

BENEFITS

Academic Personnel

✓ FLEXNER, ABRAHAM

Biographical

Mrs. Bailey to Mr. Maass:

"My dear Mr. Maass:

"I am sending you the following data regarding Institute pensions:

					per annum	
Albert Einstein, born March 14, 1879	Salary	\$15,000	per annum	Pension/	at 65	\$8,000
Oswald Veblen, " June 24, 1880	"	\$15,000	"	"	"	\$8,000
Hermann Weyl, " November 9, 1885	"	\$15,000	"	"	"	\$8,000
Abraham Flexner, " November 13, 1866	"	\$15,000	"	"	"	\$8,000

Mrs. Abraham Flexner guaranteed a pension of	\$5,000	per annum	during her widowhood
Mrs. Oswald Veblen	"	"	" " " " "
Mrs. Hermann Weyl	"	"	" " " " "

"The Teachers Insurance and Annuity Association of America will make annual payments towards the pensions of Messrs. Einstein, Veblen, and Weyl, but there is no way of telling now the actual figures."

Source: IAS Trustees - Maass, Herbert H.

1937

11/4

BUILDINGS AND GROUNDS

Facilities

✓ FLEXNER, A.

Biographical

Flexner to Aydelotte at Swarthmore, November 4, 1937.

"I had to be in Boston the other day and had tea with Conant one afternoon. I got an outside glimpse of the new residence halls, another look at the School of Business which I had previously seen, as well as an outside look at the Littauer School of Public Affairs. I wonder if the type of architecture embodied in these schools will not come pretty near to serving our purposes. At any rate I hope you can manage to see these new Harvard structures.

"Do you know who was the architect of the new Hopkins, for Gilman Hall, the central building of the Hopkins group, appeals also to me as worth considering?

"From informal conversations with the members of the faculty I am rather fearful that, when their suggestions are added up, they are going to require a building far beyond anything that Mr. Bamberger contemplates in point of

construction and upkeep. However, I have had no final information from any of the groups up to the present time."

File I-7

1937

11/12
11/15

ARCHAEOLOGY

Academic Activities

HARVARD

Relations WOAI

BYRN NAME

✓ FLEXNER, A.

GOLDMAN, JULIUS

GOLDMAN, NETTY

Flexner to Dr Julius Goldman, November 12, 1937.

Informs him that since it is apparent Harvard will not cooperate further in financing the Tarsus work, a sum of \$7000 is involved. He does not say for what period of time. He thinks that Bryn Mawr makes a contribution of \$2500 when the work starts.

¹⁵
Goldman to Flexner, 11/12/37.

Harvard will not cooperate any further, "and in fact during all of the years that Netty has been excavating in the name of Harvard, that

institution has never contributed more than \$5,000 and all of the expenses connected with Hetty's work have been paid by me, including the cost of publication of Hetty's work made by Harvard."

Hetty's plans for the future cover four years requiring \$36,000. Bryn Mawr has committed itself to \$2,500 ~~annually~~ a year for two years which together with Julius's contribution makes \$25,000. He does not know whether Bryn Mawr will continue to contribute. He believes the Archeological Institute of America will decide whether to pay something toward the costs, and thinks it will be about \$10,000, leaving \$1,000 to be made up. He does not wish to make any further contributions at the present time to the Institute, but in his will is leaving a provision that any amount needed to raise the \$36,000 will come out of his estate in the event of his death.

D File, Goldman, Hetty, 1936-1944

1937

12/3
12/7

BUILDINGS AND GROUNDS (COMMON ROOM
A LA OXFORD HIGH TABLE)

Facilities

LOWE, E. A.

Biographical

✓ FLEXNER, A.

Correspondence regarding Common Room. Lowe implies Flexner could persuade founders to provide room where professors could dine their friends. Flexner says they wouldn't be persuaded--better not try.

A, 10/18/56, A. E. Lowe

1937

12/6
12/11

GUGGENHEIM

Foundations

MASON, ALPHEUS

Biographical

✓ FLEXNER, A.

AYDELOTTE, P.

Flexner to Aydelotte, December 6, 1937.

Flexner has asked Aydelotte to aid in securing a Guggenheim Fellowship for Mason who will be released by Princeton February 1, 1938 to complete his book on Justice Brandeis.

Aydelotte replies December 8, that he cannot help. There are too many calls on Guggenheim funds and the request is late. He hesitates to use influence.

On December 11, Flexner replies that he was not asking Aydelotte to use his personal influence, and suggests it is best "under the circumstances" not to bring the Mason application

before Woe at all.

1937
1938

12/30
1/4
1/26

✓ FLEXNER, A.

Biographical

EARLE, E. M.

MITRANY

POLICIE~~YS~~

Administration

Earle starts making plans vigorously which he writes to Flexner in a letter dated December 30, 1937; to bring Langer from Harvard, Bailey from Stanford, Sprout from the Political Science Department at Princeton, etc. Also he is publishing an article in The Political Science Quarterly in March by Earle, the substance of which he had sent to Flexner originally as a typewritten memo and which will appear under the name, American Military Policy and National Security.

Flexner's letter to Earle of January 4, 1938, indicates there was some kind of an upset when they met on the afternoon of January 3 and had a long discussion. First Flexner undertakes to tell ~~him~~ that Earle that it is not his place to invite scholars from other universities directly; that

Flexner is very careful of protocol in this matter, and must be informed so that he may make the appropriate approach to the President of the university.

He deprecates the talk which Earle had with Crane of the Social Science Research Council about a crisis, and points out delicately that Earle is a scholar and not a journalist. Invites Earle to sit down with him and discuss what they can do. "We have no responsibility for action, but we have enormous responsibility for ascertaining facts and seeing to it that they are made available."

"I think the considerations which I have mentioned above ought to govern the form and spirit in which your article is re-written for the Political Science Quarterly." You should be a scholar - not ~~black~~ an advocate.

Flexner goes on to reassert his faith in autonomous schools. "Now let us see whether the faculty can live up to its part, which is stated on the same page in the same bulletin [page 3, Bulletin 2]. This little excitement in

reference to Mitrany may have served a good purpose of it banishes once and for all the thought of any fundamental changes for the next twenty-five years. Meanwhile, if the Institute fails it will not fail because of the Board of Trustees; it will fail because the men chosen to be professors have not been equal to their opportunities, for they have their fate in their own hands in your department and in the humanistic department, as they have in the mathematical department."

Earle, January 26, 1938, sends to Dear Abe the copy of his recast article for the Political Science Quarterly. His letter of transmittal is exceedingly formal.

D, Earle, Edward M, 1936-1939

1938-41
SCHOOL OF ECONOMICS AND POLITICS

✓FLEXNER, A.

STEWART, W.

WARREN, R.

RIEPLER, W.

Academic Organization

Biographical

Trustees' action affecting Economics Faculty, 1938.

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

1938-41

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ FLEXNER, A.

Biographical

STEWART, W.

WARREN, R.

RIEFLER, W.

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

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

1138

GENERAL

PRINCETON UNIVERSITY

ADAMS, WILFRED

✓ FLEXNER, A.

DOUGS, HAROLD

Public Relations

Relations WPAI

Biographical

(See copy of story transmitted with letter of October, 1938,
Vertical File, Public Relations.)

November 2, 1938, Dodds to Flexner. Withholds approval on behalf of the University on Miss Adams' article and requests that it not be published in its present form. Its effect would be to embarrass relations between the Institute and the University on the part of our Faculty and alumni alike "who will resent the invitation running through the article that the University didn't amount to much before the Institute began importing distinguished scholars." He objects to the manner in which individual names were played up--Thomas Mann, for instance, and

rather
he dislikes the type of publicity. He suggests ~~either~~ that the article be revised to apply exclusively to the Institute. He considers the tone undignified to scholarship, and any publicity derived "will be far outweighed by / new friction generated."

Flexner to Adams, November 2, 1938. He has delayed commenting on the article submitted for comment because he attempted to revise it, but couldn't do so. He says he agrees with President Bodds that it is not possible within the compass of a newspaper article to do justice to a complex situation such as exists in Princeton where two institutions are quietly cooperating in the promotion of scholarship. He singles out for criticism "counting our chickens before the eggs are hatched." He asks that the project be dropped. His note to Miss Adams/ is considerably milder than Bodds' to Flexner.

See Source Paragraph 1

1938

January - July

ROCKEFELLER FOUNDATION

Foundations

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

FOUNDERS

Corporation

GIFTS

Finance

✓ FLEXNER, A.

Biographical

See Flexner's letters to founders regarding expansion in the School of Economics and Politics. Continuous pressure and courtship (though papers for last half of 1937 have been removed from file).

4/6/38 Flexner tells Bamberger he is sure Rockefeller Foundation will help with School of Economics and Politics--is asking Fossick.

B. Bamberger, Louis, 1937-44

POLICIES

Administration

PARTICIPATION IN ADMINISTRATION

Academic Personnel

TRUSTEES

Corporation

✓ FLEXNER, A.

Biographical

MERRITT, DEN

Merritt sends to Flexner, January 10, 1938, several communications, all inveighing against professors on boards of trustees: Nicholas Murray Butler (Columbia) to Chancellor J. H. Kirkland, May 20, 1915; Arthur T. Hadley (Yale) to Kirkland, May 25, 1915; H. A. Garfield (William College) to Kirkland, May 26, 1915; Charles W. Eliot (Harvard) to Kirkland, June 4, 1915; Henry S. Pritchett (The Carnegie Foundation for the Advancement of Teaching) to Kirkland, May 20, 1915.

Nicholas Murray Butler said that in the nineties his aid had been requested in ending the abuses of the proprietary professional schools in New York State where the boards of trustees were composed largely or wholly of members of the

teaching staff. Low teaching standards chief aim--largest possible income for the teachers for the smallest possible amount of work. Butler drafted and caused to be introduced into the Legislature an amendment to the statute which made it illegal for any person other than the president of a university, school, or college to be a member of the board of trustees, if he were at the same time a member of the teaching staff or otherwise in receipt of an income from the institution. There was no debate. The legislation was enacted, subsequently to be dropped from time to time.

Hadley cited to Kirkland that when Mr. Taft, a member of the Board of Trustees accepted a professorship at Yale he resigned from the Trustees at once. Baldwin, a professor, when elected Governor, having thereby become a member of the Board ex officio, wrote that since he was unwilling to resign his professorship he must be excused from attending the meetings of the Board of Trustees.

Garfield of Williams College, wrote that while they did not have to deal with the question, he disapproved of the appointment of ~~a~~ member of faculty to a place in the Governing Board. His own feeling was dictated by the experience of

the Standing Committee of his old school, St. Paul's Concord. There several masters have been members of the committee, and it proved to be a serious embarrassment.

Eliot cited the case of Professor Ephraim W. Gurney, Professor of History, chosen a member of the President and Fellows of Harvard College by that Board, the election being consented to by the second Governing Board, the Overseers. Eliot favored his election, Gurney accepted it because Eliot did, and because Gurney sympathized with ~~and knew the problems of converting Harvard College into~~ Eliot and knew the problems of converting Harvard College into Harvard University. In Eliot's opinion, about the most excellent person who could have been found who could try the novel experiment, but within two years, he insisted in resigning as Fellow, because he became satisfied that it was an undesirable thing to have any Professor in the Governing Board. Eliot agreed with him. Eliot said that since 1866 the second Governing Board, the Board of Overseers, has filled through elections by the Alumni, and no Professor in activity has been chosen to that Board, though several retired professors and three retired presidents, James Walker, Thomas Hill and Charles W. Eliot himself, had been elected members of that Board.

He thinks that Kirkland's situation would be different with only one governing board, and doubts the wisdom of placing any faculty member on that board.

Fritchett of Carnegie Foundation told Kirkland that the problem of placing a member of the faculty on the governing board was one much debated in late years (1915) and recently introduced at Cornell. "There are reasons against it and there are strong reasons in favor of it provided the member so nominated is elected by the faculty." Fritchett thought it was a good ~~experiment~~ experiment to try, and ought to result "in a quickening of the relations between the faculty and the trustees."

D. Institute - Organization

1938

1/15
1/17

POLICIES

Administration

AYDELOTTE, F.

Biographical

✓ FLEXNER, A.

WEED

PARTICIPATION IN ADMINISTRATION

Academic Personnel

See handwritten copies of Flexner to Aydelotte and
Aydelotte to Flexner.

Filed under Policies in Vertical File. ("F")

PA Confidential Files, March 7, 1957

1938

1/15

POLICIES

Administration

PARTICIPATION IN ADMINISTRATION

Academic Personnel

AYDELOTTE, F.

Biographical

WHEED, LOUIS H.

✓ FLENNER, A.

See Vertical File Policies for Aydelotte-Flexner
correspondence on election of faculty trustees.

A, Confidential Files, 3/7/57

1938

1/21
2/2

✓ FLEXNER, ABRAHAM

Biographical

FOUNDERS

Corporation

SCHOOL OF MATHEMATICS

Academic Organization

Flexner to the founders, January 21, 1938.

"I have a letter this morning from Professor Richardson of Brown University, who is Executive Secretary of the American Mathematical Society, from which I will quote a paragraph which I think will give you great pleasure.

'The Institute for Advanced Study has had a very considerable share in the building up of mathematics in America to its present level and its members will doubtless pay an important role in all of the undertakings of the International Mathematical Congress to be held in September, 1940 in Cambridge, Massachusetts. Not only has the Institute given ideal conditions for work to a large number of men, but it has influenced profoundly the

attitude of other universities. American mathematicians are all proud of what the Institute is doing and are happy to have it share in the festivities connected with our projected Congress."

Flexner to the founders, February 2, 1938.

"I had this morning a letter from Professor Hlavaty, ~~whm~~ who is a professor of mathematics in the University of Prague. You and Mrs. Fuld will be interested, I think, in the following quotation from it:

'Anybody who is interested in science knows that the necessary condition for scientific work is the personal feeling of freedom and the opportunity to exchange ideas with other people interested in the same questions. Allow me to assure you that I highly appreciate the fortunate arrangement at the Institute which offers to its members both opportunities mentioned above. Personally I am glad to inform you that the time spent at the Institute was very satisfactory for my

scientific work. I have done more in one term here than I could have done in two years elsewhere.

' Moreover, I am convinced that the arrangement which I already mentioned contributes in creating a pleasant atmosphere which enables the members to enjoy and appreciate not only the individual scientific work of each other but also the life itself at the Institute.'

D, Bamberger, Louis, 1937-1944

1938

1/24

SCHOOL OF MATHEMATICS

VEBLER, OSWALD
EINSTEIN, ALBERT
✓ FLEXNER, ABRAHAM
VON NEUMANN, JOHN
WEYL, HERMANN
MOORE, MARSTON

Academic Organization
Biographical

Flexner speaks of how the Rockefeller Institute for Medical Research and the Rockefeller Foundation and the General Education Board combined their efforts in the reorganization of medical education at Johns Hopkins Medical School. "President Gilman's task therefore was the choice of his leader and adviser and having chosen him President Gilman kept his hands off...

"We have in this incident which I was fortunate enough to witness...the key to what has happened in the Institute for Advanced Study at Princeton. After two years, during which I consulted leading mathematicians in this country and Europe, I selected Professor Veblen to play the part which Dr. Welch had played in Baltimore. It was Professor Veblen aided to no slight extent by his colleague at Princeton, Dean Eisenhart, who selected the others. I had never heard of any one of them except Professor Einstein, who as a matter of fact preceded Professor Veblen, though he was not active until after Professor Veblen's appointment. In quick succession the Board appointed on my recommendation Professor

Alexander, Professor von Neumann, Professor Weyl, and Professor Morse, but as a matter of fact my recommendation was nothing but a repetition of the recommendation of Professor Veblen and his associates in the Institute and in Princeton University..."

Tr. Min. - 1/24/38 - p. 4-5

1938

1/24

SCHOOL OF MATHEMATICS

Academic Organization

✓FLEXNER, ABRAHAM

Biographical

In his Report of the Director Flexner says "For the benefit of the Board and of my own successor"; he discusses the school of mathematics which the Institute has built up. How? "Mathematicians, like cows in the dark, all look alike to me." He goes on to tell about their accomplishments, etc.

Tr. Min. - 1/24/38 - p. 3

1938

1/24

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

/ FLEXNER, ABRAHAM

Biographical

Three men have been chosen in the field of economics and politics and "The time has come when, in my judgment, funds should be made available so that this school can also be enlarged." Dr. Flexner hopes that "before I retire from my present post..." that all three schools of the Institute will all work with the same spirit and facilities as the Schools of Mathematics and Humanistics.

Tr. Min. - 1/24/38 - pp. 6-7

NOTES

1938

1/26

SCHOOL OF MATHEMATICS

Academic Organization

BUDGET

Finance

GÖDEL, KURT

Biographical

✓ FLEXNER, A.

Flexner to Veblen, January 26, 1938.

He says that after the meeting on Monday, he had long conferences on finance, and it is obvious that until business conditions improve, and thus increase the dividends in our present endowment, we shall have to hold in abeyance certain plans which six months ago I'd regarded as likely to be

fulfilled within the twelve-month period. This would mean postponing of the theoretical physicists and taking any salary paid to Professor Gödel from the \$30,000 stipend fund instead of making a further appropriation, for it is simply impossible under existing circumstances to increase the mathematical budget at all. Certain stipends committed by the School of Mathematics are not required because their people cannot come. Flexner has already notified Mr. Leidesdorf

that a \$1500 stipend for Bassi and a \$750 stipend released by Dr. Feenberg will revert to the Treasury.

"When an allocated sum lapses in the course of the year, it goes back to the treasury, a point upon which I think I have made myself clear before. Inevitably, in an institution like ours a demand for funds will be incalculable and there will always be persons who can be substituted for others. I think, however, in the long run, we ~~have~~ will have a higher grade of appointments if we all realize that an appointment of a grant once made is final, and that in the event of its not being used, it is not to go into the second best, but back into the general fund."

V FBo, Flexner, Abraham

1936

1/27

PARTICIPATION IN ADMINISTRATION

Academic Personnel

TRUSTEES

Corporation

✓ FLEXNER, ABRAHAM

Biographical

Flexner to Aydelotte:

"Thank you very much for your letter of the twenty-third, which I think is a very creditable performance, considering that you were your own secretary, using your own portable, and writing on a train, moving a mile a minute or more. It is very reassuring to me, particularly as I have had a letter to substantially the same effect from Weed, and you two would certainly know, if anybody knows.

"Your feeling about anti-Semitism completely coincides with mine. In the thin air of the Institute there is no such thing, and, though of course there may be a few Princeton alumni and may be an occasional Princeton trustee who feels it, they are so few and far between that they need no more be considered than anti-Catholics or anti-anything else. The fact is that the Princeton trustees have been so cordial to me personally and to the Institute that I feel as much at home with them as I do with our own trustees.

"Weed questions our present Board because he is of the opinion that it may be unwise to have any faculty members on the Board. I think he is misled by the fact that at Baltimore the trustees and the faculty belong to the Maryland Club or the University Club, that from the founding of the University the closest personal relations have existed between the two groups, and that no suspicion has ever arisen on the part of the faculty that the trustees were doing things in the dark. On the other hand, as you well know, there are institutions in the East and doubtless elsewhere in which the relations between faculty and trustees are far from ideal. The trustees regard the faculty more or less as hired men, and the faculty are suspicious that the trustees may be putting things over on them. In order to avoid any such state of feeling I suggested that we should treat our faculty members just as we treat members of the Rockefeller Institute or Swarthmore College or Johns Hopkins University. The scheme has worked perfectly, for certainly neither Vebien nor Riefler has ever spoken or acted like a representative of the faculty. They have both maintained precisely the same objectivity that has been characteristic of yourself and Weed and others.

"Faculty election or rotation would, I am afraid, introduce complications. Election would mean faculty meetings and might lead to wire-pulling and favoritism so that the faculty member chosen to be trustee might be from the standpoint of the Institute the least rather than the most desirable person.

"There are objections to rotation: (1) it would take a long time until we got around. In a faculty of fifteen if each member served three years, it would be fifteen or twenty years before a man got a second chance. During his first term he would in all likelihood keep still, for he would know too little of the Board to be useful and just about the time he became more or less familiar with our way of doing things he would pass out and another stranger come in. (2) Election would sooner or later introduce faculty politics - a thing which I dread. (3) There are only a relatively few members who have any interest in being trustees or who could be of the slightest service. Certainly not above four of our present fifteen professors could possibly make the slightest contribution

or be of the slightest use. What, for instance, would be the sense of asking Einstein to waste his time by becoming a trustee, and what good would either the Board or the faculty get out of it? The same is also true of most of the others. On the ~~isnt~~ other hand, there are a few level-headed, practical professors like Veblen, Riefler, Barie, and Meritt, who have the double gift of scholarship and practicality. They also enjoy the respect of their fellow-professors. Veblen's first term - five years - will expire in 1939. Had we had rotation and a shorter term, he would have been out just at the moment when his flair for building makes him most useful. Riefler is of permanent use, especially on the Finance Committee. It chanced after the meeting the other day that M r. Bamberger speaking of the Board singled out Riefler as one of the professors upon whom the Finance Committee placed very great reliance. Wouldn't it be a pity to adopt any kind of machinery that deprived us of his presence on the Board?"

Source: A File IAS (home)

1938

NOTES

1/27

SCHOOL OF MATHEMATICS

Academic Organisation

BUDGET

Finance

OSDEL, KENT

Biographical

✓ FLEXNER, A.

VEBLER, O.

Veblen to Flexner.

He regrets the ~~unpleasant~~ contents of Flexner's letter of January 26, and will take it up with his mathematical colleagues soon. He expresses himself as understanding the treatment of stipends which lapse.

V File, Flexner, Abraham

1938

February (?)

ROCKEFELLER

Foundations

EARLE, E. H.

Biographical

FOUNDERS

Corporation

✓ FLEXNER

Biographical

Mrs. Earle is traveling with Earle at his own expense.
The Foundation had been asked and had refused.

D. L. Danberger

1938

2/5

BRYN MAWR

Relations WOAI

PRINCETON UNIVERSITY

PANOFSKY, ERWIN

Biographical

✓ FLEXNER, BERNARD

FLEXNER, ABRAHAM

In 1938,

Panofsky delivered some lectures at Bryn Mawr on arrangements or on a grant given to Bryn Mawr by Flexner. (Was this the money which he placed at the disposal of Bryn Mawr as a memorial for Mary Flexner, his sister?) Flexner, Abraham, insisted after securing an agreement with his brother to this effect, that the purpose to the lectures printed by the Oxford Press should contain the following statement, "The lectures were, with the kind permission of President Park, repeated at Princeton under the auspices of the Institute for Advanced Study in the Department of Art and Archeology of Princeton University."

D File, Panofsky, Erwin, 1936-1944

1938

BRYN MAWR

PRINCETON UNIVERSITY

PANOFSKY, ERWIN

FLEXNER, RICHARD

✓ FLEXNER, ABRAHAM

2/5

Relations WDAI

Biographical

In 1938,

Panofsky delivered some lectures at Bryn Mawr on arrangements or on a grant given to Bryn Mawr by Flexner. (Was this the money which he placed at the disposal of Bryn Mawr as a memorial for Mary Flexner, his sister?) Flexner, ABRAHAM, insisted after securing an agreement with his brother to this effect, that the purpose to the lectures printed by the Oxford Press should contain the following statement, "The lectures were, with the kind permission of President Park, repeated at Princeton under the auspices of the Institute for Advanced Study in the Department of Art and Archeology of Princeton University."

D File, Panofsky, Erwin, 1936-1944

1938

2/7

FOUNDERS

EARLE, E. M.

✓ FLEXNER, A.

Corperation

Biographical

Flexner has sent Earle traveling to meet his fellow-workers, Mrs. Earle is traveling with him which will be good for Earle.

D, Bamberger, Louis, 1937-1944

1938

2/7

GIFTS

Finance

FOUNDERS

Corporation

ACRONYMS

Academic Activities

GOLDMAN, HETTIE

Biographical

✓ FLEXNER, A.

Explaining what had evidently come up in a private conversation, Flexner writes to the founders about the references he had made to the anonymous gift received from a gentleman to support Miss Goldman's work.

D. Bamberger, Louis, 1937-1944

1938

2/19

ROCKEFELLER

Foundations

OF PRINCETON UNIVERSITY

Relations WCAI

FOUNDERS

Corporation

NASON, ALPHUS T.

Biographical

✓ FLEXNER, A.

Flexner to Bamberger, February 19, 1938.

Recalls that the Rockefeller Foundation aided Institute in giving a temporary appointment to Nason to finish the second volume of the book on Brandeis.

Also Flexner alludes to Nason's contacts with Haeffler, Marie and Mitran, a unique experience for him. He talks about Nason's delight at working in 69 Alexander without professorial duties.

B. Bamberger, Louis, 1937-1944

1938

2/19

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

FOUNDERS

Corporation

✓ FLEXNER, A.

Biographical

Flexner to Bamberger, February 19, 1938.

Alludes to a luncheon which gave him "a genuine thrill," for if we can carry out the plans there discussed the Institute will be rounded out, though here and there in the course of time some relatively small thing will have to be done. The outline of the Institute itself will include everything that properly belongs to our original conception.

D, Bamberger, Louis, 1937-1944

1938

2/21

PARTICIPATION IN ADMINISTRATION

Academic Personnel

TRUSTEES

Corporation

FLEXNER, ABRAHAM

Biographical

Flexner to Aydelette:

"I have not shown your letter or Weed's to the New York trustees who are uneasy, but I mean to do it some time when the opportunity favors."

Source: IAS - A File - (home)

1938

2/23
2/28

GIFTS

Finance

FOUNDERS

Corporation

MAASS, HERBERT H.

Biographical

✓ FLEXNER, A.

Maass to Flexner.

"As to funds (from the founders) they will ultimately come, as I have always assured you, even though one cannot now predict when they will be donated." Answering Flexner's observation that after dining with founders funds look hopeful but there was no definite commitment.

D. Maass

1938

2/23

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

FOUNDERS

Corporation

✓ FLEXNER, ABRAHAM

Biographical

Flexner to Maass:

"I was in New York last week and had dinner with Mr. Bamberger and Mrs. Fuld. I think that the outlook for increased funds is very hopeful, though no definite commitment has been made and there is nothing very tangible that I can report.

"Mr. Friedman of your office has been an angel in dealing with Mr. Gest. He and Schleicher should receive an iron cross or the Legion of Honor, or perhaps be admitted to honorary membership in the Daughters of Colonial Wars! Mr. Gest has really been an unmitigated nuisance. His experience has certainly warned me against permitting my wife to get a divorce with alimony more than that of any other human being I have ever encountered. I am happy to reflect that I am gradually approaching the age where no such event is liable to take place. It adds a new terror to matrimony."

Source: IAS Trustees - Maass, Herbert H.

1938

2/28

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

EARLE, E. M.

Biographical

MITRANY

✓ FLEXNER

Earle has gone to the west coast, has visited Stanford, and Pasadena. He has written Flexner frequently.

Flexner writes Earle, February 28, 1938, and advises him and says he is also advising Mitraný to attack the international problem on the economics side. It is the key to the whole international business aside, of course, from bluster. "Moreover, if you and Mitraný can interest yourselves in the economic aspect of your problems you will, in my judgment, not only be on the right track, but you will make a unit of the School of Economics and Politics, such as it will not be if there are three tangents. On the other hand, I do not want to dictate to you or to anybody what he shall do..."

