Felix

SCHOOL OF MATHEMATICS

Academic Organization

SCHOOL OF ECONOMICS AND POLITICS

FLEXNER, A.

Biographical

SCHROEDINGER

Report on School of Economics and Politics.

Report that members of Faculty had been making inquiries in field of mathematical physics, which "has already been opened by Professor Einstein and Professor von Neumann." No nomination to submit (Schroedinger matter related?) Dirac coming as visiting professor.

In April, 1934, Minutes, pp. 2-3. Director reports on Schroedinger as great mathematical physicist who resigned from University of Berlin when Hitler assumed power, accepted immediately a professorship offered by Oxford, subject to a term as visiting professor previously arranged with Princeton University. Worked with Einstein while here. See correspondence with

Eisenhart indicating that Princeton offered him a professorship ~~which~~ which he refused, apparently looking toward I. A. S. The March Minutes indicate this is what happened. ?

Executive Committee Minutes

BENEFITS

Academic Personnel

WEYL, MRS.

Biographical

MAass and Leidesdorf appointed a special committee to
investigate pension for Mrs. Weyl.

Executive Committee Minutes

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

STRAUS, PERCY S.

Biographical

FLEXNER, A.

Straus asks Flexner whether in view of the failure of the economists to help in the period from '29 on, it might be well to seek impersonality in an appointment in the form of a young man of purely scientific training, without any previous economic interests, and start him from scratch as an economist, in the hope that the previous training will prevent him from falling into any of the ruts of previous economic thinking.

Flexner to Straus, March 14, 1934.

"There is something to be said in behalf of a historian who is familiar with the economic and historical developments from the beginning of the Industrial Revolution...It may also turn out that we shall find within the field of mathematics

someone who has an interest in historic and economic life. Finally, it might not be without advantage to include within this group a really able young economist, who has not yet gone on record..."

D File, Straus, Percy S.

✓ VINER, JACOB

Biographical

FLEXNER, A.

FRANKFURTER, F.

Flexner to Frankfurter.

We cannot "get far" with economists who are too much on record. "I am afraid Viner's relationship with Morganstern^{Thaw} and the need of cooperating in doing polite things may hurt him, although there is always the possibility it may simply enrich him."

Felix Frankfurter's papers.

STRAUS, JESSE ISADORE (American Ambassador to France)

Biographical

EINSTEIN, A.

March 15, 1934

Straus to Flexner/writes in confusion about a request Mr.s Albert Einstein has made of him to secure advice to Dr. Einstein from the Minister of Education in Paris that it would be unsafe for him to fulfill a lecture engagement in Paris in April. Mrs. Einstein stated she feared for his safety should he come but he would not on his own initiative cancel his obligation to come to Paris. The Ambassador asks Flexner's aid.

Flexner to Straus, March 27, 1934, He recounts the confusion as reported in the New York Times (see account filed under Einstein) namely, that when Einstein had agreed to spend the year, in matter of fact, the rest of his career at the Institute, he had at the same time been under obligation to deliver lectures in Paris, Madrid and a few weeks annually at Oxford. "He accepted...so that he was really a professor simultaneously at four institutions. When I read of these complications in the New York Times last summer I wrote him and his wife, in the kindest tone, that I felt sure he would find it impossible to discharge these obligations; but they thought otherwise, and I let the matter drop

They came to Princeton in October. I have never alluded in conversation with them to these outside engagements, says Flexner.

"For a few weeks I attempted to protect them against newspaper and other publicity,

but as they did not cooperate I dropped all efforts in that direction."

He goes on to say that the Einsteins finally saw that he was right and that Einstein resigned his Spanish chair, and has so far as Dr. Flexner knows, informed the Oxford authorities that he cannot come to Oxford. "He really wants to stay in America, though my private hunch is that Mrs. Einstein--partly on account of her children and partly for other reasons--desires to go abroad." He counsels the Ambassador against doing anything. "In dealing with unworldly people of this sort, who will not ask advice until they have gotten themselves into a mess, it is impossible to do anything that is really helpful."

File IV-8

✓ 1934

PRINCETON UNIVERSITY

Flexner to Dodds, March 15, 1934.

"I have seen Dean Eisenhart and he not only agrees that it would be wise to mention the Institute in the catalogue, but tells me that this has already been done in the preparation of the pamphlet dealing with the work of the Graduate School.

"I shall send you a marked copy of our new bulletin as soon as it is received from the Princeton Press. You are, of course, free to make any use you please of this in your report."

D, Dodds, Harold W.

VINER, JACOB

Biographical

FLEXNER, A.

FRANKFURTER, F.

Flexner to Frankfurter.

We cannot "get far" with economists who are too much on record. "I am afraid Viner's relationship with Morganstern ^{Frank} and the need of cooperating in doing polite things may hurt him, although there is always the possibility it may simply enrich him."

Felix Frankfurter's papers.

1934

3/16

HEAD, SIR HENRY

Biographical

DIRAC, PAUL A.M.

EINSTEIN, A.

VON NEUMANN, JOHN

PRINCETON UNIVERSITY

Relations WOAI

GENERAL

Educational Institutions

Flexner to Head (Hartley Court, England): (3/16/34)

"As Anne has written in her letter to your wife, Professor Dirac of Cambridge is coming to the Institute as visiting professor next year. The entire group agreed upon him as far the most desirable addition that we could make now that the trustees have created a visiting professorship*, which will enable us to borrow distinguished persons from year to year.

"I wish that I could find the words to tell you how beautifully things have gone in the School of Mathematics this year. The Princeton people have been extremely kind and helpful. They have given us all the space we want in Fine Hall, a memorial building to one of their late professors of mathematics, erected by a grateful pupil. It is, I think, probably the best academic building in the United States, simple and in
* My interest - not only of Dirac only. See 129134 P. 11. Perhaps Flexner asked for a plan. V.P. Princeton.

admirable taste. In the professors' room there is a fine mantel-piece with an inscription which Einstein composed: 'Raffiniert ist der Herr Gott aber boshaft ist er nicht.' The Princeton mathematicians and our group are indiscriminately mingled together. Some of them conduct seminars together and they almost all attend one another's lectures, as they are not too frequent. Our white hope, so to speak, is a Hungarian, von Neumann, just passed thirty - a brilliant boy, charming and modest, and much like your own Dirac. Einstein, of course, has been the center of curiosity, of which he is altogether unconscious. When I went to congratulate him the other day on his birthday he said, 'I have been happy and satisfied here beyond anything I have experienced anywhere in my whole life.' Our own students are twenty-four in number, almost all of them men in the early thirties who are on leave of absence from good academic posts. They select, as they would at Oxford or Cambridge, the teacher with whom they are most interested to work, and make their individual arrangements for conferences and guidance. Of course, they all attend the lectures of practically the entire group. I let the whole thing alone and confine myself to doing errands and answering mail, for there is nothing that I can really do for the mathematicians. You will see from this description how much I owe to Cambridge and Oxford. Actually, the atmosphere of the whole place is, in its informality, much more like Oxford or Cambridge than like any American university. A German professor who visited us a week or so ago told Dean Eisenhart of Princeton as he left Fine Hall, 'This is surely an Island of the Blessed.' Think of the folly of Germany. Of our five professors three are Germans and two Americans. It is interesting to note that there are repercussions in other American Universities. We are, of course, counting no unhatched chickens, but I feel sure that in this atmosphere and environment something is bound to come forth."

File II-29

SALARIES

Academic Personnel

BENEFITS

DODDS, HAROLD H.

Biographical

MAASS, HERBERT H.

FLEXNER, A.

Flexner to Maass.

Talked with Dodds, who, influenced by what IAS is doing on benefits. Princeton Trustees feel need of making more secure provision for their professors' futures. Flexner says he would rather "make a sacrifice myself" than see IAS professors exposed to ~~anxiety~~ anxiety. Compliments Maass' statement of last meeting on salaries--one school less if necessary to keep them high.

Maass' answer to Flexner a high compliment on far-seeing plans.
March 20, 1934.

D, Maass

1934
SALARIES
PRINCETON UNIVERSITY
FLEXNER, ABRAHAM
MAASS, HERBERT

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

Maass to Flexner:

"It is quite remarkable, in reading your report at this late date, to note how farseeing you were and how what you stated at that time fits in so closely with what the Institute is doing. Bringing Dirac over here is a splendid achievement, and certainly will add immensely to the prestige of the Institute.

"Surely, if what we have done to assure a competence to our faculty has had no other re-action than what is indicated in your talks with Professor Dodd, we have accomplished something worth while, and I for one hope that we will rigidly adhere to our^k policy preferring to sacrifice expansions of subject matter to the maintenance of substantial salaries and assurances to our staff.

"Note your comment about the situation of Professor and Mrs. Weyl. The matter is having the attention of Mr. Leidesdorf and myself, and I hope, before the expiration of this week, to be able to make some definite and constructive report, of which I shall apprise you promptly."

Source: IAS Trustees - Maass, Herbert H.

FOUNDERS

Corporation

FLEXNER, A.

Biographical

of
Flexner's statement on resignation ~~to~~ the founders
from active positions on the Board of Trustees as quoted in
the New York Times:

"...inasmuch as the Institute was well established and
functioning according to the principles laid down ~~by~~ by the
founders, both Mr. Bamberger and Mrs. Fuld felt that they
could resign from active participation and withdraw into the
background."

File I-6

GENERAL

Corporation

FLEXNER, A.

Biographical

EARLE, E. M.

Earle to Flexner, March 25, 1934, apparently on a suggestion from Flexner that a mathematical economist might be the person who should start the school.

He thinks that, "without any exception of which I know, our present-day economists are not by training or experience or results likely to contribute much to the solution of the present-day world-wide confusion. Also they have sacrificed their claim to public confidence..."

A well-trained mind might capably investigate the problems of today. Economics is no fearful and wonderful mystery.

"I have confidence in the ability of a well-trained historian to branch out into other fields." He cites the case of Beard originally interested in historiography, who, when he set to work on a biography of Alexander Hamilton unearthed materials on

the Constitution "which, as you know, profoundly changed the course of historical and political research in America. [and even made a deep impression on lawyers and the law]."

He counsels not placing too much reliance upon the statistical method or with these who are afflicted with metaphysical abstraction-"a besetting sin of the professional economist." The School of Mathematics is always there for the economists to draw upon.

BUILDINGS AND GROUNDS

Facilities

FLEXNER, A.

Biographical

VEBLEN, O.

Flexner to Veblen, March 27, 1934.

"I continue from time to time to turn over in mind the question of site to which you have repeatedly alluded." He asks for a memorandum in black and white what for. Owning real estate may be more of an encumbrance than a help. He welcomes reduction of the ideas to writing.

Veblen to Flexner, April 12, 1934.

He puts it down in writing:

(1) "I hope that the Institute will^{be} permanently a seat of learning (*italics mine*)."

He quotes Mr. M. H. A. Newman of Johns' College, Cambridge in a statement years ago about his own university: "It has been in existence as a seat of learning for a very long time. There have been periods in which learning has not occupied its seat, but the seat has always been there, and learning is generally returned in the course of time."

Veblen pleads for a permanent and visible locus as important to the perpetuation of the purposes of the Institute in the long future.

(2) We are all agreed it is very desirable to work in close cooperation with the University. Well, we are also agreed that the Institute should maintain its independence. He fears a confusion of the Institute with the general conflicting purposes and interests in a university, and he thinks that the preservation of the independence of the Institute with the aid of site and building is important.

(3) He thinks that the plant^{of the Institute} should be near that of the University.

This is to ~~maintain~~ promote the good relationship between the two institutions.

(4) It is entirely probable that Princeton will become the site of a group of cultural institutions, much as Oxford is a group of colleges. It will be a decided advantage to be at the center of this group rather than on the periphery.

(5) The considerations stated above lead to the conclusion that the Institute should have if possible a large plot of land. It would be a mistake to get too small a piece. You hardly could get too large a piece. All universities, including all the Oxford colleges, have made the mistake of getting too small plots.

(6) It is up to any institution which settles in a place like Princeton to contribute to the amenities of the place. A large enough plot of land could aid in the accomplishment of this by keeping away "objectionable intruders."

(7) All of the considerations hold good, no matter what

subjects the Institute is going to develop, or how it's going to develop them. However, he raises the question, what shall be the first building the Institute should erect or move into in case there's a suitable building already on the site. He thinks the Institute should have sooner or later a residential center analogous to an Oxford College without the monastic background. He thinks the first step probably ought to be something analogous to the Atheneum at Pasadena, Harnack House in Berlin, the Rhodes House in Oxford, including a residence for the Director, something in the way of club rooms or meeting place for members of the Institute, and, if possible, a certain additional amount of residential accommodation. It should be a recognized social nucleus for the Institute.

(8) The actual working quarters of the different schools might, in some cases, be located right on the University campus, in contiguity to the appropriate department of the University, and that in other cases, it would be possible to have working quarters on the Institute's own territory. "But this matter I regard as not affecting the question of site very seriously, because the site should be adequate to take care of completely the Institute's enterprises in case

at
circumstances/some time in the future should make it
desirable to do so."

(9) About Fine Hall. It is now full; therefore, any substantial increase in the School of Mathematics, or the these facilities for theoretical physics, would tend to overcrowd it. The situation with regard to offices in Fine Hall: there are nine offices with fireplaces and fifteen without. The permanent members of the two staffs all have separate offices. In addition to this, the instructors in the University, assistants in the Institute, and a certain number of National Research Fellows have offices which are shared with two or three persons. It is desirable that our assistants have ~~their own offices~~ individual offices for their own work.

to make an
(10) It will be feasible/~~in~~ addition to the quarters in Fine Hall either by building an addition to Palmer Laboratory or to ~~the~~ Fine Hall on the lower side of the hill, or by taking over the University Infirmary and replacing it by a new hospital in a more suitable location. He favors the last proposal, since the infirmary would lend itself to the purposes well. He suggests it might be possible to purchase

the land and building now used for the ~~infirmary~~ infirmary, or at least lease them for a long term.

(11) He mentions a problem which he says we have not had to face this year, but we might have to deal with it at any moment's notice; serious illness on the part of one or more workers at the Institute. He suggests this would be a problem for the administration of the Institute. If the ~~the~~ Institute participates in the replacement of the old infirmary, it should be a simple matter to arrange that members of the Institute had the right to admission to the new hospital on similar terms.

-R
1 V File, "Flexner, Abraham"

PRINCETON UNIVERSITY
SCHOOL OF HUMANISTIC STUDIES
PANOFSKY, ERWIN
FLEXNER, A.
MOREY, C. R.

Relations WOI
Academic Organization
Biographical

Panofsky to Flexner, March 29, 1934.

Thanks for visit to Princeton. They have decided to come to Princeton in fall, and ~~leave the rest to destiny~~ leave the rest to destiny. Chance to work with Morey great--I. A. S. a utopia--He was not promised an offer by Flexner but thereafter vigorously pressed for one, informing Flexner that he had declined both Chicago and N. Y. U. (3/21/35)

A, 10/18/56, Panofsky (File No. 11)

1934

April • June

(1935)
SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

GENERAL

Public Relations

EARLE, E. M.

Biographical

EARLE, MRS. E. M.

Newspaper clippings.

to

Attached/this memo and filed in Chronological file under
1934, April - June.

Earle papers - Vertical

THE INSTITUTE FOR ADVANCED STUDY

20 NASSAU STREET
PRINCETON, NEW JERSEY



Professor Edward M. Earle

2200 North Tejon Street

Colorado Springs

Colorado

THE WEATHER
Fair; continued cold.

PRICE FIVE CENTS

TRUSTEES OF SCHOOL LAUNCH NEW BRANCH

School of Economics and Politics
Formed Within the Institute
for Advanced Study.

THREE PROFESSORS NAMED

Will Make Study of Modern Economic
and Political Phenomena With
Complete Freedom.

By P. T. KIMBALL II '37

Following four years of careful consideration and conferences with economists and publicists in this country and abroad, it has been decided by the Trustees of the Institute for Advanced Study to launch the nucleus of a School of Economics and Politics. The new School will be administered along the lines pursued to date in forming the School of Mathematics, the inaugural branch of the Institute.

It is expected that the School of Economics and Politics will cooperate with the advanced work in economics carried on at Princeton in the same informal way in which the School of Mathematics has from the outset cooperated with the advanced work of Princeton University in the field of mathematics. All opportunities afforded by one institution will continue to be available to students of the other, activities opening informally in the coming fall.

Three Men Appointed.

Three men have already been appointed by the trustees to commence the establishment of the new School in the Institute, Dr. Winfield W. Riefler, Dr. Edward M. Earle and Dr. David Mitrany. No program has been laid out as yet nor will any be formed until these three members of the School have abundant opportunity to decide upon the methods of procedure which they themselves prefer. It is understood that they will undertake among other things a re-examination of economic and political theory, and that they will study the economic and political phenomena of our own times with absolute freedom of thought, opinion and expression.

All three members of the faculty of this new school have had broad experience in the field of economics and politics. Dr. Riefler, a graduate of Amherst in the class of 1921, has served as foreign trade officer in the Department of Commerce, Buenos Aires, and has been connected with the Division of Research and Statistics of the Federal Reserve Board for a period of ten years, acting during the past year as Chairman of the Central Statistical Board and eco-

(Continued on Page Three)

NEW SCHOOL INAUGURATED BY TRUSTEES OF INSTITUTE

(Continued from Page One)

economic adviser to the Executive Council.

Dr. Earle is a graduate of Columbia University and has become in succession lecturer, assistant professor, associate professor and professor of history at that institution and Barnard College. He is the author of a volume on *The Bagdad Railway*, which was awarded the George Louis Beer Prize of 1923 as the best work of that year on European diplomacy.

The final member of the faculty, Dr. Mitrany, received his education in Roumania whence he proceeded to Germany, engaging in the export business in Hamburg for a brief period. Subsequently he became a lecturer in

economics at the London School of Economics and Politics, at the same time writing on foreign affairs for the *Manchester Guardian*. In this country he lectured at Harvard for two years on politics and government and on one of his tours he also appeared as a lecturer here and at Yale.

ARTICLES AT 'PRINCE' BUSINESS OFFICE

One watch, initials S.J.T.C.;
one fountain pen and one pair
of glasses. Call at one o'clock.

ESTABLISHED 1818

RESEARCH SCHOOL TO EXTEND WORK

*Advanced Study Institute at
Princeton to Open Politics
and Economics Unit.*

Special to THE NEW YORK TIMES.
PRINCETON, N. J., Jan. 15.—The Institute for Advanced Study, founded in 1930 through a \$5,000,000 gift from Louis Bamberger and Mrs. Felix Fuld, and its first unit, the School for Mathematics, opened three years later, announced tonight the establishment of another unit to be known as the School for Economics and Politics.

The new school, to be opened here in the Fall, will carry out the same informal plan of study and research as its companion unit, of which Professor Albert Einstein is a member. The announcement culminates plans started in 1933 at the Spring meeting of the institute, when an anonymous gift of \$1,000,000 was received.

