

1934-1940

✓GOLDSTEIN, KURT

Biographical

~~ADD~~ 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*)

1946

ELECTRONIC COMPUTER PROJECT

BICHELW

✓ GOLDSTEIN

VEDLER, O.

VON NEUMANN

EINSTEIN

Pp. 5-6

Academic Activities

Biographical

Horse Interview, 6/21/56

3/16

CONTRACTS

APPLIED MATHEMATICS (E.C.P.)

ROCKEFELLER FOUNDATION

PRINCETON UNIVERSITY

RCA RESEARCH

✓ GOLDSTINE H.H.

EIGELOW, J.

BURKES, A.W.

POMERENE, J.

Government Relations

Academic Activities

Foundations

Relations W.O.A.I.

Biographical

See Report on E.C.P.

Navy giving \$100,000. Rockefeller Foundation contribution uncertain. RCA assisting with new type vacuum tubes. Title in IAS absolutely.

Exec. Comm. Mtg. 3/19/46 Appendix

1946

5/29

BRANDEIS UNIVERSITY

Relations W.O.A.I.

EINSTEIN, ALBERT

Biographical

✓ GOLDSTEIN, ISRAEL (Pres., Albert Einstein Foundation
for Higher Learning, Inc., NYC)

Goldstein to Aydelotte:

"With the personal approval and cooperation of Professor Albert Einstein, the Albert Einstein Foundation for Higher Learning has been created. One of its immediate projects is the establishment of a Jewish-inspired university in America. This university is being created in keeping with the precedent of the hundreds of American colleges which have been founded and supported by other denominational groups.

"The university is to be located on a 100-acre campus near Boston, and the opening is planned for October, 1947. There are to be various colleges, including, among others, Liberal Arts and Sciences, Medicine, and Veterinary Medicine. The student body and faculty will be made up of members of all races and creeds who qualify on merit.

"We should like very much to have your endorsement and to include you as one of

the university's national sponsors. Your participation in this manner will help emphasize that every group, in keeping with American democratic principles, may seek to contribute to higher education, and that as such this university - particularly now when existing facilities are so overburdened - is welcomed by American leadership."

File B - Goldstein, I.

1946

8/30

GENERAL (The Albert Einstein Foundation
for Higher Learning, Inc.)

Foundations

EINSTEIN, ALBERT

Biographical

AYDELOTTE, P.

✓ GOLDSTEIN, ISRAEL

Letter from Aydelotte to Goldstein, August 30, 1946.
Copies of the letter were sent to Maass, Bamberger, Veblen,
Stewart, Harle, Weyl, von Neumann, and Einstein.

He acknowledges Goldstein's letter tendering the
promotional pamphlet of the Albert Einstein Foundation for
Higher Learning, Inc., which is sponsoring a "university
without quotas."

Aydelotte deplores the confusion created by the terms
of the pamphlet in the public mind. He points to the fact
that in a Time article which sought to clarify the situation
by saying that Einstein would remain at the Institute for
Advanced Study despite the creation of the new institution.

Aydelotte says that protests from members of the Faculty and Trustees and from Jews and Gentiles outside the Institute leads him to believe that the name they have chosen for the foundation supporting Brandeis University will inevitably confuse the public and will "look like an attempt to capitalize on Einstein's reputation and on the reputation of the Institute for Advanced Study." Disclaiming any such interpretation of Goldstein's intention himself, he urges Goldstein to change the name of the Albert Einstein Foundation for Higher Learning to some title which would not cause confusion with the Institute for Advanced Study.

He states categorically that Einstein will remain at the Institute for the rest of his active life.

He resents the implication in the title, "A University without Quotas" and quotes the founders' letter to the Trustees dated June 6, 1930, which commits the Institute to avoid discrimination because of race, creed or sex. "It seems to me only fair that you should make it clear in your publicity that in adopting this policy you are following the

line which the Institute for Advanced Study adopted fifteen years ago."

He says that he has shown this letter to Einstein, and Einstein asks him to say that he entirely agrees with the points which Sydelotte has raised. "He asks me to say also that it would be satisfactory to him to have, as a title for your project, 'Fund for the Erection of the Brandeis University.' If that title is not satisfactory to you, you should communicate with Professor Einstein before choosing another."