"I have the same feeling that economics will for the next fifty or one hundred years furnish the pattern and that political theory and statecraft will either enter into that pattern or shrivel up."

D. Earle, Edward M., 1936-1939

1938

4/1

GENERAL

Academic Personnel

4/9

LANGER, WILLIAM L.

Biographical

✓ FLEXNER, A.

POLITICS

Academic Activities

Flexner to Langer (Harvard University): 4/1/38

"You have not heard from me since our delightful luncheon with Earle because Earle, as you know, went to the coast, where he spent some six weeks, and has only recently returned. Meanwhile, the financial situation has deteriorated to a point where an institute like ours, which lives entirely in its endowment and has no income from fees, has got to watch its step very closely. We shall therefore make absolutely no additions whatsoever, as far as I can now see, to our staff next year, and our future course will depend almost wholly on (1) previous commitments and (2) improvement in the general financial situation.

"This decision, I need hardly say, has nothing to do with you, for nothing would give me greater pleasure than to have you here working in association with Earle."

Langer (Harvard University) to Flexner (IAS, Princeton University): 4/1/38

"When the vacation came around I felt so tired that I thought I had better run off for a little while, and I have only just now returned. Your telegram reached me just as I left. It is needless for me to say that I deeply regret the impossibility of making any arrangement for next year, but I understand your position fully and absolutely. As a matter of fact, when Ed Earle first spoke to me about it, he made it quite clear that it might be an arrangement feasible for the following year rather than for this coming year, and it was I who raised the question in what I fear was rather urgent fashion, because of various considerations which we discussed in January. I enjoyed my talk with you and Ed very much indeed and I know it would be pleasant and profitable for me to be with you. At the same time I appreciate to the full the financial difficulties under which you must be laboring. If some arrangement could be made for some future time, I should be very happy to discuss it with you again."

FLEXNER, ABRAHAM

Biographical

VEBLEN, OSWALD

PANOFSKY, ERWIN

GENERAL

Administration

Flexner to Veblen:

In reference to the plans to the new Institute Flexner writes "If sixteen professors are each to have a 'crack' at the plans of the four architects the probabilities are that the plans will not be agreed on until doomsday."

"There is another point which I think ought to be cleared up in the interest of good administration. Professor Panofsky called me up last evening to say that you had called on him and made a suggestion involving a total re-arrangement of the plans for building his house. This procedure seems to me to be very bad administrative technique. Matters of this kind should be cleared over my desk or that of Mr. Maass. If the several members of the Building Committee are free to approach any of the architects or the professors building houses, without my knowledge, we shall get into inextricable confusion. I have no love for formalities, but I do have a strong feeling that the way to avoid trouble and to save time is to have a simple procedure rather than the complex one involved in

a suggestion from you to Professor Panofsky, from Professor Panofsky to me, and perhaps from me to Mr. Maass. What I did in the Panofsky case was done on the authority and with the knowledge of Mr. Maass after a protest from neighbors whose good will it is important for us to keep. The solution arrived at was not mine or that of Mr. Maass, but a solution agreed on by Mr. Comstock, Professor Panofsky's architect, Mr. Sincerbeaux, and the neighbors most deeply concerned. I told Professor Panofsky last night ~~sk~~ that under no circumstances would I reopen the question.¹⁸

1938

4/4

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

FOUNDERS

Corporation

ROCKEFELLER

Foundations

✓ FLEXNER, A.

Biographical

Flexner sends to Bamberger the annual re/view of the activities of the Rockefeller Foundation. "I should be very happy if, in view of our recent conversations, you would read the section dealing with what Mr. Fiedick calls 'Social Sciences' (pages 36-45), and what we in the Institute call the 'School of Economics and Politics'. The interesting thing about this report is that while Mr. Fiedick recognizes the extraordinary difficulty of building up the social sciences, he is very emphatic as to the necessity of making the effort in order to reduce as far as we can the confusion which has hitherto prevailed in this field...

"I think of our problem in respect to ~~studies~~ the social sciences day and night, and I cannot avoid the conclusion that

it is our duty to enter this field and that there is no institution in the world which enjoys the advantages that we enjoy in entering it, for we have no routine obligations such as create difficulties in colleges and universities."

D. Bamberger, Louis, 1937-1944

1938

4/5

SCHOOL OF ECONOMICS AND POLITICS

STEWART, W.W.

✓ FLEXNER, A.

Academic Organization
Biographical

"FOR FLEXNER - April 5, 1938

On the assumption that:

1. WWS join Institute by January 1939 - or at any later date convenient to W.W.S. Director free to refer to this commitment when approaching others - but no public announcement by Institute until C.P. stockholders advised of withdrawal.
2. On this basis, would it be possible to provide in the budget for
 - a. Appointment of two permanent professors in Economics - to be selected by agreement between Faculty and Director - with approval of Board - these appointments to be made not later than _____, provided suitable candidates can be found by that time?
 - b. Provision for one full time visiting professor or lecturer.
 - c. Provision for 4 associates (these to be financed preferably from funds outside Institute).

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

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

1938

4/5

BUILDINGS AND GROUNDS

Facilities

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

Aydelotte to Flexner, April 5. He recommends the prompt acquisition of the Maxwell property some time within the next few months. He thinks we need it, and he also thinks the buildings will place better if the land is acquired. In addition, if the ~~Maxwell~~ buildings are built, the Maxwell property would go up in price, so he advises getting it then.

A. File, Flexner, Abraham

1938

4/5
4/6

✓ FLEXNER, ABRAHAM

Biographical

VEBLEN, OSWALD

PANOFSKY, ERWIN

GENERAL

Administrative

Veblen to Flexner:

Veblen says that the Panofsky incident did not happen as Flexner stated. Veblen and his wife called on the Panofsky's and "they brought the conversation ~~flexer~~ around to their building enterprise and told us about the relocation of their house and the reasons for it. I remarked that I thought there might have been another way of meeting the problem which would have been less expensive to the Institute, and explained the simple geometrical point which is involved. After that I dismissed the question from my mind, but Panofsky tells me that he thought it over and came to the conclusion that he wought to make it clear that he would not object to this alternative solution, which he thought might have been overlooked in the previous consideration of the subject. So he telephoned directly to you, without consulting me."

Flexner replies on 4/6/38 that the Panofsky incident "is not worth considering except as showing how important it is not to stir these people up after a decision has

been deliberately reached." He says that the architects should have borne in mind the importance of keeping a strip of lawn continuous with that of the adjacent houses and that "if Panofsky's plans were now changed and lots 1 and 2 merged it would simply mean that whoever builds on Lot 3 would look into their back yards."

1938

5/3

SCHOOL OF HUMANISTIC STUDIES

Academic Personnel

ARCHAEOLOGY

Academic Activities

GOLDMAN, HETTY

Biographical

✓ FLEXNER, A.

Miss Goldman said she was furious at Flexner for not mentioning her father's gift in Bulletin #7 for Tarsus. When I replied Flexner had apparently not been released from promise of secrecy she calmed down. Then I asked her if disclosure was made subsequently--no; it wasn't. Should it be made now? No, she said. She said I. A. S. did not pay any expenses of excavation which took her one-half of each year, without which understanding she wouldn't have come to Institute. After all, she had Fogg. Her father had paid Fogg for costs of her work at Tarsus.

Interview with Hetty Goldman, 4/27/57

1938

5/3

ARCHAEOLOGY (TARSUS)

Academic Activities

GOLDMAN, HETTY

Biographical

GOLDMAN, JULIUS

✓ FLEXNER, A.

Goldman to Flexner, May 3, 1938.

She acknowledges receipt of Bulletin No. 7 of the Institute, and says it filled her with surprise and "puzzled indignation." She writes personally to inform Flexner he has made a bad mistake in her judgment in not identifying her work at Tarsus with the Institute for Advanced Study. She ~~dislikes~~ ~~admits~~ ~~that~~ ~~her~~ ~~father~~ ~~then~~ admits that when her father became "an anonymous donor" with the excavation of Tarsus, she does not feel that this precluded identification of the excavation at Tarsus with the Institute. She informs Flexner, "When my Father decided no longer to make his gift through Harvard University, I urged him to come forward and make it personally. As all such enterprises must be supported by individuals of means, I saw no reason why he should not be known as part-supporter of my work. He has, however, always shunned publicity and so, without

in any way consulting me first, he made his offer to the Institute which you accepted. This...seemed to me appropriate that the Institute at which I am professor should be connected with what is and will remain for a number of years my chief interest and occupation. It is true that my Father stipulated that his name should not be mentioned, but I feel quite sure that he made no stipulation that the connection of the Institute with Tarsus should remain equally anonymous."

She notes also that the grant to Miss Day for study at Tarsus Islamic ceramics was made before she left Princeton, and though other holders of grants are specifically mentioned, her appointment too was passed over. She cannot imagine that the Bulletin is hastily written. She writes in all friendliness, etc.

Her letter is acknowledged on May 18, 1938 by Miss Bailey who explains that only the material was embodied in the Bulletin which Miss Goldman, herself, submitted, and that this issue was not raised at that time.

D File, Goldman, Hetty, 1936-44

1938

5/3

ECONOMICS

Academic Activities

GENERAL

Academic Personnel

✓ FLEXNER, ABRAHAM

Biographical

Flexner to Veblen:

(Bamberger)

"I also have talked over with him and President Dodds the idea of going to Europe for the purpose of getting first-hand knowledge of these various new steps in the field of economics. Both agree that it would be infinitely worth while so we have decided to sail on May 11."

File IV-20

1938

5/10

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

ROCKEFELLER

Foundations

ECONOMICS

Academic Activities

STEWART, WALTER W.

Biographical

✓ FLEXNER, ABRAHAM

BEVERIDGE

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

1938

5/19

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

HALL, W. F. (Director, The National
Institute of Economic & Social
Research)

Biographical

✓ FLEXNER, A.

Hall had graduated at Oxford and gone to Princeton to study with Kemmerer and Frank Fetter whom he regarded as one of the ablest economic thinkers he has ever met. He then became a professor of economics at University College where he remained until the Institute was founded.

The National Institute of Economic and Social Research supported by grants--seven years in duration--made by the Rockefeller Foundation, the Pilgrim Trust, and one or two other organizations, and its governing body is a small council, though there is a larger advisory board which meets once a year. The Institute is part of the University of London, but will be quite independent. Small staff, with a small permanent staff like the Institute. Men will occupy academic posts from which they will be detached for relatively brief periods--3 months or

thereabouts. He was surprised that our members usually come for an entire year, and thus gain in addition the two vacations-- a period of fifteen months.

D, Institute - Organisation

1938

5/25

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

CLAY, PROFESSOR HENRY

Biographical

✓ FLEXNER, A.

RIEFLER

STEWART, W. W.

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

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

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

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

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

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

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

D. Institute Organization

1938

June

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

GENERAL (OXFORD, HUFFIELD COLLEGE)

Educational Institutions

LEAGUE OF NATIONS ECONOMICS SECTION

Government Relations

✓ FLEXNER, A.

Biographical

Four-page memorandum of discussion which reveals that Huffield had in mind a college which would train Oxford and Cambridge and other graduates for immediate positions in the business world. Lindsay had spent a good deal of time endeavoring to persuade Huffield that the immediacy of the objective was going to spell the opportunity of accomplishment. Finally, he appeared to have succeeded in weaning Huffield away from the immediacy of objective.

Lindsay has followed the regular Oxford procedure, thereby avoiding controversy with the established colleges. The other colleges are governed by their Fellows subject from time to time by Parliamentary action. There were no Fellows here. But

Haffield's desires required the immediate building of a building and of a chapel, and so forth, which was too bad. Haffield "unlike Mr. Hemberger, wants results. He wants to see something, and it will not do to block him too often." (Memorandum, June 7, 1938, Oxford).

Forty junior professorial tutors Flexner recalls. Harold Butler, Head of I. L. O. in Geneva, the Master. Lindsay asked Flexner how the Institute proceeded, and Flexner outlined the Institute's deliberate procedure not hurrying any decision, but feeling our way. Lindsay, seeing the advantages of the procedure did not believe it would be possible at Oxford either from Haffield's side or the Oxford side.

Flexner was afraid of the haste with which Haffield College was moving, but they expressed the desire to work together. Lindsay's term of office is limited.

Lindsay spoke of Haffield College, "as a clinical institution as compared to a hospital. 'But there is this great difference: you can put sickpeople into a hospital building, but

you cannot put industrial, commercial, social or political problems into a building. You must go out and see them. You cannot study them in your study and you cannot bring them to you. The particular difficulty of conducting Waffield College or your own school will be to keep men from tending either to run about needlessly and fruitlessly, on the one hand, or sitting in their studies and relying upon documents, statistical or other.'" (Ibid.)

Flexner concludes, "I am convinced now more strongly than I ever was before of the soundness of taking men like Mielfer and Stewart, who know theory and who have had practical experience, and putting them in a position at Princeton where they are free either to read and study at Princeton or to go out with one another or with their own advanced workers to observe, on the spot, practical difficulties and problems that emerge in conducting an enterprise."

D, Institute Organization

1938

6/7

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

BEVERIDGE, SIR WILLIAM

Biographical

✓ FLEXNER, A.

Beveridge favored taking a concrete economic problem--unemployment, population, or finance--get a group of persons big enough and attack it. Keep them out of the rough and tumble of actual life--don't try to form prematurely an economic science which may not be formed for 100 years. Follow your own example in mathematics--admit no one who is not competent to participate in the activities of the school.

Beveridge, Adams and Lindsay all dwelt on inadequacy of funds--Muffield has not given his final gift. Philosophy of Flexner: poverty makes you more careful--you make ~~your~~ fewer mistakes. "The small sum upon which we have been operating [did not disturb Flexner for] I have never wanted much leeway, though I did not feel with my experience ^{that} the Rockefeller Foundation that I was really in any danger of reckless action,

but that I could always say in reply to any proposition,
'We cannot afford it' and that gives one time to think."

D, Institute Organization

1938

6/7

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

GENERAL (ALL SOULS)

Educational Institutions

ADAMS (WARDEN OF ALL SOULS)

Biographical

✓ FLEXNER, A.

A memorandum of Flexner of several long conversations with Adams going far into the night. Flexner learned from Adams that there had been far greater differences of opinion in Haffield College than he had learned from Lindsay. Flexner undertook to urge Adams to delay decision on details and not to tie Butler's hands, allowing him first to come to Oxford and find out what he thought was needed. Also, he urged von Adams that Butler should come to America and come in contact with what the Institute was doing in the School of Economics. Riefler would take him to Washington, to New York and other places. Adams agreed to come, or at least Flexner understood him to have agreed at the time he left.

D, Institute Organization

1938

6/7

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

WOODWARD, E. L.

Biographical

✓ FLEXNER, A.

Woodward insisted on the historical background of the study of economic development. Did not favor a broad school of history, but thought it would be wise to start with economics, develop it up to a certain point, then bring up first history and then politics on Flexner's own theory that history determines economic and political activities just as it now really determines such activities in Germany and Italy. The three things should, Woodward thought, be under one roof.

Flexner: "I wonder whether Hitrany is going to be equal to his role in this trio. If not, someone else will have to be found."

D, Institute Organization

1938

6/11

ECONOMICS

Academic Activities

GENERAL

Academic Personnel

✓FLEXNER; ABRAHAM

Biographical

Flexner to Veblen:

"I have had a busy and very interesting time in England and on the continent, and I am hopeful that, with the help which has been freely and candidly given, we may do something new and worthwhile in the field of economics. It is gratifying to find how many really first-rate men have open minds and are eager for the success of an institute which has no bias or preconception. The work of our mathematical group is thoroughly well known - indeed in circles in which I had not expected to find knowledge of it."

File IV-20

1938

6/14
10/14
10/18

BUILDINGS AND GROUND (FULD HALL)

Facilities

BAMBERGER, LOUIS

Biographical

MAASS, H. H.

✓ FLEXNER

Maass to Flexner. Bamberger insists cost of building and endowment for its upkeep shall not exceed \$400,000 together. But when press queried as to cost, Flexner asked Bamberger if he could say \$400,000 and Bamberger said "I should say more like \$500,000."

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

1938

6/15

POLICIES

Administration

✓ FLEXNER, A.

Biographical

A brief memorandum on the advantages of cultivation of contacts with educators and investigators in Europe and of the policy which the Institute has already followed of bringing men to this country and sending men abroad, which he hopes will never stop. "If the Institute is a success, that success is undoubtedly due in part to the group which we have brought together here, but it is due also in no small part to my wide range of acquaintance in Europe and America, and to the efforts which I made during the last thirty years to keep in touch with thinkers, administrators, and so forth, even when I am unable to understand their subjects." He hopes that the policy for the Institute will continue.

D, Institute Organization

1938

6/15

GENERAL

Academic Personnel

BRITISH NATIONAL INSTITUTE
OF ECONOMIC AND SOCIAL RESEARCH

Educational Institutions

✓ FLEXNER, A.

Biographical

A memorandum of June 15, 1938, of a conference with Hall, Flexner, Beveridge, Riefler on security of tenure. Beveridge made the point that it ought to be distinctly understood that security of tenure will never be imperiled by a man's making use of freedom of speech. Flexner agrees but cannot see why he ~~as~~ as Director should be on annual tenure and businessmen, lawyers and doctors should be on a precarious tenure while university professors once appointed cannot be touched. He thinks that a professor gone stale should not be allowed to block the road for an indefinite number of years. Of course he ought not under any circumstances to feel that his tenure depends upon what he says or upon incurring favor or upon productivity simply to show he is active.

In England men are appointed to fellowships for ~~a~~ definite terms, five years, seven years, etc. Hall has become Director of

the National Institute of Economic and Social Research on a seven-year appointment, and his funds will not carry him beyond that period. He is not uneasy, however. If he succeeds he will get more funds, if he does not, he will be removed.

American tenure may be a compensation for low salaries, but in Flexner's opinion this is wrong. A man should be paid what he is worth and for as long as he is worth it.

He regards security of tenure as possibly contributing to stagnation, cites himself who never had more than a year's appointment since 30 years before he went to the Carnegie Foundation. "At this moment I find it much more difficult to get out of the Directorship of the Institute than to hold on, though I could be retired for age without any other reason being assigned.

"But a rattling of dead bones there would be if the universities of America announced it is their policy henceforth to be guided by results--not immediate results but long-time results. To be sure, it might require that presidents be made

of greater wisdom and experience than they now are. They might be forced to tramp around the universe as I have done instead of staying so largely in their own country, but this too would be all to the good."

D, Institute Organization

1938

6/24
7/2

BUILDINGS AND GROUNDS

Facilities

AYDELOTTE, P.

Biographical

✓ FLEXNER, A.

Aydelotte to Flexner, June 24, 1938.

He is up in Maine and does not want to come down for a meeting of the Committee on Building. He talks in terms of \$250,000 being allowed by Mr. Bamberger to build the building.

He thanks Flexner for his aid in making plans for Einstein's visit to Swarthmore.

Flexner to Aydelotte, July 2, 1938.

"I have talked with Mr. Bamberger, Mr. Maass and Mr. Leidesdorf. Mr. Bamberger will contribute an additional \$100,000 toward the building, plus \$50,000 for furnishing it. Mr. Maass believes that with the sum now at his disposal

we can get everything we really need, though probably the size of the studies will have to be smaller than Veblen's estimate. This I do not regard as unfortunate, for these rooms have always seemed to me to be unduly large."

D Pile, Aydelotte, Frank, 1930-1945

1938

61/27

RIEFLER, WINFIELD

Biographical

✓ FLEXNER, A.

LEITH-ROSS

STEWART

LEIDENBORN

CLAY, HENRY

Riefler to Flexner in a letter dated "Monday the 27th."

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

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

1938

6/30

ARCHAEOLOGY

Academic Activities

GOLDMAN, HETTY

Biographical

GOLDMAN, JULIUS

~~FLEXNER, HAY~~ FLEXNER, A.

Flexner to Goldman, June 30, 1938:

In reply to her letter of May 3, 1938, on the attribution to the Institute of her excavations at Tarsus. "I do not know precisely how to reply to your subsequent letter of May 3, to which Mrs. Bailey replied on May 18. Nothing would have given me more pleasure than to make any reference to your father or Tarsus that would please you and him, but he himself insisted on anonymity and therefore let me, as I thought, no alternative. As to an account of your work at Tarsus, I said nothing because you yourself, in reply to my request for a statement for the bulletin, made no specific mention of Tarsus. As Mrs. Bailey indicated, the annual bulletin is meant to be a modest statement by the professors themselves of what they are doing or planning. My part is wholly editorial, and even my editorial work is limited to piecing together the fragmentary statements which I receive in answer to my inquiries. I cannot therefore

feel that I am in any wise responsible for the omission of a specific reference to Tarsus, though I think it is a pity that no such reference was made."

D File, Goldman, Hetty, 1936-44

July

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BUILDINGS AND GROUNDS

FOUNDERS

GIFTS

GENERAL

BOHN, HENRY,

VEBLER, C.

✓ FLENNER, A.

Facilities

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Biographical

Fleener to Veblen.

Mr. Hamburger has indicated his willingness to increase the amount available for a building to what Mr. Hanes regards as a sum which will enable him to procure for us a building which will be adequate to our needs, dignified, and satisfactory in equipment, etc. It will, Fleener presumes, be necessary to reduce the size of the studies, but Fleener is not surprised. "I have never thought that we could

build on the scale of the memoranda with the sum of money which we are justified in putting into bricks and mortar." He feels it's more important now than ever to save every dollar for endowment, but, of course, the building must be worthy.

In the Manchester Guardian of June 3, 1936, contains a long article on recent developments in higher education in the United States in which the Institute figures most prominently.

The outlook in the matter of income is even less favorable than it was when Flexner went away. The New York State Insurance Department has written off about \$3,000,000,000 of railroad bonds which have hitherto been regarded as proper investments for savings and banks and insurance companies.

Flexner is now doubtful about being able to finance Rosenfeld's trip from Europe with Bohr, because income for the Institute has dropped. "I know my disposition would be to do everything that you and your associates and even like Bohr wish, but until business improves and the November elections

1890-1891, 1892-1893 to 1894-1895, 1896-1897

V File, Flexner, Abraham

1938

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KEYNES, HAYWARD

Biographical

MARSHAK

HALL, W. F. (Director of The National
Institute of Economic and Social
Research, London)

✓ FLEXNER, A.

AYDELOTTE, F.

Flexner to Aydelotte, July 2, 1938.

He is recommending people for Aydelotte to talk to,
apparently about economics at the Institute. He suggests
Professor W. F. Hall, Director of the National Institute of
Economic and Social Research, evidently University of
LONDON, Sir William Beveridge of University College,
and Marshak and Henderson at All Souls. "Keynes is ill,
so I did not see him, though he expressed a desire to see
me. However, Stewart and Rieflier both had talks with him,

though both felt that I was right not to discuss the
Institute with him."

He commends his warm Oxford friends, Adams, Woodward,
Swinton, etc. to Aydelotte.

D File, Aydelotte, Frank, 1930-1945

1938

7/6

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

RIEFLER, WINFIELD W.

Biographical

✓ FLEXNER, ABRAHAM

MITRANY

Flexner to Riefler, July 6, 1938.

He picks up a suggestion in Riefler's letter that Clay is considering the appointment because he will be able to return to England in the summers, and says that if he takes the job, Flexner expects Clay to "domesticate himself in America." "I have this same feeling in regard to Mitrany, namely, that in subjects like political science and economics you have got to belong to the country in which you are a professor, though on the other hand I have an equally strong feeling that in neither of these subjects nor any other subjects ought a man cut himself away from his foreign connections. Mitrany, in my judgment--and I say this in confidence to you--has made a great mistake by spending six months in America and six months in England. He will never learn political theory or practice in America as long as he continues to do this. The same would hold of Clay."

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

1938

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CAL TECH

Relations WQAI

HUNTINGTON LIBRARY

✓ FLEXNER, A.

Biographical

EARLE, E. M.

Earle writes to Flexner ~~to~~ from Europe asking if Flexner would mind if he accepts for the fall ten weeks invitation ~~as~~ at Pasadena under the joint auspices of the Huntg Huntington Library and the California Institute of Technology. He suggests the Library would furnish him adequate opportunity for work in some special phase of American history. Cal Tech would pay a small honorarium to defray his expenses.

The invitation is a great honor. The following historians have been similarly invited: Beard, Becker, Hollwain, Turner, Nag Nevins, Quedalla. It is a mark of distinction.

Flexner cables assent, July 7, 1938.
D, Earle, Edward M., 1936-1939

1938

7/16

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

Biographical

Flexner to Riefler, July 16, 1938.

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

Winfield W.

D File, Riefler/ 1934-1939

1938

7/16
7/27

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

STEWART, W. W.

Biographical

✓ FLEXNER, A.

DAMBERGER, LOUIS

AYDELOTTE, F.

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

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

A, IAS, Transfer

1938

7/16

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

STEWART, WALTER W.

Biographical

WARREN

BAMBERGER, LOUIS

✓ FLEXNER, J.

AYDELOTTE, F.

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

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

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

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

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

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

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

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

A File, IAS (T)

1938

7/16

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

STEWART, W. W.

Biographical

✓ FLEXNER, A.

AYDELOTTE, F.

Flexner to Aydelotte, July 16, 1938.

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

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

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

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

D File, Aydelotte, Frank, 1930-1945

1938

7/16

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

STEWART, W. W.

Biographical

✓ FLEXNER, A.

DAMBERGER, LOUIS

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

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

D, Damberger, Louis, 1937-1944

1938

7/19

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

FOUNDERS

Corporation

STEWART, W. W.

Biographical

✓ FLEXNER, A.

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

"Dear Doctor-

"From the past you are aware of my propensity for letter writing, but today I could not refrain in personally acknowledging yours of the 16th. Mrs. Fuld and I enjoyed this one, even more than usual not only in your announcement of Stewart's message to you, but rather the youthful enthusiasm that seemed to me to pervade the entire letter. We also feel that the Institute is entering a new chapter of its work. Let us hope that our past success will continue. Thanks to you. Mrs. Fuld is doing nicely here. She enjoys the lodge on the lake and the surrounding beautiful scenery. We have suffered no hot weather here. We both send warm greetings to Mrs. Flexner and you.
D. Bamberger, Louis, 1937-1944

Sincerely, Louis B.

1938

7/22

BUILDINGS AND GROUNDS

Facilities

AYDELOTTE, F.

Biographical

✓ FLEXNER, A.

VEBLER, O.

Aydelotte to Flexner, July 22, 1938.

The Building Committee has met that day in New York, and discussed carefully qualifications of York and Sawyer and of Larson, architects. Aydelotte favored Larson and arranged it so that Larson could see Maass and Leidesdorf the next week so that he can inform them what he can do with the money which is available. "It is my present intention not to attend this conference since I want Mr. Maass to become enamored of Larson on his own account."

Maass suggested that Veblen come from Maine to attend the meeting of July the following week and he is going to come. He makes no comment on the "Stewart" matter in that letter.
D File, Aydelotte, Frank, 1930-1945

1938

7/24

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

SCHOOL OF MATHEMATICS

AYDELOTTE, P.

Biographical

✓ FLEXNER, A.

STEWART, W. W.

Aydelotte to Flexner, July 24, 1938.

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

D File, Aydelotte, Frank, 1930-1945

1938

7/25

BUILDINGS AND GROUNDS

Facilities

MAASS, HERBERT H.

Biographical

/ FLEXNER, A.

LARSON, J. FREDRICK

Maass to Flexner.