The appointment of three professors, all leaders in their fields, also was announced. They are Winfield W. Riefler, chairman of the Central Statistical Board and economics adviser to the executive council of the Federal Reserve Board; Dr. Edward M. Earle, Professor of History at Columbia University and Barnard College, who in 1923 won the George Louis Beer Prize for the best piece of literature on European diplomacy, and David Mitrany, lecturer on government and politics at Harvard, Yale and Princeton.

PATIENT AT SPRINGS GETS PRINCETON JOB

Dr. Edward Earle Named to Faculty of Politics School

Associated Press.

COLORADO SPRINGS, Jan. 19.—

Dr. Edward Meade Earle, professor of history at Columbia and Barnard Universities, who has been on a leave of absence for the last four years, has been appointed to the faculty of the school of economics and politics, newest unit of the Institute for Advanced Study at Princeton, N. J., it was announced here today.

Dr. Earle, who has been living here for the last four years, is a patient in a Colorado Springs hospital. He attained international prominence in 1923 when his book, "Turkey, the Great Powers and the Bagdad Railway," won the George Louis Beer prize for the best work on international diplomacy. He is author also of numerous magazine articles on international affairs.

Dr. Earle was informed in a letter from Dr. Nicholas Murray Butler, president of Columbia University, that his resignation from the Columbia faculty would not be accepted.

"You will be granted a leave of absence to accept this new and wonderful opportunity, the leave to continue the rest of your life, if you desire," Dr. Butler wrote.

DR. EARLE GOES TO PRINCETON SCHOOL

Springs Man Appointed to Faculty of Unit for Advanced Study

(Continued From Page One)

unit, the School of Mathematics, of which Professor Albert Einstein is a member.

Dr. Earle, who holds degrees of B. S., M. A. and Ph. D. from Columbia university, attained international prominence in 1923 when his book, "Turkey, the Great Powers, and the Bagdad Railway," won the George Louis Beer prize for the best work on international diplomacy.

Dr. Earle is a prolific contributor to periodicals, and his writings on international affairs, particularly those pertaining to the near east, have appeared in the American Historical Review, the Political Science Quarterly, Foreign Affairs Quarterly, The Nation, The Forum, Asia, and elsewhere. He is generally regarded as the outstanding American authority on Turkish affairs. Many of his articles have been translated into French, German, Arabic and Turkish.

Columbia university granted Dr. Earle an indefinite leave of absence to take advantage of the institute offer.

The institute is situated in Princeton, N. J., where Mrs. Earle is now headmistress at Fine school, a private school for some 200 girls. Thus Dr. Earle will be able to pursue his new duties at his home when he returns to Princeton.

The institute has no undergraduate department and starts at a point where most universities end. One of the entrance requirements is a Ph. D. degree in addition to independent work which may qualify a scholar for entrance. There are no degrees awarded. Each student becomes what might be termed an apprentice to the professor under whom he is working.

Professors appointed with Dr. Earle were Winfield W. Riefler, chairman of the central statistical board and economic adviser to the executive council of the federal reserve board, and David Mitrany, lecturer on government and politics at Harvard, Yale and Princeton.

MRS. EARLE IS SELECTED MISS FINE'S SCHOOL HEAD

Dr. Finley Makes Address at Annual Commencement Exercises Yes- terday Morning.

Dr. John H. Finley, associate editor of The New York Times and a close friend during her lifetime of the late Headmistress, Miss May Margaret Fine, delivered the address to the graduating class at the Commencement exercises held at Miss Fine's School yesterday morning.

Dr. Finley paid a warm tribute to Miss Fine in his address. He spoke of the beauty of her life and of her influence on the lives of the girls who were students at the school during the more than thirty years that she was its Headmistress. He drew an analogy between her life and that of a verb. It was transitive, he said, because it required an object, to which she gave her devotion; it was always in an active mood and in the present tense—she lived in the present.

Dr. Finley urged the young graduates to consider the hours of life as treasure more valuable than gold, to compute their wealth in the leisure minutes given them, which, if devoted to study or some worth-while pursuit, would result in a life of splendid accomplishment.

The graduating class was the largest in the history of the school. The following were members of the class: Jane Crozier Armstrong, Kathryn Amanda Chatten, Margaret Mary Devlin, Catherine Mary Drugan, Elizabeth Field, Wilhelmina Foster, Elizabeth Janette Funkhouser, Janet Carson Greenland, Elizabeth Hunt Gummere, Esther Caroline Howard, Augusta M. Katzenbach, Elizabeth Vail Kinports, Isabel Maddock Lewis, Jane Alleyne Lewis, Martha Jane Lutz, Sally Hyde McKeag, Virginia Ruth McLean, Ethel Dixon Meredith, Margaret Barr Myers, Gertrude Righter, Mary Winterson Smith, Rita Grace Smith, Lorna von Morien Stuart, Elizabeth Hunt Tobin, and Evelyn Elizabeth Wicoff.

Dr. Charles R. Erdman, President of the Board of Trustees, presided at the Commencement exercises and presented the diplomas to the graduates. He announced the appointment of Mrs. Edward Mead Earle, of New York, as Headmistress. Mrs. Earle, he stated, was chosen from among forty applicants for the position, and was unanimously the first choice of the Trustees.

In opening the exercises Dr. Erdman said, in part:

"In the name of the Trustees of the School it is my privilege and honor to extend, in a single word, a most cordial welcome to all who have come

(Continued on Page Four)

25 IN MISS FINE'S CLASS.

Dr. Finley Addresses Graduates of School at Princeton.

Special to THE NEW YORK TIMES.

PRINCETON, N. J., June 7.—At the thirty-fifth annual commencement exercises today at Miss Fine's school of Princeton, announcement was made of the appointment of Mrs. Edward Mead Earle of New York as headmistress of the school to succeed the late Margaret M. Fine, founder and former headmistress. Miss Fine died several months ago.

Dr. John H. Finley, Associate Editor of THE NEW YORK TIMES, gave the commencement address. Dr. Charles R. Erdman, president of the board of trustees of the school, awarded diplomas to a graduating class of twenty-five.

Mrs. Earle was graduated from Barnard College in 1917 and received her master's degree the following year. In the last three years she has been doing research work in history at Colorado Springs, Col. Mrs. Earle will assume her new duties in September.

Diplomas were awarded to the following members of the senior class:

Jane Lewis	Elizabeth Kinports
Esther Howard	Ketsy Funkhouser
Lorna Stuart	Betty Gummere
Gertrude Righter	Evelyn Wicoff
Kathryn Chatten	Augusta Katzenbach
Elizabeth Field	Katherine Drugan
Margaret Myers	Margaret Devlin
Jane Armstrong	Rita Smith
Wilhelmina Foster	Ketty Tobin
Isabelle Lawton	Sarah McKeag
Martha Lutz	Virginia McLean
Janet Greenland	Mary Smith
Ethel Meredith	

The English prize of \$5 went to Evelyn Wicoff; high scholarship prize of \$25 to Jane Armstrong and the Shear poetry prize to Jane Lewis.

3, 1935

SECOND UNIT OF INSTITUTE TO BE OPENED IN AUTUMN

Three Men Are Appointed to Staff of New School of Economics and Politics.

The Institute for Advanced Study, of which Dr. Abraham Flexner is director, will open its second division, a School of Economics and Politics, next fall. Announcement of the appointment of three men to its faculty was made at the meeting of the Board of Trustees held in New York on Monday.

They are Dr. Winfield W. Riefler, chairman of the Central Statistical Board and economic adviser to the executive council of the Federal Reserve Board; Dr. Edward M. Earle, Professor of History at Columbia University; and Dr. David Mitrany, lecturer on economics at Harvard University.

Funds for the new School of Economics and Politics were provided last winter by an anonymous donor who gave \$1,000,000 to the Institute for work in the social sciences. The Institute was originally endowed by Louis Bamberger and his sister, Mrs. Felix Fund, who contributed \$5,000,000 in 1930. The School of Mathematics, first unit of the Institute, began work in the fall of 1933.

Quarters for the School of Mathematics were provided by Princeton University in Fine Mathematics Hall. Where the new School of Economics and Politics will be housed was not stated in the announcement of its organization. It is believed that it will not be housed in a University building, however. Co-operation between the School and the University social science departments is expected, as in the case of the School of Mathematics and the science departments of the University.

who will form the nucleus of the staff
wro will form the nucleus of the staff
of the new School, was at one time
at Princeton University. He has lectured at the London School of Economics and at Yale and was a member of the staff of the Manchester Guardian. He is a native of Roumania and a graduate of the University of Jassy and of Berlin.

In 1923, Dr. Earle won the George Louis Beer Prize for the best work on European diplomacy with his "Baghdad Railway." He is a graduate of Columbia. Mr. Riefler, Amherst and Brookings graduate, is the author of "Money Rates and Money Markets in the United States".

THE WEATHER

Fair; continued cold.

PRICE FIVE CENTS

TRUSTEES OF SCHOOL LAUNCH NEW BRANCH

**School of Economics and Politics
Formed Within the Institute
for Advanced Study.**

THREE PROFESSORS NAMED

**Will Make Study of Modern Economic
and Political Phenomena With
Complete Freedom.**

By P. T. KIMBALL II '37

Following four years of careful consideration and conferences with economists and publicists in this country and abroad, it has been decided by the Trustees of the Institute for Advanced Study to launch the nucleus of a School of Economics and Politics. The new School will be administered along the lines pursued to date in forming the School of Mathematics, the inaugural branch of the Institute.

It is expected that the School of Economics and Politics will cooperate with the advanced work in economics carried on at Princeton in the same informal way in which the School of Mathematics has from the outset cooperated with the advanced work of Princeton University in the field of mathematics. All opportunities afforded by one institution will continue to be available to students of the other, activities opening informally in the coming fall.

Three Men Appointed.

Three men have already been appointed by the trustees to commence the establishment of the new School in the Institute, Dr. Winfield W. Riefler, Dr. Edward M. Earle and Dr. David Mitrany. No program has been laid out as yet nor will any be formed until these three members of the School have abundant opportunity to decide upon the methods of procedure which they themselves prefer. It is understood that they will undertake among other things a re-examination of economic and political theory, and that they will study the economic and political phenomena of our own times with absolute freedom of thought, opinion and expression.

All three members of the faculty of this new school have had broad experience in the field of economics and politics. Dr. Riefler, a graduate of Amherst in the class of 1921, has served as foreign trade officer in the Department of Commerce, Buenos Aires, and has been connected with the Division of Research and Statistics of the Federal Reserve Board for a period of ten years, acting during the past year as Chairman of the Central Statistical Board and economic adviser to the Executive Council.

Dr. Earle is a graduate of Columbia University and has become in succession lecturer, assistant professor, associate professor and professor of history at that institution and Barnard College. He is the author of a volume on *The Bagdad Railway*, which was awarded the George Louis Beer Prize of 1923 as the best work of that year on European diplomacy.

The final member of the faculty, Dr. Mitrany, received his education in Roumania whence he proceeded to Germany, engaging in the export business in Hamburg for a brief period. Subsequently he became a lecturer in economics at the London School of Economics and Politics, at the same time writing on foreign affairs for the *Manchester Guardian*. In this country he lectured at Harvard for two years on politics and government and on one of his tours he also appeared as a lecturer here and at Yale.

(over)

RESEARCH SCHOOL TO EXTEND WORK

Advanced Study Institute at
Princeton to Open Politics
and Economics Unit.

Special to THE NEW YORK TIMES.

PRINCETON, N. J., Jan. 15.—The Institute for Advanced Study, founded in 1930 through a \$5,000,000 gift from Louis Bamberger and Mrs. Felix Fuld, and opened its first unit, the School for Mathematics, three years later, announced tonight the establishment of another unit to be known as the School for Economics and Politics.

The new school to be opened here in the Fall will carry out the same informal plan of study and research as its companion unit, of which Professor Albert Einstein is a member. The announcement culminates plans started in 1933 at the Spring meeting of the institute when an anonymous gift of \$1,000,000 was received.

The appointment of three professors, all leaders in their fields, also was announced. They are Winfield W. Riefler, chairman of the Central Statistical Board and economics adviser to the executive council of the Federal Reserve Board; Edward M. Earle, Professor of History at Columbia University and Barnard College, who in 1923 won the George Louis Beer Prize for the best piece of literature on European diplomacy, and David Mitrany, lecturer on government and politics at Harvard, Yale and Princeton.

Cooperates With the University.

The institute has no connection with Princeton University, although each cooperates with the other. The School for Mathematics uses Fine Hall at Princeton for its thirty-five students, but otherwise has no material affiliation. The announcement for the new unit gave no indication where the school would be quartered in Princeton.

The original purpose of the institute, which will be carried out in all its branches, is to bring together workers for advanced study and research who may study and conduct

individual research under outstanding leaders in each field of endeavor.

There is no set routine either for the students or the faculty. The institute has often been referred to as the "Paradise for Scholars." Dr. Abraham Flexner, former secretary and director of the division of medical education of the general education board, is director of the institute.

Mr. Riefler, who was graduated from Amherst College and the Brookings Graduate School, was a member of the Foreign Trade Office of the Department of Commerce at Buenos Aires, and a director of research and statistics of the Federal Reserve Board. He is the author of "Money Rates and Money Markets in the United States."

Mitrany Born in Rumania.

Dr. Earle is the author of "Bagdad Railway," for which he won the Beer award. He received his B. S., M. A. and Ph. D. at Columbia University.

Mr. Mitrany attended the University of Jassy in Rumania, where he was born, and also studied in Berlin. He was a lecturer on economics at the London School for Economics and Politics and was a member of the staff of The Manchester Guardian, where he wrote on foreign affairs.

The institute has no undergraduate department and starts at a point where most universities end. One of the entrance requirements is a Ph. D. in addition to independent work which may qualify a scholar for entrance. There are no degrees awarded. Each student becomes what might be termed an apprentice to the professor under whom he is working.

13 Harvard Alumni Nominated.

Special to THE NEW YORK TIMES.

CAMBRIDGE, Mass., Jan. 14.—Thirteen Harvard alumni have been named as candidates for five places on the Board of Overseers which will become vacant by normal retirement in June. They are: Bliss Perry of Cambridge, George T. Moore of St. Louis, John F. Perkins of Milton, William R. Castle Jr. of Washington, Channing Frothingham, Robert H. Gardiner and Leverett Saltonstall of Boston, Roland L. Redmond, F. Higginson Cabot Jr., Francis M. Weld, Herbert E. Winlock and Henry S. Morgan of New York City.

DR. EARLE GOES TO PRINCETON SCHOOL

Springs Man Appointed to Faculty of Unit for Advanced Study

Appointment of Dr. Edward Meade Earle, professor of history at Columbia university and Barnard college, as one of three professors of the school of economics and politics, newest unit of the Institute for Advanced Study, founded in 1930 thru a \$5,000,000 gift from Louis Bamberger and Mrs. Felix Fuld, was announced here yesterday.

Dr. Earle, on leave from Columbia, has been a resident of Colorado Springs for nearly four years. He and his family lived in Broadmoor for a time, but Dr. Earle is now a patient at Glockner sanatorium.

The School of Economics and Politics will open in the fall, carrying out the same informal plan of study and research as its companion

(Continued on Page Eight —Col. Eight)

for inspection.
at much-discussed fact, during the
ge afternoon.

Institute for Advanced Study Begins Politico-Economic Unit

THE school of economics and politics, second unit of the Institute for Advanced Study, will begin work next fall, according to an announcement last week by Abraham Flexner, director of the institute. Three faculty appointments have been made: Winfield W. Riefler, economic adviser to the Central Statistics Board; Edward M. Earle, professor of history at Columbia; and David Mitrany, lecturer at the London School of Economics and Politics.

Dr. Flexner stated: "No program has been laid out, nor will any program be formed until the three members of the school have abundant opportunity to decide upon the methods of procedure which they themselves prefer. There is agreement that they will undertake among other things a reexamination of economic and political theory and that they will, with absolute freedom of thought, opinion, and expression, study the economic and political phenomena of our own times."

There is no formal connection between Princeton University and the institute, but much cooperation in scholarly work.

*I wondered if you had
seen this*
Kappax

*Princeton
University
Library*

POLICIES

Administration

SALARIES

Academic Personnel

FLEXNER, SIMON

Biographical

Simon to Ben Flexner regarding Frankfurter's and Flexner's dispute and with ~~partant~~ particular reference to salaries at Rockefeller Institute for Medical Research.

"It is ^{true} ~~time~~ that the Rockefeller Institute for Medical Research has no single scale of salaries, but it does have a fixed scale. They are merely 'classes,' which Felix seems also to approve. Indeed I do not see how one could manage except with some such recognized discriminations."

Frankfurter Papers

FLEXNER, SIMON

Biographical

FLEXNER, BEN .

FRANKFURTER, F.

Simon on Felix, Abe and academicians. (See Frankfurter to Flexner
2/21/34 Vertical File, Frankfurter-2.

Frankfurter-II, Vertical File

1934
EARLE, EDWARD MEADE

Biographical

FLEXNER, A.

SABIN, FLORENCE R.

Flexner to Sabin, April 2, 1934.

Flexner asks Sabin to write Dr. Webb, Earle's physician in Colorado, to ask whether Earle's present condition and the outlook are such as would be justified "from the standpoint of the Institute" in taking any such step. - "Search as I may, I have not been able to find anyone who seems to me to possess Earle's intelligence, vigor of expression, etc.

D, Sabin, Florence, R.

BENEFITS

Academic Personnel

Mr. Maass to Dr. Flexner:

"In re Weyl insurance"

"Dear Dr. Flexner:-

"As you are aware, at the last meeting of the Executive Committee, Mr. Leidesdorf and I were appointed a Committee to examine into the above problem and recommend the most efficient and cheapest manner in which The Institute could protect itself in view of the untoward circumstances which had arisen in connection with the problem.

"I sensed that the safest way to meet the situation would be for the Institute to invest a sum of money on which it would receive a return approximately equivalent to the income which it derives from its investments and at the same time be assured the return therefrom of an ultimate fund which would meet the requirements with respect to the annuity payable to Mrs. Weyl in the event of Professor Weyl's death. This required that Mrs. Weyl be made the subject of the insurance ^{on} instead of Professor Weyl.

"I took up the matter with Mr. Harris and gave him my suggestions and he has worked out his plans which Mr. Leidesdorf in turn submitted to Mr. Lee J. Wolfe, who acts as an actuary for the large companies. Mr. Wolfe approved the idea in principle as being the soundest method to be applied. He called attention to another phase of the insurance situation, which Mr. Harris has embodied in the plans herewith submitted.

"Personally, I am frankly of the opinion that we should adopt one or the other of the enclosed plans, the merits of which I will point out to you herein.

"Plan 1 represents a deposit by the Institute of \$70,000.00 with which to buy an annuity with refund, and the deposit of \$79,875.00 as a single premium on the purchase of \$150,000.00, ordinary life policy on the life of Mrs. Weyl - - the combined deposit aggregating \$149,875.00. As you will observe, ^{the} the combined income from the annuity and from the insurance dividends would be approximately \$5300.00 per annum, or, 3.6 /per cent/ on the amount of the combined investment. I state this average, notwithstanding the fact that the first year's return would be \$8743.10, which is above the average, due to the fact that being a single premium life insurance policy, the first year's return would be out of the ordinary. Under this plan the Institute, as per the schedule, would receive the benefits from the combined policy and annuity, which, in the event of early death, would substantially exceed the amount of the deposit, and in the event that Mrs. Weyl survive the annuity period of twenty years, would always remain \$150,000, constituting the return of the investment. So that from it you will observe we are gathering in approximately the usual return on such investments as the Institute is in the habit of making with its funds throughout the period, and in the event of Mrs. Weyl's death at any time during the period we would have refunded to the Institute an excess above the original investment, and in the event of her death after the annuity period, the original investment would be returned.