D File, Goldstein, Israel

1946

9/26

GENERAL (THE Albert Einstein Foundation
for Higher Learning, Inc.)

Foundations

EINSTEIN, ALBERT

AYDELOTTE, F.

✓ GOLDSTEIN, ISRAEL

BAMBERGER

A New York Herald Tribune clipping, Thursday,
September 26, 1946.

Announces the resignation of Goldstein ~~xxxx~~ as
President, and states that Einstein's connection with the
~~xxxxxxx~~ foundation remains unchanged.

Goldstein's resignation was offered to the Board of
Directors on September 16, and accepted then, though it was
not made public until yesterday, following the publication
of "The Jewish Weekly Times," a Boston paper.

It had also been reported that Einstein had withdrawn his name as a result of differences with of opinion with Goldstein, but the Herald Tribune says that this is not true. Einstein was vacationing.

Goldstein said to the press that there were differences between them on matters of public relations and faculty selection. Goldstein, because he considered Einstein's association with the university project indispensable to its success, resigned. He would not elaborate what he meant by differences in matters of public relations and faculty selection.

Curricula have not yet been announced, nor professors. The University was set to open October, 1947, in Waltham, Mass.

D File, Goldstein, Israel

1950

10/11

PROFESSORS

Academic Personnel

SALARIES

MONTGOMERY (PERMANENT)

ELECTRONIC COMPUTER PROJECT

Academic Activities

✓ GOLDBSTEIN

BISSELOW

The faculty recommended Montgomery, Pais, and Selberg be made Professors in the School of Mathematics. "This recommendation carries with it the recommendation that there be established two grades of Professor in the Institute for Advanced Study without formal distinction in title with but with an actual distinction corresponding to seniority, and with two levels of salaries of which the lower was tentatively put at \$12,000. The above new appointments were recommended at the lower level." The upper level was discussed, but no substance was reflected.

Von Neumann raised the question of making Goldstine and Bigelow permanent members, "it being understood that this implied a possible financial commitment in the future." No immediate responsibility for salaries now; discussed but not approved. (On November 9 the Mathematics Faculty voted to make Bigelow and Goldstine permanent members with appropriate T. I. A. A. arrangements with stipends of not more than \$9,000 and at least \$1000 more than they were receiving a year ago. Presently their salaries will come out of the government grants).

Minutes, School of Mathematics, 10/11/50 and 11/9/50

1950

11/14

PARTICIPATION IN ADMINISTRATION

Academic Personnel

RESEARCH

SCHOOL OF MATHEMATICS

Academic Organization

APPLIED MATHEMATICS

Academic Activities

SIGELOW, J. E.

Biographical

GOLDSTEIN

GOLDSTEIN, E. E.

The Director asked the Faculty to vote on permanent
memberships for Sigelow and Goldstein of the N. C. F. The
project, though an exception in the Institute, could not be
run with transient members; annual cost to be \$2500 each,
at present covered by Government contracts. "Should the
Project be discontinued, however, the Institute would have
definite commitments in both appointments. Von Neumann
briefly reviewed the careers and present work of both nominees. In
general discussion both men were highly recommended by members of the
Faculty. Approved by unanimous vote.

Faculty Minutes, 11/14/50

11/14

1950
MONTGOMERY, DEANE

Biographical

BIGELOW

✓ GOLDSTEIN

PAIS

Biographical notes on Deane Montgomery show he was an Assistant Professor of Mathematics at Smith College, 1935, Professor until 1946. He had three separate memberships to I. A. S. and was an Associate Professor at Yale from 1946 to date.

Von Neumann writes his biographical material, and Whitney is the only support. He shows some marketability in the latter part of his biographical material (p. 222).

For the support of the Pais appointment, there is a brief memorandum by Oppenheimer. For the report on Leray, Morse wrote a long and good biography of convincing nature.