Committee met July 21, 1938 and selected Jens Fredrick Larson of Hanover, New Hampshire as the architect.

D. Maass, Herbert H.

1938

7/25

SCHOOL OF ECONOMICS AND POLITICS

academic organization

STEWART, W. W.

Biographical

WARREN

MASS

LEIDERDORF

✓ FLEXNER

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

D. Nease, M. A., 1930-38

723

1938

7/26

BUILDINGS AND GROUNDS

Facilities

FOUNDERS

Corporation

GIFTS

Finance

GENERAL

Public Relations

VEBLER, G.

Biographical

✓ FLEXNER, A.

Flexner to Veblen, July 26, 1938.

Flexner sympathizes with Veblen's susceptibility to the effect of physical environment. He points out, however, that the history of science is on his part rather than on Veblen's. Few men have had even decent surroundings. In Fine Hall, Weyl is happier in a smaller room than yours, and Johnny is productive in a room smaller than Weyl's. The number of rooms is more important than their size; also having a room of one's own is more important than size for most people. Finally, don't forget that what you put in space

you may loose from capital, and, therefore, from
mathematical stipends. If the choice is between buildings
and persons, and the decision is in favor of buildings,
stipends will inevitably be cut. Shrinkage of income may
bring this about anyway.

V File, Flexner, Abraham

1938

7/27

BUILDINGS AND GROUNDS

Facilities

AYDELOTTE, F.

Biographical

✓ FLEXNER, A.

LARSON

Aydelotte to Flexner July 27, 1938, regarding plans by the architect, Larson, for the new building. He has been chosen as the architect by the Building Committee.

Letter filed in Chronological File under 1938, 7/27.

B File, Aydelotte, Frank, 1930-1945

1938

6/7

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

FOUNDERS

Corporation

✓ FLEXNER, A

Biographical

AYDELOTTE, F.

Flexner to Aydelotte, August 7, 1938.

Acknowledges letters of July 22, 24 and 27, "but I have really had no time in which to answer them, for I have made a visit of almost a week to Lake Placid to see Mr. Bamberger and Mrs. Fuld.

"I am glad to report that they are both in extremely good health."

He then goes on to talk personalities, not the founders. and makes no further allusion to the subject which was undoubtedly up for conference at Lake Placid; namely the School of Economics and Politics.

D File, Aydelotte, Frank, 1938-1945

1938

8/11/x 8/11

TRUSTEES

Corporation

EINSTEIN

Biographical

✓ FLEXNER, A.

AYDELOTTE

Flexner to Aydelette on Konenkov's bust of Einstein.
Regrets Trustees have been asked to contribute but welcomes
idea of physical representation of Einstein's greatness.

A, Flexner

1938

8/23

EARLE, E. M.

Biographical

FARRAND, MAX

✓ FLEXNER, A.

this memo and filed in
Original of letter attached to/Chronological file, is in
the file of D, Earle, 1936-1939. The letter attached to
this memo is a copy of the original. It has to do with
Earle's going to the Huntington Library.

D, Earle, 1936-1939

1938

8/27

EARLE, E. M.

Biographical

MR FARRAND, MAX

✓ FLEXNER, A.

Flexner to Max Farrand, Director of Research,
Huntington Library, Pasadena, August 27, 1938.

(Earle has evidently been in Pasadena for the summer).
"I thoroughly understand your attitude regarding Earle's
work, and I am not surprised. He is a first-rate person who
for ten years has been out of practice and needs now to
settle down and to devote himself to the severest kind of
intellectual effort. That will, I think, remedy the defect
which you note and of which I have had slight and occasional
indications, but I have not been disturbed because I have
enormous confidence in Earle's great abilities / and in his
high standrads."

In this correspondence, Flexner has counselled Earle
never to admit that he doubts his physical capacity to carry
on. When he writes to Farrand, Flexner is very careful to

indicate complete confidence in Earle's ability to get along physically. Incidentally, these letters show that Earle did not go to Cal Tech and Huntington in the summer, but that it was planned he would go in the winter or fall session. He was, however, ill and could not go.

D, Earle, Edward M., 1936-1939

1938

9/12
9/15
9/30

EMIGRES

Academic Personnel

BIRKHOFF, GEORGE D.

Biographical

✓ FLEXNER, A.

Flexner to Birkhoff, September 12, 1938.

He has read in the New York Times of a statement made by Birkhoff in an address, "raising serious objection to the immigration of foreign mathematicians to this country on the ground that American mathematicians are thus kept out of positions." On the assumption that the quote is correct, Flexner takes issue with Birkhoff. He says there is no limit to the need of modern mathematicians in this country to teach in universities, colleges, and high schools. Is it better to train our young people by first-rate foreigners than by second or third-rate Americans? He adverts to the Institute in his argument. Was it wise to bring Einstein, Weyl and von Neumann? Does

~~Birkhoff~~ Birkhoff know of any Americans who are kept out of positions by the choice of these men?

Birkhoff's son is assistant professor at Harvard, but the Institute is making a grant toward his expenses so that he may spend a year here. Should the Institute do so in order that we might help persons inferior to them who happen to be Americans out of a position? Men have been brought to the Institute and to American universities because they are excellent mathematicians. "Despite the number of foreigners who have come to America, the American of equal ability invariably gets the preference.

seems

"In this era of hate and prejudice it seems to me of the utmost importance that no American should utter any opinion calculated to fan an anti-foreign feeling. On the contrary, though I should have been happier if there had been no Hitler or Mussolini, I confess I am delighted as an American that we have profited so largely by the folly of these fanatics."

Birkhoff to Flexner, September 15, 1938.

Birkhoff has written the article and sent it from Europe. He did not read the part of the address as described to him in the New York papers, but referred the reported to an advanced copy of the address as it appeared in Volume II of the Semi-Centennial publications, ~~and asked~~ The statement to which Flexner objects follows: (From Fifty Years of American Mathematics by G. D. Birkhoff):

"The second special group to which I wish to refer is made up of mathematicians who have come here from Europe in the last twenty years, largely on account of various adverse conditions. This influx has recently been large and we have gained very much by it. Nearly all of the newcomers have been men of high ability, and some of them would have been justly reckoned as among the greatest mathematicians of Europe. A partial list of such men is indeed impressive: Emil Artin, Solomon Bochner, Richard Courant, T. H. Gronwall, Einar Hille, E. R. van Kampen, Solomon Lefschetz, Hans Levy, Karl Menger, John von Neumann, Oystein Ore, H. A. Rademacher, Tibor Radó, J. A. Shohat, D. J. Struik,

Otto Szász, Gabor Szegő, J. D. Tamarkin, J. V. Uspensky,
Hermann Weyl, A. N. Whitehead, Aurel Wintner, Oscar Zariski.

"With this eminent group among us, there inevitably arises a sense of increased duty toward our own promising younger American mathematicians. In fact most of the newcomers hold research positions, sometimes with modest stipend, but nevertheless with ample opportunity for their own investigations, and not burdened with the usual heavy round of teaching duties. In this way the number of similar positions available for young American mathematicians is certain to be lessened, with the attendant probability that some of them will be forced to become 'hewers of wood and drawers of water.' I believe we have reached a point of saturation, where we must definitely avoid this danger.

"It should be added, however, that the very situation just alluded to has accentuated a factor which has been working to the advantage of our general mathematical situation. Far-seeing university and college presidents, desirous of improving the intellectual status of the institutions which they serve, conclude that a highly practical thing to do is

to strengthen their mathematical staffs. For, in doing so, no extraordinary laboratory or library expenses are incurred; furthermore the subject of mathematics is in a state of continual creative growth, ever more important to engineer, scientist, and philosopher alike; and excellent mathematicians from here and abroad are within financial reach."

Flexner responds more in sorrow than in anger, September 30, 1938, by taking an uncompromising view of the illimitable need for good mathematicians. He does not believe for an instant that we are at the point of saturation, and he makes a very convincing argument.

File I-12

1938

9/12

COMMONWEALTH FUND

Foundations

✓ FLEXNER, A.

REED, EDWARD B.

BIRKHOFF

Letter from Flexner to Reed, September 12, 1938~~ish~~
thanking him for the volume Reed sent him on the Commonwealth
Fund Fellows.

Filed in Chronological File under 1938, 9/12.

Source Unknown

1930

9/13

FOUNDED

Corporation

BUILDINGS AND GROUNDS

Facilities

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

AYDELOTTE, F.

Biographical

✓ FLEXNER, A.

FRANK, VERNON, O.

Flexner to Aydelotte , September 13, 1930.

"I had, as I wrote you, a very interesting and satisfactory visit with Mr. Bamberger and Mrs. Fuld. They too are now back at South Orange, and I talked with Mr. Bamberger shortly after my return Sunday."

He has earlier expressed worry that Veblen is sitting too much with Larson in the period of the developing plans for the Institute. He thinks that Veblen wants too large offices and too uniform offices, and he cautions on it several times, notably in this letter.

D. File, Aydelotte, Frank, 1930-1945

1938

9/20

BUILDINGS AND GROUNDS

Facilities

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

Flexner to Aydelotte, September 20, 1938.

He thinks the Maxwell property would be "a far more beautiful site for building than the Olden Farm inasmuch as we own the Hale Farm in back of his property."

D File, Aydelotte, Frank, 1930-1945

1938

9/20

BUILDINGS AND GROUNDS

Facilities

AYDELOTTE, P.

Biographical

~~Flexner~~, A.

Flexner to Aydelotte, September 20, 1938, on the purchase of the Maxwell property, "heavily wooded and quite lovely, more so indeed than the Olden Farm." Flexner says he saw Maxwell a year and a half ago, but found him very non-committal, and decided to leave him alone. A week or so ago Maxwell renewed the conversation and wants to see the whole thing for \$200,000. "My own judgment is strongly in favor of our purchasing it even if we have to do it with our own funds. I shall talk with Mr. Maass about it later in the morning when I can reach him on the telephone." He asks Aydelotte to write his opinion to Maass, and tells Aydelotte Flexner thinks Aydelotte's judgment will be favorable to acquiring the land.

A File, IAS (T)

1938

9/20

FOUNDERS

Corporation

~~Flexner~~, A.

Biographical

Flexner to Miss Bamberger, September 20, 1938.

In reference to a bas-relief or plaque of Mr. Bamberger's head for a memorial, and saying that Mrs. Fuld was happy to give the latest photograph of Bamberger to him with the purpose of copy.

D File, Bamberger, C. Lavinia

1938

9/21

✓FLEXNER, A.

Biographical

AYDELOTTE, F.

KERR, PHILLIP (LORD LOTHIAN)

Flexner to Aydelotte.

A postscript to a letter, "Is Eden the sole man of honor in Britain? Surely, the list of cowards or fools begins with Lotthian, the first appeaser! Does it end with Chamberlain?"

A. File, Flexner, Abraham

1998

9/21

BENEFITS

Academic Personnel

✓FLEXNER, ABRAHAM

Biographical

VEHLEN, OSWALD

Flexner to Maass:

"I have yours of September 20 in reference to the pension of Professor Vehlen. If we are to set aside from our annual income the sum of \$10,000 the Institute's activities will have to be curtailed, and I ^{also} add that some other director will have to curtail them.

"...I am heartily tired of these trivialities."

Source: IAS Trustees - Maass, Herbert H.

9/21
9/22
9/23

TRUSTEES
FOUNDERS
FARRIER, WALTER H.
✓ FLEXNER, ABRAHAM

Corporation

Biographical

Flexner writes ^{to} ~~of~~ Farrier in regard to some questions about the By-Laws and Minutes and says that he is too busy to be bothered about such trivial points. "I really have too many serious things to think about to spend my time in communicating with Mr. Maass and others regarding matters of this kind."

Farrier explains that he is sorry "to having intruded on your time," but that Maass directed him to do so.

Flechner then answers in more detail:

"1. Matters pertaining to the By-Laws should be taken up with Mr. Hardin or Mr. Maass, and often small matters which involve a departure are not worth bothering about. ...When a matter of real importance comes up you may be sure that we watch our step."

2. He explains that the Executive Committee almost never meets, and that many transactions of the Finance Committee are carried on over the telephone.

Source: D Farrier, Walter H.

1938

9/21
9/23

BUILDINGS AND GROUNDS

Facilities

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

Aydelotte to Maass, September 21, 1938, strongly recommending purchase of the Maxwell property for \$175,000 if it can be secured, \$200,000 if it can't. He thinks Larson's plans require the addition of the Maxwell property for the best development.

He sends copy of this letter to Flexner.

September 23, 1938, Flexner to Aydelotte.

Maass, Leidesdorf and Flexner lunched with Bamberger September 22, went over all the questions involved in the new building. The upset price, including everything, made by Hegeman, Harris and Company is about \$312,000.00.

He had a private talk with Maass, and they deemed it best not to raise the Maxwell issue. Flexner plans to ask

Larson incidentally if acquisition of the Maxwell property would, in his judgment, change the location of the building.

D File, Aydelotte, Frank, 1930-1945

1938
BUILDINGS AND GROUNDS

AYDELOTTE, F.

✓ FLEXNER, A.

VEBLEN, O.

Facilities

Biographical

Veblen to Aydelotte, September 24, 1938.

"Thanks for the copy of your letter to Maass about the Maxwell property. I called up Dr. Flexner and got his point of view, which I suppose you have had in full by this time. He thinks it is out of the question to get this land at present, and thinks that we shall have another chance in the future. You know of course that I agree with you on the subject, but I have been made conscious by other financial decisions that there is very little chance of doing anything at the present time.

"I presume that there will be a meeting of our committee very shortly now, and hope that I shall have a chance to chat with you about all these affairs on that occasion.

"We arrived here the day before yesterday..."

Mrs. Stern's note: Considering how careful Flexner was to hide the news of Stewart's coming appointment and how carefully he avoided Veblen on this question of the Maxwell land, it is interesting that Aydelotte and Veblen correspond about it.

IAS
A File,/Transfer

1938

9/21

BUILDINGS AND GROUNDS

Facilities

MAASS, HERBERT H.

Biographical

AYDELOTTE, F.

✓ FLEXNER, A.

Maass to Aydelotte, September 27, 1938.

There was a meeting of the Finance Committee September 21, at which Flexner was present. "It had been my hope that on that occasion he would discuss the question of the purchase of the Maxwell property, but for reasons which were quite obvious he deemed it inexpedient so to do."

Maass is in accord with Flexner's and Aydelotte's desire to buy the property, but he does not think it should be urged at the present time because "We are concerned with securing from Mr. Bamberger and Mrs. Fuld the funds for the new building, the cost of which has been reduced to a minimum without making any great sacrifice in size, utility or appearance."
A File, IAS (Y)

1938

9/27

PRINCETON UNIVERSITY

SCHOOL OF ECONOMICS AND POLITICS

FOUNDERS

DODDS, HAROLD W.

FLEXNER, A.

Relations WQAI

Academic Organization

Corporation

Biographical

Flexner to Mrs. Fuld and Mr. Bamberger, September 27, 1938.

Acknowledges their assent to the construction of the building as planned by Mr. Larson.

Thus another step is taken in the realization "of our dream."

"Since coming to Princeton I have had a long talk with Professor Dodds. Of course, nobody's mind is easy about the future, and no one can possibly foresee what may happen. President Dodds has a far greater responsibility than I, for he is the head of a great institution, and his commitments are

vast. None the less, he has this year added ten professors to the faculty. 'I am proceeding', he says, 'upon the assumption that the world will not go to pieces, least of all America. We shall be no worse off if we go ahead cautiously than if we stand still, no matter what happens.'

"I told him of the developments we are contemplating in the field of economics, and I can hardly convey to you his delight.

"In my judgment, you have procured the wisest and ablest men in the country for this new development, and I venture to predict that you will render us all a tremendous service.

We are ourselves expanding by adding to our economics group Professor Morgenstern of Vienna, exiled from his native country because he is a Jew though he is universally regarded as one of the ablest economists in Europe. We can march along together in this field as we have in other fields which the Institute has entered."

B, Bamberger, Louis, 1937-1944

1938

October

FOUNDERS

Corporation

COMMITTEES (EXECUTIVE)

Corporation

MAASS, E. E.

Biographical

PARRIER, WALTER E.

✓ FLEXNER, A.

See correspondence for impression that Parrier was source of technical objections to procedures. For instance, waivers of notice of meeting of Executive Committee, March 24, 1938 not sent and signed. Minutes do not show those present, but only appointed members signed. Thus Parrier raised question of reducing number of members ex-officio in interest of easier circulation.

D. Maass

1938

10/6

GENERAL (NATIONAL BUREAU OF ECONOMIC RESEARCH) Foundations

RIEFLER, WINFIELD W.

Biographical

WILLITS, J. H.

✓ FLEXNER, A.

Riefler to Willits, October 6, 1938.

After discussion with Dr. Flexner, Riefler can offer Professor Haberler (or his equivalent) space and services at the I. A. S. W while a theoretical study of the Effects of Consumer Financing upon the Rise and Flow of Business Activity is undertaken. "Dr. Flexner was very interested in having the economics group of the Institute cooperate with the National Bureau in this way and has authorized me to assure you that should you wish to enter an arrangement of this kind, we shall be very pleased to provide office accommodation and clerical assistance as well as contact with our group..."

S-B Institute for Advanced Study - Sch. of Econ. & Pol. 1934-39

1938

NOTES

10/8x 10/7

BUILDINGS AND GROUNDS

Facilities

VEBLEN, O.

Biographical

✓ FLEXNER, A.

Flexner is sending to Veblen a copy of Larson's floor plans of the proposed first building to be erected on Olden Farm. He asks Veblen and his colleagues to scrutinize the drawings carefully and meet the architect who will be at Princeton Inn on certain dates, and will confer with anyone who has suggestions that he wishes to make. He suggests an appointment to be made with Larson through Miss Richelser.

"After Mr. Larson has received criticism and suggestions from you and the other members of the Institute faculty, he will do what, in his judgment, is desirable in the way of meeting them. The contract for the building will be then immediately thereafter, and no structural changes will be made during the course of construction."

V file, Flexner, Abraham

1938

10/9

VEBLEN, O.

Biographical

STEWART, W. W.

WARREN

✓ FLEXNER, A.

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

Trustees' Minutes, 10/9/38

1938

10/10

STEWART, W. W.

Biographical

/FLEXNER, A.

SCHOOL OF ECONOMICS & POLITICS

Academic Organization

ECONOMICS

Academic Activities

Excerpts from Minutes of 10/10/38

See STEWART, W. W. - Biographical

1938

10/13

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

CLAY

Biographical

✓ FLEXNER

STEWART

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

D. Stewart

1938

10/14
10/18

GENERAL

SCHOOL OF ECONOMICS AND POLITICS

STEWART, WALTER W.

WARREN, ROBERT

MAASS, HERBERT H.

✓ FLEXNER, ABRAHAM

Public Relations

Academic Organization

Biographical

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

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

See Chrono.

1938

10/14
10/22
11/23
11/25

SCHOLOF MATHEMATICS

Academic Organisation

STIPENDS

Academic Personnel

VEBLEN, O.

Biographical

✓ FLEXNER

Friendly correspondence regarding stipends for members.
Fabini arrangement to get emigre in. Flexner (11/25) says he
shall ask Leidesdorf to waive requirement that unspent money
be returned to Treasurer. Suggests as to Birkhoff and
Smith Veblen is inviting them--should say stipends will be
paid \$/ if money is available. Board will act in January--
won't know before.

IV-20

1938

10/17

FOUNDERS

Corporation

MAASS, HERBERT H.

Biographical

✓ FLEXNER, A.

Maass to Flexner.

Says Bamberger wants legal firm of Knox with which his nephew is connected to pass on legal contract for building Fuld Hall. Maass says he himself is competent. Suggestion adds "insult to injury" but will do it. Flexner (10/19/39) smooths Maass saying he knows Bamberger values his service to IAS and knows he is competent; just wants to / help nephew.

D, Maass

1938

10/17

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

LOVEDAY, A. (LEAGUE OF NATIONS,
GENEVA)

Biographical

✓ FLEXNER, A.

Flexner saw Loveday when in Europe in the School of Economics and Politics, and asked Loveday to put in writing what he said would be desirable. Loveday confesses that recent events have gotten in his way and caused a delay which has broken his thought. Furthermore, he is doubtful about the elements going to make a valid judgment.

Loveday says that the principles that would apply in the formation of a financial research group or a group of financial researchers would, in his opinion, be different from those which would be required for a group of pure economists. "Economists, must, I think, to a greater extent than those specializing on finance, postulate a certain environment and conduct their researches within the limits set by those postulates."

In the case of finance, the environment is largely determined by outside agencies--the government, the banking community, etc., the kind of a state. He thinks that the group of persons considering financial phenomena should be in constant touch with others who are concerned with political philosophy, "for the policy adopted by those responsible for finance will be largely determined by the state of general political-philosophical opinion and by the current teleological conception of the state."

The student of finance must keep himself informed of the political philosophic outlook and as well be assisted by adequate competent statistical and fact-gathering group. Therefore would suggest a group of students near the financial researchers not of the science of politics, but of political philosophy.

"The financial specialists would, I think, gain greatly by daily contact with these men who are studying the great social and philosophical forces which, whether the financial community realizes it or not, determine the trend of financial evolution.

"Finance is a quantitative science floating in a medium of ideas." It requires quantitative analysis of a high order, but it requires of those responsible for its direction an understanding of the philosophical environment. The researchers should be relieved of drudgery, and should have an opportunity to profit fully from discussion with the political-philosophical students and to appraise excellent and competent statistical analysis.

D, Institute Organization

1938

10/20

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

EARLE, E. M.

Biographical

✓ FLEXNER, A.

Flexner to Earle, October 20, 1938.

Keppel does not want a report on your work. I do not care for a report either, but last night I thought over our conversation, and I would like to have a report from you as to what you think the historical development of the Institute's work should be in your hands. Just such a memorandum as I have had in succession from Veblen, Panofsky, and Win.

D, Earle, Edward M., 1936-1939

1938

10/31

GENERAL

Foundations

BUILDING & GROUNDS

Academic Organization

SCHOOL OF ECONOMICS AND POLITICS

Biographical

✓ FLEXNER, A.

Flexner to Goldman in Tarsus, October 31, 1938.

Informs her of good news. "We have received a gift, entirely independent of other resources, which will enable us to construct the first building of the Institute and which will provide a fund to maintain it. We have also assurances of independent funds for development in the field of economics. The last meeting of the Board was therefore a memorable one, and I am sending you a copy of the news release."

D File, Goldman, Hetty, 1938-1944

1938

~~11/4~~
~~12/4~~

10/31

BENEFITS

Academic Personnel

RIEFLER, W.

Biographical

✓ FLENNER, A.

Letter from Riefler to Mrs. Esther S. Bailey, 10/31/38.

Filed in Vertical file under B, Benefits.

B File, IAS Retirement Proposal (Riefler)

1938

10/31

11/2

BENEFITS

Academic Personnel

RIEFLER, WINFIELD W.

Biographical

✓ FLEXNER, ABRAHAM

Flexner has evidently asked Riefler to study, or the Board of Trustees has, to study the old-age pension policy, and has suggested that he write Mrs. Bailey for factual information on the pension policy of the Institute.

Riefler to Mrs. Bailey, October 31, 1938.

He asks for the following: a statement from the Association, the TIAA on the basis of the present age distribution of the professors and their wives and on the basis of present salaries showing (1) the estimated amount of reserve which each insured professor or staff member will have accumulated at 65, (2) the annual retirement annuity which this reserve will provide at 65, (3) the annual survival retirement annuity in the case of married members which this reserve will provide for each professor and his present wife at age 65, assuming he elected to claim a joint survivorship annuity to cover both himself and his wife.

(4) He also wants a table prepared in the case of married members showing the amount of survivorship annuity which the respective reserves would purchase for the widow, if the insured professor should die before 65 by five-year intervals.

Flexner to Riefler, November 2, 1938.

Flexner replies to Riefler, "I do not believe that it is possible to obtain the information which you want summarily. It would necessitate a journey on my part to New York to consult the ~~sakax~~ actuary of the Teachers Insurance and Annuity Association. Even then this information will not be conclusive since changes may have to be made as they threaten now as of January 1. Moreover, there are financial inequalities within the Institute, which, in my judgment, have got to be preserved as confidential. Mrs. Bailey knows them because she makes the requisitions. I know them because I approve the requisitions. Nobody else knows them, and it simply will not do to have them matters of universal knowledge. Least of all, am I willing that Mr. Sol Harris should know anything about them, though as a matter of fact he made of Mrs. Bailey practically the same requests that you make.

"When the Institute was founded, there was a definite financial

policy in reference to salaries and retiring allowances. In consequence of the slump that policy had to be suspended. We had either to cease growing, which at my time of life would have been, I think a very serious matter for the future of the Institute, or we had simply to regard our policy as one of suspense pending financial recovery or the receipt of future endowment. The moment either of these two events takes place we are going back to the policy on which we started, for upon that policy and upon that alone can the eminence and distinction of the Institute be preserved.

"I want to be informed of the next meeting of the Finance Committee at which I propose to make a very vigorous statement on this point. I cannot escape the conviction that the friendly interest of Mr. Maass in Mr. Sol Harris has a lot to do with the urgency with which this problem is now surrounded, and I am going to put an end to that by having a candid talk with Mr. Samberger before the next meeting of the Finance Committee. Will you please let me know when this next meeting is scheduled to take place? Meanwhile, if Mr. Maass asks for the information which you feel you need, tell him that you have referred the matter to me for consultation with the Teachers Annuity people and that I will attend the next meeting of the Finance Committee in order to clear up the whole situation.

"Years ago Mr. Arnett, who is a highly trained statistician and accountant, made a careful study for the Rockefeller Foundation and the General Education Board of the comparative advantages of the Teachers Annuity Association and private insurance companies. He found:

(1) The Teachers Insurance and Annuity Association has no overhead since all its overhead is borne by an appropriation made by the Carnegie Corporation.

(2) The Teachers Insurance and Annuity Association pays no commissions.

(3) The Teachers Insurance and Annuity Association does not advertise.

It is therefore obvious that they can offer better terms than any institution which is subjected to expense on the three items above mentioned. On that basis every one of the Rockefeller enterprises went into the Association, though some persons took out additional insurance partly through the Teachers Annuity and partly in private companies so as not to have all their eggs in one basket. In my judgment, it would

be a terrible error of policy to put all our eggs in the basket of the Home Insurance Company. So dismiss the thing from your mind for the future, even the Veblen case. There is no hurry. If you are asked either before the meeting or at it, please say that you have made inquiry of me and that I am taking steps to procure the information."

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

1938

11/11
11/12

RIEFLER, WINFIELD W.
Flexner, A. Abraham

Biographical

JEWKES, JOHN

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

Riefler to Flexner, November 11, 1938.

Riefler suggests on a suggestion from Noel Hall tipping Riefler off that John Jewkes of Manchester would like to come to the Institute next spring. Jewkes was a student of Henry Clay and is now occupying Henry Clay's Chair at Manchester University. He is one of the really brilliant economists of England. Stewart was impressed with him last summer when he met him. Should we extend an invitation to him? If Flexner thinks so, he should invite Jewkes directly.

Flexner to Riefler, November 12, 1938.

Will invite Jewkes if Stewart and Riefler agree.

"I had a delightful talk with Stewart yesterday morning, and I am more and more convinced that your original position, which amounted to Stewart or nobody, was absolutely sound."

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

1938

11/14

GENERAL

Public Relations

PRINCETON UNIVERSITY

Relations W.O.A.I.