"There is always the possibility that if the claims mature by virtue of death, the Institute would be permitted to leave the fund with the Insurance Company and receive a guaranteed return at three per cent., or the prevailing rate, which is now four and one-quarter per cent. I am inclined to think this is a feature of which the Trustees would not desire to avail, but it is at hand if it should prove attractive to them.

"Plan 1-a represents the same amount of deposits for annuity and insurance as in Plan 1, but the annuity is written in one company and the insurance in another, in order to show a larger annual return. However, there is a decrease in the death benefit during the annuity period, as the schedule shows, but the minimum return is \$150,000.

"As against these plans is Plan 2, which involves the deposit of \$126,772.50 as payment for a five year \$150,000 endowment policy (single premium). Under this plan if Mrs. Weyl dies at any time during the five year period, the Institute would receive \$150,000, and at the end of the endowment period, if she be still living, the Institute would receive a like sum. By investing the \$23,300 difference between this amount and the \$150,000 in the first plan, the Institute would have an income, over a period of five years, of approximately \$5,000, so that at the end of the fifth year it would have accumulated a total of about \$28,000, which, added to the \$150,000, would leave the Institute with \$178,000 at the end of the fifth year. This plan is in the Sun Life Insurance Company which I am doubtful will meet with the approval of the directors, so that I personally prefer the first two plans. The first plan involves the New England Mutual Life Insurance Company and Plan 1-a involves the New England Mutual Life Insurance Company and the Connecticut Mutual Life Insurance Company.

"I recommend, therefore, that this be taken up at an early meeting of the Finance Committee, so that Mr. Bamberger and Mr. Hardin may pass upon it."

Source: IAS Trustees - Maass, Herbert H.

SCHROEDINGER

Biographical

Schroedinger spending a month at Princeton University.
Formerly professor of theoretical physics at University of
Berlin. Resigned in protest. Now supernumerary at Oxford.

*Prof. wrote Physics at U of Berlin
Sch. had been Pres. Royal Prussian Academy. The
Max Planck, + Frank who E. much happier + felt
he was better understood by Sch. than by Planck -
"these blue-eyed people are cold"*

Science, Bulletin of the American Mathematical Society, Vol. 79,
April 6, 1934

✓1934

4/6

DIRECTOR

Administration

VEBLEN, MRS. O.

Biographical

Mrs. Veblen (Elizabeth M.D.) to Flexner:

Mrs. Veblen thinks their "dishwashing lady" should be covered by insurance because according to N. J. Law, IAS is responsible in case of accident for any of its employees. Help on campus (Princeton) are covered by group insurance--she is not in their employment, but paid for by the Institute.

File IV-19

BY-LAWS (GENERAL)

Corporat ion

FOUNDERS

FLEXNER, A.

Biographical

HARDIN, JOHN R.

Flexner to Hardin, April 9, 1934.

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

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

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

SHEAR, T. LESLIE

Biographical

Princeton University archeologist directing excavations
in Agora.

And ?

III-24

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

ARCHEOLOGY

Academic Activities

HISTORY OF ART

MOREY, C. R.

Biographical

PRINCETON

Relations WOAI

C. R. Morey, April 9, 1934, to Flexner.

A long letter extending into April 10, and enclosing the mimeographed statement, "The Future of the Department of Art and Archeology", Princeton University, issued by the department in 1932. His letter also gives a statement of research projects at present under way in the department, and also three drawings showing the proposed ~~amendment~~ remodelling of McCormick Hall to provide further research facilities.

III-24

1934
SALARIES
STIPENDS
FLEXNER, ABRAHAM
MAASS, HERBERT

Academic Personnel

Biographical

Flexner to Maass:

"Dear Mr. Maass:

"The question has been raised as to whether, in disposing of grants-in-aid, the Institute can, in view of the wide-spread destitution and need, take into consideration not only scientific and educational factors, but financial and other hardships under which applicants may be laboring in consequence of no fault of their own, but rather of conditions which now prevail in Germany, Austria, and other countries. Before taking any action I should like a legal opinion from you, as our ~~own~~ counsel, as to the right of the Trustees or of the members of the School of Mathematics to admit such factors in deciding on the use of the funds at their disposal."

Could this have been a hassle with Usden over people like Emmy Noether, Gödel, etc? Evidently Flexner sought a negative ruling. (Early for Noether)

Source: IAS Trustees - Maass, Herbert H.

Maass' answer N.A.

4/11
4/24

✓ 1934
BENEFITS

Academic Personnel

WEYL, MRS. HERMANN

Biographical

MAASS, HERBERT H.

Maass to Hardin, April 11 and April 24, 1934.

Two letters analyzing plans for the securing of
benefits to Weyl and Mrs. Weyl pursuant to contract and
giving the figures.

JRH Correspondence from January, 1934 to December, 1936

4/12
3/19

1935
PRINCETON UNIVERSITY

SCHOOL OF MATHEMATICS

BUILDINGS AND GROUNDS

VEBLEN, O.

FLEXNER, A.

Relations WOAI

Academic Organization

Facilities

Biographical

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~~ Atheneum at Pasadena with schools on campus near University. Buildings appropriate.

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

F. A., 1/8/58

✓1934

4/13

BUILDINGS AND GROUNDS

Facilities

VEBLEN, OSWALD

Biographical

FLEXNER, A.

Flexner to Veblen (Fine Hall, Princeton):

"Thank you for your wise, thoughtful, and very clear letter of April 12th.* I have read it only once, but I can see that it will give the Committee on Buildings and Grounds something very substantial to meditate upon. I have the feeling that what might have looked like dilatory procedure has really allowed our minds to work subconsciously on what will become in the course of time a question of overwhelming importance. I shall bring this letter to the attention of the Committee at the earliest possible opportunity."

*Not in file.

File IV-19

FLEXNER, A.

Biographical

LOWE, E. A.

See Note file for Note regarding the following: Flexner was possibly led almost forcibly by Lowe to appoint him in 1936; Lowe severed his connection with Oxford and jeopardized Carnegie Institution's favor in so doing. (See digest his letter of 4/23/34 filed in School of Humanistic Studies).

Flexner had no thought then that Lowe would attract young workers.

File: IAS, E. A. Lowe, 1933-43

GIFTS

Finance

FOUNDERS

Corporation

Signed memorandum from Louis Bamberger to the Trustees, April 23, 1934.

"Some months ago the Founders of the Institute added a sum of approximately half a million dollars to the funds of the Institute. At my request, no mention was made of this fact.

I desire to inform the Trustees that an additional sum has been added so as to bring this gift up to \$1,000,000. The gift is made in view of two considerations: (1) that the Institute may perhaps shortly wish to acquire a site; (2) that the Director may feel more free to proceed with the organization of the School of Economics and Politics. While the same freedom will of course be left to the members of the School of Economics and Politics as has been left to the members of the School of Mathematics, I desire to put on record my hope that the activities of the School of Economics and Politics may contribute not only to a knowledge of these subjects but ultimately to the cause of social justice which we have deeply at heart."

D, Bamberger, Louis, ~~1934~~ 1930-1936

1934

✓4/23

SCHOOL OF HUMANISTIC STUDIES
LOWE, E.A.
FLEXNER, ABRAHAM
CARNEGIE INSTITUTE

Academic Organization
Biographical
Foundations

E.A.Lowe (Oxford) to Dr. Flexner:

Dr. Lowe says he has written to the Carnegie Institution to see if they would have any objection to his accepting a post in America similar to the one which he holds in England. His work in European libraries is not finished but his health suffers and he must leave Europe. "It took a good deal of diplomacy to win Dr. M /Merriam/ over to give me leave to assume the editorship of CLA."

"While in Paris during the Easter vacation I saw E.K.Rand, with whom, as you know, I am on intimate terms. We had a confidential talk about my plans for the future and we dismissed Harvard, first because Rand himself teaches palaeography there, and secondly for financial reasons, Harvard having just offered Köhler a twelve-thousand dollar professorship and an extra two thousand for déménagement (but for lack of funds Harvard would take Kohler's brother, the Gestaltpsycholog as well). The other possibility which occurred to you - Princeton - also occurred at once to Rand, who said that there had always been a friendly rivalry between the two universities as well as close cooperation, and now that Harvard had made such an acquisition in Köhler, Princeton might be moved

to strengthen its medieval and art departments by calling "a man of European standing" (I am quoting Rand). He had the feeling that if Princeton wanted me they would give me nothing less than a full professorship and would consider it infra dig. to share me with Carnegie Institution. Be all this as it may, the way is now open for you to use any kind of offices you may find it in your heart to employ in my poor behalf - and you know I shall be everlastingly grateful. I ought to add that the ideal conditions for me are those under which I should have the minimum of teaching and no administrative duties, with the greatest possible opportunity for research. I'm not asking much!!!!"

✓1934

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

SCHOOL OF HUMANISTIC STUDIES

EARLE, EDWARD MEAD

4/23
Academic Activities
Biographical
Academic Organization

Biographical

Dr. Flexner reported in part:

"I was authorized at the last meeting to present a nomination in the field of economics and politics. I have sought counsel on this matter in every possible direction, both in this country and abroad. It is extremely difficult to find in the field of economics persons of first-rate ability who have not already so far committed themselves in respect to contentious problems that they can hardly be expected to pursue the subject further in an unbiased, scientific spirit. Moreover, economists as a whole have, as a distinguished Oxford scholar has pointed out to me recently in a letter, operated over too wide a field. 'Our own economics school', he writes, 'is suffering from the disease of trying to do too much. Our young men all want to be specialists in enormous questions of general interest - currency problems, gold standard, etc., on which they can write letters to the Times and debate over the misstep; meanwhile the smaller questions go uninvestigated. The same thing is true of political science. I notice it in our own college, the economists always trying, as it were, to swim the Atlantic.' *Wardman?*

"The ablest person whom I have been able to find is Professor Edward Mead Earle

of Barnard College, who has not only demonstrated great ability in the historical field but who has written a really notable book on the Bagdad Railway, in which he deals with the political and economic aspects of that enterprise. Professor Earle is now recovering from an attack of tuberculosis. I shall make no recommendation to the Board regarding him at this time, but I am hoping that Dr. Sabin will see him and his physicians during the coming summer and be able to report whether or not he has completely recovered his health. Even if this is the case, it would be discreet, in the interest of the Institute, to give him an appointment for only one or two years. I may call attention to the fact that some of the most eminent persons at the Rockefeller Institute have a similar history. Dr. Sabin, who is a distinguished authority in this field, can advise us as to how we can proceed without danger of incurring any liability on this score. In my correspondence with Professor Earle and others I have been more and more convinced of the soundness of the advice which I received from Mr. Stewart, namely, to discover someone of great ability in the field of history who would switch to the economic field, which he would enter with the proper background and perspective and with an absolutely unbiased mind.

"I may say further that I have been asking myself, 'What next?' The School of Mathematics and Mathematical Physics represents an incursion into the field of science. The School of Economics and Politics represents an incursion into the field of the social sciences. That leaves the third great unoccupied territory of infinite cultural importance, namely, the humanities, in which I should include art, archaeology, and music. I am inclined to think that, whenever the means are forthcoming, I should like, before I lay down my directorship, to start with a nucleus in that field."

4/23

p. 1/2

1934
FOUNDERS

Corporation

GIFTS

Finance

MAASS, H. H.

Biographical

FLEXNER, A.

Minutes of members misquotes a letter of founders on \$1 million "an unrestricted" gift as read by Maass.

L. Bamberger said for two purposes:

(1) a site

(2) as stated by Maass--for economics and politics.
also anonymous -
(Hardly likely that Maass would have misread it--Flexner & minutes).

D, L. Bamberger (Original of letter) & Minutes of Corporation 4/23/34

V1934

Gifts

Maass, H.H.

Fleischer, A.

Corp.

Finance

Prog.

GENERAL

Gifts and Endowments

Minutes, p. 3: (Excerpt from Chairman's report):

"In conclusion, I have the greatest pleasure in announcing the receipt of an unrestricted anonymous gift of \$1,000,000. From the letter of the anonymous donor I quote as follows:

"This gift is made in order that the Director may feel free to proceed with the organization of the School of Economics and Politics. While the same freedom will of course be left to the members of the School of Economics and Politics as has been left to the members of the School of Mathematics, I desire to put on record my hope that the activities of the School of Economics and Politics may contribute not only to a knowledge of these subjects but ultimately to the cause of social justice which we have deeply at heart."

"By unanimous consent the Members expressed their grateful appreciation of this gift."

See letter L.D. to A.F. just before this meeting in which he says the
\$1 million is for site + salaries. A.L.B.

Vol. I, No 18

1934
TRUSTEES

Corporation

Oswald Veblen elected member of Corporation and Trustee for 5 years. Miss Sabin and Dr. Aydelotte re-elected for 5 years.

Vol. 1, No. 18, P. 1 Minutes of meeting of Members of Corporation - 4/23/34

GENERAL

Corporation

By-laws amended to provide for another Vice President (Vice Chairman included) and a fourth standing committee (on Buildings and Grounds).

Vol. 1, No. 18, P. 3 Minutes of the Meeting of the Members of the Corporation - 4/23/34

✓ 1934

4/23

BUDGET

Finance

"The budget for the year 1934-1935 was approved as follows:

Budget of Estimated Expenses
for the Year ending June 30, 1935

Administration			\$33,350
Salaries			
Director	\$20,000		
Assistant Secretary	5,000		
Stenographer	<u>2,000</u>	\$27,000	
Custodian charges		2,750	
Investment advisory service		<u>3,600</u>	
School of Mathematics			121,800
Salaries			
Professors (Alexander, Einstein, Veblen, von Neumann, Weyl)	65,000		
Visiting Professor (Dirac)	10,000		
Associate	4,000		
Four Assistants	7,500		
Stenographer	<u>2,100</u>	88,600	
Grants-in-aid			
Mathematics	20,000		
Mathematical physics	10,000		
Occasional lectures	<u>1,000</u>	31,000	
Publication of Annals of Mathematics		2,000	
Subscription to American Mathematical Society		<u>200</u>	
School of Economics and Politics			6,000
Salary of Professor	6,000		
Teachers Insurance and Annuity Association of America			3,550
Rent			7,260
20 Nassau Street	1,260		
Use of part of Fine Hall	<u>6,000</u>		
Equipment, supplies, books, etc.			500
Travel, communication, printing, entertainment, etc.			5,000
			<u>\$177,460"</u>

✓1934

4/23

GENERAL

Academic Procedures

Minutes, p 9:

"The Director reported that Moscow University had cabled requesting the Institute to send a delegate to a conference regarding mathematical problems to be held in Moscow in May, all expenses on Soviet territory to be paid by the Soviet Goernment. He stated that, subject to the approval of the Princeton University authorities, he would delegate Professor S. Lefschetz of Princeton University, as he speaks the Russian language and is in close touch with the School of Mathematics of the Institute. The suggestion was approved."

Vol. I, No. 19,

✓1934

4/23

LECTURES

PRINCETON UNIVERSITY

WEYL, HERMANN

SCHROEDINGER

Academic Procedures

Relations WOAII

Biographical

Dr. Flexner reported in part:

".... The two additional persons who have come within the sphere of the Institute's activities since that time have unconsciously and immediately fallen in with the happiness and attitude previously characteristic of the group. These are Professor Weyl, who had joined the staff of the Institute itself shortly before our last meeting, and Professor Schroedinger, who came from Oxford to spend four or five weeks on the invitation of Princeton University. Professor Weyl announced a course of lectures on an advanced topic, which had hitherto not been presented in Princeton. His lectures began at 9:30 Tuesday, Thursday, and Friday of each week. He has told me with great surprise that his auditors include all the professors and associate professors of both the Institute and the University groups, thus indicating an attitude towards learning on the part of the professors which is far from usual. In addition, he has had in his audience all the workers of the Institute group and many advanced students from Princeton University, making a total of some fifty or sixty hearers. I asked him how many hearers he had had in the hey-day of his activities

at Göttingen. He replied, 'Never more than thirty or thirty-five.' The number and the ability of the students of mathematics and the attitude of the faculties of the two institutions may be gathered from this one incident.

"Professor Schroedinger, a Nobel Prize winner in 1933, was Professor of Theoretical Physics in the University of Berlin when Hitler came into power. Though both he and his wife are of Christian or of so-called 'Aryan' lineage, he gave up his professorship at once as a protest against Hitler's anti-Semitic and anti-liberal activities. Thereupon he was promptly offered a professorship at the University of Oxford, which he accepted. He had, however, previously agreed to come to Princeton University for a visit this year. His opinion of the situation in Princeton in mathematical physics, as expressed to me in private conversation recently, coincides with that which I have received from other sources. While he is technically a member of the Princeton University faculty, he has had quite as much contact with our own faculty and workers as with the Princeton faculty and advanced students. Professor Einstein and all the other members of our staff attended his regular seminars. One morning I had to see Professor Einstein on an urgent matter. It was one of the few bright, warm mornings which we had had up to that time. I knocked at Professor Einstein's door and heard his genial, 'Herein - come in.' When I entered, I found Professor Einstein and Professor Schroedinger in their shirt-sleeves at the black-board, engaged in an animated discussion, which, of course, I was totally unable to comprehend. This is a general illustration of the kind of co-operation which is taking place in Fine Hall. Though the time during which we have been in operation is brief, there has not been a ripple to disturb the smooth surface of intellectual and spiritual co-operation and activity."

✓ 1934

4/23

EARLE, EDWARD MEAD

Biographical

OFFICERS

The Corporation

COMMITTEES

Minutes, p. 7:

"After discussion, on motion, it was

"RESOLVED, That Dr. Sabin be and hereby is authorized while in Colorado Springs in the summer of 1934 to see Professor Edward Mead Earle and his physicians and to report the results of her conference and observations to the Director. It is authorized in the event that the results are favorable to offer Professor Earle a position on half pay with leave of absence for a period not to exceed two years at a salary of Five thousand Dollars (\$5,000.00) a year during his leave, beginning September 1, 1934."

Vol. I, No. 19

✓1934

4/23

REPORT

Finance

Minutes, p. 1:

"The Treasurer reported that the endowment funds of the Institute at market value, including the new gift, amounted to approximately \$6,000,000 and that the expenditures had approximated the budget, adopted for 1933-1934. He stated that for the year ending June 30, 1935, expenses were estimated as totalling \$177,460, the details of which would appear in the budget.

"On motion, the report of the Treasurer was accepted."