No authorship is provided for the brief biographical accounts of Bigelow, engineer, and Goldstein, mathematician

Faculty Minutes 11/14/4 1950

1950

12/1

SALARIES

Academic Personnel

APPOINTMENTS

BENEFITS

BIGELOW, JULIAN

Biographical

✓ GOLDSTEIN, HERMAN

Bigelow and Goldstein made permanent members of the
Institute until the age of retirement at \$8,500 each with
TIAA contributions provided they match such contribution.

Min. of Exec. Comm., 12/1/50

1859-1939

✓ GOODNOW, FRANK JOHNSON

Biographical

Historian and lecturer in Administrative Law. President
Johns Hopkins, 1914-1929.

1956

9/28

JOHNS HOPKINS

Educational Institutions

BOAS, GEORGE

Biographical

FLEXNER, A.

LOVEJOY, ARTHUR O.

✓ GOODNOW, FRANK

AYDELOTTE, R.

ALBRIGHT

KENNAN

Conversation with George Boas, September 28, 1956.

Filed under Boas Interviews in Vertical File.

1956

10/23

JOHN HOPKINS

Educational Institutions

GENERAL

Educational Institutions

MACAULEY, P. STEWART

Biographical

✓ GOODNOW

FLENNER, A.

Telephone conversation with P. Stewart Macanley, Provost,
Johns Hopkins University, Homewood House.

Filed in Vertical File under Macanley Interviews.

1939

10/14

GENERAL
Carnegie Corp
✓GORDON, CYRUS H.

~~Academic Procedures~~
Foundations
Biographical

Flexner to Gordon (IAS):

"The Institute for Advanced Study was enabled to invite you to membership this year by an appropriation from the Carnegie Corporation of New York, and I am sending you herewith a leaflet regarding the grants of the Corporation. As you will note, reports of progress are requested from time to time. Early in February I shall therefore ask for a brief report of your work during the first term which I shall submit to the Corporation."

File II-30

1947

4/29

PRINCETON UNIVERSITY

LIBRARY

✓ GORDON, CYRUS H.

AYDELOTTE, P.

Relations WOAI

Facilities

Biographical

Gordon of Princeton University asked for space. Aydelotte finds no room, but offers a desk in Library in Fuld Hall. He has done it for others and it proved satisfactory.

Meritt, I. A. S., Vertical

1940-1944

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

DENHRY, ETIENNE

Biographical

✓ GOTTMAN, JEAN

MANTOUX, ETIENNE

WEILLER, JEAN EYENABX SYLVAIN

GOT, PIERRE

List of French Members of Professor Earle's Seminar
at the Institute for Advanced Study, 1940-1944 with biographical
sketches of each man.

Filed in Chronological file under ~~1940~~ 1940-1944.

Earle, I. A. S., 1947-8

1952

11/26

PARTICIPATION IN ADMINISTRATION

Academic Personnel

MEMBERS

✓ GOTTMAN, JEAN

Biographical

Gottman had inquired whether he might undertake a study of the state of Virginia as a member of the Institute without financial obligation of the Institute. "Misgivings were expressed lest the undertaking necessitate Mr. Gottmann's absence from Princeton for so large a proportion of the year as to conflict with the Institute's policy regarding residence of members." However, this great stumbling block was overcome in a consensus that the membership was approvable.

Faculty Minutes 11/26/52

1954

3/25

PARTICIPATION IN ADMINISTRATION

Academic Personnel

MEMBERS

✓GOTTMAN, JEAN

Biographical

SHOE

WAGE

LOWINSKY

All of these were extended for another year in the
School of Historical Studies.

Faculty Minutes, 3/25/54

10/31

1955
GENERAL
FOREIGN
SITE (Buildings & Grounds)
FOUNDERS
GEST ORIENTAL LIBRARY
PRINCETON UNIVERSITY
GENERAL
REPORTS
FLEXNER, A.
STEIN
MAASS, HERBERT
VEBLEN, OSWALD
AYDELOTTE, FRANK
OPPENHEIMER, ROBERT
✓GOTTMANN, JEAN
LEIDESDORF, SAMUEL D.
ELLIOT, T.S.
TOYNBEE, ARNOLD
LEYV, DAVID M
BIRKHOFF, D.
EICKELSER
WEYL, HERMAN

Academic Personnel

Facilities
Corporation
Facilities
Relations W O A I
Academic Organization
Corporation
Biographical

(See FLEXNER, A., Biographical - Interview of 10/31/55)

✓GOTTMAN, JEAN

Biographical

EARLE, E. M.