✓ FLEXNER, A.

Biographical

Flexner to Finley # (Editor, New York Times):

"A few weeks ago Miss Mildred Adams sent me a draft of a manuscript dealing with the Institute for Advanced Study and Princeton University, which she hoped would be printed in the New York Times Sunday Magazine. It instituted comparisons and singled out personalities in such a way that nothing would have been more natural than that some sort of resentment might have resulted. President Dodds and I have succeeded in keeping the relationship of these two institutions on the highest possible basis and we have done it by avoiding comparisons. I made a number of changes in the article, but I confess that I did not feel even then that it would be wise to print it. After making the changes I showed the article to President Dodds, who agreed with me that though the changes had somewhat modified it, the article itself was still likely to make trouble or to cause displeasure.

"Miss Adams writes me this morning that the article was turned over 'long since' to the editor of the New York Times Sunday Magazine. I am wondering if President

may

Dodds and I ~~may~~ not count upon your friendship to the extent of asking you to suggest to the editor that it would be unfortunate to print it."

File II-20

1938

11/17

GENERAL

Public Relations

/ FLEXNER, A.

Biographical

EINSTEIN, A.

ALEXANDER

VEBLEN, O.

Telegram to the President of the United States.

"Speaking in behalf of the Faculty of the Institute for Advanced Study we are authorized to endorse fully your condemnation of racial and religious intolerance in Germany and elsewhere to express the hope that the United States may become an active factor in the solution of this desperate and urgent problem."

D - "p"

1936

11/19

FOUNDATIONS (GUGGENHEIM)

Foundations

AYDELOTTE

Biographical

FLEXNER, WILLIAM T.

/ FLEXNER, ABRAHAM

Veblen's letter to Aydelotte for Guggenheim Fellowship--
Father Chairman of the Board awarding N. A. C. fellowships which
awards stipends--William Flexner needs grant I. A. S.

V-3

11/19

✓ FLEXNER, ABRAHAM

Biographical

FLEXNER, WILLIAM

VEBLEN, OSWALD

AYDELOTTE, FRANK

Veblen to Aydelotte, November 19, 1938.

"A couple of weeks ago I spoke with Mr. Moe about the possibility of a Guggenheim Fellowship for William Flexner, who is not an Assistant Professor at Cornell...Young Flexner never got a National Research Fellowship because his father was Chairman of the Board which awarded these fellowships. At present his uncle will not allow funds of the Institute to be used for a stipend for him here in Princeton. On the other hand he is developing scientifically in a way which would justify his being given the sort of encouragement which normally comes to a young scientist at his stage of development. His work is just at a point where he would profit very greatly by a year at such a place as our Institute. I wonder whether you could, without embarrassment to yourself, give me some idea as to whether there is any probability of his getting a Guggenheim award."

V-3

1938

11/23

LIBRARY

Facilities

EARLE, E. M.

Biographical

✓ FLEXNER, ABRAHAM

A letter from Earle to Mr. Lawrence Heyl, Acting Librarian,
Princeton University.

"My dear Mr. Heyl: Dr. Flexner tells me that he showed you a
letter which I wrote him some time ago about reference books for the
Institute.

"I am disturbed that you may have considered my letter in some
way a reflection upon the University Library and I hasten to assure you
that such is not the case. All of us here are grateful for the many
courtesies which you extend to us. Our relations with you and your
staff have always been most cordial as you know. The only reason for my
letter to Dr. Flexner was to impress upon him the desirability of building
up a small reference library of our own so that we could relieve the burdens
of the University Library in this respect and also save a good deal of
our own time spent in unnecessary note-taking.

"I am sure you will understand that I had no other motive than this."
E File Institute--Pre-1942 - General Correspondence.

1938

11/25

PARTICIPATION IN ADMINISTRATION

DIRECTOR

✓ FLEXNER, A.

VEBLEN, O.

Academic Personnel

Administration

Biographical

Flexner to Veblen.

Mathematics faculty will have to make up their minds on
inviting members. Do they want to spend stipend on Douglas
who is fine mathematician but has had breakdown?

IV-20

1936

11/29
12/6
12/7

BRYN MAWR

Relations WOI

ARCHAEOLOGY

Academic Activities

GOLDMAN, HETTY

Biographical

✓ FLEXNER, A.

Goldman to Flexner, December 6, 1936.

Transmits copy of a letter from President Park, Bryn Mawr to Goldman dated November 29, 1936, informing Miss Goldman that Bryn Mawr will not be able to make good on its commitment of \$2500 for next year's excavations at Tarsus, and may be able to clear off "this year's indebtedness of \$1600." She outlines a long course of woes giving the reason why Bryn Mawr should must withdraw from its commitment. Miss Goldman expresses the opinion to Flexner that while she has become "almost shock-proof in these matters" she really is amazed at the letter. Flexner replies that, "somehow I cannot believe that Bryn Mawr is unable to live up to a sacred engagement of the kind undertaken in reference to this excavation."

D File, Goldman, Hetty, 1936-44

1938

12/13

ARCHAEOLOGY

Academic Activities

GOLDMAN, HETTY

GOLDMAN, JULIUS

✓ FLEXNER, A.

Flexner wires condolences to Miss Goldman on her father's death. There is in the file a copy of an affidavit without date except December, 1938, executed by Flexner confirming the fact that Julius Goldman sent to Flexner on May 22, 1937, a check for \$20,000 as a contribution to the Institute for Advanced Study. "Said Julius Goldman advised me that he desired such contribution to be anonymous and requested me to exchange such check for my own check to the order of the said Institute." Flexner complied

D File, Goldman, Hetty, 1936-44

1938

12/19

ROOSEVELT FOUNDATION

GENERAL (ZENTRALBLATT)

WEAVER, WARREN

VEBLE, O.

✓ FLEXNER, A.

Foundations

Publications

Biographical

Letter from Weaver to Flexner, December 19, 1938, regarding above. Also correspondence relating to Courant and Neugebauer in file.

Letter of Dec. 19 filed in Chronological file under 1938, HXKX
HXKX 12/19.

D. Warren/Weaver

1939-1941

SCHOOL OF HUMANISTIC STUDIES

Academic Organisation

ARCHAEOLOGY

Academic Activities

ART

AYDELOTTE, P.

Biographical

✓ FLEXNER, A.

Flexner informed Morey on October 7, 1939, of his resignation. (See Morey's letter not in this file), and thereafter on November 20 which Morey asked whether Aydelotte, Flexner, Panofsky, and himself were to have a conference in the near future in the interests of Princeton's departmental recommendations. (November 20, 1939). But Flexner had gone south, and thereafter December 15, Aydelotte said he had studied the budget and regretted that it would not be possible to make financial provision for Capps for second half of the academic year 1939-40, though he hoped it would be possible to give it in the budget for the second term of the next academic year. He promised information later. Morey followed up on December 18 with a request for specific information about Campbell and Stillwell,

saying that the Institute contemplated carrying the men for Antisch and the publication of its results part time while Wellesky, in the case of Campbell, and Princeton, in the case of Stillwell, made up the other half. There was only an informal and unwritten agreement regarding Stillwell, and he is apprehensive.

Meanwhile, apparently the Carnegie Corporation delayed on its part of the subvention (See note E. S. S., April 25).

On May 18, 1940, (Ibid.) Aydelotte informed Morey that the list for stipends in the School of Humanistic Studies for the next academic year would be: Bernheimer, Capps Jr., de Volsay, Downey, Frankl, Hoey, Holland, Roubitschek, Starr, ~~Stark~~ (Guggenheim Fellowship), Stillwell, Tedesco. Unable to find a stipend for Professor Ward. Aydelotte said he was writing a letter "in order that you may have a written memorandum since I feel that these individuals are as much your appointments as ours." Morey replied with thanks, and acknowledged a telephone communication that Downey's salary had been raised to \$2100 by the Institute.

On March 31, 1941, Morrey said Panofsky had informed him that Panofsky said the Institute was considering increasing the stipend for de Tolnay at the Institute, and Morrey supports any such action, saying that de Tolnay's work has been of excellent quality, and his drawings of Michelangelo should be a very fine thing for the Institute to sponsor. Also de Tolnay ~~needs~~ needs another year or two of Americanization at the Institute before he goes out into the academic world. "It is difficult to become proficient in American English if you have a charming wife who speaks only Italian."

Aydelotte to Morrey, April 5, (Ibid) enclosing for Morrey's confidential information a report which he had made to the Board of Trustees on the "School of Economics". He was preparing a similar report on the School of Humanistic Studies using material furnished him by the various members of the humanistic group. "You have played so large a part in our work that I should be most grateful for any notes which you could furnish me on short notice about the work being done, its relation to Princeton University, and especially about the work of the Antioch excavations."

He wants the information by April 7. Morey complied on April 10, and Agdelette acknowledged it saying that he could not possibly have got the kind of information Morey had gave him from the members of the Institute faculty, and was gratified that Morey found the contribution of the Institute professors to the University valuable. "...I hasten to assure you that I depend greatly on your advice and assistance in the general organization and direction of our work.

D. Morey, C. R.

1939

INSTITUTE HISTORY

BAMBERGER, LOUIS

✓ FLEXNER, A.

Institute History

Biographical

The paucity of correspondence between Flexner and Bamberger during the year 1939 is very noticeable in this file. It is quite apparent, considering Flexner's continued effort to keep the founders aware of the acclaim coming to the Institute that some of this correspondence has been removed from the file.

The files on Bamberger with this exception are full of useful quotes of encomia received from all over the world by Flexner on the success of the Institute during its early years.

D, Bamberger, Louis, 1937-1944

EINSTEIN, A.

Biographical

/FLEXNER, A.

AYDELOTTE, F.

VERLEN, O.

BAILEY, E.

See interview with Mrs. Esther Bailey 10/31/55

1939

January - June

HOUSING

Facilities

FLEXNER, A.

Biographical

EARLE, E. M.

What action did Flexner take which was adverse to building of duplex houses by Earle, Lowe, Herzfeld and Goldman with I. A. S. financial assistance? Aydelotte took up matter in June, 1940.

Earle papers, D, Housing

1939

1/4

FOUNDERS

Corporation

MAASS, HERBERT H.

Biographical

✓ FLEXNER, A.

Maass to Flexner, January 4, 1939.

"I had the pleasure of a visit with Mrs. Fuld and Mr. Bamberger on Saturday last and discussed with them the laying of the corner-stone of Fuld Hall at the Trustees' meeting in April. Mr. Bamberger expressed the thought that it would be advisable to postpone this meeting until May, when the weather would be warmer and more settled, in order that we might be sure of the attendance of Mrs. Fuld and himself. I pass this suggestion along to you in the hope that it can be accomplished."

D. File. Herbert H. Maass. 1939-1946

1939

1/11

✓ FLEXNER, A.

Biographical

VEBLEN, O.

FLEXNER, WILLIAM

Veblen to Flexner (Veblen in Florida).

Sends cppy of a letter from William Flexner to him
~~regarding~~ relating year off from Cornell to be at Institute.
Veblen says he will be back in Princeton January 20 and wants
to discuss with Flexner. Mathematics faculty all for it.
But Veblen implies there is a personal angle which Flexner may
be interested in. Cause of dispute?

IV-20

1939

1/21
1/30
1/31

FOREIGN

Academic Personnel

KAPP, DR. ERNST

Biographical

~~FLEXNER~~

(See file for Biography and references)

Flexner to Stuart (Prof. D. R., Dept. of Classics, Princeton University)

"Dear Professor Stuart:

"My attention has been called recently to a Greek scholar, Professor Ernst Kapp, who is a grandson of Friedrich Kapp, who came to this country after the abortive German Revolution of 1848. The present Kapp was formerly professor of classics at the University of Hamburg, but was dismissed because his wife is half Jewish. He is himself, so I am told, a man of rare charm, and in his own special field of Aristotle is described to me as 'a genius'. I am sending you some letters which will convey some idea of the opinion held of him by foreign scholars.

"Inasmuch as Professor Kapp is now in this country, living at Larchmont, I wonder what you would think of our bringing him down here to give a lecture, which might enable the classical group here to form some impression of his achievements and personality. Should this meet with your approval I should of course take the matter up with President

Dodds, but I will not bother him with it otherwise."

"Dear Dr. Flexner:

"Pressure of academic duties incident to this season of examinations has prevented me from promptly acknowledging your courtesy in calling to my attention the recommendations of Professor Ernst Kapp.

"In reply to your letter may I confess that, in case Professor Kapp were to be invited to lecture in Princeton, my preference would be that the Institute stand sponsor for his coming? I do not doubt that various members of my department and perhaps of others might welcome the opportunity to hear so eminent a teacher and scholar.

"I am sorry that I feel hesitant to join in any official way in an invitation to him, notwithstanding my deep sympathy for his lot and for the lots of other expatriated scholars whose cases have been brought to my attention.

"I should deem myself culpable if any act of mine should inspire false hopes on the part of any of Professor Kapp's friends that the department might be able to consider obtaining his services. The truth is, we are not in need of any classical scholars whose interests lie in the field cultivated by Professor Kapp.

"I have had to refuse so many possible incumbents that I have come to shrink from causing further disappointment.

"I hope you will condone my frankness which I have dared to hope our pleasant personal relations may justify."

"Dear Professor Stuart:

"I have your fine letter of January 30, and I can see very easily that your

joining me in asking Professor Kapp to come to Princeton might raise in his mind some hope that we should probably not be capable of realizing. Under these circumstances you are right not to participate.

"Of course, I know perfectly well without your assurance that you have the deepest sympathy for Professor Kapp and for scores of other scholars whose fate has been so needless and so cruel.

"I am going to have a talk with Professor Panofsky, who brought the matter of Professor Kapp to my attention, and see what steps, if any, we should take.

"Let me say in conclusion that you must always be perfectly frank with me, and I shall promise to be always frank with you."

1939

1/23

NOMINATIONS (p. 7)

Academic Personnel

PARTICIPATION IN ADMINISTRATION (pp. 4-13)

PRINCETON UNIVERSITY (p. 6,7)

Relations WOAI

✓ FLEXNER, A. (pp. 4-10)

Biographical

VERBORN, O. (p. 10)

WEED (p. 10, 11)

CARROLL (p. 11)

SABIN (p. 11)

SIEPLER (p. 12)

Flexner on autonomous schools. Protests against idea
it is disorder. Comments on Faculty government.

Trustees' Minutes, 1/23/39

1939

1/23

PARTICIPATION IN ADMINISTRATION

Academic Personnel

/ FLEXNER, A.

Biographical

Flexner at end of discussion of faculty participation said that he had no objection to faculty meeting whenever it desired, but that he would not attend such meetings any more than he had attended school meetings; he felt it would interfere with freedom of discussion.

Trustees' Minutes, 1/23/39, p. 13

1939

1/23

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ FLEXNER, A.

Biographical

CLAY, PROFESSOR HENRY

RIEFLER, W. W.

Clay to Flexner, January 23, 1939.

Announces that he is coming to Princeton to be with
Riefler.

D, Clay, Sir Henry (Deceased)

1939

1/26

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

ECONOMICS

Academic Activities

✓ FLEXNER, A.

Biographical

Flexner to Sabin, January 26, 1939.

"I think that Mr. Jameson's description of Hiefler's mind is an admirable one. He makes, I think, one error; that is, in assuming that economics will ever be a science in the sense in which mathematics and physics are sciences. It is worth studying because of the inherent importance or interest of economic phenomena. How far we can advance towards a science is not so much a question of the form the subject finally reaches as of the severity of thinking brought to bear upon it."

D. Sabin, Florence R.

1939

1/30

PARTICIPATION IN ADMINISTRATION

Academic Personnel

VEBLEN, O.

Biographical

✓ FLEXNER, A.

Flexner coldly tells Veblen mathematics faculty should settle one thing: How to keep relations with Fine Hall mathematicians. There is no possibility of library at Fuld Hall at present--problem then of utilizing library of Fine Hall. Suggests he (Flexner) will consult with Veblen and someone else not mentioned when mathematics faculty has decided.

IV-20

1939

NOTES

1/30

SCHOOL OF MATHEMATICS

PRINCETON UNIVERSITY

✓ FLEXNER, A.

VEBLEN, O.

Academic Organization

Relations WOI

Biographical

Flexner to Veblen, January 30, 1939.

He suggests that the mathematical group should meet to discuss the way in which it can keep up its active relationships with the Princeton mathematical group after Fuld Hall is ready for occupation. He suggests that they bring their conclusions to him for discussion.

He gives two warnings:

(1) We will not be financially in a position next year to provide Fuld Hall library facilities, perhaps not even library facilities of a meagre sort; hence we must utilize the library at Pine Hall.

(2) Furthermore, the functional unity of both groups should be preserved. After Veblen's group consults with him about a solution to these two problems, Flexner would arrange a conference with Dean Eisenhower, and the implication is that they will participate.

V File, Flexner, Abraham

1939

2/1

TRUSTERS

Corporation

PARTICIPATION IN ADMINISTRATION

Academic Personnel

RIEFLEB, W. W.

Biographical

✓ FLEXNER, A.

RiefleB to Bailey, amplifying notes for his statement on Veblen's suggestion for faculty participation in administration. He had stated it as it appears in the Minutes with the additional statement: "With respect to the current problem raised by Professor Veblen, namely, the desirability of greater faculty participation in administration, he had not finally made up his mind. He had had no previous experience with academic administration when he came to the Institute, but in general had been sympathetic at that time with the concept of faculty participation." This is crossed out in pencil, and there are further amendments in what appears to be RiefleB's handwriting. He was persuaded to change his statement for the Minutes.

D. RiefleB, Winfield W., 1934-1949 1939

1939

2/6

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ FLEXNER, A.

Biographical

ALEXANDER

EINSTEIN

Hetty Goldman said Flexner was so abusive of faculty when Alexander said Princeton University A-S that faculty were horrified. To talk to Einstein particularly as though he were an inferior was shocking, but Flexner did. I asked why it was so important to faculty that Flexner recognize the charge and she was at a loss to respond.

Goldman Interview, July 12, 1957

1939

2/8

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY

SCHOOL OF ECONOMICS AND POLITICS

XXXXXXXXXXXX

HARVARD
 STEWART, W.W.
 ✓ FLEXNER, A.

Educational Institutions
 Biographical

Wednesday, Feb. 8th

"Dear A. F.

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

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

Yours

/s/ W.W.S."

SCHOOL OF ECONOMICS AND POLITICS

09765368CIBOENKUN

Educational Institutions
Biographical

"Dear A. F.

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

/s/ W.W.S."

1939

2/9
2/21

ROCKEFELLER FOUNDATION

FOUNDATION:

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

✓ FLEXNER, A.

Biographical

FOSDICK

Flexner to Fosdick, 2/9.

Asks Fosdick to consider giving short term appropriation of \$25,000 to 6/30/39 to match \$25,000 Flexner has secured on contingent basis, balance to be returned. B-passes Willits/, new head of social sciences. Says loath to approach founders because they are building of ~~KulaxKax~~ Fuld Hall and wishes to see what maintenance, furnishings, etc. will cost first. Diplomatically refused by Fosdick.

D, Rockefeller Foundation

1939

NOTES

2/9

SCHOOL OF MATHEMATICS

GENERAL

HEUGENBAUER, OTTO/

✓ FLEXNER, A.

VEBLER, C.

Academic Organization

Publications

Biographical

Veblen to Flexner.

He recites some of Heugebauer's history. He founded the Zentralblatt für Mathematik in Göttingen in 1931 as a professor of mathematics, and from the beginning the Zentralblatt has been published by Julius Springer of Berlin, one of a number published by Julius Springer in various fields of science. "From the beginning, it has served a useful purpose in bringing together in convenient form the suitable criticism all the published mathematical work of the world." It has a distinguished part of editors, a large number of collaborators and reviewers, most of them are, of themselves mathematicians of some distinction. After the

Nazis came into power in Germany, Neugebauer was perhaps the leading historian in mathematics, moved to Copenhagen and continued to edit the Zentralblatt. The Springer Publishing House in Berlin was subjected to pressure by the Nazis. Springer dropped the distinguished Italian mathematician, Levi-Civita, from the list of associate editors without consulting Neugebauer, and replied to Neugebauer's question about it that it was the consequence of anti-semitic decrees in Italy. Springer added that Neugebauer must give him before the first of December a formal engagement that no article by a German author would be reviewed by an emigré. Neugebauer resigned as of December 1, and was followed by a number of the associate editors. A large number of the collaborators has resigned. Springer has replaced Neugebauer by an obscure mathematician named Ulrich.

Veblen resigned from the Board, brought the situation to the attention of Mr. Keppel of Carnegie, Mr. Weaver of the Rockefeller Foundation. Both were interested in Neugebauer as well as in the problem of the Zentralblatt. Neugebauer has been appointed to a Chair in the History of Mathematics at Brown University where it is hoped that he will be able to

continue his researches in this field under favorable auspices. Carnegie Corporation has authorized its president, "to commit the corporation to a grant of not more than \$66,000 to permit the establishment in this country of an international journal of mathematics on the presentation of a satisfactory plan of operation." Veblen says that \$6,000 is to be used in establishing Neugebauer at Brown, and the remaining \$60,000 for the new journal. Neugebauer will collaborate in setting up the new journal, but will not necessarily be its permanent editor.

Veblen told Keppell that the grant for the new journal should be available on a diminishing scale during the first ten years of the journal's existence. Keppell replied that the corporation did not want to prescribe the manner in which the money should be used, but Vannevar Bush, President of Carnegie Institution, is interested in the project and competent to understand the details.

The American Mathematical Society appointed a committee consisting of professors C. R. Adams, Chairman, G. / C. Birkhoff,

A. V. Coble, T. C. Fry, H. Morse, and G. T. Whyburn to study the problem in detail, and if they found it desirable to take the necessary steps toward founding a new journal.

Further details in the letter on the estimated cost of publication of the journal, which Veblen estimates will be between \$15,000 and \$20,000 a year. For this, there will be available \$60,000 from the Carnegie Corporation which can legitimately be used up over a period of 10 years. He thinks it would be good to get an equal subvention from the Rockefeller Foundation. Also, there would be income from subscriptions, and some form of subvention from the American Mathematical Society (\$1,000 a year has been proposed, but Veblen thinks \$2,000 a year is more like it), a subvention from the Mathematical Association of America (an organization on the collegiate rather than the university level), and subventions from other mathematical and scientific societies in various parts of the world, and from financial and philanthropic foundations.

V File, Flexner, Abraham

1939

2/10
2/13
2/14

BUILDINGS AND GROUNDS (FULD HALL)

Facilities

VEBLEN, O.

Biographical

/ FLEXNER, A.

Flexner to Veblen. Regarding plans for space assignment in Fuld Hall. Ironically suggests that School of Historical Studies and School of Economics and Politics will likewise have distinguished visitors.

See other letters.

IV-20

1939

~~NOTED~~

2/10
2/14

BUILDINGS AND GROUNDS

Facilities

✓ FLEXNER, A.

Biographical

VEBIEN, O.

Flexner writes two rather sharp letters to Veblen, indicating that the School of Mathematics is seeking to corral more space in the new building than it has the right to.

~~V. Veblen, Flexner, Abraham~~

IV - 20

1939

2/21

AYDELOTTE, F.

Biographical

✓ FLEXNER, A.

Diary notes Aydelotte to Flexner of their relationship
through the years.

A, Flexner

2/22
3/22

HOUGHTON, ALANSON B.

Biographical

✓ FLEXNER, A.

In a letter of February 22, 1939, Houghton to Flexner, not in file, Houghton has told Flexner he is leaving the Chairmanship.

Flexner to Houghton, March 22, 1939.

"I am naturally distressed at the prospect of your retiring from the chairmanship of the Institute...

"On the other hand, I have the feeling in my own case and have had for some time past that, as I am approaching my seventy-third year, despite the fact that my health continues good, we must begin to look about for someone who can step into my present post. I realize therefore with the keenest regret that you and I are in the same boat and that younger men, who can look forward to a long association with the Institute, should occupy our positions. I hope that the Institute may succeed in finding two men who see eye to eye as we have seen and who will work loyally together to maintain

high standards of scholarship..."

Houghton to Flexner, April 5, 1939.

"My resignation is in your hands whenever you see fit to avail yourself of it. I certainly could not remain on the Board if you were not present also, as Director. I confess, however, that I look forward with dismay to your separating yourself from the Institute. You have, in fact, been the Institute. It owes everything except financial support to your vision and your wisdom and your executive direction. I can drop out any time without the slightest loss to the Institute. You cannot."

D File, Houghton, Alanson B.

1939

2/23

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

Flexner's tribute to Aydelotte--Personal. Letter from
Flexner to Aydelotte filed in Chronological file under 1939, 2/23.

A, IAS, Transfer

1939

2/23
3/15

PARTICIPATION IN ADMINISTRATION

Academic Personnel

Biographical

✓ FLEXNER, A.

EINSTEIN, A.

GOLDMAN, H.

HORRER, R.

Correspondence on degree of faculty participation in administration.

Filed in Vertical File under F, Participation in Administration.

V-2 File

1939

3/2

PRINCETON UNIVERSITY

Relations WCAL

MAHN

Biographical

DODDS

✓ FLEXNER

DODDS to Flexner, March 2, 1939.

Princeton this year paying Mahn a salary of \$6,000 which is about \$1,000 per engagement more than they have ever paid. He does not believe that it will be possible to continue him-- general funds of the University are not available, nor does he think it's possible to finance him at the present level by new outside contributions.

While the Modern Languages Department value him for his distinction and personality and would like to see him continued much in the same sort of work and to the same extent as at present, they believe that we cannot afford to pay him more than the usual fees for such services. Dodds is leaving, but will expect to talk it over with Flexner when he comes back,

hoping that it will be possible to present a definite proposition
to Mann for the next academic year not later than by the end
of March. X

(No reference as to how it worked out). (Mann not
listed as member institute year ending 1939 or 1940).

D, Dodds, Harold W.

1937

4/1

FACULTY PARTICIPATION

POLICY

✓ FLEXNER, A.

VERLEN, O.

RIEFLEN, W.

MORSE, M.

GOLIMAN, H.

EINSTEIN, A.

EARLE, E. M.

Academic Personnel

Administration

Biographical

"In the brief letter signed by Einstein and myself (not in files) and sent out at the request of Einstein, an erroneous impression was conveyed of the conversation which Dr. Flexner had with Einstein and myself. I understand this from Dr. Flexner, who states that the substance of what he said is as follows;

" "The professors are the natural and logical advisers of the Trustees of the Institute"

" I am glad to add this in the form of a correction. I would tell this to you person-

ally but an down I fear for a day or two more with a cold. I hope you will tell your immediate colleagues of this.

As ever,

Morse to Ben (Meritt) 4/1/39 Marston Morse"

This is not a signed copy but is an original which proports to be a copy.

1939

4/10

DIRECTOR

administration

PARTICIPATION IN ADMINISTRATION

academic personnel

SINSTEIN, A.

Biographical

VIGLEN, O.

STEWART, W. W.

✓ FLEXNER, J.

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

Stewart interview, February 6, 1956, p. 2

1939

4/13
11/17

BENEFITS

Academic Personnel

LIBRARY

Facilities

HERSFELD (b. 1879)

Biographical

STEWART

FLAXNER

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

Flexner to Hersfeld reassuring him his room at Fuld Hall will always be available for his library, even after his retirement, and expresses hope Hersfeld will remain on an active list "far beyond nominal retirement age which was adopted merely as a safeguard and will I hope never apply to you." But contemplates Hersfeld's retirement also in guaranteeing access to his library whether he is active or retired. Cohen moved books from 18 Bayard Lane to Fuld 7/1/40.