Vol. I, No. 19

✓1934

4/23

REPORT

Finance

Dr. Flexner reported in part: *Dependent on director's position.*

"During the year past we were of course, in a financial sense, treading upon unfamiliar ground. The total appropriations made by the Board for the year approximate the budget closely. In only one item have the expenditures exceeded our estimate, namely, the miscellaneous item entitled, 'Travel, communication, printing, entertainment, etc.' This is partly due to the unusual expense involved in bringing Professor Einstein and his wife to this country and partly to the fact that the Institute has been so cordially received in Princeton during its first year that a somewhat larger expenditure in the matter of entertainment was necessary than is likely to be the case hereafter, but in any event the amount is small. For next year when all expenses will cover an entire year, including the salary of a visiting professor and the grants-in-aid in the field of mathematical physics, the estimated budget for administration is \$33,350 and that of the School of Mathematics \$121,800. It may be fairly said that the expense of administration is unduly high for a single school, but it must be remembered that we can operate a half dozen schools with little or no increase of administrative expense, since the Director, the Assistant Secretary, a stenographer, and rent would remain practically the same even if the number of schools increased considerably."

Vol. I, No. 19, Minutes, p 4

✓1934

4/24

BUDGET

Finance

GRANTS-IN-AID

SCHOOL OF MATHEMATICS

Academic Organization

Flexner to Veblen (Fine Hall, Princeton): Excerpt

"I found that the Treasurer had worked out the budget in accordance with the recommendations which the members of the School of Mathematics submitted to me through Professor Einstein and Professor von Neumann, namely, \$20,000 for grants-in-aid in mathematics, and \$10,000 for grants-in-aid in mathematical physics. I thought it would make a bad impression if at the meeting I explained that the members of the staff had changed their minds; so in distributing the grants for next year I think it would be wise to make a distinction between mathematics and mathematical physics in so far as you can. You can doubtless use some of the \$10,000 for persons who go to Einstein or von Neumann. This is better than to ask the Board to adopt the second thoughts of the staff."

File IV-19

BENEFITS

Academic Personnel

WEYL, HERMANN

Biographical

Maass to Flexner:

Mr. Maass writes that since the insurance policy upon the life of Mrs. Weyl is about perfected, a new contract with Professor Weyl should be made. He suggests:

"In the minutes of the Executive Committee of September 6th, 1933, there appears the basis of Professor Weyl's employment, which provides for a salary of \$15,000 a year, of which he is to contribute five per cent. to the Teachers Insurance and Annuity Association of America, the Institute contributing an equal sum monthly; that unless his term of appointment is prolonged by mutual consent, he retire at sixty-five years of age on the allowance of \$8,000.00 per annum, part of which will be paid by the Teachers Insurance and Annuity Association and the rest to be made up by the Institute; that he be granted an allowance of \$1,500.00 a year to enable him to purchase such insurance as he may choose.

"This will now have to be amended to provide ~~that~~ ^{that} he is to receive his salary of \$15,000 per year and an allowance of \$8,000 on retirement, and an annuity of \$5,000 per annum to Mrs. Weyl in the event of his death prior to sixty-five; and he is to relieve the Institute of the obligation to pay \$1,500.00 a year towards insurance."

Source: IAS Trustees - Maass, Herbert H.

✓ 1934

Children ~ 299 -

4/25
5/4
5/10

ECONOMICS

Academic Activities

MORAWETZ, VICTOR (5 Broad St N.Y.)

Biographical

FLEXNER, A.

Flexner to Morawetz (New York): Excerpt 4/25

"Now, as you may have noticed in the paper, I am getting ready to make a move in the field of economics. We have received an anonymous gift of a million dollars, which will be helpful but is inadequate. I should like very much to talk with you on the subject and to interest you, if possible, in it, for in this topsy-turvy world of economic and political experimentation it seems to me of prime importance that there should be a group of really able men who can approach economic and political phenomena with fresh minds, trying to understand them and to enlighten the public."

Flexner to Morawetz (New York): Excerpt 5/4

".... reason I feel so strongly that we have got to begin at the top in order to train persons who will go into the colleges and secondary schools fully equipped to present one of the most intricate subjects in the world.

"I can give you an illustration: As you doubtless know, the science of mathematics

has undergone a great revolution in the last ten years. The result is that the teaching of mathematics in secondary schools is largely antiquated. Now, our problem is to train men as we are training them here and place them in secondary-school positions where their influence will be felt at the crucial period of intellectual development. Last Wednesday one of the associate superintendents of education of New York City visited Princeton with a half dozen of his best associates. They spent a whole day here and their eyes were opened to the fact which I have just stated above. The result is going to be that these mathematicians with modern training will go into key positions in the secondary schools, and in ten or fifteen years will revolutionize the teaching of high-school mathematics just as the high-school teaching of science has been revolutionized in the same manner. We will need ultimately sound text books, but sound text books in the hands of unqualified teachers will accomplish little."

V. Morawitz to A. Flexner (Fenwick Hall, Johns Island, South Carolina), May 10, 1934. Excerpt:

"The proper teaching of elementary economics in the secondary schools and colleges is urgently needed and to attain this the first step must be to train competent teachers.

"How to attain this end is the problem. You cannot produce the kind of teachers you want by teaching them theoretical economics in the established or conventional manner. Nor can you produce them by research into specific economic problems. My view is that the way to proceed is to find two or three economists of exceptional ability and independence

of mind to collaborate in mapping out a way of teaching the subject realistically.

"The problem is not to discover new economic facts or to develop new theories based on assumed facts, but the problem is to devise the most effective way of teaching economic fundamental truths and their application to the realities of life. I think, therefore, that the first step should be the preparation of an elementary text book in which the subject is approached in a realistic manner. Such a text book would be of great immediate value to teachers and students and, incidentally, would bring glory to the Institute."

Morawetz to Flexner: Excerpt 5/10

"The proper teaching of elementary economics in the secondary schools and colleges is urgently needed and to attain this the first step must be to train competent teachers.

~~"How to attain this end"~~

III-19 File

Sru

MARSCHAK, JACOB

Biography

SCHUMPETER, JOSEPH A.

ECONOMICS

Academic Activities

Schumpeter (Cambridge, Mass.) to Flexner 4/29/34

"It has been suggested to me (not by himself) that I should recommend to you, for possible consideration in filling your chair in economics, Dr. Jacob Marschak, formerly of Heidelberg, now of All Souls, Oxford. I have no hesitation in doing so. Quantitative analysis in close connection with the theory of the Marshall-Pareto type is no doubt the scientific program of economics in the near future. The signs of the time point unmistakably towards this goal of constructing a building which may some day bear comparison to that of physics. As yet, there are very few competent men in the field, as most economists - even those who can at all be called scientists, and are more than popular or philosophic writers on the questions of the day - lack either the theoretical or the statistical complement. Now Frisch is comfortable at Oslo, and Leontief in Harvard (I hope so at least), and after them Marschak certainly stands in the first line. His book (on elasticity of demand) and his papers (especially on the determination of the constants of the monetary system) have earned for him an international

name in his field. He is young (about 30 or 32), and in full vigor, with a bright prospect of achievement before him. If you consider young men at all, you will probably not be able to do better.

"Kindly excuse my intruding like this into your counsels, and believe me,..."

FOUNDERS

Corporation

TRUSTEES

Mrs. Bailey to John R. Hardin, April 30, 1934.

Asks him if he approves the insertion of the following in the minutes of the meeting held April 23, 1934:

"The Chairman reported that the Trustees personally were having two gold medals made for the Founders of the Institute, Mr. Louis Bamberger and Mrs. Felix Fuld, as a token of their esteem and gratitude. Mr. Bamberger and Mrs. Fuld expressed their deep appreciation of the action which the Trustees had individually taken."

Mrs. Bailey says Flexner has already written to Paris asking that the Mint strike the gold medals.

Hardin agrees May 2, 1934. The minute would be of historical and appropriate importance, says Hardin.
~~JRH Correspondence from January, 1934 to December, 1936~~

Corp.

4/30

p.2/2

Trustees
The Trustees paid for these medals themselves. Because two Trustees not present and voting at the meeting of April 23, 1934, contributed their respective shares, each person who originally paid gets a refund of \$15.72 which he sends to Hardin. (Maass to Hardin, November 8, 1934)

JRH Correspondence from January, 1934 to December, 1936

EARLE, E. M.

Biographical

FLEXNER, A.

Flexner apparently secured Mrs. Earle her position^{at} the Fine School. See letter Earle to Flexner, May 3, 1934.

Flexner to Earle, May 28, 1934.

Flexner apparently sat in on Bea's examination by the Committee or by Mrs. Forsyth. He characterizes Bea as a triumph, "restrained, wise, modest, and yet showing a quick comprehension of the kind of problem she would have to deal with."

* 1st Principal Miss Earle's Sch for girls. Opened it.

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

5/5
10/19
1934
10/30

SCHOOL OF MATHEMATICS

Academic Organization

MORSE, MARSTON

Biographical

VEBLIN, OSWALD

Veblen to Morse, May 5, 1934.

Refers to a conversation initiated about a year and a half before. The conversation was evidently renewed by Morse in a letter from Oxford received by Veblen. He has shown this letter to Flexner, and Flexner pleased? suggests that Morse and Veblen get together in the near future, to discuss the matter. Flexner must have authority from the Executive Committee or the Trustees of the Institute, but in addition, "He would not wish you to break off your Harvard connection abruptly in any way that might embarrass Harvard's arrangements for next year--a position which I am sure you would yourself endorse. (My own experience, however, is that when such a change is in prospect, it is best to make it without delay.)"

Flexner wants to talk it out in personal conference. Also he would "not like to have you go through a period of pulling and hauling."

10/8/34 Bd and another of Math of Ind. Sm. are interested

Morse to Graustein, October 19, 1934.

As the Chief of the Division of Mathematics at Harvard, saying that he has received an offer from the Institute and wishes to take it.

Morse to Flexner, October 24, 1934.

Harvard has responded with an offer of a generous increase in salary and a decrease in teaching hours, and Birkhoff has also asked Morse if he wants anything else, and has promised to go to President Conant and try to obtain any additional commitments that Morse might desire. Morse has replied that, "if my choice should ultimately be Harvard, I would not wish any more concessions, that I would not regard it as fair to the remaining members of the Division, and that in any case I would not be content unless I remained a homogeneous part of the group of men with whom I was associated. It was my task, then, to decide between the working conditions in the two institutions as they would exist for me.

"Before I make the final decision I would appreciate a written statement from you confirming our conversation as to salary, the provision for a retiring allowance, and the retiring age. With such a letter at my disposal I can come to a speedy and, I hope, proper conclusion.

Flexner to Morse, October 30, 1934.

He confirms the appointment; has told the School of Mathematics Faculty members confidentially that Morse is coming, and has promised to make no announcement at the Institute until authorized by Morse to do so.

D File, Morse, Marston, 1933-1945

5/18

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

WOODWARD, E. L.

Biographical

MARSCHAK

FRANKFURTER

FLEXNER

Woodward to Flexner who has asked about statistical approach to economics. Will talk it over with Frankfurter. Woodward discounted quantitative approach but thought Marschak good. ~~good xxxxxxx~~

D, Woodward, E. L.

1934

✓ 5/22

LEFSCHETZ, SOLOMON

Biographical

Letter to Bullitt (Amer. Ambassador to Moscow)

"Dear Ambassador Bullitt:

"The Soviet Government has called a mathematical congress in Moscow and has been kind enough to ask the Institute for Advanced Study to send a delegate thereto. We are sending the bearer of this note, Professor Solomon Lefschetz, who holds the professorship of mathematics at Princeton University. I shall be grateful to you and your associates for any courtesy and aid that you may extend to Professor Lefschetz in case he should appeal to you."

File III-13

June

1934
EARLE, E. M.

Biographical

B. Earle appointed to Miss Fine's School in June, 1934.
Before that: graduated from Barnard 1917, Master's at
Columbia University, 1918. Organized and supervised a two-
year academic course Miss Gibb's school in New York. Taught
economics and history there for five years. Later ~~✓~~ assistant
to Dean Gildersleeve of Barnard 2 years.

Newspaper clippings from Chronological file, 1934, April - June

1934

6/10

MORSE, MARSTON

Biographical

HARVARD UNIVERSITY

Relations WOI

Flexner to Veblen (Hancock County, Maine):

Flexner had interview with Morse. He has found work at Harvard complex and longs for simplicity of IAS group but, inasmuch as Birkhoff will not return to this country until Autumn, it was agreed it would not be courteous for Morse to make a change during the coming year. Flexner asked him to make up his mind "clearly and irrevocably" and promised to recommend his election as full professor if, after talking with Birkhoff and Conant, Morse decided in affirmative. His present salary is \$8,000. Flexner stated his desire to place all professorial salaries at \$15,000 as soon as financial situation cleared up.

File IV-19

June

1934
Lowe

ECONOMICS

Academic Activities

MARSCHAK

Biographical

MITRANY

FRANKFURTER

Extract from letter of Dr. Flexner written in Oxford,
June, 1934.

Notes that he met Mitrany and Frankfurter and Lowe.
Felix had been discussing with Lindsay of Balliol the social
sciences.

"Marschak may prove the man. He is most attractive and
plainly able. I have his reprints. He actually worked with
Neumann in Berlin and knows Graham at Princeton, who has
invited him to lecture there..."

Apparently was written to Stewart.

D, Economics and Politics (School of)

SCHOOL OF MATHEMATICS

Academic Organization

MORSE

FLEXNER

VEBLEN

Flexner in New York writes to Veblen in Brooklin, Hancock County, Maine, and says that he has interviewed Morse who is very anxious to come to the Institute. In view of the fact that Birkhoff is now not in the country, Flexner says that it would not be courteous or fair for Professor Morse to make any change during the coming year. "I asked him to make up his mind clearly and irrevocably as to what he wished to do, and promised that I would recommend his election as full professor, if, after talking with Birkhoff and Conant he decided in the affirmative. "He has found the work at Harvard extremely wearing and complex, and, therefore, longs for the simplicity which he will find in our group, which fortunately does not have to concern itself with many of the activities which a university cannot easily avoid. "

He says Morse's present salary is \$8,000. He told Morse

✓ that as soon as this financial situation is cleared up he wants to put all professorial salaries at \$15,000. "That in any event, his salary would from the outset be considerably higher than he is now getting." Morse made inquiry about minor positions, but Flexner told him there ~~was~~ nothing ~~but~~ personal assistants ~~with~~ which every professor is provided. We have no intermediate grades of appointments.

Flexner says Morse also asked him as to whether he contemplated a differential in the matter of professorial salaries, "to which I replied that inasmuch as I, myself, could not possibly know the relative values of different individuals... I was disinclined to depart from the simple scheme with which we had begun. In other words, if a person is good enough to join the group and deal with students of maturity and achievement, then he is entitled to a full salary whether some differential in ability or productiveness existed or not. On the other hand, I said that until the monetary situation was perfectly stable I wish to play safe. As to the soundness of this I am more convinced since spending two days in Washington, during which I had several confidential talks with persons connected with the Federal Reserve Board. They believe that

higher?

the danger of inflation has passed. If so, we are all right in our present basis. If not, then, of course, we will have to readjust." He is going to see Morse in the early autumn. He is on his way to Europe now; that is, Flexner is. "I hope that nothing will interfere with adding him to our group without any ill feeling whatsoever on the part of the Harvard people--on the contrary, I want their cooperation and sympathy if I can possibly obtain them."

~~V File, "Flexner, Abraham"~~

IV19

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

STEWART, W. W.

Biographical

FLEXNER, A.

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

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

D, Bamberger, Louis, 1930-1936

6/28

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

FLEXNER, A.

Biographical

STEWART, W. W.

Flexner to Bamberger, June 28, 1934.

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

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

D, Bamberger, Louis, 1930-1936

✓ 1934

6/28

ECONOMICS

Academic Activities

FOUNDERS

Corporation

STEWART, W. W.

Biographical

FLEXNER, A.

Flexner in London to Founders.

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

D, L. Bamberger.

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

ARCHEOLOGY

Academic Activities

HISTORY OF ART

PRINCETON

Relations WOAI

MOREY, C. R.

Biographical

FLEXNER, A.

SCHLUNK

WEITZMANN

PANOFSKY

Flexner to Morey from London, June 28, 1934, commenting on his inability to do anything for Schlunk and Weitzmann, but mentioning an interesting conversation with Panofsky. "It seems to me clear that we must be most punctilious in helping him to carry out his engagements with New York University both for his sake and because of ultimate possibilities therein which I can explain to you when I see you in the fall."

III-24

6/25
7/4

APPOINTMENTS
PRINCETON UNIVERSITY
SCHROEDINGER, ERWIN
FLEXNER, A.

Academic Personnel
Educational Institutions
Biographical

Excerpt
285
Excerpt
Flexner
Schroedinger to Flexner notifying him that he has just written to Eisenhart and Dodds telling them that he could not accept the professorship offered by the University of Princeton. Flexner has expressed interest in his acceptance, but the letter is not in the file. Schroedinger says that the single arguments that encouraged him were; first, Flexner's concern and kind interest, second that Flexner had said the Institute would continue to build in the direction of theoretical physics, and, third, that as long as the offer from the side of the University was in suspense, Flexner's loyalty toward the latter would absolutely prevent him from hinting at any other possibility; fourth, is that hearing that Schroedinger had refused Princeton, he might easily be induced to infer that Schroedinger does not like Princeton after all and wants to put off the idea of going there altogether. Schroedinger informs Flexner that he is enchanted at the beautiful scientific milieu of Fine Hall. He has no longer

any apprehensions about transplanting from Europe to the U. S. A. after what his friends Ledenburg, Einstein, Weyl and Veblen said and write him in very kind letters. It was after this, he said, that he carefully reconsidered the financial side, especially also the conditions of pension, security for his wife, and so forth, and these he decided kept him from accepting the University professorship.

Flexner to Schroedinger, July 4, 1934. A kind reply indicating that he has to proceed with great caution because of the financial circumstances in the country, and the anxiety of the Trustees that in the short time Flexner has left he should start other schools either in the Humanities or economics or both. He has as yet, however, no program to submit to the Trustees when they meet in October. ~~Maxxagxxxx~~ He says he is delighted that Schroedinger likes Princeton and hopes that under the circumstances he will be inclined to reopen the Princeton offer with Dean Eisenhart, and informs him that he need feel under no hesitation in doing so. "Unfortunately, I am in no position to advise, since I do not know the terms upon which either Oxford or the Princeton

✓ professorship is held." He wrote from London to Oxford; that is, Flexner was in London. See Schroedinger under these dates for reply in German to translate dated July 9--merely an acknowledgment of the letter.

D, Schroedinger, Erwin

BMS translation Schroedinger's letter 7/9/34.

When I received your friendly letter of 7/4, I was just going to an interesting Colloquium and an equally fine meeting of the Physics Club at Cambridge. Therefore I answer (only) today.

and I appreciate your friendly, open clarification and thank you *for* it. I beg of you to be convinced that I answered the call from Pctn for itself alone and without considerations of possible future possibilities. Decisive were circumstances which I had discussed with Dean Eisenhart in the first days after receiving the invitation, and only in the meantime had lost sight of considerations which at first appeared to be binding. As I just recently indicated, it seems to be mainly a question of the pension for myself and my wife. She would only receive (?) ~~receive~~ something like \$800 a year. If an unfortunate occurrence should come in the first years, ~~she would be~~ be beholden to the authorities of the Univ. which I might assume, if I didn't doubt their good will. The rule is, according to what I hear, the general allowance (?). The distance between that and the desirable is too great to permit an individual pf to hope ^{it} would be bridged.