Interview with Jean Gottman, January 8, 1956.

Filed in Vertical File under Interviews.

Interview with Jean Gottman, 1/8/56

1956

1/10

EASTMAN

Foundations

ROCKEFELLER

PIEXNER, A.

Biographical

✓ GOTTMAN, JEAN

Interview with Jean Gottman, January 10, 1956.

Filed in Vertical File under Interviews.

Interview with Jean Gottman, 1/10/56

1956

1/17

GOTTMAN, JEAN

Biographical

PAULI

AYDELOTTE, F.

Discussion with Jean Gottman, 1/17/56.

Filed in Vertical File under Notes.

Discussion with Jean Gottman, 1/17/56

1956

1/17

EINSTEIN, A.

Biographical

✓GOTTMAN, J.

Discussion with Jean Gottman, January 17, 1956.

Filed in Vertical File under Notes.

Conversation with Jean Gottman, 1/17/56

1956

1/19

EINSTEIN, A.

Biographical

CARNAP, MRS. RUDOLF

✓ GOTTMAN, JEAN

Interview with Jean Gottman (Social conversation on 1/19/56).

Filed in Vertical File under Interviews.

Interview (Social conversation) with Jean Gottman 1/19/56.

1956

2/9

GENERAL

Foundations

GENERAL

Educational Institutions

✓ GOTTMAN, JEAN

Biographical

MELON, PAUL

FLEXNER, A.

OPPENHEIMER, R.

Social conversation with Jean Gottman, February 9, 1956.

Filed in Vertical File under Gottman Interviews.

Social conversation with Jean Gottman, 2/9/56.

1956

2/23

EINSTEIN, A.

Biographical

GOTTMAN, JEAN

HUXLEY

A dinner table story told by Dr. Gottman, February 23, 1956,
about Einstein and Julius Huxley.

Filed in Vertical File under Gottman Interviews.

Dinner table story told by Dr. Gottman, Feb. 23, 1956

1956

3/14

MATHEMATICS

✓ GOTTMAN, JEAN

KENNAN

GÜDEL, KURT

BOHR, NIELS

EINSTEIN, ALBERT

Academic Activities

Biographical

Dinner table conversation with Jean Gottman, March 14, 1956.

Filed in Vertical File under Gottman Interviews.

Conversation with Gottman, 3/14/56

1956

4/8

SCHOOL OF MATHEMATICS

Academic Organization

SCHOOL OF ECONOMICS AND POLITICS

STIPENDS

Academic Personnel

✓GOTTMAN, JEAN

Biographical

PANOFSKY, ERWIN

EARLE, E. M.

Dinner table conversation with Jean Gottman, April 8, 1956.

Filed in Vertical File under Gottman interviews.

Conversation with Jean Gottman, 4/8/56

1957

2/7

RESEARCH

Academic Procedures

MATHEMATICS

Academic Activities

PHYSICS

GOTTMAN

Biographical

ELIOT, A.

Interview with Jean Gottman, February 7, 1957.

Filed in Vertical File under Gottman Interviews.

1957

4/17

DIRECTOR (2)

Administration

GOTTMAN (1, 2, 3)

Biographical

FLIXNER (1)

BAILEY (1)

STEWART (2)

VEBLEN (2)

NITRANY (2, 3)

LERAY (2, 3)

OPPENHEIMER (2, 3)

EINSTEIN (2, 3)

After dinner conversation with Jean Gottman.

Filed in vertical file under Gottman Interviews.

1948

2/2

SCHOOL OF HUMANISTIC STUDIES

Academic Organisation

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ GRACE, VIRGINIA

Biographical

Meritt asked for extension of Miss Virginia H. Grace's membership for the first term of 1948-1949, terminal, because she is then going on a fellowship to the American School of Classical Studies in Athens. Approved.

Faculty Minutes 2/2/48

1945

7/11

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

ORIENTAL STUDIES

Academic Activities

BUYVANDAR

Biographical

ALEXEIEV, V. M.