D. Hersfeld

1939

4/27

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

TEDESCO, PAUL

Biographical

✓ FLEXNER, A.

Biographical

Flexner to Dodds, April 27, 1939.

He cites this as an instance showing cooperation between the University and the Institute developing spontaneously. Tedesco came to the Institute shattered after he had lost his post at the University of Vienna. He is known as the most brilliant orientalist in Europe. He was introduced to the Institute by Professor Edgerton of Yale. Herzfeld agreed that though he had never met him, he had never failed to read one of Tedesco's papers, and considered him every one of his papers an original gem. The Institute found a home for him where he was well cared for. Tedesco read shortly before the letter was written, a paper at the Oriental Society in Baltimore, and Edgerton wrote Flexner that the brilliance and soundness of the paper and the admirable lucidity of his manner of presenting it were remarkable; one of the best papers of the meeting... finish.

Tedesco had called on Flexner on the morning he was writing the letter, and told Flexner that he wanted to teach an introductory course in Old Church Slavic. Morey was delighted when Flexner asked him about it, and Downey, one of Princeton's men, had been working independently in that field and would welcome an opportunity to work with Tedesco. Tedesco can also teach Russian which is in great demand.

"Isn't it interesting how if you simply let these men alone in close contact with one another something germinates?"

D File, Dodds, Harold W.

1939

4/29
5/5

SALARIES

Academic Personnel

GOLDMAN, HETTY

Biographical

✓ FLEXNER, A.

Flexner's commitment to Hetty Goldman--Originals of letters
carried to April 30, 1945.

Filed in Vertical File under "G" for Goldman.

A, 10/18/56

1939

5/4

FOUNDERS

Corporation

BUILDINGS AND GROUNDS (FULD HALL)

Facilities

FLEXNER, A.

Biographical

Flexner to Miss Lavinia Bamberger, May 4, 1939.

The cornerstone laying will take place at 12:15, ^{noon} May 22,
1939, ~~xxxxx~~

The ceremony will consist of the delivery of the keys to Fuld Hall by the Chairman of the Committee on Buildings and Grounds to the President of the Board of Trustees, with appropriate remarks by both, to be followed by President Dodds of Princeton University, who will also speak briefly.

In the actual cornerstone laying which constitutes the ~~main~~ placing of the stone over the exhibits and the declaration, "I declare this stone to be well and truly laid," he says that the Committee on Buildings and Grounds and of Mr. Bamberger and Mrs. Fuld is that she ~~be~~ perform this rite.

Miss Bamberger later thanked Flexner for his the ceremonies at Fuld Hall, and offers to place the silver trowel in the Hall, but he advised her (June 22, 1939) to keep it and it will make her happy all through her life. It is apparent that Miss Lavinia is paying Konenkov, the artist who is making the head of Louis Bamberger. Flexner mentions the last \$300 which was to be paid by Miss Lavinia.

D File, Bamberger, C. Lavinia

1939
SCHOOL OF ECONOMICS AND POLITICS

MITRANY, DAVID

✓ FLEXNER, A.

LEIDESDORF

5/6
Academic Organization

Biographical

Flexner to Mitrany.

Flexner had a long conference with Leidesdorf a few days before and because of international uncertainties and other things Leidesdorf was of the opinion there was to be no expansion next year of any kind.

III-23

5727
GERT ORIENTAL LIBRARY

GENERAL (BY-LAWS)

MAASS, HERBERT H.

✓ FLEXNER, A.

5/8 5/8
5/9 5/9
5/10 5/10
Facilities

Corporation

Biographical

Maass to Flexner, May 8, 1939.

Refers to the \$250 which he loaned Mr. Gert, and wants it back.
Also, questions proposed by-laws eliminating ~~ex~~ exofficio membership
on standing committees of the corporation.

Flexner to Maass, May 9, 1939.

Mr. Bamberger called attention to the fact that there were so many
exofficio members that it was difficult to transact business expeditiously
when resolutions had to be circulated for many signatures. Bamberger had
suggested the omission of ex officio members, and his request I brought
the matter up at the January meeting, says Flexner, for a notice of the
intent to amend the by-laws was given to restrict ex officio membership

to include only the founders and the chairman as ex officio members of committees.

Maass to Flexner, May 10, 1939.

Maass reminds Flexner that at the time of discussion in January of the amendment to the by-laws, he thought to remove all ex officio members from the various committees would be a great mistake because it would frequently prevent ^{2 or 3} ~~Maass~~ quorum together. "Therefore, I believe that in every instance the Chairman, or, in his absence or inability to attend, the Vice-Chairman should be ex officio A MEMBER of each committee. This would in effect reduce the number of ex officio members, BUT still leave one representative of the officials on each committee."

D File, Herbert H. Maass, 1939-1946

1939

5/9

NOMINATIONS
COMMITTEE

Administration
Corporation

RIEFLER, WINFIELD W.

Biographical

✓ FLEXNER, A.

Flexner to Riefler, May 9, 1939.

"The Committee on Nominations consists of you, Dr. Friedenwald, and Dr. Weed. I do not believe that it will be possible to hold a meeting of this committee in advance of the Board meeting since you are in Kansas City ~~and~~ [Riefler's mother and father are very ill] and Dr. Weed has to go to St. Louis next week."

Terms expiring: Aydelotte, Sabin, Veblen. "Would you be willing to renominate Aydelotte and Veblen and leave Sabin position vacant? It can be filled at any meeting during the year."

Flexner presumes the officers, Mr. Houghton, Chairman, Maass and Stewart, Vice-Chairmen, Leidesdorf, Treasurer, Bailey, Secretary, will be renominated. "The appointment of the Director also comes up. Will you let me know your wish in respect to all these matters in the hope that we can manage this year by correspondence instead of a meeting of your committee?"

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

1939

5/9

TRUSTEES (COMMITTEE-NOMINATING)

The Corporation

✓ FLEXNER, A.

Biographical

Flexner on nomination of trustees.

Filed in Chronological File under 1939, 5/9.

S IAS General 1936-41

1939 1938

5/10
/13

NOMINATIONS

Administration

COMMITTEES

Corporation

RIEFLER, WINFIELD W.

Biographical

FLEXNER, A.

Riefler responds to Flexner with a long letter about his parents' condition which is grave. He doubts that he will be able to attend the Trustees' meeting or the cornerstone ceremony, expresses his regret, says he cannot call the Committee on Nominations together, and suggests whether one of the other members could act as Chairman. He gives no commitment with respect ~~withdrawing~~ to his willingness to renominate the Director or the named Trustees.

Flexner to Riefler, May 13, 1939.

He acknowledges Riefler's of the 10th, expresses the proper regrets, says that he will communicate informally with the other members of the Committee on Nominations, and states that he is sure they will agree that it is best to leave the vacancy due to Miss Eabin's retirement unfilled. That seems to have become the sole point for decision of the Nominations

Committee in Flexner's mind.

Riefler to Flexner, May 14, 1939.

Riefler "comes to." I am agreeable with your suggestion that we renominate all present incumbants (of course including yourself as Director even though you do not suggest that).

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

1939

5/13

GIFTS

Finance

WEED

Biographical

✓ FLEXNER, A.

Postscript Flexner to Weed.

He had another conversation since seeing Weed on Budget which makes him more certain than he has ever been that the Institute's income will be \$50,000 more next year than the income from endowment.

Weed's answer indicates opposition to the budget (5/16/39).

D, Weed

1939

5/13

GEST ORIENTAL LIBRARY

Facilities

ROCKEFELLER

FOUNDATIONS

✓ FLEXNER, A.

Biographical

WEED, LEWIS H.

Flexner to Weed, May 13.

He submits the budget showing the Gest Oriental Library a separate item since it cannot be housed in Fuld Hall. "I should have said yesterday when the question of storing the Gest Library was raised that, if any such step were taken, the Institute would be compelled to return to the Rockefeller Foundation the sum of \$62,500.00, contributed by the Foundation to the Institute on condition that the Library should be open equally to the scholars of Princeton University and the Institute."

D File, Weed, Lewis H.

1939

5/22

✓ FLEXNER, A.

Biographical

Re-elected Director unanimously, P. 9.

Trustees' Minutes, 5/22/39

1939

5/23

PRINCETON UNIVERSITY
BUILDINGS AND GROUNDS
DODDS, HAROLD W.
✓ FLEXNER, A.

Relations WOI
Facilities
Biographical

Flexner to Dodds, May 23, 1938; 1939.

"I cannot but feel that my feeble thanks yesterday were quite inadequate to the occasion. What you said regarding the importance of collective coöperation was so sound and has such far-reaching implications that I wish not only that more people took your broad view, but that your own views could be widely disseminated.

"I have also had the feeling that, disinclined to speak, as I was, I should at least have taken this opportunity to tell those who were gathered at Fuld Hall how deeply we are indebted to you and to all your associates for such coöperation and assistance as in my judgment we could probably not have

procured anywhere else on earth. I am infinitely grateful to you and to them, and I know that Mr. Basberger and Mrs. Fuld associate themselves with this feeling on my part.

D. Dodds, Harold W.

1939

5/27
5/31

TRUSTEES (COMMITTEES)

Corporation

✓ FLEXNER, A.

Biographical

VEBLEN, O.

RIEFER, W.

MAASS, HERBERT H.

Flexner to Maass, May 27, 1931.

He is submitting a slate of committees to Mr. Maass. He suggests a supplanting of Veblen on the Committee on Buildings and Grounds by Riefler, not because Veblen has not been useful, but because he takes too much time to do it, and Riefler gets done what Veblen does in about one-tenth of the time.

Maass to Flexner, May 31, 1939 .

He is reluctant to concede the point. If, however, Flexner thinks that Veblen is taking too much time, he would have no objection to

supplanting him with Riefler.

As to other committee nominations suggested by Flexner, he doubts the wisdom of Mr. Hardin's appointment as a member of the Budget Committee (Flexner suggested him as Chairman of the Finance Committee). For Flexner's suggestion of Riefler as Chairman of the Committee on Nominations, Maass substitutes Aydelotte.

Maass questions the advisability of Stewart as Chairman of the Executive Committee on the ground that he is a Faculty member.

D File, Herbert H. Maass, 1939-1946

1939

5/31 5/31
6/10 6/10

MAASS, HERBERT H.

Biographical

✓ FLEXNER, A.

Maass to Flexner, May 31, 1939, telling him that Flexner's intervention at Maass' request with Sara Lawrence College on behalf of Nancy Rothschild, daughter of Maass' friends, has been turned down. "It is but another unpleasant evidence of the situation which prevails, and which all of us, I suppose, must recognize. I hardly suppose that you would care to make any effort to overcome it." (Sara Lawrence's letter is not enclosed).

Flexner to Maass, June 10, 1939. He says he does not interpret the letter in the same manner as Maass does. "It seems to me that under existing circumstances nothing could be worse for Jewish boys and girls than if they congregated in large numbers in any single institution. See what this ^{sort of} thing has done to the College of the City of New York. The same is true of Catholics, Protestants, Negroes, and every other race or creed... inasmuch as this is predominantly a Protestant country, a larger number of Protestants attracts to attention whatsoever... If an equal number of Catholics or Jews were substituted for the Protestants, that would attract attention and would be harmful to the individuals.

"In my judgment, the way to handle the situation is to use tact and judgment, and scatter Jewish students as widely as we can, and the authorities of the institutions are bound to be the judges as to when the situation is likely to become unpleasant, not because they wish it, but by reason of the attitude of others toward Jewish students. This has always been the case; it is the case now, for more Jewish admissions have been made at Princeton in recent years than every before, for Jewish boys have been admitted whenever their record justified it."

D File, Herbert H. Maass, 1939-1946

1939

5/31

MAASS, HERBERT H.

Biographical

✓ FLEXNER, A.

Maass to Flexner, May 31, 1939.

"It was extremely courteous and thoughtful of you to write me such a pleasant letter regarding my participation in the ceremonies for the laying of the corner stone. Working with you in connection with the Institute has been a great joy, and I hope it will always continue so for both of us."

D. File, Herbert H. Maass, 1939-1946

1939

June - September

✓ FLEXNER, A.

Biographical

EARLE, E. M.

MAASS, HERBERT H.

See correspondence between Earle and Maass (for use of
Leidesdorf and later on one other Trustee) regarding ousting
Flexner.

Earle papers (Vertical)

PRINCETON UNIVERSITY

Relations WOI

EARLE, R. M.

Biographical

✓ FLEXNER, A.

Earle's bill of particulars against and to Flexner in
two letters.

Earle's reference to I. A. S. Faculty.

Discontent with relations with Princeton University.

Vertical File Earle-1

1939

6/16

1940

1/12

TRUSTEES

Corporation

DOUGLAS, LEWIS

Biographical

STEWART, W. W.

✓ FLENNER, A.

AYDELOTTE, P.

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

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

D, Stewart

1939

6/16

TRUSTEES

Corporation

DOUGLAS

Biographical

STEWART, W. W.

✓ FLEXNER, A.

Stewart to Flexner.

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

D, Stewart

1939

6/18

FACULTY PARTICIPATION

POLICY

BOARD OF TRUSTEES

✓ FLEXNER, A.

VEBLEN, O.

RIEFLER, W.

MORSE, M.

GOLDMAN, H.

EINSTEIN, A.

EARLE, E. M.

MAASS, H.

AYDELOTTE, F.

Academic Personnel

Administration

Corporation

Biographical

A letter from EME with administrative suggestions for IAS

See FACULTY PARTICIPATION - Academic Personnel

1939

6/19

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

BUTLER, HAROLD N.

Biographical

✓ FLEXNER, A.

Butler to Flexner. Announces the appointment of the first 12 fellows to Haffield College, and his plan to come to America early in 1950. Asks whether it would be better to arrive at the end of March or the beginning of April in the matter of getting the contacts he wants. Main goal to visit the Institute. Suggests Institute to pay half is expenses, evidently a matter discussed between Flexner and Butler when Flexner was in England or Geneva. Gives list of the twelve fellows which is in the file: six are public figures, not academic; six are academicians in politics, political science, economics and public administration.

D - "E"

1930-1935

6/26

DIRECTOR

Administration

FLEXNER, A.

Biographical

LEIDESDORF, S. D.

Flexner to Leidesdorf, June 26, 1939.

"Since my conversation with you and Mr. Maass in your office on June 5 I have not only given very thoughtful consideration to what was said on that occasion but I have conferred with my brother Simon, with several disinterested persons here in Princeton, and last Friday I laid the whole matter before Mr. John R. Hardin, asking for his counsel. Mr. Hardin's advice coincided with that which I had previously received from my brother and others. It was to the effect that at the present time I should take no step whatsoever.

"I am sending a copy of this note to Mr. Maass."

D, Leidesdorf, Samuel, D., 1930-1935

1939

6/27

AYDEL OTTE, F.

Biographical

✓ FLEXNER, A.

BAILEY, ESTHER S.

Bailey to Aydelotte, June 27, 1939.

Aydelotte is going to visit Flexner at Magnetawan, and
Mrs. Bailey gives him automobile instructions.

A IAS (T)

1939

6/27

6/30

BUDGET

Finance

SCHOOL OF MATHEMATICS

Academic Organisation

WEYL, HERMANN

Biographical

✓ FLEXNER, A.

Weyl to Flexner, June 27, 1939.

The letter concerns allocation of space in Fuld Hall to mathematicians. Number of members admitted to the School of Mathematics for next year, 1939-40, amounts to 13, not including the assistants. "In no previous year did the number fall below twenty-two. This alone should prove that there will be no difficulty in finding comfortable working room for all."

"You will have noticed that after the heavy reduction of our budget we were unable to grant more than two stipends... to men of non-professorial status. Fortunately two young candidates whom we had to turn down will be sent to the Institute with fellowships from their universities...I think

it would have been very unwise to reject them. We all feel the scarcity of younger men to be a serious handicap to our work. Methods in mathematics are changing so rapidly that we need the stimulus and enthusiasm of young men as much as they need our advice and experience..."

Flexner to Weyl, June 30, 1939.

"Thank you for your kind letter of June 27. I am sorry--extremely sorry--that the number of grants for next year has had to be reduced. We could only have avoided this by a reduction of salaries, and to this I will never consent."

D File, Weyl, Hermann, 1933-1945

1939

7/3

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

Aydelotte to Maass.

He and Mrs. Aydelotte left for Canada to visit Flexner for a week.

A, I. A. S. (T)

1939

7/17
7/23

FACULTY

Academic Personnel

DIRECTOR

Administration

✓ FLEXNER, A.

Biographical

VEBLEN, O.

Copies of letters from Veblen to Aydelette, July 17, and
July 23, 1939:

(July 17): "I have just received a letter from Earle,
dated the 13th saying that he had written to you to urge that
there should be no hesitation in taking the necessary steps
to make a change in the directorship of the Institute this summer.
I should like to add my voice to his.

"A further delay would probably not harm me personally
more than it would most other members of the faculty, but I
fear that it would do the Institute as a whole very considerable
harm. To allow the present tense and uncertain situation to

continue is likely to have a bad effect on morale, to divide the faculty into factions, and to cause personal differences which may be hard to heal. All of these dangers will be accentuated by the circumstances of our being brought close together for the first time in the new building. They would be avoided if a new direction were chosen ^{this summer}. [There is crossed out material here--the rest follows lacking some of the original sense]. adjust ourselves to the new administration with a minimum of doubt and disturbance.

"It is possible that the present director could successfully stand on his legal right to serve out the year for which he has been formally elected. This however is no reason why the Trustees should not (1) meet to choose their part of a joint committee, (2) call a meeting of the Faculty to choose its representatives on their committee, (3) receive the report of the joint committee and elect the new director before Oct. 1st. The latter, if he could not take formal charge before the following June would have many useful things to do.

"This letter is not too confidential. You are perfectly free to show it to any of the Trustees or the Founders if you wish."

(July 23, 1939): "To confirm what I said on the telephone in answer to your inquiry this afternoon, I should be very glad to come to New York for a conference on the I. A. S. directorship at any time, and to stay for several days if necessary. I hope that the result of such a conference will be an early meeting of the Trustees at which they would appoint 2 or 3 members of a committee to recommend a new director and call a meeting of the Faculty to choose 2 or 3 other members of this committee. This procedure is in accordance with the by-laws which provide for a committee without specifying its membership. The director is elected yearly and the appointment of ^athe committee is justified, even if the present director has not yet resigned, by the general expectation that he will soon retire. If, as I thought you said, Flexner had [has?] indicated to you (or to any one else) an intention of retiring at an early date there is all the more reason for prompt action.

"In any case, there is no reason why the Trustees should not meet when the Institute is not formally in session, and I should think that it is their duty to meet as soon as a

reasonable number of them are convinced that there is important business to attend to. An informal conference should have the effect of convincing them of this.

"As to a meeting of the Faculty, most members are within easy reach, and two who have gone abroad have left proxies (with Einstein I believe) in view of the possibility of a summer meeting. I think a representative meeting could be had on relatively short notice.

"With regard to this committee I, of course, cannot predict how long its deliberations would last, but if it is in existence before Oct. 1st ~~everything~~ the next academic year will be much more profitable than it would otherwise be. If the committee's report were ready and acted on by the Trustees by that date everything would be much better both because of the reasons given in my last letter (which are powerful ones in view of the recent [?] behavior of the present director) and because of important decisions which have to be made in connection with the new building."

1939

7/17

DIRECTOR

Administration

VEBLIN, O.

Biographical

✓ FLEXNER, A.

AYDELOTTE, F.

Veblin to Aydelotte, July 17.

"I have just received a letter from Earle dated the 13th saying that he had written to you to urge that there should be no hesitation in taking the necessary steps to make a change in the Directorship of the Institute this summer. I should like to add my voice to his.

"A further delay would probably not harm me personally more than it would most of the other members of the Faculty, but I fear that it would do the Institute as a whole very considerable harm. To allow the present tense and uncertain situation to continue is likely to have a bad effect on morale, to divide the Faculty into factions, and to cause personal differences which may be hard to heal. All of these dangers will be

accentuated by the circumstance of our being brought close together for the first time in the new building. They would be avoided if a new Director were chosen this summer.

"...(lost words) adjust ourselves to the new administration with a minimum of doubt and disturbance.

"It is possible that the present Director could successfully stand on his legal side to serve out the year for which he has been formally elected. This, however, is no reason why the Trustees should not: (1) Meet to choose their part of a joint committee, (2) Call a meeting of the Faculty to choose its representatives on this committee, (3) To see the report of the joint committee and elect the new Director before October 1. The latter if he could not take formal charge before the following June would have many useful things to do. This letter is sent not too confidential. You are perfectly free to show it to any of the Trustees or the founders if you wish."

This copy is extracted from a very much amended longhand draft. Part of the material which is crossed out expresses a concern in Vebien's mind about the reaction of Mr. Bamberger and Mrs. Fuld to the pleas for

delay which are sure to be made. In this light he suggests that in such a case the new Director could be chosen this summer and could understudy during the following year. This, however, was eliminated apparently, although it might have been a part of the current letter.

1939

7/20

DIRECTOR

Administration

✓ FLEXNER, A.

Biographical

HARDIN, JOHN R.

Hardin to Flexner, July 20, 1939.

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

JRH Correspondence from January, 1947 to December, 1939

1939

7/23

DIRECTOR

Administration

VEBLER, O.

Biographical

FLEXNER, A.

AYDELOTTE, P.

Re Veblen from Brooklin, Hancock County, Maine, to Aydelette.

They have had a telephone conversation, and he writes to confirm their understanding. He expresses himself willing to come to New York for a conference on the Directorship at any time to stay for several days if necessary. "I hope that the result of such a conference will be an early meeting of the Trustees at which they would appoint two or three members of a committee to recommend a new Director and call a meeting of the Faculty to choose two or three other members of this committee. This procedure is in accordance with the by-laws which provide for a committee without specifying its membership. The Director is elected yearly, and the appointment of a committee justified even if the present Director has not yet resigned, by the general expectation that he will soon retire. If, as I thought you said, Flexner had indicated to you (or to anyone else) an

intention of retiring at an early date, there is all the more reason for prompt action.

"In any case, there is no reason why the Trustees should not ~~meeting~~ meet ~~in the~~ when the Institute is not formally in session, and I should think that it is their duty to meet as soon as a reasonable number of them are convinced that there is important business to attend to. An informal conference would have the effect of convincing them of this.

"As to a meeting of the Faculty, most members are within easy reach, and two who have gone abroad have left proxies (with Einstein, I believe) in view of the possibility of a summer meeting. I think a representative meeting could be had on relatively short notice.

"With regard to the committee, I, of course, cannot predict how long its deliberations would last, but if it is in existence before October 1, ~~everything would be much better~~ the next academic year will be much more profitable than it would other wise be. ~~If~~ the committee's report were ready or acted upon by the Trustees by that date, everything would be much better both because of the reasons given in my last letter which are powerful ones in view of the behavior of the present Director, and because

of important decisions which have to be made in connection with the new building."

There is no evidence of a signature in either letter. These are drafts from which he has apparently written longhand letters.

There are some notes written in pencil in Veblen's handwriting on the back of an envelope postmarked Swarthmore, July 26, 1939, as follows: "Hardin has seen F. Hardin has written him strong letter. If no F. -- answer, he will call meeting of Trustees...Wednesday 8 (another line) between 10th and 15th."

1939

7/26

VEBLEN, O.

Biographical

AYDELOTTE, P.

✓ FLEXNER, A.

Aydelotte to Veblen, July 26, 1939.

Veblen is at Brown University, Providence, Rhode Island.

"I have your letter and telegram (not in the file) and want to talk to you on the telephone on Saturday concerning plans for a meeting. I hope to have some word by then as to what time will be convenient for other people concerned. I think it possible that New York on Monday or Tuesday will be best. If convenient for you we should love to have you come straight from Providence to our house and we could then go over to New York together. I can send to meet you at the 30th Street Station whenever you arrive..." Aydelotte gives Veblen most elaborate instructions for reaching him on private telephones, etc.

A IAS (T)

1939

7/29

ROCKEFELLER FOUNDATION (GENERAL EDUCATION BD.)	Foundations
FLEXNER, A.	Biographical
KEPPEL, FRED	
HOWARD U.	Relations WOA I
LIPS	Biographical

Flexner to Keppel, July 29, 1939.

"Your letter of July 18 has just reached me here at our camp. I shall of course destroy it as the best manner of keeping it confidential. The fact that Lips left Howard under circumstances that were not particularly friendly does not mean much to one who knows Howard as well as I do. I was chairman of the Board of Trustees for about five years, and I have never tried harder in my life to preserve peace and good feeling than during that period. I finally resigned because I thought the task beyond my strength and diplomatic skill. Lips was also at Columbia for a year. You can doubtless find out from your friends there how he was regarded."

~~XX~~

There is no reference in Flexner's account in
Who's Who of his Chairmanship of the Board of Trustees of
Howard University (Who's Who, 1952-1953).

7/29

1939
DIRECTOR

Administration

✓ FLEXNER, A.

Biographical

HARDIN, JOHN R.

Flexner to Hardin, July 29, 1939.

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

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

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

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

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

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

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

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

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

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

JRH Correspondence from January, 1937 to December, 1939

1939

August _____

STEWART, W.

*F*LEXNER, A.

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

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

S File, General 1939-1942

1939

8/2

DIRECTOR

Administration

✓ FLEXNER, A.

Biographical

HARDIN, JOHN R.

LEIDESDORF, S. D.

Hardin to Leidesdorf, August 2, 1939.

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

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

JRH Correspondence from January, 1937 to December, 1939

1939

8/2

DIRECTOR

ADMINISTRATION

✓ FLEXNER, A.

BIOGRAPHICAL

HARDIN, JOHN R.

Hardin to Flexner, August 2, 1939.

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

"With high regard, I am,

"Yours very truly"

JRH Correspondance from January, 1937 to December, 1939

1939

8/7

DIRECTOR

Administration

✓ FLEXNER, A.

Biographical

HARDIN, JOHN R.

Flexner to Hardin, August 7, 1939.

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

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

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

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

JRH Correspondence from January, 1937 to December, 1939

DIRECTOR

Administration

FLEXNER, A.

Biographical

HARDIN, JOHN R.

BAMBERGER, LOUIS

Hardin to Bamberger, August 9, 1939.

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

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

Hardin to Flexner, August 9, 1939.

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

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

JRH Correspondence from January, 1937 to December, 1939

1939

8/11

DIRECTOR

Administration

✓ FLEXNER, A.

Biographical

HARDIN, JOHN R.

BAMBERGER, LOUIS

Bamberger to Hardin, August 11, 1939.

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

"Mrs. Fuld joins me with kind greetings."

JHM Correspondence from January, 1937 to December, 1939

1939

8/12

DIRECTOR

Administration

✓ FLEXNER, A.

Biographical

HARDIN, JOHN R.

BAMBERGER, LOUIS

Flexner to Hardin August 12, 1939.

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

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

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

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

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

JRH Correspondence from January, 1937 to December, 1939

1939

NOTES

8/12

~~8/18~~

✓ FLEXNER, A.

Biographical

VEBIEN, O.

Flexner to Veblen, August 12, 1939.

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

I neednot say that if, pending the selection of a successor, there is anything I can do for the Institute, I shall be glad to comply with the wishes of the Trustees.

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

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

Sincerely yours, Abraham Flexner.

V File, Flexner, Abraham

1939

8/14

DIRECTOR

Administration

✓ FLEXNER, A.