From my heart I wish you a good rest on the continent. *9K*
~~benefit is the man~~ *me* ~~peacefully~~ *schroedinger*!

With the friendliest greetings and good wishes to you and your family
our devoted Schroedinger.

6/25
7/9

PRINCETON

Relations WOAI

SCHROEDINGER, ERWIN

Two letters from Schrödinger to Flexner filed in
Chronological File under 1934, 6/25.

Translate letter 7/9 - Apparently Sch. disavows my
~~statement~~ assertion he was influenced to decline Peter
by Smith. He made decision on wife's personal basis.
as it would be at end.

D, Schrödinger

Erwin Schrödinger

Oxford (England) 24 Northmoor rd.

6/25/34

Dear Doctor Flexner,

this is to tell you, that I have just written two letters to Dean Eisenhart and to President Dodds, telling them, that I could not accept the professorship offered to me by the University of Princeton.

The very kind and aimable interest, which you let me feel in this affaire, encourage me to some further remarks, but which are so unusual, that before I venture to do so I must apologize in detail, telling you the single arguments, that encourage me.

The first as I said was your very kind interest and concern in the question.

The second, that you told me, you very probably would continue the building up of your Institute in the direction of theoretical physics.

The third is that as long as the offer from the side of the University was in suspense, your loyalty towards the latter would absolutely prevent you from hinting at any other possibility.

The fourth is, that, hearing I had refused, you might easily be induced to infer, that I do not like Princeton after all and that I have put off the idea of going there altogether.

Now I should like to be allowed to tell you, that this is not so. My enchantement at the beautiful ~~milieu~~ scientific milieu of finehall is genuine and undiminished. Moreover my initial apprehensions with respect to a transplantation from Europe to the U.S.A. have been overcome to a considerable extent by all what my friends Ladenburg, Einstein, Weyl, Veblen spoke to me and wrote me in very kind letters. It was after this, that I carefully reconsidered the the financial side, especially also the conditions of pension, security for my wife etc. And these considerations formed one of the most important points, why I finally could not make up my mind

to accept the University-professorship.

I hope you are enjoying holidays at some nice place ~~at~~ this time. Please remember me kindly to Mrs Flexner and to your daughter. I was very sorry indeed, that the mournful event in your family prevented my seeing them again and duly taking my leave from them.

Believe me, dear Dr. Flexner, yours very sincerely

(E. Schrödinger)

C O P Y

Professor Dr. Erwin Schrödinger

24 Northmoor Road
Oxford, 9. Juli 1934.

H/M

Sehr verehrter Herr Doktor Flexner:

Als ich Ihren freundlichen Brief vom 4. Juli erhielt, war ich eben in Abreise begriffen zu einem interessanten Colloquium von Blackett und einer ebenso schönen Tagung des Physics - Club in Cambridge. Darum antwortete ich erst heute.

Ich schätze Ihre freundliche, offene Erklärung sehr hoch und danke Ihnen sehr dafür. Ich bitte Sie, vollkommen überzeugt zu sein, dass ich den Ruf an die Princeton University durchaus für sich allein und ohne alle Bezugnahme auf künftige Möglichkeiten erwogen und beantwortet habe. Ausschlaggebend waren Umstände, die ich schon in den ersten Tagen nach Erhalt des Briefes mit Dean Eisenhart besprochen und nur in der Zwischenzeit aus dem Auge verloren hatte, weil vorerst noch ernstere Hindernisse zu bestehen schienen. Wie ich schon neulich andeutete, handelte es sich hauptsächlich um die Frage der Pension für mich und meine Frau. Sie würde nur aus dem bestehen, was aus jährlich einbezahlten 800\$ im Laufe der Zeit wird. Wenn in den ersten Jahren ein Unglück passierte, würde ich bezw. die Frau ganz auf den guten Willen der university - authorities angewiesen sein, was ich doch vermeiden möchte, wenn ich an ihm auch nicht zweifle. Die genannte Regelung ist, wie man mir sagt, die allgemein übliche. Die Spanne zwischen ihr und dem Wünschbaren ist zu gross, als dass sie etwa ausnahmsweise zu Gunsten eines einzelnen Professors überbrückt werden könnte.

Von Herzen wünsche ich Ihnen eine schöne Erholungszeit an einem angenehmen Platz des Kontinents, der davon so viele hat. Wenn bloss die Menschen auf ihm etwas friedlicher wären!

Mit den aufrichtigsten Grüssen und Wünschen an Sie und Ihre wertvolle Familie

Ihr Ihnen sehr ergebener

(signed) E. SCHRÖDINGER

Dr. Abraham Flexner
The May Fair Hotel
Berkeley Square
London, W. 1

COPY

Professor Dr. Erwin Schrödinger

24 Northmoor Road
Oxford, 9. Juli 1934.

H/M

Sehr verehrter Herr Doktor Flexner:

Als ich Ihren freundlichen Brief vom 4. Juli erhielt, war ich eben in Abreise begriffen zu einem interessanten Colloquium von Blackett und einer ebenso schönen Tagung des Physics - Club in Cambridge. Darum antworte ich erst heute.

Ich schätze Ihre freundliche, offene Erklärung sehr hoch und danke Ihnen sehr dafür. Ich bitte Sie, vollkommen überzeugt zu sein, dass ich den Ruf an die Princeton University durchaus für sich allein und ohne alle Bezugnahme auf künftige Möglichkeiten erwogen und beantwortet habe. Ausschlaggebend waren Umstände, die ich schon in den ersten Tagen nach Erhalt des Briefes mit Dean Eisenhower besprochen und nur in der Zwischenzeit aus dem Auge verloren hatte, weil vorerst noch ernstere Hindernisse zu bestehen schienen. Wie ich schon neulich andeutete, handelte es sich hauptsächlich um die Frage der Pension für mich und meine Frau. Sie würde nur aus dem bestehen, was aus jährlich einbezahlten 800\$ im Laufe der Zeit wird. Wenn in den ersten Jahren ein Unglück passierte, würde ich bezw. die Frau ganz auf den guten Willen der university - authorities angewiesen sein, was ich doch vermeiden möchte, wenn ich an ihm auch nicht zweifle. Die genannte Regelung ist, wie man mir sagt, die allgemein übliche. Die Spanne zwischen ihr und dem Wünschbaren ist zu gross, als dass sie etwa ausnahmsweise zu Gunsten eines einzelnen Professors überbrückt werden könnte.

Von Herzen wünsche ich Ihnen eine schöne Erholungszeit an einem angenehmen Platz des Kontinents, der davon so viele hat. Wenn bloss die Menschen auf ihm etwas friedlicher wären!

Mit den aufrichtigsten Grüssen und Wünschen an Sie und Ihre wertvolle Familie

Ihr Ihnen sehr ergebener

(signed) E. SCHRÖDINGER

Dr. Abraham Flexner
The May Fair Hotel
Berkeley Square
London, W. 1

1934

7/4
7/11

PHYSICS

Academic Activities

SCHROEDINGER, ERWIN (1887)

Biographical

EISENHART

FLEXNER, A.

Schroedinger left University of Berlin when Hitler came to power. Was fellow at Oxford, 1933, but came to lecture in physics at Princeton for several weeks, spring semester, 1934. Refused an offer from Princeton, evidently thinking he was going to get an offer from I. A. S. (why? Flexner Einstein or Veblen?). Worked with Einstein while here. Minutes (4/23/34). Flexner had to placate Eisenhart. Shroedinger did not come to Princeton. International Who's Who lists no connection 1933-6; 1936-38. University of Graz, 1930--Dublin Institute for Advanced Studies. 1940 on

II-17

✓ 1934
NATIONAL RESEARCH COUNCIL

Foundations

MEMBERS

Academic Personnel

SCHOOL OF MATHEMATICS

Academic Organization

N R C
The ~~N. B. E. R.~~ awarded fellowships in mathematics to
Barber, Cameron, Hull, Lewis, Martin, Montgomery (Deane),
Murray, Myers, Nathan, all of whom wish to work at the ~~Institute~~.
Princeton

D, National Research Council

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

EARLE, EDWARD M.

Biographical

Earle to Flexner, July 10, 1934.

After Dr. Sabin's visit: she brought me "the good news that you are now in a position to offer definitely an appointment with the Institute." Expresses joy and gratitude for Flexner's "continued loyalty and confidence; they have meant more to me, I think, than almost any other single friendship in the last eight years." He has not resigned from Barnard and Columbia which he will do as soon as his understand is firm with Flexner.

He suggests that the public announcement of his appointment by the Institute might be made on Flexner's return from his vacation, "Thus letting my friends know that I am still alive and not yet on the shelf. I know, however, your desire to ward off publicity, and I am willing to leave this entirely in your hands." He thanks Flexner for the Board's offer transmitted by Dr. Sabin to purchase books which he needs for his study which will then become a part of the Institute library.

"As for my work, I understand that eventually you will wish me to be active in the field of economics. Would you mind, however, ~~X~~ for the present if I went at the matter from an historical point of view--that is,

to study economic history in the history of economics. I feel something like a man who is at the mouth of Chesapeake Bay in a rowboat with instructions to explore all the headwaters."

He goes on to say that he has had rich and varied training in the field of ~~foreign relations~~ American-foreign relations, and that he thinks it might be valuable for him to direct some of his work along the line of study in American-international policy. He asks whether Flexner agrees. "All of the above sounds very long-winded, but it really carries beneath the surface a very profound appreciation of the opportunity which lies before me, and also a very deep affection for you."

✓1934

7/14

FULD, MRS. FELIX

Biographical

FLEXNER, A.

Flexner to Mrs. Fuld, July 14, 1934, (From Europe).

Has had three very profitable weeks from the standpoint of the Institute, "and I can now see quite clearly in what direction to move and with whom to move, though I shall keep my mind open and not come to a decision until after I have reached home...the voyage has been of priceless value to me. The persons whom I have consulted have given me of their very best and very freely.

D, Fuld, Mrs. Felix

7/22

1934
SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

EARLE, E. M.

Biographical

✓
Flexner to Earle. Supplementing note giving terms of appointment. Outlining the School of Economics. Need a fresh approach. Young men. "By way of self protection we shall have to get a man of first-rate intellectual ability who knows economics as one member of the group, and I have two or three such persons in mind from whom I hope we can make a choice this autumn. I hope that you can develop the historical side and perhaps ultimately with particular reference to certain problems that are characteristically American, as for example, the ~~and~~ disposition of our public lands and so forth." Also anxious that the group should contain one or two foreigners, because economics unlike mathematics is not the same for all countries. Political theory in European countries--he has in mind David Mitrany, In Shotwell's opinion and others the best equipped person obtainable. Well trained in Berlin and London, speaking fluently all modern languages of any importance and a real cosmopolitan.

M already
appted - 1

Hopes to find the economist in the fall. Is sure Earle will appreciate switch from teaching to research. Suggests study of economic theory and history to Earle but wants him to realize there is no such thing as haste in vocabulary of Institute. Especially for a couple of years Earle should put no pressure on himself intellectually because of his health.

D, Earle

7/22

APPOINTMENTS

Academic Personnel

BENEFITS

EARLE, E. M.

Biographical

Flexner to Earle, appointment letter, July 22, 1934.

"As I recall it, the resolution ~~xxxxxx~~ read that you were appointed to a full professorship at a salary of \$10,000 a year, provided Miss Sabin made a favorable report which she has done, that you have leave of absence on half salary, beginning September 1, 1934, and that this leave can be renewed, if necessary, for a second year."

Retiring age to be 65 which can be extended by mutual consent of the professors and the trustees. Institute and professors each pay 5 per cent monthly of the salary into TIAA.

D, Earle, E. M.

✓1934

SALARIES

Academic Personnel

MORSE, MARSTON

Biographical

VEBLEN, O.

FLEXNER, A.

Veblen (Hancock County, Maine) to Flexner: *Answered*

Morse visited Veblen and they talked on IAS affairs at great length. Morse very much disposed to come to IAS and is planning to talk with Birkhoff, Grawstein (Chairman, Dept. Math.) and Conant shortly. "He will dwell, he says, rather on the advantages of the Institute than on the drawbacks of Harvard, but when they ask him what he has been definitely offered he will ~~be~~ only be able to say that it is a professorship at a salary not yet specified and that he will be entitled to an assistant." Veblen feels that present salary inequalities will provide arguments and persuasions which Birkhoff and others will bring to bear on him, and suggests letting Morse know exactly what offer will be. His present salary at Harvard is \$8,000--other emoluments bring it to \$10,000. Veblen is sure Harvard will go to at least \$10,000 in basic salary. He hopes all professors in School of Math. will have same basic salary soon.

File IV-19

1934

✓ 8/13

LEFSCHETZ, P. S.

Biographical

PONTRJAGIN, L. S.

Lefschetz to Flexner

"...

"The USSR part of the trip was a pretty complete success. It was anything but harmful to miss the tensor part, and I was received à bras ouverts by the topologists. They extracted three speeches out of me, one delivered at the all-Soviet Congress of Mathematicians in Leningrad and which I am now writing up for the Proceedings of the Congress. This Congress which lasted 6 days and gathered almost 600 mathematicians from all parts of the Soviet Union, was an annoying performance by the scientific vitality displayed. Besides being honored with one of the main addresses I was asked to preside at one of the two meetings of the topological section. Incidentally I was the only non-Soviet mathematician present. The many new contacts which I ~~made~~ made, and incidentally the goodly number of excellent papers which I captured for the Annals make me feel good about the Soviet part of the journey. I found in particular that the life of scientists had greatly improved over three years ago. Thus Pontrjagin's situation was quite good and he has been much helped by all the tokens of appreciation which he received from the direction of Princeton. Regarding his coming this fall I saw Bullitt and a number of

Soviet brass hats, but the chief difficulty is that, in the present juncture, the Soviet government feels that it needs every individual in the land. I think however that there is a good chance that we may see P. in the fall.

"..."

8/30

✓ 1934

SALARIES

Academic Personnel

TRUSTEES

The Corporation

MORSE, MARSTON

Biographical

FLEXNER, A.

VEBLIN, O.

Flexner (Paris) to Veblin (Hancock County, Maine): Excerpt

"I arrived in Paris from Aix-les-Bains this morning, having taken the so-called "After-Cure" of ten days there after leaving Gastein. Mrs. Bailey meanwhile had come up from the Pyrenees, and I have rapidly run through the letters which have been accumulating here. After reading your letter I sent you the following cablegram:

'Letter just received Please ask Morse to take no steps till my
return middle September Writing Warmest Greetings'

"This does not in the least mean that I am any less anxious to add Morse to the group, as you and your associates desire, than I was when I went away, but I think it best that he should not speak with Birkhoff, Graustein, and Conant until (1) I have been officially authorized to make him a definite offer and (2) I can make sure that an invitation to come to us will not cripple Conant at the very outset of his career. This latter point I explained to him, and, if my memory serves me, I have also explained to you. Though I am quite willing to be persuaded that I am mistaken, I can not but feel that in building up the Institute we should pay due regard to American higher education as a whole. You will recall that, though I was actually authorized to make an offer to you when we were in Göttingen, I did no more than ascertain your willingness to come and said that the matter would have to rest there until I had had a chance to talk to Eisenhart. Eisenhart, whom I saw immediately on returning to America, generously encouraged me to proceed. Inasmuch as we are offering somewhat better conditions than are at the moment obtainable elsewhere, I think it behooves us to pay all possible consideration to others. I do not feel that Conant will act selfishly in respect to any person whom we may approach, and yet it may prove that he would find it embarrassing if sudden changes were thrust upon him.

"I wrote a letter to Morse, as you will remember, but I do not recall its exact contents. Of course, I shall live up to everything which I said therein, but I should like to refresh my memory by rereading the letter on returning to America before proceeding further with Morse.

"I agree with you entirely that, when and if he is invited to join the mathematical group, a definite offer should be made to him, and of course it should be financially as well as otherwise more advantageous than his present situation. On the other hand, I am not persuaded that every person who is called professor must necessarily receive the same remuneration. There are certain distinctions in age, experience, eminence, and ~~future~~ future promise which may fairly be taken into account. Universities, as a rule, take these factors into account by giving new appointees inferior badges - calling them associate professors, etc. I should prefer, I think - certainly for an experimental period - the simpler organization which we now have. It might prove to be advisable to change the title of professor to that of 'member of the Institute', as is done in various

institutions more or less resembling our own. My general feeling remains what it was, though of course I am prepared to carry out the instructions of the Board until ordered by the Board to do otherwise, namely, that our salary scale should be distinctly higher than that which prevails elsewhere, that there should be no 'pulling and hauling', that the short year and the elimination of examinations and other routine and the rigid adherence to high standards of admission with such informal contact between workers and staff as existed last year should continue until it is obvious, first, to the staff and, next, to the Board that some change should be made. But I suspect that the Board will wish to continue its present policy of watchful waiting for a while longer in order to see whether our extraordinarily happy experience last year really lay in the nature of the organization of the Institute or was a mere accident. I think the former.

"As to financial involvements, there are one or two slight matters that I shall have to lay before the Board in the autumn, but I am even more skeptical and cautious about the immediate financial future of the world than I was when I left America in the early summer.".

1934

9/10

SALARIES

Academic Personnel

PRINCETON UNIVERSITY

Relations WOAI

HARVARD UNIVERSITY

MORSE, MARSTON

Biographical

ALEXANDER

VEBLEN, O.

Veblen (Hancock County, Maine) to Flexner:

Veblen's view regarding Morse is that "we need another professor of purely American origin in our group (both for internal and external effect), that Morse is by far the most available man, and that Morse belongs in the same category with the rest of the group as far as scientific work is concerned". Veblen thinks Morse will come if offer made to him is sufficiently good--not that he is disposed to bargain, but because nature of offer would seem to him to characterize spirit in which new enterprise is being conducted. For same reason Veblen thinks it important to make offer definite and bring matter to conclusion as soon as possible. Veblen restates his thought, that all salaries in a given group should be the same. When Birkhoff visited him recently, Veblen spoke of his misgivings because nearly all NRC Fellows are coming to Princeton. Birkhoff's reply was that

it is in the nature of the case--it is the place to which Harvard will have to send its Ph.D's. * Morse understands that Alexander's salary is lower than regular scale because of his desire not to be different from Lefschetz and thus affect their personal relations. But Princeton U. has gift of \$500,000 for purpose of raising salaries of 4 chairs, and if Lefschetz should know of it, the fact would have powerful effect on any feeling he might entertain.

Morse?

* Because NRC can't go to Univ. where he took his PhD

✓1934

9/14

SALARIES

Academic Personnel

PRINCETON UNIVERSITY

Relations WOAI

MORSE, MARSTON

Biographical

VEBLEN, O.

FLEXNER, A.