Biographical

✓ ^{GRAUS}
GRAUS, MORTIMER (A.C.L.S.)

Graus suggests Alexeiev if Buyvanday not available for a year or two.

A, 10/18/56, IAS Suggested Members

1934

10/19

INSTITUTE HISTORY

Institute History

MORSE, MARTIN

Biographical

✓ GRAUSTEIN, WILLIAM C.

Morse to Graustein October 19, 1934.

Morse informs Professor William C. Graustein that he has been invited to join the staff ~~and~~ 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 with offering formal terms of the appointment is missing from the file as are all papers prior to January 25, 1933.

D, Morse, Marston, 1933-1945

✓ GREENBAUM EDWARD S.

Biographical

Army Officer, Lawyer

Born New York City, New York, April 13, 1890

Son of Samuel and Selina Greenbaum

Education: Graduate of Horace Mann School, 1907
Williams College, Williamstown, Mass., 1910
Columbia Law School, 1913

Honors: LL. D. Williams College, 1946
Research Associate Johns Hopkins University

Career: In practice of law, New York City, 1913-17, 1919-40
and since 1946
Member firm Greenbaum, Wolff & Ernst since 1915
Served as chairman Alcohol Control Commission,
Washington, D. C., 1933
Special Assistant to Attorney General, 1938

Activities: Served in U. S. Army, 1917-19 and 1940-46
~~Command, xxxxxxxx, in xxxxxxxx Army, 1917-19 and 1940-46~~

Commd. lt. col, 1940, col. 1941, brig. gen, 1943-46,
ad. exec. officer, Office of Under Secretary of
War.

Awarded Distinguished Service Medal, 1945
Member American, City of New York and New York State
bar associations, N. Y. County Lawyers Association

Home: 25 West 11th Street, New York

Office: 285 Madison Avenue, New York

Who's Who in America, Volume 27, 1952-1953

1950

SCHOOL OF HISTORICAL STUDIES

Academic Organization

POLICIES

Administration

✓ GREENBAUM, GENERAL EDWARD S.

Biographical

OPPENHEIMER, R.

Greenbaum to Oppenheimer, February 21, 1950 (Greenbaum was elected a Trustee October 25, 1951.)

Greenbaum, member of the firm of Greenbaum, Wolf, and Ernst, 285 Madison Avenue, New York. Suggested to Oppenheimer the holding of a conference at the Institute to study the causes for delay, expense, and technicalities in the conduct of civil lawsuits, and the extent to which court procedures have been adjusted to handle cases arising out of modern industrial conditions. Oppenheimer was pressed by Maass and Strauss to hold a conference to canvass these problems at the Institute. He took the position that the project was much too broad and should be narrowed (January 29, 1950). He consulted with Max Radin, then a member at the Institute, on the project, and suggested that Greenbaum

mention Oppenheimer's interest in it, but call the conference himself. Ultimately, the conference was held on invitation by the Institute on May 12 and 13, 1950. Attended by a number of law professors and judges and practicing attorneys.

See letter in Chronological File May 17, 1950, Oppenheimer to Greenbaum summarizing the results of the conference.

D, New York Bar Committee on Admin. Justice
Arrangements meeting 5/12-13/50

2/21

LEGAL STUDIES

✓ GREENBAUM, EDWARD S.

RADIN, MAX

Academic Activities

Biographical

Greenbaum suggests Institute support a study of delays
and procedures of legal practice.

Executive Committee Minutes, Feb. 21, 1950, p. 5

1950

5/17

SCHOOL OF HISTORICAL STUDIES

Academic Organization

✓ GREENBAUM

Biographical

OPPENHEIMER, R.

Copy of Oppenheimer's summary of conference on legal studies.

Filed in Chronological file under 1950, 5/17.

D, New York Bar Conference

1957

1/12

✓ GREENBAUM, EDWARD S.

Biographical

Article on Edward S. Greenbaum, "Legal Perfectionist!"

Filed in Chronological File under 1957, 1/12.