Biographical

HARDIN, JOHN R.

Hardin to Flexner, August 14, 1939.

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

JRH Correspondence from January, 1937 to December, 1939

1939

August-October

FOUNDERS

Corporation

STEWART, WALTER W.

Biographical

FLEXNER, A.

AYDELOTTE, F.

BAMBERGER, E.

VEILEN O.

RIEPLER, W.

HOUGHTON

WEED

ROCKEFELLER

Foundations

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

Filed in Chronological File under 1939, August-October
S File, General, 1939-1942

Aug. 17-25

1939

DIRECTOR

Administration

Biographical

✓ FLEXNER, A.

HOUGHTON, A.

STEWART, W.

WEED, L.

MOE, H. A.

8/17

8/25

8/28

8/28

8/30

8/30

8/30

9/11 (1936)

9/22

~~8/4~~ 10/4

10/5

10/14

10/17

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

Filed in Vertical file under D, Director.

3 File, IAS General, 1939-42

1939

NOTES

8/18

✓ FLEXNER, A.

Biographical

VEBLEN, O.

Veblen to Flexner, August 18, 1939.

Dear Dr. Flexner: I have your letter of the 12th signifying your intention of retiring from the directorship of our Institute. It is easy to imagine some of the conflicting emotions which must accompany so important a decision, but I hope that the deepest of these is a sense of satisfaction at the extent to which the Institute is an image of your original plan. It seems to me that there are very good reasons for expecting it to hold true to those original purposes ~~af~~ for a long time to come.

With cordial wishes for your continued health and happiness, Yours sincerely, Veblen.

V File, Flexner, Abraham

1939

8/25

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

STEWART, WALTER W.

Aydelotte to Stewart, August 25, 1939.

A letter inviting Stewart to meet with him.

A IAS (T)

1939

8/25

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

STEWART, WALTER W.

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

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

A IAS (T)

1939

9/11
9/22

DIRECTOR

STEWART, W. W.

RIEFLER, W. W.

✓ FLEXNER, A.

Administration

Biographical

Stewart to Flexner, 9/11/39.

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

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

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

8, 1939-1942

1939

9/15

BUILDINGS AND GROUNDS

Facilities

/FLEXNER, A.

Biographical

MASS, HERBERT

Maass to Bailey, September 15, 1939.

Maass is planning it so that the Institute and the five acres of land surrounding the building will be entirely exempt from taxation. For this purpose the members of the Institute will have to move into Fuld Hall and be established as of October 1, the date on which the determination will be effective that the Institute is or is not exempt from taxation. "I know that the plans are to move out Dr. Flexner's office and that of the Secretary of Staff on the 18th of September, but it is important that at or about the same time as many of the professors as possible take up their work in the new building, even though they may be temporarily inconvenienced through the absence of their paraphernalia."

Flexner to Maass, September 16. "I have underlined in your letter of the 15th." He goes on to say that the furniture will be here and that most of the

members of the Institute will move in early in the week of September 18th. "So that there is every reason to believe that professors who are in Princeton will be at their desks September 25th. Indeed, all are anxious to continue their academic work without interruption." The academic term opens October 1, he says; therefore all the new members may not be settled by that date.

D File, Herbert Maass, 1939-1946

1939

9/30
10/4

TRUSTEES

Corporation

DIRECTOR

Administration

FLEXNER, A.

Biographical

STEWART, W. W.

HARDIN, JOHN R.

Stewart to Hardin, September 30, 1939.

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

Hardin to Stewart, October 4, 1939.

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

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

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

1939

October

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ FLENNER, A.

Biographical

RIEFLER, W.

For work sheets on the Faculty-Trustee resolution at Flexner's
departure, see Source.

S. I. A. S., Faculty Meetings

1939

October

✓ FLEXNER, A.

Biographical

PRINCETON UNIVERSITY

Relations WOAI

Excerpts from Harper's Monthly, October, The Usefulness of Useless Knowledge. Flexner wonders, "whether our conception of what is useful may not have become too narrow to be adequate to the roaming possibilities of the mind and spirit." (p. 544) (Check the last three or four words). He gave two points of view. He said that researches or so-called useless knowledge could be acquired from two points of view: the humanistic and the scientific.

Flexner cited many scientific examples which he used likewise in talking to the Board of Trustees, but he made it significant by pointing out that the German universities have become tools now rather than free agents.

"The real enemy is the man who tried to mold the human spirit so that it will not dare to spread its wings as its wings once spread in Germany..." (p. 550) Fl

Flexner went on to say that the Institute is a consequence of foreign intolerance. He mentions Bamberger and Mrs. Fuld and Princeton University. He omitted any reference to himself as suggesting the idea of the Institute, and says that the main idea of locating the Institute at Princeton was the presence there of a "small but excellent graduate school" with which there was intimate cooperation. He made his bow to America for Alexander, Morse, Veblen, and others, but said, that the Institute was indebted to Hitler for Einstein, Weyl, Herzfeld and Panofsky.

Excerpts from Harper's Monthly, October.

✓FLEXNER, A.

Biographical

MAASS, HERBERT

Flexner to Maass acknowledging a small itemized statement of-out-of-hand disbursements by Maass' office on behalf of the Institute. "This statement is so reasonable that I can not forbear thanking you cordially and sincerely for the services which in addition to giving us disbursements you and your associates have made as a contribution to the upbuilding of the Institute. I wish you would extend my thanks to Mr. Weston and to any other members of your staff who have been cooperating with us so faithfully and whole-heartedly. With all good wishes, Sincerely yours, Abrahham Flexner."

For a period in this interval between June 1939, and October, Maass has been corresponding with Mrs. Bailey rather than with Flexner. The last letter in this file addressed by Maass to Flexner is dated May 31, 1939. This is broken when on October 4, 1939, Flexner writes to Maass and apologizes for not having sought another luncheon date with Leidesdorf and Maass because he is still troubled with laryngitis. This ~~has~~ evokes a response from Maass when they guardingly friendly, and concerning the disposition of 69 Alexander Street which Flexner had taken up with him.

D File, Herbert H. Maass 1939-1946

1939

10/5

~~FLEXNER~~, A.

Biographical

BAMBERGER, LOUIS

HOUGHTON, ALANSON B.

HARDIN, JOHN R.

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

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

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

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

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

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

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

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

JRH. Correspondence from January, 1937 to December, 1939

1939

10/5

SCHOOL OF ECONOMICS AND POLITICS
RESEARCH

Academic Organization

Government Relations

WARREN, F. B.

Biographical

✓ FLEXNER, A.

Warren to Flexner explaining his project for F. B. B. in editing reports on studies of monetary policy for Senator Wagner Chairman Building & Cur. Com. (with Donald Woodward). Warren considered it compatible with duties as professor Institute. Warren's work since spring and hopefully finished by October.

D. Warren

1939

10/5

~~Flexner~~, A.

Biographical

HOUGHTON, ALANSON B.

RIEFLER, W.

STEWART. W.

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

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

"I enclose you herewith a copy of a letter received

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

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

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

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

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

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

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

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

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

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

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

D File, Houghton, Alanson B.

1939

10/6

DODDS, H. W.

Biographical

✓ FLEXNER, A.

PRINCETON UNIVERSITY

Relations WOAI

See extracts of his letter to Flexner on latter's retirement.

Trustees' minutes 10/9/39, page 14

Minutes of Trustees 10/9/39

1939

10/7

PRINCETON UNIVERSITY

Relations WOAI

✓ FLEXNER, A.

Biographical

EISENHART, LUTHER P.

Flexner to Eisenhart, October 7, 1939.

Flexner send Eisenhart a copy of a letter which he has written to Dodds, evidently informing him of his resignation from the Institute, "for I want you to know what I am planning to do and how grateful I am to you for your cooperation and suggestions, which have gone far towards making the Institute what it is."

D File, Eisenhart, Luther P.

DIRECTOR

Administration

/FLEXNER, A.

Biography

HOUGHTON, A.

Flexner's last speech and resignation.

Houghton's appreciation and acceptance.

1939

10/9

POLICY

Administration

FLEXNER, A.

Biography

PARTICIPATION IN ADMINISTRATION

Faculty

Final report to Trustees:

After a period devoted to the joys of the academic life which has no administrative responsibilities, Flexner says:

"I was, I believe, correct in saying in the 1931 memorandum that delicate questions arise in connection with the relations which exist between Director, staff and Trustees. I made certain suggestions of an experimental nature, in respect to some of which I took a certain risk against the advice which I might have followed. In so far as experience has proved me wrong, my successor should do differently. I have not changed my mind as to the impracticability of faculty government...[it] would not only result in the waste of time and energy on executive and mechanical details, but...it never has existed anywhere in the academic world."

Vol. 3, No. 10, P. 9 Minutes - 10/9/39

1939

10/9

/ FLEXNER, ABRAHAM

Biographical

Swan song as Director - IAS has fulfilled the plan in memo 9/26/31. Academic
freedom. Role of Director

Tr. Min. - 10/9/39 - pp. 2-12

1931

10 / 9

✓ FLEXNER, A.

Biography

TRUSTEES

Corporation

POLICY

Administration

"...in September 1931, I submitted to the Board a confidential memorandum in which I tried to outline what the Institute should be, as I had come by that time to think of it."

"Almost to the letter, our experience during the past six or seven years sustains the program which in general terms was mapped out in the confidential memorandum, a copy of which is also provided for each member in the hope that it too may be carefully perused."

1939

10/10
10/15

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

Aydelotte to Flexner asking for his revisions for the article on Flexner's retirement, and Flexner returns the typed paper with revisions 10/15/39.

Filed in Chronological File under 1939, 10/10.

D, Aydelotte, Frank, 1930-1945

1939

10/12

✓ FLEXNER, A.

Biographical

HOUGHTON, A. B.

Houghton to Flexner, October 12, 1939 at the retirement
of ~~Mydskekker~~ Houghton from the Board of Trustees.

Filed in Chronological File under 1939, 10/12.

D File, Houghton, Alanson

1939

10/16
to
11/16

DIRECTOR

Administration

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

VEBIEN, O.

October 16, Flexner to Dr. and Mrs. Frank Aydelotte, a telegram, "Heartiest congratulations and best wishes. I am extremely happy. 'May the Lord bless you and guide you, and may he let the light of his countenance shine upon you and give you success.'"

October 18, Aydelotte to Dr. and Mrs. Abraham Flexner, a telegram, "Deeply appreciate your warm-hearted telegram. Delighted with report of Dr. Flexner's release. Look forward with humility and enthusiasm the task of carrying out his great dream on foundations he has laid. Marie joins in much love to you both. Frank."

October 17, 1939, Flexner to Aydelotte, "I have been overwhelmed with letters and telephone calls, the former of which I will show you

when you are here. //Everybody concurs with Dodds that no better selection could have been made. You and Marie cannot imagine how happy I am that such is the universal verdict." He is disposing of light correspondence so that Aydelotte would not be bothered with it. "A few little questions about the building have arisen. If they are trivial I take care of them; if anything of moment is involved I shall, of course, leave it to you.

"I had yesterday a long talk with Veblen--brought about quite incidentally--about the dinners and about his advice to Earle not to lunch with me. He had not a word to say in self-defense. He said things, however, not one of which is true. I do not believe that he is wilfully dishonest, but he is a queer duck with what Stewart calls 'a twisted mind,' and I am determined that you shall not be embarrassed by him as I have been embarrassed during the last six months. The way in which ever member of the faculty spoke to Mr. Houghton and the letters and messages I am receiving from them show conclusively, as you will see, that Veblen is absolutely self-deceived. He had, I suspect, not a motive but an ambition, which, fortunately, the Trustees have disappointed. Give my love to Marie and believe me, Ever affectionately, Abraham Flexner. P. S. I am sorry to find that Veblen has talked to you over the telephone about several trivial things, all of which could wait, and

that he has written Larson about them. Veblen was told yesterday not to bother you with trivialities, for in the case of really trivial things I would attend to them, as you had requested, and if they were not trivial we would simply hold them up until you come. It seems incredible that he should have misunderstood anything so plain--but there you have it."

Flexner to Aydelotte, October 19. A lot of letters and telephone calls come in. "They flatter me far beyond anything that I deserve. I am, however, anxious that you should know how widely the choice of the Trustees in making you my successor has been approved; hence the enclosures."

Aydelotte to Flexner, October 20. "Veblen telephoned me about the problem of the lights in the path, which latter I think rather important, and I, therefore, requested that they consult you and Larson and Maass before reaching a decision. I don't mind in the least having such questions brought to my attention. I am glad to save you in any way that I can in regard to such matters, more particularly as Veblen promised to attend to the details." He expresses delight with the messages he has had from Dodds, Gauss, and a number of the members of the Princeton

faculty and the Board of Trustees.

Flexner to Marie Aydelotte, November 14, 1939. He and Anne are packing up to leave for the South. Mrs. Bailey is bringing him two tickets for the "so-called Princeton University concerts" with Mrs. Bailey for the Aydelottes. (~~meaning here???~~)

The occasion at which Lotian spoke was warmly praised by him and Aydelotte's performance "with his accustomed dignity and ease."

November 15, Flexner to Aydelotte. He encloses a letter written to him by Sir Llewelyn from All Souls. "It showed fine feeling that he waited until he could get back to All Souls to write me, for he knows how deeply I am attached to that venerable institution, but what pleased me most was the concluding sentence, and that I am communicating in a letter to Mr. Bamberger this morning."

He quotes Dodds as saying to him in a conversation which they had recently, 'You and I have worked together for seven years and you have never done a thing or said a word to which any human being could take any exception, and I believe and indeed I am sure that Aydelotte and I will hit it off as well as you have done.'

"He made one remark which I should perhaps pass on to you, though I know in my heart that it has already occurred to you.

"Aydelotte is stepping...from a college to something more than a graduate school. Hence he will have different problems to deal with and in a sense different kinds of people, but I have such confidence in him that I feel sure that he will make the adjustment at once.'"

"Surely if ever a man was welcomed by his colleagues and his friends, you are he, and if ever a man started out with the blessings and good will of all concerned, you are he...I hope that you will have a long stretch of happy, successful, and productive work ahead of you, for I said to Dodds that you had one great advantage over me--you are in your own right a scholar and can be one of the humanistic group. I, alas, have never been a scholar, for two years at the Johns Hopkins between 1884 and 1886 do not produce scholarship, though they do produce and did produce a reverence for it which I am now leaving in safe keeping with you!"

Sir Ekkeht Llewellyn's letter is dated October 22, 1939. He has gone up for one day's rest to Oxford from his war work in London. He writes a warm appreciation of Flexner's work, and all good wishes for

his retirement, recognizing that this is not retirement from work, because Flexner will always be busy.

"It must be a very deep source of happiness both to you and to your wife that you have been able to do so much solid, positive good in this world. In these times, when we are fighting for something much more than (though it includes) our own times, and fighting against evils which I had scarcely thought possible, it is for people like myself a very great consolation to have in mind careers like yours...I have to leave Oxford in a very short time, but I wanted to write this letter from All Souls College.

"And just one word more - how glad I am that Aydelotte is succeeding you. Yours ever, E. L. Woodward."

A. File, Flexner, Abraham

1939

10/16

GENERAL

PUBLIC RELATIONS

HOUGHTON

Biographical

✓ FLEXNER, A.

AYDELOTTE, P.

Letter from Aydelotte to Houghton, October 11, 1939 enclosing a statement for the newspapers telling of the resignation of Dr. Flexner, and telling about the Institute in general. Tells that Aydelotte will be the new Director.

Filed in Chronological File under 1939, 10/16.

A File IAS (T)

1939

10/16

GENERAL

✓ FLEXNER, A.

AYDELOTTE, F.

Public Relations

Biographical

news

Article For the/papers on the resignation of Flexner.

Filed in Chronological file under 1939-10/16.

A IAS (T)

1939

10/17
10/19

EARLE, E. M.

Biographical

✓ FLEXNER, A.

Exchange of correspondence on Flexner's resignation.

Vertical Earle-1

10/18
10/19

FLEXNER, A.

Biographical

MITRANY, D.

EARLE, E. M.

Earle

The last flareup which ~~Flexner~~ had in his illness was a strep throat in December of 1938, and Flexner made lovely excuses for him to Professor W. B. Munro of California Institute of Technology in Pasadena, California, with whom Earle had appointments. The same encouraging letters came from Flexner to Earle as before for a short period. Then there is a hiatus in the correspondence. In 1939, October 18, Earle writes to Flexner, seeking to explain his deeply involved feelings about Flexner's resignation, and on the next day, October 19, 1939, Flexner signs off the friendship. These are very tragic letters.

D File, Earle, Edward M., 1936-39

1939

10/18
10/19

EARLE, E. M.

Biographical

✓ FLEXNER, A.

These copies sent to Aydelotte by Earle, October 25, 1939
with a letter from Morey (attached).

The ~~xxx~~ copies referred to are attached to this memo
and filed in the Vertical File under "E" for Earle.

Earle Papers (Vertical)

1939

10/21

AYDELOTTE, F.

Biographical

✓ FLEXNER, A.

JONES, THOMAS (T. J.)

See letter from Jones to Aydelotte on "Uncle Abe" and his worries and his great hope that Aydelotte would succeed him.

I-6 File

1939

NOTES

10/27

GENERAL

Public Relations

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

Aydelotte to M. G. Browder, Louisville Courier Journal on Flexner's and Aydelotte's first contacts. They were in Louisville schools as teachers. Aydelotte was teaching five courses a day, reading 125 themes a week, and coaching a football team. He wanted to be admitted to the examinations for American Rhodes Scholar, and found that he had to have Greek to pass the examination, and that the examination the following year was the only one that he could pass and still remain qualify under the age limit. He consulted Flexner for advice on tutoring in Greek, and got it. His relationship was grateful and close to Flexner. He suggested Flexner for the Rhodes Lectures at on the universities.

"Dr. Flexner wishes me to inform you that the grant [in aid] is not compensation for services rendered, but rather a gift to you made by the Institute for Advanced Study which may be excluded from gross income since it is not taxable in accordance with Section 22-B-3 of the Revenue Act of 1932."
File I-6

1939

November

FLEXNER, A.

Biographical

Trustees and Faculty show their indebtedness to Dr. Flexner on the occasion of his retirement.

Filed in Chronological File under 1939, November, 24.

S File, Faculty Meetings

1939

11/10
11/13

MAASS, H. H.

Biographical

LEIDENSDORF

✓ FLEXNER, A.

Maass to Flexner, November 10, 1939., asking Flexner to lunch in New York before latter goes south for health with Maass and Leidsdorf.

Flexner to Maass, November 13, 1939. Friendly and cordial-- thanks Maass but can't make it.

D, Fuld Hall Repairs

✓ FLEXNER, A.

Biographical

VEBLEN, O.

Flexner acknowledges flowers tardily to Mrs. Veblen.

"I hope that we shall be coming back to Princeton from time to time, and that the friendships which we have formed here will not die away. With all good wishes to you and your husband. Flexner."

V File, Flexner, Abraham

/FLEXNER, A.

Biographical

AYDELOTTE, F.

Flexner to Aydelotte, November 15, 1939.

"Tomorrow Anne and I go South to stay until my throat is thoroughly healed. Then I shall come back and stop in Princeton to see whether there is anything that I can do for you. Meanwhile, if there is anything I can do for you while I am at Williamsburg or elsewhere--Mrs. Bailey will always have my address--do not hesitate to ask me. There will be little things coming up, all of which have a history but which your sound sense will solve as soon as you are acquainted with the facts. Mrs. Bailey and Miss Eichelser know the facts and the people, but if you wish my judgment at any time, do not hesitate to call upon me, for it would be no trouble to write you, leaving you absolutely free to come to your own decisions.

"Monday I had a talk with Dodds, and I told him that, when you came to Princeton and had time, you would see him. He said:

'You and I have worked together for seven years and you have never done a thing or said a word to which any human being could take any exception, and I believe and indeed I am sure that Aydelotte and I will hit it off as well as you have done.'

"He made one remark which I should perhaps pass on to you, though I know in my heart that it has already occurred to you.

"'Aydelotte is stepping,' he said, 'from a college to something more than a graduate school. Hence he will have different problems to deal with and in a sense different kinds of people, but I have such confidence in him that I feel sure that he will make the adjustment at once.'

"Surely if ever a man was welcomed by his colleagues and his friends, you are he, and if ever a man started out with the blessings and good will of all concerned, you again are he. And now give my love to you and Marie, and I hope that you will have a long stretch of happy, successful, and productive work ahead of you, for I said to Dodds that you had one great

advantage over me--you are in your own right a scholar and can be one of the humanistic group. I, alas, have never been a scholar, for two years at the Johns Hopkins between 1884 and 1886 do not produce scholarship, though they do produce and did produce a reverence for it which I am now leaving in safe keeping with you.

"With all good wishes, Sincerely your friend,
Abraham Flexner"

D File, Aydelotte, Frank, 1930-1945

1939

11/20

TRUSTEES

Corporation

FACULTY

Academic Personnel

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

Aydelotte to Bamberger, November 20, 1939.

Aydelotte called the members of the Executive Committee together, including Louis Bamberger, at the Nassau Club in Princeton for the purpose of ~~drafting a resolution concerning~~ passing a resolution concerning Dr. Flexner's retirement and certain arrangements about his pension, etc. He informs Bamberger in this letter and Houghton in a wire of the same date that their presence is not absolutely required because the committee knows how they feel about Flexner's service.

A File, IAS (T)

1939

11/20

PENNINO
BENEFITS
EXECUTIVE COMMITTEE

Corporation
Academic Personnel

✓ FLEXNER, A.
AYDELOTTE, F.

Biographical

Aydelotte to Banberger, November 20, 1939.

"As chairman of the Executive Committee I am calling a meeting in Princeton at one o'clock on Friday November 24th, to pass resolutions concerning Dr. Flexner's retirement and certain arrangements about his pension, etc., which I have already talked over with you and which you approved.

"These are that Dr. Flexner should receive full salary for the remainder of this calendar year; that his pension should be fixed at \$12,000 beginning January 1, 1940; that he should receive the title of Director Emeritus; and that he should be made a life Trustee.

"The only detail which was not touched upon in our conversation was the question as to whether Mrs. Flexner

should receive half of Dr. Flexner's pension in case she should survive him. That is the usual arrangement. If you have any particular wishes in the matter, I am sure the Committee would be glad to respect them; otherwise, I shall place the matter before the Committee and ask them to decide."

A IAS (T)

1939

11/22

AYDELOTTE, FL

Biographical

VEBLEN, O.

E. ✓ FLEXNER, A.

Aydelotte to Veblen, enclosing a draft of the resolutions ~~ZWF~~
"written as if they had, by agreement, been adopted both by the Board and
by the Faculty. I should be grateful if you would revise them in every
way possible way that may occur to you, and let me have the results of
your efforts Friday morning before the Executive Committee meets at noon.
Show them, of course, to anyone who might (?) for suggestions."

V-6

1939

11/22

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

MERITT, BENJAMIN D.

Aydelotte to Meritt, November 22, 1939.

Suggests that the faculty and the Trustees make a joint resolution in appreciation of Flexner's service, and submitting a draft for his consideration. He suggests a meeting to put the resolution in final shape. He has sent a copy to Veblen and Stewart, and suggests Meritt talk to the rest of the faculty.

On the same date he sends a copy of his draft to Maass for Trustee action.

A IAS (T)

1939

11/24

BENEFITS

Academic Personnel

✓ FLEXNER, A.

Biographical

Trustees' draft of resolution on Flexner's leaving referred to Faculty for revision and joint action. Retirement of Flexner from \$8,000 to \$12,000; Anne as survivor from \$5,000 to \$6,000.

Executive Committee Minutes, 11/24/39

1939

11/24

BENEFITS

Academic Personnel

✓ FLEXNER, ABRAHAM

Biographical

Full salary until 12/31/39.

Pension voted in 1933 changed from \$8,000 to ~~\$4~~ \$12,000; for wife if widowed, from \$5,000 to \$6,000. Title Director Emeritus; by change in By-Laws to be undertaken at appropriate time. ~~Members~~ Trustees should make Flexner Life Trustee.

Ex.Exec. Comm. Mtg. - 11/24/39 - pp. 1 and 2

1939

11/24

PARTICIPATION IN ADMINISTRATION

✓ FLEXNER, A .

Academic Personnel

Biographical

The Committee to prepare draft of resolution on the retirement of Flexner consisted of Aydebotte, Riefler, Veblen, and Lowe.

D, Minutes Faculty, 1939-1947

1939

11/24

✓ FLEXNER, A.

~~GENERAL~~

BENEFITS

Biographical

Admin.

← Director

Academic Personnel

For resolutions of Executive Committee see Vol. 3, No. 11. Pension revised from \$8000 (set by Board 1/9/33) to \$12,000; wife as widowed survivor from \$5,000 to \$6,000; resolution of thanks and created Director Emeritus. (See ratification by Board of Trustees 1/22/40, p. 1.) Also commended Trustees revision of by-laws to make Flexner a life Trustee. At the Annual Meeting of Corporation 5/13/40 Flexner reelected Trustee for 5 years (p.1). Thereafter at the Trustees' meeting of same date (p. 12) Flexner requested amendment of Executive Committee Minutes of 11/24/39 on ground that Life Trusteeships should go only to Founders - Board agreed to amendment.

Vol. 3, No. 11, 12, 13

11/24

/ FLEXNER, A.

Biographical

Executive Committee voted to revise Dr. Flexner's pension from \$8,000 to \$12,000 and Mrs. Flexner's if and while she survived him, from \$5,000 to \$6,000.

Also voted that he should have life title as Trustee and be made Director Emeritus. Board approved all save trusteeship, to which he was elected for 5 years, 1940-45.

1939

11/25

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

BENEFIT

Academic Personnel

HONORS

ROCKEFELLER

Foundations

✓ FLEXNER, A.

Biographical

AYDELOTTE

Flexner to Aydelotte, November 25, 1939.

Flexner's thanks for Trustees' action. Message to Aydelotte
on R. B. Foundation.

Photostated, and filed under S for School of Economics and Politics

A File, 142 (T)

1939

11/25

ROCKEFELLER

Foundations

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

POSDICK, R. B.

WILLITS, J.

Flexner to Aydelotte, NABWH November 25, 1939, about
request to Rockefeller Foundation for support for economics
at I. A. S.

Filed in Chronological File under 1939, 11/25.

A File, IAS (T)

1939

11/27

AYDELOTTE F.

Biographical

VEBLEN, O.

FLEXNER, A.

BAILEY, MRS.

Bailey to Aydelotte.

Professor Vebelen has just telephoned asking me to send you the enclosed eight copies of the resolutions concerning Dr. Flexner's retirement which were drawn up by the committee. These resolutions have been agreed to by all members of the Faculty who are now in Princeton. See copy of the resolution attached to the carbon.

V-6

1939

11/27

TRUSTEES

Corporation

FACULTY

Academic Personnel

✓FLEXNER, A.

Biographical

AYDELOTTE, F.

Aydelotte to Meritt, November 27, 1939.

The resolutions (on Flexner's departure from the Institute) reached him this morning, and Aydelotte congratulates the members of Meritt's committee on the remarkable improvement which they made in them. He suggests one correction to make the first sentence read, /to record ~~in~~ joint resolution.

Aydelotte to the Members of the Executive Committee, Nov. 27.