End of Task up

Flexner ^{in America} to Veblen (Hancock County, Maine): Excerpts

".... I cannot say, though, that it follows that every person in a professorial group should be on the same salary basis at the start. Age, experience, eminence and fertility are all factors that ought to be taken into consideration, and no one ought to be given a maximum salary to make it impossible for a man to receive a call from another institution unless we have absolutely decided that we want him for good and all. This distinction is by no means original with me. I imagine it exists in Princeton, and I know that it exists in other places. On the other hand, when we do invite a man it ought to be, first, on the formal recommendation of the group and, second, after the matter has been laid before the Board, the authority and interest of which I greatly desire to strengthen. At the moment, therefore, my hands are tied, since though you and Alexander have talked to me about Morse no one else has, and the matter has not even been mentioned to the Board. I do not possess the authority 'to bring the matter to a conclusion as soon as possible'.

I find faculties somewhat inconsistent in matters of this sort. In one moment they resent the unilateral action of the President, and at another they want him to cut off and ignore the constituted authorities. I do not want myself to do either.

"There are certain other considerations which I simply cannot write you about. I am not even sure that I can talk to you about them, though I have no desire, as I think you well know, to keep matters from you; but our position is such that we have got to be extremely ~~tractful~~, and I am most anxious to cement the Princeton combination. This does not mean that we have to adhere to the Princeton scale, but it may mean that we will have to proceed with caution. I have in mind a particular incident which during the summer gave me a distinct shock." *Shwachman*

"Now, take another dip in the sea and let's leave the point until I have had a chance to talk with Morse and perhaps get Simon's judgment on the situation, for you must bear in mind that this is an entirely new job of mine, that I cannot hope to hold it for many years, and that I am awfully anxious - even at the expense of somewhat slower progress - to make no blunder that may embarrass my successor. I ought to add that I am terribly anxious, as soon as financial conditions warrant, to make a start in the way of a nucleus in one or two other fields, because I have the feeling that that is the kind of thing which I am equipped to do - much better perhaps than anything else connected with the conduct of an institution in America.

"It seems a little funny that you should be in a hurry, while I, nearing the end of my tether, should be the cautious one; but I do not believe that in the long run we will lose if we use a method of procedure that is in the highest degree dignified and considerate, while at the same time holding ourselves to our ideals."

File IV-19

SCHOOL OF MATHEMATICS

Academic Organization

SALARIES

Academic Personnel

MORSE

Biographical

FLEXNER

VEBLEN

ftb v

Flexner has just returned from Europe, and has found a letter from Vebelen predicting an equally happy next year. He comments on the letter which raises several points which he will not discuss now, but two he will, which concern ~~the~~ ~~individual~~ two different problems, one general, and the other particular. One is the salary problem. He outlines his thinking as this. He says he is committed hand and foot to the principle that academic salaries should be increased; they should be high and dignified for professors. He has been calling for this for the past 25 years, and only now has he got an opportunity to put it into effect. "I cannot say" though that every person in the professorial group shall be

Flexib. on the same salary basis at the start. Age, experience, eminence and fertility are all factors that ought to be taken into consideration, and no one ought to be given a maximum salary to make it impossible for a man to receive a call from another institution unless we have absolutely decided that we want him for good and for all. This distinction is by no means original with me. I imagine it exists in Princeton, and I know that it exists in other places. On the other hand, when we do invite a man, it ought to be, first, on the formal recommendation to the group, and, second, after the matter has been laid before the Board, The authority and interest of which I greatly desire to strengthen. (italics mine) At the moment, therefore my hands are tied, since though you and Alexander have talked to me about Morse, no one else has, and the matter has not even been mentioned to the Board. I do not possess the authority 'to bring the matter to a conclusion as soon as possible.' I find Faculty somewhat inconsistent in matters of this sort. In one moment they resent the unilateral action of the President, and in another, they want him to cut off and ignore the ~~whole~~ constituted authorities. I do not want myself to do either."

He goes on to say that other considerations he feels that he may not even have the power to talk to Veblen ~~about~~ about, much less write. "I have no desire, as I think you well know, to keep matters from you, but our position ~~here~~ is such that we have to be extremely tactful, and I am most anxious to cement the Princeton combination. This does not mean that we ~~ought to~~ have to adhere to the Princeton scale, but it may mean that we ^{will} have to proceed with caution. I have in mind a particular incident, which, during the summer, gave me a distinct shock."

He continues saying that he wants the Institute to be an example and a stimulus to higher education, and the two things that are of most importance in achieving it are: (1) salary, (2) working conditions and freedom. But we have been running only one year, and Rome was not built in a day. Perhaps I am unduly cautious, "but certainly in the present state of the world's finances, a little extra caution is better than a little extra haste."

"I am gratified ^{with} what you report to me about Birkhoff, especially as his visit to you, and the promised visits of his

son, show that relations between the two groups are kindly and cordial."

He continues saying that he will want to talk to Morse, and, perhaps, get Simon's judgment on the situation. "For you must bear in mind that this is an entirely new job of mine, but I cannot hope to hold it for many years, and that I am awfully anxious, even at the expense of somewhat slower progress, to make no blunder that may embarrass my successor. I ought to add that I am ~~very~~ terribly anxious as soon as financial conditions warrant, to make a start in the way of a nucleus in one or two other fields, because I have the feeling that that is the kind of thing which I am equipped to do--much better, perhaps, than anything else connected with the conduct of an institution in America."

"It seems a little funny that you should be in a hurry, while I, nearing the end of my tether, should be the cautious one; but I do not believe that in the long run we will lose if we use a method of procedure that is in the highest degree dignified and considerate, while at the same time, holding ourselves to our ideals..."

"I had a very successful summer as far as the Institute is concerned, and feel quite clear that I know what to do when the time for action comes. After finishing with Institute affairs, I got four weeks of the most perfect rest imaginable in Gastein..."

~~V. File, Friedman, [illegible]~~

IV 19 -

STIPENDS

Academic Personnel

TRUSTEES

Corporation

VEBLEN, O.

Biographical

FLEXNER, A.

Flexner to Veblen.

"I think it not a bad thing that there is a surplus in the two funds appropriated for grants, and I hope that the mathematics group will make no further appropriations unless somebody eminently worthwhile turns up. The moral effect made on a board by a small surplus is out of all proportion to the amount involved. It does really show that the group has been guided by the single purpose of finding competent persons."

V File, "Flexner, Abraham"

IV-19

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

LOWE, ELIAS

Biographical

MERRIAM, JOHN b. C

CARNEGIE INSTITUTE

Foundations

ROCKEFELLER FOUNDATION

AMERICAN COUNCIL OF LEARNED SOCIETIES

W.M.Gilbert (Carnegie Inst. of Wash. D. C.) to Flexner

"Dr. Lowe and I have been corresponding during the past summer with regard to his desire to return to the United States for continuation of his interesting ~~and~~ studies, and I have just had a letter from him in which he speaks of the important communication you sent him recently on this subject. He has generously granted me discretion in utilization of this information, and it is for this reason that I am writing you immediately.

"My hope is that you may feel inclined to write Dr. Merriam rather promptly looking forward to discussion of your proposal at a time which may prove appropriate and convenient to you. We are already giving preliminary consideration to budget matters for next year, and some thought has been devoted to the possibility of aiding Dr. Lowe in

establishing connections in the United States which might prove helpful in making it feasible for him to transfer residence from England to this country. Early in the summer he wrote Dr. Merriam indicating that it was his earnest desire to make such a change primarily on account of his health.

"If you are willing to take the initiative, I am under the impression that such a course of action would prove most satisfactory for all concerned, and consequently I have refrained from mentioning the subject to Dr. Merriam.

"Perhaps it is not inappropriate for me to review a few facts with regard to Dr. Lowe's connection with the Institution. He received appointment as a Research Associate of the Institution back in 1911, based upon the great promise of his studies as a Fellow of the American School of Classical Studies at Rome. For the past twenty-three years, during which the Institution has been honored by his association with it, his record speaks for itself.

"As you probably know, we have not undertaken extensive studies in the humanities outside of the archaeological field, so that there have been few, if any, opportunities within the organization itself for contacts and associations by the palaeographer. In the fall of 1929 the American Council of Learned Societies applied to the Institution for permission to ask Dr. Lowe to assume direction of a project for preparation and publication of a Corpus of Latin Manuscripts, with the result that Dr. Lowe was authorized to direct this special research for a period of five years beginning January 1, 1930, the Institution agreeing to continue payment of his salary as if he were engaged solely upon regular work for the Institution. It occurs to me that your

discussion with Dr. Merriam may have an important relation to any future plans which may be made for completion of Dr. Lowe's program for the American Council of Learned Societies.

"..."

John C. Merriam (Carnegie Inst. of Wash. D. C.) to Flexner

"I must apologize again for taking so long a time to consider the interesting questions relating to the future of Dr. E. A. ~~Lowe~~ Lowe...it has also been important to consider other relations in this field, especially those to the American Council of Learned Societies which has been spending funds which the Rockefeller Foundation has set aside for Dr. Lowe's researches.

"In a recent conference with Dr. Leland we agreed that there seems real importance to Dr. Lowe and to those of us who are interested in his work if at least for the next few years Dr. Lowe could be located at Princeton and in association with the Institute for Advanced Study. Such an arrangement would depend upon having Dr. Lowe separate himself from his university relationships in England and take up life in this country. This would mean the loss of salary from the appointment in England. It would also mean loss of contact in study of certain of the most important materials being used for research.

"If such an arrangement could be made, the Carnegie Institution would, I am sure, be willing to continue the payments which it has been making of \$4,500 a year for

compensation to Dr. Lowe. It may be that the Institute for Advanced Study would wish to add to this amount and also to contribute a reasonable sum for expenses of Dr. Lowe's travel in Europe in connection with his studies. While the present researches are under way I assume that there will be contribution from the American Council of Learned Societies of Rockefeller funds which may cover a considerable part of the expense of investigation.

"..."

✓1934

MITRANY, DAVID

Biographical

EARLE, EDWARD MEAD

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

Dr. Flexner reported in part:

"Of these two men Professor Mitrany's interest is primarily in government, national and international, and Professor Earle's in economic history. I have a list of about a dozen men in the thirties who have given great promise and who have fortunately not yet committed themselves far in dealing with the complex and controversial questions of economic theory and policy. I hope very much that by the next meeting of the Board I may be able to suggest an additional person to be added to the two whom we have already appointed. There will be no difficulty in securing cooperation on the part of the most distinguished Europeans in the field which the new school covers. I think that without exception the men, with whom I spoke, thought that the conception upon which we are proceeding is sound and important. Everything now turns upon the choice of the proper individual or individuals."

Vol. I, No. 20, Minutes, p 8.

✓ 1934

POLICIES

Administration

Dr. Flexner reported in part:

"My conclusion, therefore, is that, whereas in due time, as successive schools are establsiehd, we shall try to provide them with facilities to make coöperation easy, our great task at the present moment is the finding of men. For, while the men can get on without buildings, the building is futile without the men. If they can be combined, as they are combined at Fine Hall, results should be obtained that are as nearly ideal as is possible under human conditions.

"I think I may say in conclusion with all modesty that wherever I went in Europe the fact of the exiistence of the Institute was known and that its possible scope and its present and future importance were appreciated. While we have done absolutely nothing to procure publicity, the quality of the staff and the students has already within the period of a single year made the institut~~y~~ion widely and honorably known."

Vol. I, No. 20, Minutes, pp 9-10

✓1934

10/8

GENERAL

Academic Procedures

Dr. Flexner reported in part:

"Since the meeting of the Board held April 23 last the first session of the School of Mathematics of the Institute for Advanced Study was brought to a happy conclusion on May 1. Work, however, on the part of the faculty and the students did not cease with the termination of the academic year. Some of the professors continued their daily attendance at Fine Hall far into the summer, while some of the workers remained in Princeton during the entire summer, despite the excessive heat in July.

"During the course of the year it occurred to me that it would work to the advantage of higher education if annually some of these young men and women well trained in modern mathematics could bring into the secondary schools and high schools of the country the newer views of the subject which have come to prevail. I had a number of conferences with the new Superintendent of Schools of New York City, as a result of which the Associate Superintendent in charge of mathematics, Dr. Tildsley, and a committee of teachers of mathematics spent a day at Princeton observing the work of the Institute and the graduate work of Princeton University in mathematics. I am happy to report that several workers have received appointments in the New York City schools. If this experiment can be successfully extended to other large school systems in the country, there will be, as it were, a new market opened up for these highly trained university and post-university students, and it is perhaps not too much to expect that in the course of time the teaching of high

school mathematics will be modernized in the United States precisely as during the last twenty years the teaching of high school science has been modernized. We have, I think, to look at the entire educational system as a whole. We cannot do the best possible work in college and in the graduate school or in the Institute unless boys and girls have been properly grounded in the high schools. Thus far the number of persons trained in modern mathematics who have gone into high school teaching has been very small. I hope that the liberal action of the Superintendent of Schools of New York City may be followed by similar action on the part of superintendents in other cities. I have already undertaken to communicate with other superintendents in the hope of making opportunities for students of the type now being graduated from the best of our universities and from the School of Mathematics of the Institute."

✓1934

SALARIES

Academic Personnel

MITRANY, DAVID

Biographical

EARLE, EDWARD MEAD

Minutes, p. ~~XX~~ 11:

"RESOLVED, That beginning September 1, 1934, the salary of Professor David Mitrany be and hereby is Tenthousand Dollars (\$10,000.00) a year without requiring him to come to America until, in the judgment of the Director, that step should be taken."

Vol. I, No. 20

October 8

11/2

FRANKFURTER, F.

Biographical

FLEXNER, A.

On October 12, 1934, Flexner sends Frankfurter resumé of Mrs. Bailey's notes on Frankfurter's remarks at Trustees Meeting (10/8/34) on School of Economics and Politics, as they finally appeared on p. 12 official minutes. On October 20, Mrs. Bailey asked for a response, and on 11/2/34 she sent him complete minutes, on each occasion, suggesting that if he had corrections he should notify her as Secretary. There's no evidence he responded but 3 p. memo October, 1934, which he evidently prepared. Filed School of Economics and Politics. Vertical File.

F File, 1, I.A.S.

✓1934

10/8

DEGREES

Academic Procedures

Minutes, p. 13:

"The Director reported that he had received a letter, dated July 21, 1934, from Mr. Charles H. Elliott, Commissioner of Education of New Jersey, stating that the State Board of Education had granted the Institute for Advanced Study a license to confer the degree of Doctor of Philosophy upon those students who complete programs of study leading to that degree which are similar in scope to those offered in leading American universities. The Director explained that it was no part of the policy of the Institute to confer degrees earned or honorary, but that following the advice of Mr. Hardin it seemed wise to obtain permission to do so, even though no use of the permission was contemplated."

Vol. I, No. 20

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

FRANKFURTER, F.

Biographical

FLEXNER, A.

Regarding Frankfurter remarks at Board meeting of October, 1934.

Vertical File, Frankfurter-1

✓1934

10/8

FOUNDERS

The Corporation

Minutes, p. 15:

"Mr. Maass, in behalf of the Trustees personally, presented two replicas of the seal in gold to the Founders of the Institute, Mr. Louis Bamberger and Mrs. Felix Fuld, as a token of their esteem and gratitude. Mr. Bamberger and Mrs. Fuld expressed their deep appreciation of the gift which the Trustees had individually made."

Vol. I, No. 20

✓1934

10/8

BUDGET

Finance

GRANTS

Minutes, p. 10:

"At the request of the Director Mr. Veblen stated the advisability of having the assurance of appropriations for grants-in-aid made a year in advance in order that the professors might have sufficient time to make arrangements with universities regarding leave of absence of candidates for grants. Thereupon, on motion, it was

"RESOLVED, That the sum of Thirty thousand Dollars (\$30,000.00) shall be included in the budget for the year 1935-1936 to be distributed as follows: Twenty thousand Dollars (\$20,000.00) for grants-in-aid in the field of mathematics and Ten thousand Dollars (\$10,000.00) in the field of mathematical physics."

Vol. I, No. 20

✓1934

FELLOWSHIPS

Academic Personnel

Dr. Flexner reported in part:

"In addition to those who were seeking opportunities a large proportion of the workers last year were on leave of absence from important institutions: the University of Chicago, Johns Hopkins University, Princeton University, the California Institute of Technology, the Rice Institute, University of Vienna, University of Copenhagen, Edinburgh University, University of Michigan, etc. These men have returned to their posts refreshed and stimulated by their experience in Princeton, and I have received evidences of grateful appreciation on their part for the opportunities they enjoyed last year. During the year now beginning a similar group will be in attendance, among them men holding posts in Harvard University, Massachusetts Institute of Technology, Johns Hopkins University, Princeton University, University of Cincinnati, Brown University, California Institute of Technology, University of California, University of Chicago, University of Louvain, University of Frankfurt, University of Munich, University of Cambridge, etc. Of the twelve fellows appointed in the field of mathematics by the National Research Council in this country, nine have elected to work at Princeton during the present year, enjoying the combined opportunities of the Institute for Advanced Study and Princeton University, and the European branch of the Rockefeller Foundation has appointed two fellows in mathematics, both of whom have elected to come to the Institute."

Vol. I, No. 20, Minutes, p 3.

✓1934

10/8

POLICIES

EP

Administration

SCHOOL OF ~~HUMANISTIC STUDIES~~

Academic Organization

Minutes, pp 12-13:

"On the suggestion of the Director the Trustees considered methods to be pursued in starting the School of Economics. The consensus of opinion seemed to indicate that the School should be started modestly and as promptly as possible with a small nucleus of young and promising men of unusual intellectual endowment who would be enabled to work without pressure for results.

"Mr. Frankfurter held that the social sciences ought to be viewed in somewhat the same light as law. He thought that the analogy to the progress which had been made in the medical sciences likely to be misleading and that the confusion in the realm of economics and politics was due to the fact that there had been too little disinterestedness in their pursuit. He suggested, for example, that the so-called principles or laws of economics ought to be examined in the light of their origin and that it would probably be found that they originated out of the pressure of contemporary phenomena. Something might, he thought, be gained if small groups were brought together for limited periods in the hope of uncovering and defining the real problems. He was certain that nothing could be gained if an inharmonious group were assembled and instructed merely to 'research'.

"Mr. Stewart emphasized the importance of an early start with young men, the

question of whose future relationship to the Institute could be determined by their achievements from time to time, and Mr. Veblen suggested that grants-in-aid, such as those now given in the School of Mathematics, would prove an excellent way of bringing men of promising ability to the Institute to work for a year or longer without permanently detaching them from their posts unless they developed unusual capacity. It seemed to be agreed that with the exception of a small permanent nucleus it would be unwise to make many additional appointments for terms of three or five years which would involve the resignation and withdrawal of men from their own institutions and thereby impair the freedom of the Institute in dealing with them.

"The Director stated that he had given further thought to a start in the humanistic studies and that he deemed it advisable that an impartial survey be made of the remarkable facilities and resources which exist in and around Greater New York with Princeton as its center, whereupon, on motion, it was

"RESOLVED, That the Director be and hereby is authorized, in his judgment, to expend not to exceed Six thousand Dollars (\$6,000.00) for the purpose of study in the field of the humanities."