The New York Times, 1/12/57

1935-36

12/7/35
1/17/36

Miss
✓ GREENE, BELLA DA COSTA (Piedmont Morgan library)

Biography

LOWE, ELIAS A.

Flexner to Greene 12/7/35

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

Flexner to Greene 1/17/36

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

File II-25

1936

1/2

HARVARD UNIVERSITY

Relations WOAI

✓GREENE, JEROME D.

Harvard's invitation to its Tercentenary Celebration received, with request for representation of IAS at reception 9/16/36. Flexner replies that he will advise whether anyone from IAS can be present. Greene is confused since Einstein has accepted Conant's invitation to attend a Symposium on Theoretical Physics on Sept. 7. Flexner (1/7/36) to Greene) agrees that Einstein can represent IAS if he can remain over; Flexner will stay as long as possible in Canada.

Greene (Harvard Univ.) to Flexner (Princeton):

".... You must not expect me to be happy with any conclusion which makes The Institute for Advanced Study a conspicuous absentee from our Celebration. You may be interested to know that over fifty institutions, answering our invitation of January first, for an event eight months off, have sent their acceptances practically by return mail, with the President mentioned, in every instance but one, as the Delegate. Anybody who disapproves of the genus praeeses academicus and who would like to stage a wholesale massacre can never have a better opportunity than to catch them all at once on the large platform which will be erected for them in the Yard on September 18.

"Your letter heading reminds me that Ambassador Houghton is your Chairman. He

will doubtless attend the Celebration as an Alumnus and former member of the Board of Overseers, but he might be able to transform himself into a Delegate of your Institute and in that capacity march at the head of the procession of Delegates (which will be in the inverse order of the age of the institutions)! Truly the last shall be first."

Mr. Houghton was invited and accepted (Flexner to Greene 1/28/36).

1933

4/1
4/3
4/4

GENERAL

Academic Organization

GREENSLET, FERRIS

Biography

Greenslet (Houghton Mifflin Co., Boston) to Flexner 4/1/33

"...Congratulations on a most impressive beginning. I should suppose that you had got together the most distinguished group of mathematicians to be found anywhere in the world.

"Speaking as a humanist, I should have admired to see you beginning with one of the humanities. But Mathematics is the mother, or at least the grandmother, of all the Muses, and I imagine her progeny will presently begin to appear. Good luck to you!"

Flexner answers 4/3/33

"...We began with mathematics for a very simple reason, namely, that there was no human possibility of doing anything second-rate and getting away with it. The humanities will come in due course. Indeed, if I had consulted my own taste, I should have begun with them, but, if you were in my place and were going to do the humanities, what would you do?"

File II-25

Greenslet to Flexner 4/4:

"Here's a snap reply to a deep question!

"If I were going to make a set-up for humanities in an Institute for Advanced Study, I think I should lay out a plan for the Study of 'Comparative Literature' (Kultur-Geschichte, if you prefer) not unlike that which Woodberry carried on so brilliantly in his prime at Columbia but with perhaps less 'idealism' and more exact scholarship.

"As to the men, that is indeed a sticker. John Lowes of Harvard occurs at once as a possibility. Gilbert Murray if he were not quite so old and out of favor with certain Hellenists might be one, but I am sure Oxford and Cambridge between them could turn up a worthy substitute. The Sorbonne could unquestionably give you one or two, though I cannot at the moment name them; Legouis, for one, perhaps. These with associates already known for a knowledge of the brass tacks of their subjects would give you something pretty imposing even to minds of those disposed to be critical of all new enterprises.

"The above submitted without charge."

12/14

GENERAL

Academic Personnel

✓ GREGG, ALAN (Rockefeller Foundation)

Biography

PURPOSE

Corporation

Regs to "Plan" (12/14/31)

"Another inadequacy in your statement which comes much nearer being, in view of the importance I attach to it, an omission than an inadequate accentuation, is the topic of the form of recruitment and selection of personnel. Such knowledge as I have of human institutions makes me think that this is more important as a topic than the subjects the Institute may adopt as fields ~~of~~ for work. It is almost as important as the persons since it is the way of finding persons, and it is one of the most certainly effective of the conditions of work in an institution. Your statement seems weak to me, not because it does not say how you are going to select and recruit men, but because it does not acknowledge adequately the importance of this phase of your future.* The ways by which a man is going to be acknowledged as a valuable member of the Iⁿstitute for Advanced Study would interest me more than any other phase of your present exposition. It is evident that recruitment and selection of personnel will be markedly different at the outset from the recruitment and selection at a later period. Your preference to borrowing and your opinions thereon seem to me to be well taken, and I would add that in borrowing from American universities