"I referred the rough draft of the resolutions concerning Dr. Flexner, which was considered by the Executive Committee on November 24th, to the Faculty at its meeting on the same afternoon. The Faculty approved of the idea of a joint resolution and requested that the draft might be referred to a committee consisting of
~~XXXXXXXXXX~~

Professors Riefler, Veblen, Meritt, and myself, for revision." Aydelotte encloses the draft of the resolutions as recommended by the Committee and referred back to the Faculty and Executive Committee of the Board of Trustees. He asks for the approval in their present form.

A File, IAS (T)

1939
1940

11/29
1/10

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

FLEXNER, ANNE (MRS.)

Flexner to Aydelotte, November 29, 1939.

She has missent a letter to Aydelotte dated November 25, and writes again saying she cannot remember what was inside the letter of November 25 "except concern for your being kept in bed (he was ill) and the position in which I hoped you will arrange to have Abe's bust placed--doubtless you have done so already."

Aydelotte to Mrs. Flexner, January 10, 1940.

"I feel tempted to discharge the entire housekeeping force of the Institute. Almost the last thing I did was carefully to place the bust in the location specified on your diagram, where it looked extremely well. Some busybody must have put it back in the original place. As soon as I reach Princeton January 18th, I will restore it to the location you specified, and shall then be glad to see you and the sculptor at any time you find it possible to come down. I suggest January 25th or 26th."

A File, IAS (T)

1939

12/1

SALARIES

Academic Personnel

CARNEGIE INSTITUTION

Foundations

LOWE, E. A.

Biographical

FLEXNER, A.

AYDELOTTE, P.

Aydelotte to Flexner.

The Carnegie Institution has ~~been~~ had Lowe as a regular member of its staff, and for the first few years while Lowe was at the Institute, his stipend paid as a part of his IAS salary was \$4500 and then \$4000. Now it is being reduced to \$1000 for 1940 calendar year, and at the end of that year, it will probably cease altogether. Carnegie is running a deficit and must curtail its expenses.

Aydelotte asks Flexner what preparation he had made for this contingency, if any: "...had you contemplated replacing it by raising Professor Lowe's salary from \$10,000 to \$15,000. Is that what we ought to do?"
D File, Flexner, Abraham

1939

12/1

✓ FLEXNER, A .

Biographical

Resolutions adopted by Board of Trustees and Faculty.

Filed in Chronological File under 1939, 12/1.

A File, Flexner, Abraham

1939

12/17

DE TOLNAY, CHARLES

Biographical

PANOFSKY, ERWIN

✓ FLEXNER, A.

Flexner to Aydelotte, December 17, 1939.

De Tolnay has been unable to publish his monumental work on Michelangelo in French because of the war, and now it awaits publication in English. He needs a bilingual assistant. Flexner that morning of the letter had gone over to see Professor Panofsky about the request, and he encloses a long quote from Panofsky about the worth, the importance of the publication of this material in English. And Panofsky conceded that de Tolnay was ^{one of} the greatest, ~~living~~ if not the foremost, living Michelangelo scholars. Panofsky urged that aid not to exceed \$120 which was all that was asked be given..

Aydelotte readily granted the request.

D File, Aydelotte, Frank, 1930-1945

1939

12/22

GENERAL

Public Relations

AYDELOTTE, F.

Biographical

~~FLEXNER, A.~~

A wire from Aydelotte to Flexner, December 22, 1939.

"Will you wire me if willing see George Copeland of New York Times and help him in preparing article about Institute I gave him your memorandum and some explanation but resulting article which I will send you inadequate Copeland means well believe matter sufficiently important to justify taking some trouble."

Flexner to Aydelotte, December 22, 1939.

"More than happy to help Copeland."

A File, IAS (T)

1939

1940

12/27

1/2

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

Flexner to Aydelotte, December 27, 1939.

A friendly letter on various subjects.

"In the course of writing the final chapter of the reminiscences I have come across all our correspondence about the Rhodes lectureship. It is interesting reading, for me at least, and shows more clearly than I had recollected how much I owe you and how naturally that experience led to the Institute."

The letter contains a postscript summarizing a conversation Maass had with Flexner a few days before. "that the total cost of Fuld Hall is \$60,000 less than the estimates; ...that a fund is assured--I think he said \$150,000--for the purchase of books. I warned him not to mention it to the professors, but to tell only you, for if the professors know it the sum will be spent in short order and you will need an additional sum...

"I also see that the Rockefeller Foundation, departing from the policy of recent years, has given \$500,000 to the Hopkins for endowment, provided

they raise an equal sum. That I think is a most auspicious fact for us."

Maass to Aydelotte, January 2, 1940, a telegram.

"Cannot understand Flexner's report to you regarding library fund as I told him nothing definite concerning the situation..."

A File, IAS (T)

1939

12/27

LIBRARY

Facilities

FLEXNER, A.

Biographical

AYDELOTTE, F.

MAASS, HERBERT H.

Flexner to Aydelotte, December 27, 1939, in Highland Park, Lake Wales, Florida.

Flexner has "poached" on the Institute during Aydelotte's ~~own~~ absence. He came down to see about Mrs. Bailey's illness. She was quite ill with the flu, but found her better. His ~~poaching~~ consists of asking Miss Eichelsner to help him get rid of some mail.

He says Maass called him up "a few days ago and after a most cordial exchange of greetings told me several interesting facts: first, that the total cost of Puld Hall is \$60,000 less than the estimates; second, that a fund is assured--I think he said \$150,000--for the purchase of books." Flexner warned him not to mention it to the professors, and warns Aydelotte

since they would eat it up immediately and then want more.

He notes a gift of \$500,000 by the Rockefeller Foundation for endowment to the Hopkins. "That I think is most auspicious fact for us."

D File, Aydelotte, Frank, 1930-1945

1939

12/28

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

Letter from Mrs. Bailey to Aydelotte, December 28,
1939, regarding a Board meeting , docket for January 22, 1940 .

Filed in Chronological File under 1939, 12/28.

D File, Aydelotte, Frank, 1930-1945

12/28

1939
✓ FLEXNER, A.

Biographical

HOUGHTON, ALANSON, B.

AYDELOTTE, F.

Flexner to Houghton, December 28, 1939.

Flexner is at the Institute even though he has resigned. "Aydelotte has taken hold of the Institute with vigor and intelligence. At the moment he is in Florida taking a rest, but I get from enthusiastic letters as he plows through reports and documents connected with the history of the Institute. I have come down to Princeton for a couple days to look after things in his absence."

Stewart and Flexner discussed the constitution of the Board, and he said he voiced the general sentiment that you should not retire but we should simply diminish our demands on your time and strength. Flexner says he has had a few weeks' rest at Williamsburg, ~~and~~ the effort to get rid of his laryngitis. It still hangs on.

D File, Houghton, Alanson B.

1939

12/31

~~FLEXNER~~, A.

Biographical

AYDELOTTE, F.

Flexner to Aydelotte, December 31, 1939.

A New Year's greeting.

"The Old Year goes out today: what a year it has been! And the New Year comes in. I hope it may bring peace and decency for us all. But for you and Marie & I have a special wish. I trust that this new adventure on which you are embarking may mean an easier and a happier period than you have ever known. The Institute is still only in its beginnings. You will get many a thrill as it grows. And there is no one alive to whom I could more confidently commit its further upbringing. A Happy New Year to you both and to it, and to a long succession of them.

"I have seen Mr. Bamberger and Mrs. Fuld: both are well and content that the Directorship has passed from my hands to yours."

Anne adds a postscript to Flexner's letter saying the Bambergers were radiant about the Institute and the Aydelottes. She had not seen them looking so well in years.

A File, IAS (T)

1939

12/31

GENERAL

Public Relations

✓ FLEXNER, A.

Biographical

Flexner to Aydelotte, December 31, 1939.

"I had an hour and a half with Copeland--the Times man. He had little idea of the Institute, but I hit on a phrase that lit up the subject for him. We can't I said, explain to the popular mind what each man is doing, for they are all working on the frontiers of knowledge." What is in print is the Institute's starting ground only. I told him the story of Einstein, Lowe, Meritt and von Neumann, all adventurers and pioneers. He is now to ~~y~~ rewrite his article and see me again when he has done it."

A File, IAS (T)

1946-1944

FLEXNER, A.

Biographical

AYDELOTTE, F.

The correspondence is frequent between the two in the early part of the period, and less frequent up until about November, 1944, when it has tapered off perceptibly and almost stops. There is warmth and friendship between the men, and it is evident that in the beginning Aydelotte is not taking any steps without Flexner's concurrence and aid. Of course, this situation changed as Aydelotte fitted the saddle.

D File, Flexner, Abraham

SCHOOL OF HUMANISTIC STUDIES

✓ FLEXNER, A.

LOWE, E. A.

PANOFSKY, E.

HERZFELD, E.

GOLDMAN, HETTY

CAPPS, EDWARD

MERRITT, B.

Academic Organization

Biographical

Page 388.

I Remember

1940

✓ FLEXNER, A.

POLICIES

Biographical

Administration

Page 395-6.

I Remember, by Flexner

1940

GENERAL

✓ FLEXNER, A.

POLICIES

Educational Institutions

Biographical

Administration

~~XX~~

"I have cared--cared profoundly--about education, especially higher education, since at 19 years of age I began to teach. But my interest has always been pragmatic. I wanted to do something--to teach this or that, or to enable somebody else to do it. A similar attitude is common in England. But on the continent, education--knowing something, caring about something, faith and in knowledge--is almost invariably involved in the philosophy of one kind or another. The German educational philosophers, while achieving remarkable results, speak in abstract or speculative language, which despite serious efforts on my part, I have never really understood, though the effort to

understand was worthwhile; the French talk and write about culture differently, but as far as my apprehension goes, arrive at the same end. Approaching the close of a long career, I continue to believe in learning as such. It is not everything, but it is everything that schools and universities can accomplish. The rest must be otherwise and elsewhere acquired, if it is to be acquired at all."

I Remember, by Abraham Flexner, pp. 344-345

BAILEY, E.

Biographical

FLEXNER, A.

EICHELSEER, M.

Interview with Mrs. Bailey on train from Princeton to New York.

Thomas Jones (TJ) wrote Diary with Letters and with Dr. Flexner's permission included letters which Dr. Flexner had sent him. Mrs. Bailey suggested I see this book, which I have already reserved in the Princeton University Library.

Dr. Aydelotte pledged himself "to follow in Flexner's footsteps".

Fuld Hall was originally built with three floors only completed. They did not have a cafeteria but they had a room where they went for luncheons and some person came in and made sandwiches and they served coffee and tea. When the Economics Staff of the League of Nations came to the Institute the fourth floor was completed and the cafeteria installed.

Mrs. Bailey said that Dr. Flexner had been working at his autobiography for sometime before he left and it was partly prepared. She believes he completed the two chapters on the Institute after he left the Institute. Mrs. Bailey had a prolonged absence from work with Dr. Flexner when she was home with her mother who was ill, from 1945 to 1947, after which she was kept from returning to work because she broke her leg. She returned, therefore, in April of 1948.

After completing the Autobiography and publishing it in 1940 Dr. Flexner wrote the biography of Henry S. Pritchett. After the publication of this book he wrote the book on Dr. Gilman. About the time this book was published Mrs. Flexner was ill and it was a thoroughly difficult period in Dr. Flexner's life.

When Mrs. Bailey came back to work for him, Dr. Flexner had been collecting material for another biography but after he had finished collecting it he concluded

that there was not enough substance to justify writing a biography and so he abandoned the project.

When he first left the Institute and went to New York he occupied an office in the Carnegie Foundation for the Advancement of Teaching. He gave that up when he finished the Pritchett book. By that time the Foundation was dissolved (check). Carnegie is now on the tenth floor of the same building, the Guarantee Trust Building, at 522 Fifth Avenue.

Again Mrs. Bailey directed me to Miss Eichelser for details in Dr. Flexner's life and career during the time that she was not with him.

1940

FLEXNER, A.

Biographical

VEBLEN, O.

See interview with Flexner, Oct. 31, 1955

Scrutiny of chapters 27 and 28 in I Remember reveals Flexner as constructively omitting reference to Veblen in the basic account of the formation of IAS. He mentions many

but alludes to Veblen only three times: (1) p.370. He sat in Veblen's chair at the Institute's School of Mathematics in Fine Hall at a meeting of the mathematics members of the Faculty. (2) p.385. About Weyl:

"From Berlin I went to Göttingen where I saw Professor Weyl and invited him to accept a professorship. He ~~stated~~ hesitated to leave his native land-- a hesitation with which I completely sympathized, though later he joined us, as did also Veblen, who suggested Alexander, of the Princeton group, Von Neumann, a Hungarian teaching in the University of Berlin, and Morse of Harvard."

(3) p.390. Apropos to the taking of so many emigres forced to depart Germany he says that ~~they~~ if vacancies occur henceforth they ought to be filled with young Americans.

"I was thoroughly conscious of the danger which I was running and I remember quite distinctly a chance meeting with Professor Veblen in Göttingen when we discussed the Institute. I asked him if he would be interested in being associated with it..."

Granting that the Veblen file was at the Institute when he wrote I Remember he could hardly have failed to remember how closely he had worked with Veblen since about June of 1932. Correspondence reveals that it was no "chance" meeting in Göttingen.

"I Remember" Chapters 27 & 28

1940

1/2

LIBRARY

Facilities

MAASS, HERBERT H.

Biographical

AYDELOTTE, F.

✓ FLEXNER, A.

Maass to Aydelette, a telegraph, January 2, 1940.

"Cannot understand Flexner's report to you regarding library fund as I told him nothing definite concerning the situation but merely repeated to him what I had already told you namely that Mrs. Fuld had exhibited a lively interest in the acquisition of him a library. Unfortunately her illness has prevented Leidesdorf and me from meeting her so that I have not been able to pursue the subject further."

A IAS (T)

1940

1/4

HOUGHTON, A.

Biographical

✓ FLEXNER, A.

AYDELOTTE, F.

Flexner in New York to Aydelotte in Florida.

"I enclose a letter from Mr. Houghton which will--and should--please you. I hope he can be induced to stay on as Chairman. We need him rarely; but when we do, see the dignity and sound sense which he displays, as, e. g. at the cornerstone laying, at your election etc. Maybe--if you agree[as Stewart does, for the suggestion originated with Stewart) you can persuade him."

A File, IAS (T)

Biographical

AYDELOTTE, F.

Then he goes to another subject. ~~XXXXXXXXXXXXXXXXXXXXXXXXXXXX~~
~~XX~~ He called on Keppel the day before
 after having assured Keppel's secretary that he didn't want to ask for any

money. When he saw Keppel he thanked Keppel for always giving his requests for money consideration, and Keppel said, "Well, I always took your word for everything you asked for." Then Flexner made a plea that Keppel treat Aydelotte the same way in the future. You will get no 'scopey' or half-baked requests from him either. Be as nice to him as you have been to me."

"That I will," he rejoined; "I have complete confidence in him."

A File, IAS (T)

1940

1/8

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

Mrs. Flexner in Johns Hopkins to Aydelotte, January 8, 1940.

"Don't let ~~/~~the heading of this sheet (The Johns Hopkins Hospital)~~/~~ cause you any uneasiness, for it simply means that I am enjoying the first 'real and uninterrupted rest' since last St. Patrick's day when we returned from Nassau to Princeton and learned what had been going on among certain of the Faculty during our absences. I can't remember having had a quiet night's sleep since then!"

She goes on to say that Abe has been completely knocked out, not able to come back to Williamsburg after having gone to the hospital for a checkup. He is better, and has taken his, and sent his proof of his manuscript back to Simon and Schuster's. She is in bed, and Dr. Meyer is reaching into her psyche for everything that has disturbed her and made her unhappy, because she knows she cannot sleep until those things are brought out and looked at. The thing which keeps her from sleeping is the fact that she discovered ~~maxwell~~ through friends who went ^{to the} new building at the Institute; that Abe's bust in the Common Room had

had been changed in location so that the light was not on its back, but on its profile which made it look so dreadful. This is a matter of great import to Mrs. Flexner.

A File, IAS (T)

1940

1/8

HOUGHTON

Biographical

✓ FLEXNER, A.

AYDELOTTE, F.

He spent nearly six hours with Houghton in Florida. Apparently Houghton was recovering from some eye operation, and the prospect is that his sight will be better than it has been for years. He feels tremendously encouraged. He is willing to continue as Chairman of the Board of Trustees as long as his health is good.

This letter follows the receipt by Aydelotte of Flexner's letter from Houghton.

He promises to look over the autobiography of Flexner. He and Marie agree it should be called, I Remember, I Remember. He thanks Flexner for "paving the way so beautifully for me with Keppel."

A File, IAS (T)

1940

1/9

HOUGHTON, A.

Biographical

AYDELOTTE, F.

✓ FLEXNER, A.

Letter from Aydelotte to Houghton, 1/9/40, telling him of his gladness at Houghton's willingness to continue as Chairman of the Institute Board.

*filed in Chronological File under 1940, 1/9.

A File IAS (T)

1940

1/9

HOUGHTON, A.

Biographical

✓ FLEXNER, A.

BAMBERGER, LOUIS

AYDELOTTE, F.

Aydelotte to Bamberger, January 9, 1940.

He tells Bamberger about his long meeting with Houghton, and does not allude to Flexner's aid in persuading Houghton to continue as Chairman of the Board. In fact, it is worse than that. He says, "I am sure that you and Dr. Flexner will be delighted with this news."

A File, IAS (T)

1940

1/10

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

Aydelotte to Mrs. Flexner, January 10, 1940.

He will restore the bust of Flexner in the common room to the location Mrs. Flexner specified. "Some busybody must have put it back in the original place." He feels like discharging the whole housekeeping staff because of this.

A IAS (T)

1940

1/10

ROCKEFELLER

Foundations

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

~~FLEXNER, A.~~

Biographical

AYDELOTTE, F.

Aydelotte to Flexner, January 10, 1940.

Thanks him for his conversation with Mr. Bamberger concerning Olden Manor, and appreciates very much Flexner's intervention in this matter which would have been awkward for him to (Aydelotte) to arrange.

He has an appointment with Joe Willetts. Hopes very much to get something settled on January 15.

A IAS (T)

1940

1/12

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

MERRITT, B. D.

Biographical

AYDELOTTE, F.

/ FLEXNER, A.

Merritt to Aydelotte, January 12, 1940.

Asks for an engagement to discuss some problems of archaeological research that have grown out of the peculiar circumstances connected with the excavations of the Athenian Agora. Merritt is interested because of the large part the new discoveries have played in his own study, and he wants Aydelotte to dine with him in Princeton and with Professor Shear who is the director of the excavations and thought also of inviting Dr. Flexner if agreeable to

Dr. Aydelotte because of his long association and personal interest in the Agora work. He doesn't suggest the Institute should give money in support of a new plan; merely that Princeton will be a center of this work in the next few years and he thinks it would be good for Aydelotte to have some talk about it.
A IAS (T)

1940

1/20

ARCHAEOLOGY

Academic Activities

MORRY

Biographical

CAMPBELL

STILLWELL

✓ FLEXNER, A.

CAPPS

AYDELOTTE, P.

Aydelotte to Flexner, January 20, 1940.

Asks Flexner if the Institute is committed for the three years 1939-42 to Campbell and Stillwell. If the Institute is, we must fulfill the obligation, but since they cannot pursue the excavations at Antioch in war-time perhaps Campbell should go back to full-time teaching at Wellesley and Stillwell to Princeton, thus interrupting our contributions until it is possible for the excavations to go forward. If the funds of the

Institute are used up, and the excavations are not done, Morey will have to find funds elsewhere to carry on the actual work for which the Institute's pledge was made.

Aydelotte suggests instead of carrying on the men half-time a cash contribution of \$5,000 per year for the two years 1940-42, leaving it to Morey how he spends it. He is not speaking to Morey until Flexner informs him.

He raises another question about Capps. Capps' wife was very ill two or three years ago, and he began spending most of his time at home. Since her death he has spent very little time at the Institute, "so that our payment to him becomes largely a pension." Great as he is in American classicism, Aydelotte does not think this situation is warranted.

Flexner's letter is not in the file answering this.

D File, Abraham, Flexner

1940

1/22

✓ FLEXNER, A.

Biographical

Resolutions adopted by Board of Trustees and Faculty.

Filed in Chronological File under 1940, 1/22.

A File, Flexner, Abraham

1938

11/18

EMIGREES

Academic Personnel

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

Flexner to Aydelotte, November 18, 1938.

"This last week has been a hell on earth for everyone who has a heart. I have been overrun with letters and applications.

"I can tell you in confidence, though the news has not been released, that Fermi, who recently won the Nobel Prize in Physics, is coming to an American university permanently.

"We have an opportunity now to lift American scholarship to a far higher level than we thought possible when the Institute was founded...I mean to talk to Mr. Bamberger on the subject when I next see him." (on money)

A File, IAS (T)

1940

1/22

✓ FLEXNER, A.

Biography

DIRECTOR

Administration

See Executive Committees Resolution ^{on} accepting Flexner's resignation

Vol. 3, No. 12, P. 1-2 Meeting Jan. 22, 1940

1940

2/9

PRINCETON UNIVERSITY

LIBRARY

✓ FLEXNER, ABRAHAM

AYDELOTTE, F.

Relations WOI

Facilities

Biographical

Flexner to Aydelotte regarding Fuld Library.

"...I hope the Library will be an addition to what Princeton possesses, so that the Princeton men will get in the way of coming to our Library just as our men will keep going to theirs."

A. A. Flexner

1940

2/13

3/12 3

LIBRARY

Facilities

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

Aydelotte to Flexner, February 13, 1940.

He agrees with Flexner about the library, and has already conferred with Mr. Heyl, acting librarian at Princeton on how the two libraries can be made to complement each other rather than to replace each other. "Certainly it would be a wicked waste of money to duplicate library facilities, except for such tools as would be needed daily and hourly in each place and might even be duplicated in a departmental library." He should love to acquire books which will add to Princeton Library material. Inter-library loans from the Institute to Princeton and Princeton to the Institute have been arranged, and will be convenient to all who use the library.

~~D File, Flexner, Abraham~~

These observations were provoked by a letter from Flexner which does not appear in the file, which, in turn, was caused by a letter of Aydelotte's to Flexner dated February 2, same file, indicating that we have already bought a few books, "and preparations are under way to build up rapidly the highly specialized collections in various subjects which we need." He says this will cause much more use of Fuld Hall.

D File, Flexner, Abraham

1940

2/16

SCHOOL OF HUMANISTIC STUDIES

Academic Organisation

TEDESCO

Biographical

✓ FLEXNER, A.

AYDELOTTE, F.

Flexner to Aydelotte.

Implies hopes Tedesco will be appointed professor when money available.

Finishes I Remember February 18, 1940. Aydelotte to read proof.

A, Abraham Flexner

1940

2/16

PANOPSKY, ERWIN

Biographical

MITRANY, D.

✓ FLEXNER, A.

Panofsky to Mitrany, February 16, 1940.

Informs him that of the present which the staff gave Dr. Flexner after he resigned, reciting the fact that Ed Earle found the book originally owned by Professor Gilman, and fulfilling the various conditions decided by the staff. The book was procured through the kind cooperation of Mr. Bowman, the present president of Johns Hopkins, and his board. "Then we had a leather case made which is embossed with the stamp of the Institute and has in it a dedicatory page written by Mr. Lowe in his best Carolingian script (reading: 'To the first director of the Institute for Advanced Study from the first faculty'), and signed by all of us." He explains that they did not dare entrust to the mails this item, and, therefore, Mitrany's signature is the only one of the Faculty missing which Panofsky hopes can be remedied as soon as Mitrany comes back to this country.
Panofsky File - M - 1936-48

1940

2/16

✓FLEXNER, ABRAHAM

Biographical

AYDELOTTE, F.

BUSH

ROSENWALD, ADELE

Flexner to Aydelotte, February 16. Suggests that Aydelotte see Miss Eichelser or Mrs. Bailey on the exchange of cards for catalogs between Princeton Library and Fuld Hall. This has been going on, but should be continued.

Flexner has a throat ailment, and asks Aydelotte to talk to Bush for him. He also wants Aydelotte to talk to Capps and Tedesco. "I want to plant a seed that will be a few years maturing about money. It would be an advantage if we could see him for a talk before you and I met; but perhaps you and he have already met.

"Panofsky representing the Faculty, did a touching thing this week; but ~~xxxxxxxxxxxx~~ this you must see."

A. File, Flexner, Abraham

1940

2/18

WEYL, HERMANN

Biographical

✓ FLEXNER, ABRAHAM

Flexner to Weyl:

"The other day Professor Panofsky, as representative of the Institute Faculty, brought me a beautiful volume which had once belonged to President Gilman and which the Johns Hopkins Trustees had given our group that it might belong to me - 'The first Director from the first Faculty'. None of you can fathom the depths to which I am stirred by this touching and beautiful act. To President Gilman I owe more than anyone but myself can ever know; to you and your colleagues, as well as to the Founders of the Institute, I owe the opportunity to see a ~~dream~~ realized. And you are one of those who have helped to achieve this miracle. Need I, can I, say more? You must imagine for yourself the deep pleasure which this remembrance gives me and the gratitude I feel to those ~~ix~~ who have taken my dream, now a reality, into their keeping."

W/ File FA

1940

2/29

ROCKEFELLER FOUNDATION

SCHOOL OF ECONOMICS AND POLITICS

AYDELOTTE, P.

✓ FLEXNER, A.

Foundations

Academic Organisation

Biographical

Biographical

Flexner to Aydelotte.

Spax Says Rockefeller (Fosdick) very sympathetic to kind of economics project planned--speaking of \$25,000 from each Board and Foundation.

2/1/40 Aydelotte tells Willits Bamberger will go to \$50,000 a year. Application letter Aydelotte dated 1/18/40 in file.

D, Rockefeller Foundation

1940

3/19

CARNEGIE
ROCKEFELLER

Foundations

LOWE, E. A.

Biographical

✓ FLEXNER, A.

AYDELOTTE, F.

FRIEDENWALD

Flexner to Aydelotte, March 19, 1940.

He has spent so much of his voice talking with Bush, that he has had to be quiet all day, and, therefore, could not phone Aydelotte. This whole file reflects ill health of Flexner. A good part of the time he is not able to talk, he is in the hospital part of the time for a period of two or three years.

Flexner says he thinks he opened Bush's eyes on the Lowe question and I believe if he does not change his attitude that he will do better than the offer you outlined to me.

Flexner proceeds to say he feels so uncomfortable that he can't discuss it. He did, however, see Friedenwald, for in

addition to laryngitis he had a digestive upset. Maxine Friedenwald was Chairman of the Nominating Committee, and asked Flexner ~~in~~ for suggestions, "but I refused to make any. I told him that I would communicate with you and I felt sure you would attend to the matter."

D File, Flexner, Abraham

1940

5/13

HONORS

Academic Personnel

/FLEXNER, ABRAHAM

Biographical

Amended minutes so that distinction of Life Trustee be unique to the Founders.

Tr. Min. - 5/13/40 - p. 1

1940

5/13

✓FLEXNER

Biography

MEMBERS OF THE CORPORATION

Administration

At Members Meeting Flexner was elected Trustee for 5 years, with Riefler for same period, Lewis W. Douglas for 4 years (vice Sabin) and Lessing Rosenwald for 5 years (vice Straus).

Minutes Vol. 3, No. 14

At the Meeting of Trustees on the same day, Flexner declined the nomination for life Trusteeship on ground it was unique distinction of Mr. Bamberger and Mrs. Fuld.