✓1934

10/8

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

Dr. Flexner reported in Part:

"I devoted two-thirds of the summer to study in Europe with a view to securing a nucleus in the subjects of economics and politics as well as the humanistic studies. It is clear to me that in economics and politics, which should be broadly conceived as the field of social justice, we shall have to proceed somewhat differently from the method pursued in dealing with mathematics. The sort of mathematics in which scientific men are interested today has a history that is at least one hundred and fifty years old. The economics that is in vogue is upon a very different basis. More and more as I conferred with men who are dealing with economic problems both in universities and in public life, (|| I became convinced of the fact that economics ought to be viewed as a clinical science. That is to say, men who are concerned with its teaching and investigation ought also to be men who have been in contact with practical problems of business and government. On the other hand, while the men working in economics must not be aloof from practical life, they ought not to be diverted to the performance of current tasks. William James once said, | 'We act forwards; we understand backwards.' There are thus two dangers to be avoided: on the one hand, the danger inherent in long distance cogitation and theory; on the other, the danger inherent in doing things at the moment empirically. Other sciences - physics, chemistry, and medicine - have had to settle the same problem. In the case of physics and chemistry it has required centuries, and in medicine it has required a full century, and there are vast areas in which the scientific medical man still shrinks from practical activity, though he continued his researches on experimental animals and otherwise in his laboratory. The methods of developing economic science, which seem to me now to be most promising, bear therefore a certain resemblance to what has happened historically in other fields, though analogies are suggestive as well as dangerous and must not be pushed too far. These methods require infinite patience - the patience of a naturalist, who is willing to observe before he turns to generalization or accepts practical responsibility for the execution of political and economic policies.

"A distinguished scientist, with whom I have been discussing the problem of economics from the standpoint of scientific method which I have had to clear up before proceeding to the discussion of persons, has on reflection written me a letter, from which I quote the following:

"'Naturally, I am deeply interested in your plan to make a fresh start in economics. America will provide a marvelous experimental field for acute younger men for the next few years. Whatever happens in November, this country is in a state of flux out of which some kind of economic stability will be a matter of years and the end result will be something very different from the old order. I do not think that Russia offers a better field for capable observation and investigation than present-day United States. It's like a great epidemic, plague, etc., to the pathologist - an opportunity not to be invented but suddenly and sharply presented with incalculable potentialities.

"'If I were asked what constitutes one of the greatest attractions, at this critical era, to the alert, 'prepared' economist mind, I should say America. It's an opportunity which should not be long deferred for quiet study without anything said but for a lot of 'wood-sawing'.

"'That is the way one would attack a great biological catastrophic experiment

such as a devastating disease plague; and the world today, with America in the forefront, is in the throes of another kind of plague - nothing less than a vast biological social plague.'"

Vol. I, No. 20, Minutes, pp 5-6.

ECONOMICS

Academic Activities

See Chronological file for Frankfurter's and Stewart's
remarks about economits.

See source on Memo in Chronological file

1934
EARLE, E. M.

Biographical

FLEXNER, A.

FRANKFURTER, FELIX

SALARIES

Academic Personnel

Earle to Flexner, October 15, 1934.

He drafts a proposed statement as to the terms of his appointment at \$10,000 per annum effective September 1, 1934, with leave for the academic year 1934-1935 on half salary. And the appointment is to run for two years, with provision that the next academic year may also, if necessary, be spent on the same basis, with the understanding that he would be carried on the roles as a professor whether he was being compensated or not. The matter of illness is not mentioned.

In discussing the economics program he said that "many of our so-called economic laws are merely slogans," as Felix Frankfurter says. He compliments Flexner on getting Frankfurter on the Trustees Board. He states that he is thoroughly in sympathy with Frankfurter's, Flexner's and Stewart's idea that the entire subject should be approached without preconception.

D. Earle

10/19

INSTITUTE HISTORY

Institute History

MORSE, MARSTON

Biographical

GRAUSTEIN, WILLIAM C.

Morse to Graustein October 19, 1934.

Morse informs Professor William C. Graustein^x that he has been invited to join the staff ~~for~~^{of} the Institute for Advanced Study. Harvard offers him decrease in teaching hours, increase in salary, and practically anything else that will encourage him to stay at Harvard, and Birkhoff is in on the persuasion seeing President Conant for this purpose.

The letter ~~was~~ offering formal terms of the appointment is missing from the file as are all papers prior to January 25, 1933.

x Chm Dept who married Morse's first wife.

D, Morse, Marson, 1933-1945

✓1934

10/25

BUILDINGS AND GROUNDS

Facilities

GENERAL

Finance

Flexner to Veblen (Fine Hall, Princeton): Excerpts

"Since we parted I have given some thought to the last words you dropped, namely, that we should not lose this delightful time to walk about with an eye to site, buildings, etc. While I should be glad to have a walk with you at any time, I think it only fair to say that I should find it difficult to get up any enthusiasm now on the question of site and buildings."

"We have an endowment fund of X dollars, which yields an income of Y dollars. In common prudence we are setting aside an annual reserve of Z dollars. ~~XXXX~~ That leaves a margin of expenditure, with our present endowment, of Y minus Z dollars. If we invest part of X dollars (endowment) in buildings and grounds, we diminish Y and Y minus Z."

" Meanwhile, my ambition for the Institute is to leave mathematics substantially as it is, and to get a small nucleus - it will have to be much smaller than the mathematics nucleus - in (1) economics, and (2) the humanities. The three groups can, as Professor Frankfurter pointed out, grow from within as additional resources become available."

"I shall surprise you by the willingness and speed of my activity in the way of

buildings and grounds when some Santa Claus drops into our treasury the requisite funds."

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

FRANKFURTER, F.

Biographical

MORSE, M.

✓MARSHACK

STEWART, W.

AYDELOTTE, F.

FLEXNER, A.

Vertical File, Frankfurter-1

1934
SCHOOL OF ECONOMICS AND POLITICS
RIEFLER, Winfield
STEWART, W. W.
FLEXNER, Abraham

Academic Organization
Biographical

Flexner to W. W. Stewart:

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

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

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

File: IAS - ^{Stewart, W.W.}~~E.A. Lowe~~ - 1932-3445

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

FRANKFURTER, FELIX

Biographical

FLEXNER, A.

HARDIN, JOHN R.

Flexner to Hardin, November 3, 1934.

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

Here is the statement:

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

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

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

all were, as it were, contributions not in abstracto but in the context of their time, and ~~for~~ of course the same is true of Adam Smith's Wealth of Nations.

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

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

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

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

JRH Correspondence from January, 1934 to December, 1936

✓ 11/5
11/7

SCHOOL OF ECONOMICS AND POLITICS
FRANKFURTER, FELIX
FLEXNER, ABRAHAM
MAASS, HERBERT

Academic Organization
Biographical

Mr. Maass:
Statement by ~~Felix Frankfurter:~~

"Recognizing as one must that the science of economics is presently in a state of flux, the obvious requirement of any newly organized department must be to get away from set standards and from the predilections that have developed amongst those members of the profession who have committed themselves by writing or expression to a fixed point of view.

"While it is true that all great political essayists wrote in the light of current problems that were the pressing questions of their times, nevertheless, the problems which confronted them are in reality the recurring problems of today - perhaps, in a different form or a broader scope, but in their vital effects upon the life of the times, essentially similar. Therefore, the correlated history of those times, together with a review of the applicability of the principles which were developed during those periods to the changed conditions of to-day, and a determination as to whether they are of present value or have been outmoded, would present a composite picture of the processes of development in the course of mens' and nations' conduct which has brought about the evolution in world economics to its present state.

"While in their origin economic problems were, in a sense, purely national, the change which has been wrought by the World War and the great progress which has been made in systems of communication, methods of travel and otherwise, has caused international relations to play a far larger part in present-day economic affairs than was ever heretofore the case.

"One cannot overlook the fact that, fundamentally, political economy in its broadest sense, is the establishment of rules of conduct which tend to make national and international relations, based upon trade, exchange of goods, and methods of living, flow currently along lines of least resistance so as to be productive of the best results for humanity.

"It would seem, therefore, that the vision of a modern Department of Political Economy should be to inquire into and pursue the historic background of all great economic movements, tracing their development and their effect upon national and international relations, manifesting their weaknesses and their strengths, and culling from amongst them those which survive and merit such survival, and discarding those which have demonstrated their uselessness, their purely temporary effect or their distinctly local origin and application. Then, from this background, to develop new theories of general application which can be demonstrated to be fundamental in operation and international in scope.

"If these premises are correct, such a department cannot be launched with a crew that is hidebound by existent theories or committed thereto by its writing or its expressions. The hope of accomplishment lies more nearly in the principle that the staff be comprised of competent historians and a group of young economists with the capacity to accept or discard old theories and to develop from them new ideas which are sufficiently elastic to permit not alone their present application but their future adaptability."

Maass to Flexner:

"With respect to Professor Frankfurter's statement, I do not deem myself qualified nor would I presume to comment thereon. However, I cannot agree entirely with his point of view. I feel so strongly that there is a historic background upon which competent unbiased economists can work, that I have written a memorandum of my own, which I enclose herewith. It is intended to be the expression of my belief that what we have in mind is not nearly so hopeless as Professor Frankfurter pictures it, and that there exists a structure upon which men can build with safety for the future."

Flexner's answer to Mr. Maass:

"Thank you for your favor of November 5th with its enclosure, which I have read several times with very keen interest. I am much more struck by the similarities in the views between Stewart, Frankfurter and yourself than by the disparities on which you very rightly dwell. I am glad that the establishment of the department has really given the members of the Board something to chew upon, and I hope that as the school develops those of you who have had practical experience may give the Board your views just as freely and fully as those whose experience has been more academic in character."

Source: IAS Trustees - Maass, Herbert H.

1934
SCHOOL OF MATHEMATICS

Academic Organization

COMMITTEES (EXECUTIVE)

Corporation

MORSE, MARSTON

Biographical

Board authorized Director to present to Executive Committee a nomination to School of Mathematics. No salary specified. The Executive Committee didn't meet (no minutes) but was polled by Flexner. Announcement of Morse released right after November 8, 1934. (See Flexner to Maass, November 8, 1934).

D, Maass

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

FRANKFURTER, FELIX

Biographical

S.M. in Soc. Sci. Sch. Ed.

This is the first paragraph of the letter of November 9, 1934, which does not appear in the copy Weed sent Frankfurter.

W to F

"I am very glad to have the short statement of Professor Frankfurter's ideas about economics. It is an original viewpoint and important in supporting the contention, already accepted by the Board, that our proper attack on this wide subject should be through history."

Flexner's letter of November 10, 1934, Weed's of November 21, 1934, Flexner's of November 23, 1934, and Weed's of November 26, 1934, suggesting a personal conference instead of bringing the subject up at a Board meeting are all in ^{the} Director's file; also, Weed's letter of December 6, 1934, expressing appreciation that Flexner has referred the whole matter of the high school ~~of~~ faculty angle to Veblen.

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

FLEXNER, A.

Biographical

FRANKFURTER, FELIX

~~MARSHAK~~ SCHOOL OF ECONOMICS & POLITICS

AEA. ORGANIZATION

Flexner to Aydelotte, November 14, 1934.

"I hate to bother you, but I hate it the less since I may also be amusing you at the same time. This morning comes Frankfurter's last word, which with my poor intelligence I am utterly unable to understand in the light of the various points he raised in connection with the trivial Marschak proposal. As I reflect upon the whole correspondence, I realize (1) that in writing to a lawyer I should have been much more meticulous in saying what was in my mind, (2) that when I said that it did not matter with whom we started, whether a mathematical economist or any other kind of economist, I should have added that no extreme specialist could possibly start the school unless his range of interest went far beyond his specialty, but that would have seemed to me to be too obvious to be stated. Dr. Welch organized the Johns Hopkins Hospital

Frankfurter, F.
School of Econ...

Prog.
Acad. Org.

11/14

p. 2/2

and the Medical School without ever having had a patient in his life, but, though a pathologist, he had vision that comprehended the whole field of medicine and public health. The same is true of Simon, who, though nothing but a pathologist, organized the Rockefeller Institute for Medical Research, which includes clinical medicine, chemistry, bio-physics, and no end of subjects of which Simon knows nothing, though he appreciates their proper scope and place. Veblen, who has been my mainstay in the School of Mathematics, is a highly specialized mathematician, but he has a vision that ranges over the entire field. If I had said to Frankfurter that it wouldn't make any difference with whom we started, provided in addition to his special interest he had the vision of the whole economic field, I might have avoided this correspondence, but I doubt it."

File I-7

✓ 11/15
12/5

DODD, WM. E.

Biography

FLEXNER, A.

GENERAL

Public Relations

Wm. E. Dodd (Berlin) to Flexner (Princeton) Nov. 15, 1934

"Many thanks for the cordial invitation which you wrote us on October 30. I think there will be nothing to prevent my appearing at Princeton on January 16. The State Department has given its consent to making an address on historical subjects. Since there may be some doubt as to my actual appearance, it may be well not to make announcements until arrival in New York. In fact, I would prefer that no publicity except in University circles be given to the matter. However, I do not make a definite condition. The reason is that so many other invitations came last year after it was known that I had made a public address in Richmond. I leave the matter therefore to you.

..."

Flexner (Princeton) to Wm. E. Dodd (Berlin) Dec. 5, 1934

..."As to publicity, he made the point that, if no publicity was given to your address here, it would mean uncontrolled publicity, which might of course be unpleasant. The relations of the University and the Institute to the press representatives here is such that, if we give them a notice at any time, they will print exactly what we give them. We need do nothing therefore until you arrive in this country. We can then arrange some form of announcement that is perfectly agreeable to you and also agree upon the date when it is to be released.

..."

1934

PRINCETON UNIVERSITY

Relations WOAI

PONTRJAGIN

Biographical

Flexner to Veblen (Fine Hall, Princeton): Excerpt

".... Inasmuch as Lefschetz has committed the Institute, I think we ought to hold \$3,000 in reserve until we find out whether or not Pontrjagin can come next year. My guess is that he will not come, and with that we may as well stop trying: you could tell Lefschetz that you must have a final reply by March or April."

File IV-19

SCHOOE OF ECONOMICS AND POLITICS

Academic Organization

RIEFLER, WINFIELD W.

Biographical

Riefler's

Proposed economic unit of the Institute for Advanced Study.

Filed in Chronological Fihe under 1934, 11/16.

D File, Riefler, Winfield W., 1934-39

Riefler

11/16/34

PROPOSED ECONOMIC UNIT
OF THE
INSTITUTE FOR ADVANCED STUDY

There can be little question of the urgent need for a more profound understanding of economic problems. The persistence of the present depression, its intensity, the extent of economic disequilibrium which it has revealed, its world-wide character, and the human suffering in the form of sustained unemployment by which it has been accompanied, all offer incontrovertible testimony on this point. In the field of economics, the problem is not whether there is ample scope for advanced study, but rather how such study can best be implemented, for the quality of the human need is such as to call for all of the intelligence which we can bring to its solution.

Role of the Institute for Advanced Study

The paramount problem of economics today is to reformulate its basic thinking to the point where it can offer an authoritative explanation of the present world-wide paralysis. As compared with this problem, the doctrinal disputes of predepression years fade into insignificance. No special school, no particular type of logical analysis, indicated the immanence of a breakdown such as this prior to 1929, nor has the course of events since that time especially justified the approach on which any one group was working.

We have, in fact, no central core of accepted verifiable generalizations in this field such as are found in the other major intellectual disciplines. There is no unity, therefore, in the various subdivisions of intensive specializations, nor is there a common body of logic to serve as intellectual tools in the development of new hypotheses on the frontiers of advanced study. As a result there is confusion in accredited professional economic judgment upon almost any major problem that is posed. This has been particularly emphasized during the past few years of divergent counsels when economists, as a group,

have almost universally failed to speak with an authoritative voice either in their analyses of the course of events or in their proposals for their amelioration or cure. Instead, when professional counsel was most urgently demanded, economists have been found widely divided even upon questions of basic import where professional competence could be presumed to be final.

One source of this confusion is found in the failure of current economics to take adequately into account the dominating characteristics of economic society in the twentieth century. That part of our present theory which is carefully worked out and logically articulated is based essentially on the economic processes and relationships which were prevalent in our society a century or more ago. Most of the resources of the community were then occupied with the production, distribution and consumption of perishable commodities, such as food and clothing, and the major attention of economists was directed toward an analysis of economic phenomena associated with the markets for such goods. During the years immediately preceding the depression, on the other hand, fully one-half of our production of commodities consisted of durable goods, the markets for which differ widely in their behavior from those markets upon which most economic analysis has been based. This change calls for a re-analysis of economic data, a new development of economic theory. Such an analysis will run to the heart of all of the phenomena associated with the current breakdown. It will require, however, the creation of new intellectual tools in addition to those with which economists are now working. By concentrating on this approach and by developing systematically all of the varied facets which it will uncover, the Institute can reasonably hope to make a major advance in economic theory during the next decade.

The logical tools, the generalizations, and the research methods with which advanced students in the field are now working, fall in general into

three broad categories:

- (1) Commodity or price system studies which conceive of our economic system as one regulated by the free interplay of costs and prices. To aid in the analysis of this interplay, there is available a highly refined body of logical generalizations with respect to markets for perishable commodities and to supply and demand relationships for these commodities, generalizations which were developed and emphasized during the so-called classical period of economic study;
- (2) Monetary studies, which, because modern economic society is organized along pecuniary lines in which financial phenomena are especially important, regard movements of money and credit as of paramount significance. Students working in this general field also have the aid of a highly articulated body of logical generalizations, but they are for the most part generalizations based upon analysis and observation of a world-wide money market for short-term credit instruments, unified by a gold standard, and regulated by central banks. They do not take adequately into account the influence of the capital markets.
- (3) Quantitative or statistical studies, which are still in the empirical stage, possessing as yet no body of logical generalizations and few explicit assumptions of an economic character. Economists in this field have uncovered the problem of economic fluctuations and have charted their movements. They have contributed little as yet, however, to an understanding of their causes, their prevention or their cure.

The Problem of Durable Goods

It is proposed, therefore, that the Institute for Advanced Study attack this problem by developing a sustained inquiry into that group of unsolved economic questions which are associated with the current stagnation in the durable goods industries and which are now loosely aggregated under the caption "The Problem of Durable Goods." Such an attack has the advantage that it is sufficiently limited to be specific at a time when a more general approach might be drowned in the prevailing confusion of thought, that it is sufficiently undeveloped to require exploration, and finally that it is sufficiently basic to afford hope that it will disclose the key which will lead to a reformulation and closer articulation of economic theory.

Its importance has become increasingly apparent to economists during the course of the present depression which has been particularly associated with markets for durable goods. On looking backward it now appears that these same phenomena were more generally characteristic of previous depressions than was formerly recognized. If one can look forward to an eventual resumption of the basic economic trends which have accompanied the rise of industrialism during the past century, it is a tenable assumption that future economic repercussions, arising out of stoppages in the flow of durable goods, will be even greater than at present, since the relative proportion of our total economic activity which is represented by the durable goods industries is bound to increase with rising industrial efficiency and the growth of productivity. In other words, a high standard of living implies a heavy concentration of economic resources in durable goods industries, and a rising standard of living of necessity increases the general havoc attending maladjustments in these industries.