X AF couldn't say he would follow a policy of strict pragmatism!

by means of two and three year leaves of absence, which would give individuals a highly desirable period of reflection, study and writing, might be added to what you imply about borrowing from foreign institutions.

"I am more in sympathy with your sensitiveness to the defects of existent universities than with your assumption that the remedy lies in a new form of organization. You express this feeling in part when you say 'I fear that mere organization and rules will not alone achieve our purpose'. But is it not your major assumption that the different conditions of life to be secured by a difference of organization will produce the desired result? It would seem to me that your fear lies very close to the major assumption you make in proposing a new form of organization. Perhaps that is as it should be and it is well thus to have continued a solicitude for the real raison d'etre of the Institute.

"Your presentation stresses the faults of university life in such a way as to make it reasonable to assume that the Institute for Advanced Study is organized as a protest. What if the nature of university life were to improve independently of your proposed organization? Would it still have something peculiarly useful to do and to be? I would make this point clearer, and I suspect that the best argument here lies in the possible easy freedom of the Institute to create chairs for new subjects or able individuals (cf. Collège de France), a peculiar function that will perhaps always be laborious and even inhibited in the university. *Emphasis flexibility*

"My main concern in forecasting the future of such an institute as you propose

would be its viability. It is easy enough to father such an undertaking - by whom and how is it going to be mothered? What influences, tendencies, and needs can you safely assume as constantly nourishing the organism you propose to create?

"..."

*no answer to this really, F had no real
confidence - Bd or in Fac. (see V.)
never*

Flexner replies Dec. 16, 1931

"..."

"3. Libraries - do you think that I take the library problem lightly? I should say that it is giving me more thought than any other single detail.

"The library problem depends partly on location: it will be solved by equipping with books - and of course, journals, though I do not say so - for the several schools; out of these, the Institute library will ultimately grow."

"I can add for your private ear that the location of the Institute will be decided more upon the basis of library facilities than anything else.

"4. Recruitment and personnel as against subjects. They cannot really be separated. If one decides upon Sanskrit, one cannot do Sanskrit unless a first-rate Sanskrit scholar is available. If a first-rate scholar is available, that makes Sanskrit available. I do not see why 'recruitment and selection of personnel' should ever be different than it is at the start. After thirty years Simon selects people at the

But SAS with research instn, Akce with Swinn, LB with Rock Felt

Institute precisely as he selected them at the beginning. He does not keep anyone who is not first-rate. He will go to the ends of the earth to get anyone who is first-rate. He will not take a person unless the subject is important. He will not take a subject unless a first-rate person is available. For twenty years he has been thinking of the subject of plant pathology. Only within the last year has he found the right man. I do not see, as I say, how the two things can be severed.

"5. I should not call the new Institute 'an organization'. I should insist that it is a very, very different conception of purpose and that the differences of organization which I describe follow from the differences of purpose. Should the organization be changed in the direction of existing organizations it would unquestionably hurt the purpose. This memorandum has been read by scholars and scientists all over the world. I think you would be amazed if I could tell you the names of the men who would like to be associated with it. What attracts them primarily is its purpose and of course the easy-going type of organization necessary to realize that purpose. Had I conceived it in terms of organization primarily, I do not think it would have interested any of them.

"..."

1952

2/18

PARTICIPATION IN ADMINISTRATION

Academic Personnel

SCHOOL OF MATHEMATICS

Academic Organization

SCHOOL OF HISTORICAL STUDIES

YANG

PLACZEK

~~GUERLAC~~

KOYRÉ

Permanent membership with provision for retirement
approved for Yang and Placzek.

Discussion of inviting ~~X~~ to membership Guerlac and
Koyré.

Faculty Minutes, 2/18/52