It is safe to assume, therefore, that in selecting the problem of the economics of durable goods for solution, the Institute would be exploring not only a factor that is now recognized as of major importance in the present breakdown but in addition one which will probably become of increasing importance.

There are found in this problem numerous fields for highly intensive specialized research, for durable goods include not only capital goods, but also public works, replacement capital goods and consumers durable goods. Each of these categories now represents individually large elements of our economy, and together make up over one-half of the total. The factors, social and economic, which determine whether there is or is not a demand for goods of this character, go a long way also toward determining the extent of unemployment, and the rate of activity of our entire economic system. They have come to

occupy , therefore, a position at least equal in importance with factors common to markets for perishable commodities and deserve an equally thorough exploration at the hands of economists.

The logical factors which should govern the demand for capital goods, for example, can be analyzed, even though their application to specific situations is difficult since investment in such goods is necessarily based upon an imperfect capitalization of an estimated return in an unclear and unforeseeable future. In the case of consumers durable goods, on the other hand, such as houses, automobiles, etc., the existence of demand is partly social in character, a reflection of the standard of living and subject to changes in style. These widely differing markets, therefore, will require correspondingly different analysis.

An example of the type of theoretical problem posed by the development of a dominant industry devoted to consumers durable goods is offered by the recent experience of the motor industry, where in 1932 widespread unemployment and distress prevailed throughout all the industries that participate in the manufacture of automobiles. The stagnation in the market for new cars, however, did not imply that the American people, as a whole, were using less automotive transportation than in predepression years. The consumption of gasoline in 1932 in fact would seem to indicate relatively little decline in the actual use of automobiles in that year. Automobiles, however, were durable goods, and this single fact permitted the American people to continue to consume automobiles even though they were not currently producing them. In other words, the American economy had developed this important industry to the point where a sustained and effective demand for consumption was not of itself sufficient to call forth an equally effective and continuous demand for employment in the manufacture of the article consumed.

The preponderating importance of durable goods as such opens up for exploration a further equally important field in their relation to a credit economy, for durable goods by their nature represent large financial commitments and in most cases require almost of necessity the availability of a loan market. Any basic study of durable goods as such, therefore, leads directly and realistically into a study of savings and investment, of security and mortgage markets, of banks and finance companies, and, finally, of money markets, ~~of banks and finance companies, and, finally, of money markets~~ foreign exchanges and currencies.

Credit + Money

In theory, as we have inherited it, this aspect of monetary problems has received far too little attention. Our monetary theory today has not yet departed fundamentally in its thinking from a financial structure in which the preponderating elements consist of (1) a currency based on gold, (2) deposit-creating commercial banks dealing in self-liquidating commercial paper, (3) central banks regulating through a short-term rediscount rate the volume of deposits created by these banks, and (4) an international gold standard to govern the activities of central banks. In theory under this picture, the whole economic structure is maintained in equilibrium through movements of gold which, on the one hand, are governed by the response of foreign trade to relative commodity price levels, and, on the other hand, through their effects on central banks set in motion forces to maintain these price levels in equilibrium. Any realistic examination of this analysis in the light of today's conditions reveals its inadequacies and its relative neglect of the major institutions and forces that play on the financial markets. In point of fact, a realistic study of the balance of payments today reveals that the distribution of gold is infinitely more affected by large movements of capital items of a highly unstable character than by trade in commodities

of a type to be sensitive to small changes in relative price levels.

These examples are sufficient to illustrate the basic nature of an approach to our economic theory from the standpoint of durable goods. Our present theory is based essentially on an economic society in which durable goods activities play a minor role. In a society such as ours where they have achieved preponderance, a fresh approach is indicated with respect both to the commodity analysis, and also with respect to the "money surface of things," an approach which must take into account the essential importance of whole areas of the economic scene not yet sufficiently explored. An attack on the problem from this angle gives every promise of being more basic than the work now being done and also of serving to unify work of a partial nature in several major segments of the field.

Problems of Organization

The greatest flexibility in organization and detail will be necessary if a major approach along these lines is to have a reasonable chance of success. A group of economists of outstanding quality, capable of rethinking and reformulating economic theory is essential. It should be built up as occasion warrants on the basis of the quality of the individual concerned and the nature of the thinking which he can bring to the program. If a center of real thinking is established, there will be no difficulty in persuading such individuals to join in the quest, nor will there be any lack of close contact with the universities.

For this group to develop anything more solid than highly conjectural hypotheses, they must be granted special facilities. The project will require not only a careful formulation of specific problems to be tested but also an extensive reliance upon statistical data much of which is not now available. One of the tasks of the Economic Unit of the Institute will be the develop-

ment of statistics capable of aiding in the solution of its problems, statistics which must of necessity be produced in the main by large governmental statistical and research bureaus in this country and abroad. In this it will gain help from some of the endowed research institutions and the universities. To make this data available and usable in Princeton the Institute should contemplate from the beginning the establishment of a small statistical research and clerical staff. It should also contemplate that its faculty or group have sufficient freedom to keep in close personal contact with the statistical and research centers where the basic materials are being forged. This may require travel and at times possibly extended absences from Princeton. There will be little scope for formal classes, or for students as such, but ample opportunity for close contact between intellectual workers on a common group of projects of high promise. Part of this group will be brought to Princeton, part will be working in the universities, and an important part will be located at centers of specialized research. The Institute should not conceive of itself as a location but rather as a source of mental ferment embracing all of the advanced students in this field.

11/16
11/17

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

RIEFLER, W.

Biographical

FLEXNER, A.

Reports, School of Economics and Politics.

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

S IAS Economics & Politics, 1934-39

AYDELOTTE, F.

Biographical

GENERAL

Educational Institutions

Aydelotte was Chairman of ^{an} Advisory Board, or at least was the first member mentioned on its letterhead to The First Choosing-A-Career Conference ~~for~~ for college men and women... June 26th, 27, 28 at L. Bamberger and Company, Newark, New Jersey. The rest of the advisory board consisted of presidents and deans of the various colleges and universities in the east middle states and New England.

1934

A letter of November 17, 1930 from Aydelotte to Bamberger indicates that Aydelotte served on the committee at Bamberger's request.

A File, Bamberger, Lewis ^{only} no. wrong

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

Academic Organization
Biographical

Prof. Stewart to Dr. Flexner:

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

Double take? Flexner didn't understand it! See his ltr 3/34 to Ewold

✓ File: IAS - W. W. Stewart - 1932-45

Then he quotes a friend to whom he has shown the memo, who doesn't think the world needs more statistics, facts, research, & that the work needs to start with a demand + statistical force. IAS staff should take a row of obstinence from statistics etc for 6 mo.

WWS makes no comment on friend's advice.

*Walter Hamilton
(This was probably Viner)*

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1/15

1935
SCHOOL OF ECONOMICS AND POLITICS
MARSCHAK

Academic Organization
Biographical

RIEFLER, W.

FLEXNER, A.

ADAMS, W. G. S. (?Warden, All Souls College,
Oxford ?)

Adams to Flexner, November 29, 1934.

Adams is answering Flexner's question as to whether inviting Marschak to visit the Institute to be considered for a position would be hurtful to Marschak's standing. He raises this on account of Frankfurter's objections. "I do not see that so doing would in any way prejudice his chance as a candidate for the Readership in Statistics and I do feel very strongly that the most should be made of Marschak and that nothing should be done to stand in the way of his ~~xxx~~ having such a rare experience as you can make possible." He suggests

*Flexner's letter apparently tackled
about 6 who r. had time r. interviews w/o
serious intention to opt Marschak*

(Flexner)

also making it clear that he is not offering a position or that he is not standing in the light of All Souls.

He also suggests a new form of cooperation between the Institute and Oxford as follows: A Readership in Statistics will receive an appointment in the coming year. The appointment will be in the hands of a University Board, then the field will be open. Marschak may well be a candidate. In considering his application, undoubtedly, says Adams, much as they want to do for emigres, they will not let them stand in the way of younger men, British, who qualify. Adams suggests that they have an Associate Director who would keep in close touch with the work at Oxford and spend a term at Oxford from time to time, but would ~~xxxxxx same xxxxxx xxxxxxxx xxxxxxxx~~ at other times be at the Institute, receiving a much smaller honorarium from the Institute. 1A3

Flexner to Adams, January 15, 1935.

He says that Riefiler has been appointed to the School of Economics and Politics as Professor in the interim, and that he will not ask Marschak to come without consulting Riefiler. (Did Riefiler veto the suggestion?)

D File, A-1 (W. G. S. Adams)

1934
1935
COMMITTEES (EXECUTIVE)

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579
P. 1/5
Corporation

FRANKFURTER, F.

Biographical

AYDELOTTE, F.

FLEXNER, A.

MARSCHAK

Frankfurter to Aydelotte.

"Flexner tells me that he has shown you correspondence that he and I have had regarding the Marschak proposal. Since this matter to my way of thinking involves very serious issues affecting the Institute...I should like you to see the whole of the correspondence. I will trouble to return it..."

There followed correspondence with Aydelotte by Frankfurter. Aydelotte away due to mother's illness and death, and replied ultimately with the letter of December 21, 1934 which Flexner so vigorously opposed in the letter of December 24 to Aydelotte

Frankfurter, F.
Aydelotte, F.
Flexner, A.
Marschak

Corp.

Boog

11/30
5/9

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in the same file insisting that his action on Marschak was not administrative but part of his creative role in the Institute. To this Aydelotte replied with a telegram to Flexner: "Deeply regret unfortunate phrasing of my letter especially utter failure to convey intense admiration I feel for your leadership and importance of not allowing trivial causes of friction to hinder you in realization of your great vision. I hope talk with you Princeton or New York before January meeting or if easier for you could go Florida tomorrow or Monday for two or three days which would do me no harm. F. A."

To this Flexner replied with a letter of December 20, asking Aydelotte's pardon for taking exception to his letter, and suggesting that if Aydelotte writes Frankfurter, "Don't send me a copy of the letter and should you speak with him don't send me a report. I want you to feel free to do as you please--you owe me no account of your doings." Flexner is in Florida.

Frankfurter sought an interview with Aydelotte before the Board meeting of January 14. It seems obvious that he intended to oppose the appointment of Riefler, though the matter is not

1934/
1935

Frankfurter, F.
Aydelotte, F.
Flexner, A.
Marschak

Corp.
Prog.

11/30; 5/9

P. 3/5

mentioned. apparently the conference did not materialize since Aydelotte was busy.

Then followed the episode of January 16, etc., Frankfurter's letter to Riefler, and so forth.

February 18, Aydelotte to Frankfurter. Regrets Frankfurter found it possible to write to Riefler. Thinks he made a bad mistake. Sorry he is parting company from 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." (Ibid.)

Frankfurter missed a meeting appointed at Swarthmore for him by Aydelotte early in March. It was finally arranged and see ~~xxxx~~ Aydelotte's notes of conference, March 19. After that, the matter went in formal channels.

Frankfurter wrote a formal letter to Aydelotte April 3, 1935, laying out his reasons for doing what he did in the Riefler case and arguing it on a legal point of view, again bringing in the Marschak ~~pink~~ question, asserting that he has no self-righteousness

1934/
1935

Frankfurter, F.
Aydelotte, F.
Flexner, A.

Marschak

Corp.
Boog.

11/30
5/9

p. 4/5

but no qualms of conscience. His term is expiring and he is not going to resign since it would imply a confession of wrong-doing which he does not feel. This letter is sent to both Stewart and Leidesdorf. There is no meeting of the Committee since it can't make satisfactory date, but they all agree that Frankfurter should not be reported. Flexner commented on the letter of the 3rd from Frankfurter in a letter of April 9 in the file, indicating that the danger of Aydelotte's position is that he said in his letter of April 3: "From this it will appear that I wrote to Riefler in accordance with the practice I have been following ever since I have been a member of the faculty." Frankfurter points out that this is a danger to any Board of Trustees and any Director. He rehearses some of the painful correspondence with Frankfurter which he said dated almost from the time Frankfurter became a Trustee. (A point which I have observed in Frankfurter's correspondence). Frankfurter characterized his correspondence in the spring of 1934 and in the Marschak affair as informal and "gentle." He characterized Frankfurter's as that of a pettifogging lawyer.

1934/
1935

Frankfurter, F.
Aydelotte, F.

(Cont.)
Flexner, A.
Marschak

Corp.
Borog

11/30
5/9

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After the Board took its action on the recommendation of the Nominating Committee and for all that the Minutes reflect, took it unanimously, Aydelotte informed Frankfurter that ~~max~~ his name had not been presented by the Nominating Committee, and that the Nominating Committee had recommended the re-election of Straus and Flexner only. He had previously informed Frankfurter of the consensus of the Nominating Committee on this matter. (417)

On May 6 Frankfurter to Aydelotte, saying that he had been told "that he had been credibly informed that members of the Board were told that I had 'preserved the right, after a disagreement with the Board, on any subject, to discuss that with a revelant person afterwards.'" This the members of the Nominating Committee and the Board said was not true. When Frankfurter defended himself in this ~~letter~~ letter, he quoted not the passage in his letter of April 3, but his passage on his practice as a Faculty member in the letter of January 16 to Riefler. The matter died down when Leidesdorf, Stewart, and Flexner and Maass all disavowed any such report to the Board, and Aydelotte so informed Frankfurter. 5/7, 8, 9
A, Frankfurter, Felix

December

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

FLEXNER, A.

Biographical

EARLE, E. M.

They have correspondence on whether or not to "stake all the Institute's chips on one card" in economic research, the durable goods industry. Earle thinks it is the most important single factor in the economy, and cites Veblen, Thorstein to support it. Yet he does not want to see all the eggs put in one basket. Flexner responds that he favors being more cautious also. "Frankfurter pointed out in his memorandum that the great contributions to political thought had been made by beginning the study of contemporaneous problems." The most precious thing one can do is to leave the person appointed alone and let him find out. Frankfurter also pointed out that one of the great difficulties in the way of straight economic thinking is the vogue of economic slogans--free trade, protection, sound money, etc.

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

Academic Organization

Biographical

STEWART, WALTER W.

"R̄x̄eR̄k̄k̄v̄m̄x̄t̄ōx̄R̄r̄īn̄ōk̄k̄n̄x̄S̄āk̄īk̄j̄ȳx̄h̄n̄d̄x̄h̄n̄n̄k̄x̄k̄īn̄x̄h̄īn̄ōk̄h̄n̄

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

✓ 1934

November

12/3/34

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

RIEFLER, W. W.

Biographical

FLEXNER, A.

EARLE, E. M.

First memo from Riefler on I. A. S. economics program (potential) Flexner tells Earle that durable goods approach (approved by Stewart too) is in their minds not the whole but the most useful now. (Flexner to Earle, 12/3/34)

Memo is filed in the Vertical File under Economics and Politics, School of.

Earle's papers

SCHOOL OF ECONOMICS AND POLITICS

ACademic Organization

LINDSAY, A. D.

Biographical

FLEXNER. A.

Memo on social studies.

D, Institute Organization

EARLE, E. M.

Biographical

FLEXNER, A.

Earle to Flexner, December 10, 1934 "Dear Abe,

"Every year at about this time I get out my files and read the enclosed letters and telegram. They gave me great joy four years ago, and they still do. You and Ben have been the most wonderful of friends, and what I should have done without you I don't know.

"I have been having a very trying time the past month or so. I'm really very sick right now, and I sometimes wonder--much against my will--whether I ever shall be well again. This pneumothorax has been a technical success, but it has certainly made me feel a great deal worse rather than better. Last ~~xxx~~ spring and summer I really seemed to be much better, so I hope you will not feel I have betrayed you and the Institute if all does not turn out as well as we then hoped. Of course I shall continue to do everything I can to get well, as you know, I shan't surrender.

"I write Bee very little about how I feel. There is nothing she can do either in Princeton or here. But she will be seeing me soon and will let you know her own impressions when she returns East.

"Please return the enclosed letter and telegram. I prize them highly.

"Where shall you be spending the holidays? Wherever you are, you will have my affectionate thoughts.

Always yours,

Ed"

1934
MARSCHAK

Biographical

FLEXNER, A.

Flexner to Aydelotte, December 12, 1934.

"I have had a long letter from Adams of a most charming and coöperative kind. It appears from this letter that, if Marschak is to come over to the United States, the best time would be the spring vacation. Such being the case, there will be no need of an Executive Committee meeting to consider the matter in advance of the regular Board meeting which comes on January 14."

Dan... ..

File I-7

✓1934

12/12

WEED, LOUIS H.

Biographical

VEBLEN, OSWALD

FLEXNER, A.

Veblen (Fine Hall, Princeton) to Flexner (Princeton):

Flexner placed 5 people connected with IAS Math. group in positions where they could be useful. Veblen feels action justified--"Every one of us feels it to be a part of his problem to help these men and women to find jobs when they are ready for them."--has no influence on their scientific work, but Dr. Weed has misgivings.

File IV-19

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

FLEXNER, A.

Biographical

AYDELOTTE, F.

FRANKFURTER, FELIX

Su Chmo 11/30/34

Flexner has submitted his correspondence regarding the Marschack affair, and his proposed moves in the School of Economics and Politics to Aydelotte. Frankfurter, likewise, has been in correspondence with Aydelotte over his differences with Flexner. (This is the material which has been photostated from Frankfurter's records in the Vertical File, and is duplicated in the Director's file on Felix Frankfurter).

In a letter from Flexner to Aydelotte, December 24, 1934, Flexner takes exception to statements which Aydelotte made to Frankfurter in commenting on the issues. See Flexner's statements, page 3, of that letter, rejecting the concept of himself as Administrator, and taking the role of creator.

Also see pages 6 to 8 in the same letter for a ~~rehearsal~~ recapitulation of the reports to the Board which Flexner has made on the development of

1934

Social + Politics
Peyner, A.
Aydelotte, F.
Frankfurter, F.

Acad. Org.
Prog.

p. 2 1/2

his ideas and concepts respecting appointments to economics.

He suggests that Aydelotte was too kind to Frankfurter in making what concessions he did, and that he finally reviewed the matter and came to a firmer conclusion in correspondence with Frankfurter.

"The truth is that Frankfurter has proved himself a trouble-maker. I value his wisdom, learning, and experience, but he is not the only person who possesses those qualifications. I also value ~~harmony~~ harmony, cooperation, candor, as I think you well know, and in the interests of the Institute and my successor, I think that we can secure all the qualities above mentioned, in some of which Frankfurter/^{is} quite plainly constitutionally deficient. I do not intend that the beautiful spirit which has characterized the work of Princeton, and which has characterized ^{the work} the Board of Trustees until Frankfurter's advent should be marred by him...

"That I regard as my duty, and I shall continue to do so. That there shall be no pettifogging lawyer's to create irritation or intrigue as long as I am Director of the Institute." He then says that he cannot imagine how violent would be the reaction of a Mr. Gates or a Dr. Buttrick, had any Trustee on their Boards taken such steps as Frankfurter has.

A File, Frankfurter, Felix