Minutes 5/13/40

(See Minutes of Members 4/24/33 Vol. 1, No. 12, P. 13 showing amendment of By-laws, Art. VIII Sec. 2 & 3, to provide that no other honorary Trustees than Bamberger and Fuld be ever elected. Note Life Trusteeship.)

Vol. 3, No. 15, Pl Minutes of the Board of Trustees - 5/13/40

1940

6/13

GENERAL

Academic Procedures

✓ FLEXNER, WILLIAM

Biographical

AYDELOTTE, F.

Veblen to Aydelotte, "Regarding W. Flexner's letter, all I can see to do is to assure him that you have heard from me that he has made a full contribution to the year's activity of the Institute in mathematics. In fact this would be true in view of what I know even if he had given no lectures. It is likely that there will always be omissions of this sort, especially when the lectures are given in university courses which make no report to us. How strong an argument this is against having this material in the bulletin I leave you to decide."

D Oswald Veblen

1940

~~7/29~~ 7/27

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

WARREN, ROBERT

STEWART, W. W.

Flexner to Aydelotte, July 27, 1940.

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

1940

8/7

SCHOOL OF ECONOMICS AND POLITICS

Academic Organisation

FOUNDERS

Corporation

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

Flexner to Aydelotte, August 7, 1940.

He says that, "A happier inspiration than that which led to this invitation [to the Economic Section of the League of Nations] and its acceptance, I cannot imagine."

He goes on to say, "The combination of your three economists, with Loveday and his group will make Princeton the economic center of the world, just as Princeton is already in the field of mathematics."

He has just ~~seen~~ heard directly from the Bambergers and Mrs. Fuld. They are both better in health, and he urges Aydelotte and Marie to see them. "They get so much pleasure out of the Institute and are so fond of you both that you could not do anything that would give them more pleasure than to pay them a visit."
D File, Flexner, Abraham

1940

8/7

✓ FLEXNER, ABRAHAM

Biographical

AYDELOTTE, F.

Flexner to Aydelotte.

He cautions Aydelotte against ^{over-}working. "There has never been a time since the Institute was founded when everybody has not been too busy, with the exception of myself [to take a long vacation]. I always took my daily rest after lunch, stopped work early, did nothing in the evening, and got a long summer holiday."

D File, Flexner, Abraham

8/24

1940
✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

Flexner to Aydelotte, August 24, 1940.

Flexner is at Arrowhead Springs, California, where he has been sent by his doctor. Incidentally, he was ill a good part of 1940, 1941, and 1942, as shown by the correspondence in this file. He compliments and encourages Aydelotte on his administration. "Let me repeat that all I know of your doings since you became Director confirms me in the belief that we made the best possible choice. I hope that you will find the foundations of the Institute are sensibly laid and, as I said in the outset, I am touched to the very core of my being by your kindness in keeping me abreast of developments, but don't do this at the cost of any pressure whatsoever upon yourself and others. I shall do what I can quietly to help but I realize fully that the great responsibility has become yours and I shall never interfere unless there is something in your judgment I can do to help you or the Institute."

D File, Flexner, Abraham

1940

10/14

STIPENDS

Academic Personnel

~~FLEXNER~~, ABRAHAM

Biographical

VEBLEN, OSWALD

Flexner says Veblen originated idea of stipends and deserves great credit.

NOT SO - see ^{F's} his original plan in plan for Univ.
r final resolution of prov for financial aid in F's letter

1940

12/1

POLICIES

Administration

✓ FLEXNER, A.

Biographical

AYDELOTTE

Aydelotte's handwritten notes on conversation with Flexner.

The Institute must grow. Flexner leaving fragments: a skeleton organization; just a nucleus. ~~Flexner~~

Flexner expressed fear that mathematics may lose its prestige. Mathematicians should retire at 65. They do their best work in the forties and fifties.

Aydelotte told Flexner his ideas on Oriental studies, American history as outlined to Mr. Bamberger. Flexner thinks that all are possible. "Will help to draw my memo for Mr. B." Flexner says the salaries of the professors must be levelled and those of the secretaries must also be levelled.

FA Confidential Files, March 7, 1957

1941

2/14

EARLE, E. M.

Biographical

✓ FLEXNER, A.

Flexner to Aydelotte, February 14, 1941.

Prof. Hugh Taylor of the University heard Earle make a speech on Totalitarian Government the night before, and thought it was a most brilliant performance. "I am naturally delighted with any good news of this sort that trickles to me."

D File, Flexner, Abraham

1941

2/24

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ FLEXNER, ABRAHAM

Biographical

The Report of the Director describes the developing program of the School of Economics and Politics.

Tr. Min. - 2/24/41 - p. 7

1941

3/5

SCHOOL OF MATHEMATICS

PRINCETON UNIVERSITY

✓ FLEXNER, A.

Academic Organization

Relations WPAI

Biographical

I have turned over in my mind your suggestion about inviting Lefschetz and Dean Eisenhart to lecture at Fuld Hall. I think it would be an admirable idea.

Geist Oriental Library--Vault, Miscellaneous Correspondence, A - L

1941

3/5

GEST ORIENTAL LIBRARY

Facilities

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

Flexner to Aydelotte, March 5, 1941.

"I had such a delightful day at Princeton Monday and came away with such a glow of satisfaction that I feel I ought not to pass it by without telling you."

He then goes on to recount conversations he had with Gerould, librarian at Princeton University, Putnam, librarian of Congress which had been trying to get the money together to purchase the collection. He counselled Flexner to buy it on the ground that it was very important to keep the library together. He also recommended to the Rockefeller Foundation that it pay half the price. The condition of sale was that the books be open to both the Institute and the University "inasmuch as we were pursuing that policy in humanistic studies and in mathematics. I made no objection on that score." He spoke with Dodds who said there were two possibilities: (1) If the

University procured funds for a new library it would be a simple matter to preserve the integrity of this Chinese collection, (2) He mentioned the fact that they were contemplating another building, and that the library might be housed in that. Meanwhile, 20 Nassau Street was available.

"No promise was made by me, or was exacted by the Foundation, to the effect that we should even in the near future undertake the development of the field of Oriental studies, for by the time of which I am now speaking the condition of the money market was such that I felt it would be useless to raise the question. On the other hand, by the time this was is over relations in the Pacific and in the Orient are going to be such that studies in the Oriental field will be timely and indeed essential. I may add that Mr. Putnam told me that if the Board was willing to house the books in the Congressional Library,..[the Library has ample s~~a~~pace] to house them without expense to the Institute and on such terms as would permit the Institute to bring the books back to Princeton if that seemed wise and desirable from the point of view of the Institute."

Gest Oriental Library, Vault, Miscellaneous Correspondence A - L

1941

4/15

PRINCETON UNIVERSITY

Relations WOAI

AYDELOTTE, F.

Biographical

✓ FLEXNER, A.

Flexner to Aydelotte, answering his letter of an earlier date, telling Flexner that ^{Aydelotte} ~~he~~ had been invited to preside at meetings of the Medieval Academy of America, a dinner April 25, 1941, of which Princeton and the Institute were joint hosts. Aydelotte can't preside, and gracefully asks Flexner to do it. Lowe actually does the job since Flexner's throat is bothering him so badly.

Also see for correspondence between Cottrell of Harvard, Secretary of the ~~Medieval Academy~~ Medieval Academy, Aydelotte, and Flexner in April of 1941.

File III-18

1941

5/8

WORLD WAR II

Government Relations

LEAGUE OF NATIONS

SWEETSER, ARTHUR

Biographical

✓ FLEXNER, A.

Sweetser to Flexner, May 8, 1941.

Sends him a copy of a statement just received from Geneva of the present status and function of the League of Nations Library, "which you had so large a part in establishing." Expresses gratification that the Library is functioning as well as it is, and says it will be the best stocked international library in Europe after the war.

D. League of Nations, Conference April 19-20, 1941

1941

5/15

TRUSTEES

Corporation

CARREL, DE. A.

Biographical

✓ FLEXNER, A.

AYDELOTTE, F.

Aydelotte to Flexner, May 15, 1941.

On the possibility of Carrel's re-election, Aydelotte says several members of the Nominating Committee have expressed serious doubts as to whether Carrel should be re-elected. He has retired from the Rockefeller Institute, and is abroad much of the time. He very rarely attends meetings of the Board. He did not attend a single meeting in 1940, nor so far in 1941. In 1939 he attended one meeting only, and in 1938 one only. "Under the circumstances, I wonder whether he would not understand our desire to have someone in his place who could be more active. I should not, however, like to recommend any such action to the Nominating Committee without your advice and consent."

D File, Flexner, Abraham

1941

6/16

FOUNDERS

Corporation

MEMBERS

Publications

GIFTS

Finance

~~FLEXNER, A.~~

Biographical

AYDELOTTE, F.

Flexner to Aydelette, June 16, 1941.

He has had a long talk with Louis Bamberger, and found Bamberger worried about whether if he helped with some publications he would be besieged from that time with all sorts of requests. "I explained to him how this could be managed without his appearing in the transaction at all--something that I did from time to time with Mr. Rockefeller when there was a real need which if the full truth of the matter had been known would have led him into new fields where pressure would have been exercised upon him to do similar things elsewhere. He took the suggestion kindly and said he would think it over. He is still not clear on the fundamental question which led to the starting of the Institute, namely, the

usefulness of useless knowledge. I gave him one example after another, telling of the history of insulin, electric light, etc., all of which were the unforeseen by-products of the efforts of men who were not planning to attack an immediate problem and who had had no idea that their unhampered researches would lead to practical results of enormous significance and value. As I left he said to me, 'This has been a most interesting conversation.' ... it takes infinite patience under existing circumstances to accomplish that which in good times was relatively easy, but I am hopeful that the outcome will be precisely what you desire."

D File, Flexner, Abraham

1941

6/26

BUDGET

Finance

GIFTS

FOUNDERS

Corporation

✓ FLEXNER, A.

Biographical

AYDELOTTE, P.

Flexner to Aydelotte, June 26, 1941.

He has talked with Samberger several times since he last wrote, Samberger and Mrs. Fuld both having called up to find out how he was feeling. Flexner learned that Samberger is troubled about the war situation, and its probable effect on American finance, with the new complications introduced by the war/ between Germany and Russia, and our own vague, but probably involvement indirectly, "men of means are going to be more conservative than ever." He suggests that if the Aydelottes visit Samberger and Mrs. Fuld at Placid, he would not raise the subject of finance unless Mr. Samberger himself brings it up. But he also urges Aydelotte to use his own judgment in this as in all other matters in which he, Flexner, may comment.

D File, Flexner, Abraham

1941 (?)

August (?)

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

Undated--Aydelotte's handwritten notes on Flexner falling in his file right after the memorandum, the letter of August 15, 1941. Financial concerns. Greed, unfairness, bad spirit.

Appointments for personal reasons--William Flexner, Veblen--location at Princeton--Jean--Riefler--Riefler--Stewart--Stewart--Warren. AF, Earle, and FA, Magnetawan, Meritt, and Wes and Dorothy.

This is the essence of what we are on 1.4.41.
Preaching economy, extravagant in practice. Permanent commitments on temporary fund. Deficits instead of 10 per cent within income.

Vanity--no patience for criticism or advice. To Earle: "I will destroy you and wreck your career." Professors on Board--not representative--foolish idea--fall between two stools--resignation.

Lack of security due to financial unwisdom. Just talk stability.

Untruthfulness--deny deficit--question of veracity with Rockefeller Foundation.

Extravagance--offered Stewart \$20,000 and the appointment of Warren.

Assurance to Board, October, 1938. No foundation.

Lost Mr. Bamberger's confidence. Difficulty in restoring it.

Dictatorial methods--unwisdom as to war work.

Flattery to Mr. B. in reports--poor selection of on Board. Fifty per cent mistaken in faculty. No provision for pensions, upkeep Fuld Hall, Library, adjustments in salaries. Reckless provisions.

Untrustfulness--economics temporary but appointments really permanent. No preparation for blank career. >

Debacle with Frankfurter.

Dealings with Earle and Veblen. (Probably after 1942)?

Venon had due to letters 8/1, + 8/15 - What was in
them?

This shows a brain-washing by Veblen, Earle + MIT.

FA Confidential Files, March 7, 1957

1941

10/11

8/11

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

Flexner to Aydelotte.

Not having heard from Aydelotte for some time Flexner went back and re-read his letter of August 1, 1941 to Aydelotte and he found it was far too vehement. No indication as to contents.

FA Confidential Files, March 7, 1957

1941

8/15

POLICIES

Administration

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

Flexner to Aydelotte acknowledging a letter of Aydelotte's of August 14 (not found). Flexner refers to Aydelotte's loyalty and sincerity and acknowledges with pleasure his statement of himself as A Flexner's "disciple."

Someday Flexner will point out two blunders which he made and from which Aydelotte will suffer. Aydelotte may not think them blunders but it is well for them to know each other's minds for the benefit of the Institute. AMAM Flexner does not consider the buying of the East Oriental Library as one of the errors. "If we can bring Mr. Bamberger and the Rockefeller Foundation to see it (the latter is extremely likely) we can add the School of Oriental Studies to the Institute."

Reminds Aydelotte that Flexner had seen Bamberger twice last spring, but for one reason or another did not report either interview to Aydelotte. I hope when I see him in the future

I can shortly thereafter see you. We mustn't be at
cross purposes.

PA Confidential Files, March 7, 1957

1942

3/23

ROCKEFELLER

Foundations

✓ FLEXNER, A.

Biographical

Raymond B. Fosdick to Bamberger, March 23, 1942,
congratulating him on the founding of the Institute, and
sending a copy of the President's Review of the Work of
The Rockefeller Foundation for 1941.

Filed in Chronological File under 1942, 3/23.

D. Bamberger, L.

1942

4/19 - 4/17

GIFTS

Finance

FOUNDERS

Corporation

TRUSTEES

✓ FLEXNER, A.

Biographical

AYDELOTTE, P.

Aydelotte to Flexner, April 16, 1942.

- (1) He encloses a letter which he has received from Alvin Johnson, which is a request for sources for funds or perhaps directly for a financial aid from the Institute, itself, in relation to the problem of foreign scholars. (2) ~~xxxxxxx~~ Membership on the Board of Trustees; that is, nominations for the coming annual meeting. Aydelotte write to Flexner in distress over Alvin Johnson's request for funds, and asks whether in view of the fact that Mr. Bamberger ought, in Aydelotte's judgment, to reserve all of his means for the Institute, Flexner would be willing to join with him in saying this both to Johnson and to Mr. Bamberger. "In some ways I think

a word from you would be more effective than one from me. " (Letter of April 10).

Flexner to Aydelotte, April 10, 1942.

Hopes he will see Aydelotte in Princeton when he visits: "We may have a chance then to talk over some things which Mr. Bamberger intimated to me during the last two occasions on which I have lunched with him and Mrs. Fuld. They are not urgent but may have, I think, a certain significance, greater or less than it seemed to me at the time, for Mr. Bamberger, as you know, expresses himself so tentatively that it is not always possible to know how much importance he attaches to some of the things he says."

After he receives Aydelotte's letter of April 10, he responds April 14, 1942, with a long letter on the character of Trustees who should be chosen, and transmitting a ~~rough~~ draft of a letter which he suggests Aydelotte might use in answering Alvin Johnson.

In the latter point he suggests discussing with Johnson frankly the relations which have existed from the very beginning between Mr. Bamberger, Dr. Flexner or myself, and Flexner's successor. "On only one occasion did either Flexner or myself talk to Mr. Bamberger on the subject of gifts to the Institute and that was when at the very outset Mr. Bamberger asked Mr. Flexner how much it would require to start the Institute. He said that it could be done with \$5,000,000 but that with the growth of the Institute much more would be required. Mr. Bamberger gave the \$5,000,000 but said nothing as to any future gifts. In the course of a few years he added several million dollars which have enabled us to operate three schools. Now these three schools are only the nucleus from which in course of time the Institute will grow, and it grows under extremely difficult conditions. It has no income from tuitions. Therefore, every worker who comes to the Institute is a charge upon the income of the Institute. More than that, it is the function of the Institute to provide advanced opportunities for mature men and women who have displayed unusual original talent. Whenever we find a person of that sort in any of our three schools, we support not only him, but, if he is married, his wife and children. It is therefore all outgo and no

income except from endowment. If there were anybody else but Mr. Bamberger to whom I could speak in your behalf with any reasonable assurance of success, I should be more than happy to help you out on your noble work, but Mr. Bamberger and his sister are the two persons in the world to whom I cannot mention money either for the Institute or for any other institution of learning. What his intentions and resources are I do not know, and I have never inquired, and Mr. Flexner is equally ignorant on both points.

"Do believe me when I repeat that I appreciate profoundly the good work you have done, the unselfishness and intelligence with which you have tried to save what Europe has so shamefully thrown aside, but also consider carefully the position in which I find myself, and I feel certain that you will understand why I find myself unable to comply with your request much as my own personal inclination would lead me to render you any help in my power."

Aydelotte to Flexner, April 16, 1942.

He thanks Johnson Flexner for his letter, and says he has used it basically in his reply to Johnson.

As for the discussion of possible Trustees, Flexner in his letter to Aydelotte, April 14 says he has given the matter of the Trustees a great deal of thought. "The list does not strike me as being on the whole an impressive one or a useful one. I think the Board must look at the situation from the following point of view: Every appointment to the Board from now on will mean that the person appointed will in all probability bear some responsibility in years to come for the choice of your successor. There are on the Board a considerable number of persons whose judgment and experience will be of no value in that, which is the most important act which the Trustees will ultimately have to perform. On the other hand, there are a few persons--Weed, for example--who have the judgment, knowledge, and experience of the kind of person who ought, when the time comes, to succeed you. No one of different character ought to be appointed. Again, the question of age is an extremely important one. When I saw Mr. Bamberger a week ago last Sunday, he asked me what I thought of the list, and I countered by asking him what he thought of it. He replied, 'The men are on the whole too old, and those that are not too old are, I fear, too busy.'

"The original Board of the Institute was made up partly by Mr. Bamberger with the advice of Maass and Leidesdorf. There were

a few vacancies left which I could fill, and I insisted that they should be filled with you, Weed, Garrel, Miss Sabin, and with Mr. Houghton as Chairman because I thought it extremely important that a man of international reputation and standing should head the Board of the new Institute. I am afraid in making appointments of two things: age and an unconscious bias. Men in the late 60's or 70's, especially if they have been administrators of colleges or universities, are, in my judgment, out of the running. The Institute is so different in spirit and character and activity from the American college or university or graduate school that experience in any of these capacities would be a handicap rather than a help, especially if the man is in the late 60's or 70's. I think a similar objection can be raised against the appointment of persons who are too deeply dyed with the Rhodes Scholarships or an Oxford undergraduate course. The Rhodes Scholars and Oxford itself are overwhelmingly undergraduate in their point of view. They are and have been of great value to you in introducing reading for honors into Swarthmore and that because Swarthmore is an undergraduate institution, but the really great men in Oxford are, in my experience, unhappy - men, for example, like Sir Charles Firth and Sir Charles Sherrington, because they have no interest in undergraduate work. They were really research

workers of great distinction, and when I was in Oxford in 1928, they and Haldane and others complained to me bitterly of the difficulty of interesting the University in research work. Fomber, the Warden of All Souls at that time, said to me on one occasion, 'I don't know myself what the University of Oxford is except an assemblage of undergraduate colleges.'

"Unless therefore the Rhodes Scholar or an Oxford graduate has risen far above his English training, I do not think it is likely that he will appreciate the quality and aims of the Institute for Advanced Study. Some of the names are entirely unfamiliar to me though I have looked them up in Who's Who. For example,

Mr. Pickett is the Secretary of the American Friends Service Committee, but that is philanthropy, not education, and the Institute is education and research, not philanthropy.

"Finally, I have no idea who suggested Einstein, but I cannot imagine anyone who would be more useless as a Trustee than Professor Einstein. There is no man alive for whom I have greater admiration and of whom I am more proud of his connection with the Institute, for he was the very first person whom I recommended to the Board as a professor, but he is impractical and, despite the

fact that he was unhappy at the University of Berlin, he has no idea whatsoever of the peculiar American conditions which make the organization of a German university something which has got to be radically changed before it becomes useful in the United States. On one occasion he told me that the organization of the Institute was ~~poor~~ poor because, in his opinion, there should be what the Germans called a 'Curatorium,' namely a committee of professors representing the faculty, dealing in Germany with the Ministry and in America with the Trustees. I explained to him that that was clumsy and would not fit in with conditions that existed in America, but I do not think that I convinced him. The only German institutions which were comparable in organization and operation with the Institute for Advanced Study are the institutes established at Dablen by the Kaiserwilhelm Gesellschaft. Haber, Warburg, Goldschmidt, and Meyerhof would have been perfectly at home in Princeton. A few German professors, men like Weyl and Panofsky, have adapted themselves to the conditions and objects of the Institute even more quickly and completely than some Americans who are still at heart professors in a graduate school. These considerations make it important, as I see it, to bring into the Board men who are young enough to learn the Institute and whose activities in this country have been such that, like Carrel and

Miss Sabin and Wood, they will have no difficulty whatsoever in appreciating the unique purpose of the Institute itself.

"We can talk about details further. I have assembled a few names that are not on the list that I received that seem to me to answer the conditions which I have set forth. Of course, in the end I shall not obstruct anything that seems to you and Wood and Mr. Sarnberger wisest to do, but if you will reread the history of the organization of the Rockefeller Institute in Simon's new Life of Dr. Welch, you will see with what infinite patience and care the Rockefeller Institute was moulded by its founders into something of great distinction which bears a close resemblance to the Institute for Advanced Study, and, as far as I know, there is no other institute in this country from which we have much to learn. When I next come to Princeton, I shall try to arrange to make my visit at a date when you are there so that we can go over the general ideas which I have expressed and I can submit to you the names which seem to me to embody the principles in question. The one exception is Roland Morris. He is a little old, but he is a distinguished man and will serve the Institute precisely in the way in which Mr. Houghton served it. All the others must be tried by very different standards."

Aydelotte to Flexner April 16, 1942.

Takes slight umbrage at the exclusion of Rhodes Scholars by pointing out that all the people suggested must be considered as individuals, and no man should be chosen, of course, who will make the Institute merely a duplicate of the institution in which he was educated. "In this connection I think it is relevant to remind you of the very fine statement which Lindsay made when he was Vice Chancellor to the effect that one of the influences which the Rhodes Scholars had exercised upon Oxford was to increase enormously the interest of the University in advanced research...."

Flexner to Aydelotte, April 17, 1942.

Flexner is sure he and Aydelotte will agree.

"Our Board has never been sufficiently homogeneous. I mean by this that there have been too many people in it who really did not share in the vision which I had and which you and Weed, Carrel, and Miss Sabin also shared with me. Where I think perhaps there is a difference is, as you say in your letter, that while choosing people as individuals we must 'assume' that we should not be

interested in anybody who does not have the imagination to rise above his training.' That sentence should, I think, be modified to read that 'we shall not be interested in anybody who has not already proved that he has the imagination to rise above his training and in most cases above his previous experience.'

Flexner says that he will tell Aydelette anything he thinks about the nominations before the Board meets, "and it will be for you and Mr. Semberger and the other proper authorities to reach a decision."

"I can go, however, into some detail. Professor Cannon, a highly distinguished physiologist, is about to retire from the professorship of physiology in the Harvard Medical School. The next Flexner says the most natural thing would be for Harvard to take the Yale physiologist, Fulton, but Flexner has been told Harvard does not regard Fulton as qualified from the standpoint of his investigative work."

He thinks the suggestion of Kieffer is inadvisable. No one has ever heard of him, although Flexner has made inquiries.

What the Institute needs is investigators.

The question of age is also extremely important, he thinks. Gilman and Welch appointed to professorships men in the late 20's and 30's, every one of whom had given evidence of investigative ability; it worked out superbly. The same is true of the Institute's Board of Trustees. "Men in the late 60's or early 70's will not catch the spirit of this unique enterprise in such a way as to produce the homogeneity which the Board has lacked and from which, in my judgment, it suffered in my time."

He also points out that "men like Lamont and Neilson are already busy men" and develops the idea. He suggests that all the vacancies need not be filled at one meeting.

He then suggests the ones he has thought of: Dr. Homer F. Swift, about 50 years old; has practised during his entire professional life research and training in research ideals and methods. He is on the staff of the Rockefeller Hospital, and is regarded as one of the pillars of the Rockefeller Institute.

His second suggestion is Mr. Dean G. Acheson of Washington, Assistant Secretary of State. As a Trustee of Howard University, Flexner asked Justice Brandeis for the name of a young lawyer of high ideals who could understand the language Flexner spoke, and Brandeis recommended Acheson whom he found to be imaginative, free from entangling trusteeships, clear-headed, quick to see an academic point, and who, within a year or two, had ironed out the difficulties and made it possible for Flexner to retire.

He has also thought of Professor Gilbert Chinard of Princeton, a humanist who he thinks would be a better choice than Miss Nicholson. "While I like to have women trustees, the important thing is to get the best trustee possible."

He thanks Aydelotte for the opinion of Lindsay that Rhodes Scholars have enormously increased Oxford's interest in advanced research.

D File, Flexner, Abraham

1942

4/23

GIFTS

Finance

BUDGET

SALARIES

Academic Personnel

✓ FLEXNER, A.

Biographical

Flexner to Aydelotte; April 23, 1942.

He asks what the capital sum is which will enable the Institute to go on without cutting salaries and without expansion. "The proposal which is in the air in Washington that no man should be allowed during the war to have an income of more than a definite sum - \$25,000 to \$50,000, as the case may be - may help when I see Mr. Benberger again and resume my conversation on the subject if you so wish."

D File, Flexner, Abraham

1942

5/4

GIFTS

Finance

FOUNDERS

Corporation

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

Flexner to Aydelotte, May 4, 1942.

He talked to Mr. Bamberger over the phone a few days ago, and when they finished the conversation, he repeated what he says "almost every time that I see him: 'I want you to keep Mrs. Fuld and me informed about yourself. We never cease to think and to speak of the fact that you gave us the best advice that we have ever received in all our lives.'

"That gave me a little chance to add: 'It is very pleasant of course, Mr. Bamberger, for me to have you and Mrs. Fuld feel as you do, but the whole world is passing through difficult times, and colleges, universities, hospitals, and especially institutes of research which have no income except from endowment have to make a severe struggle to maintain their

standards unimpaired. We must not let the Institute at Princeton slip but must by every effort maintain it on the level at which it was started.'

"He replied, 'I agree with you thoroughly.'"

D File, Flexner, Abraham

1942

8/30

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

EINSTEIN, A.

Flexner to Aydelotte, August 30, 1942. (Sommerville)

Aydelotte has informed him of an Einstein book which is about to be written or published. "As to [the book] I am not worried. No one can quote or use I Remember or any part thereof without my express permission. If they do or try to do it, I can stop them by legal action, and I shall not hesitate to do so. Can you get that fact to Doubleday, Doran & Co?

"I have no recollection of letters exchanged with Einstein in the early days. Mrs. Einstein made difficulties about their quiet reception and efforts to get him more publicity. He was between the devil and the deep blue sea. He approved my policy, while she egged him on. One morning I talked the thing over with him. He said, 'I can't say no.' 'May I say it for you?' 'Surely.' Thereafter I recall no further incident.

"There is no anti-Jewish prejudice at Princeton. There are Jews in the faculty (Ladenburg, Morgenstern, etc.) Any able Jewish boy can enter as student. I ~~can~~ can cite a number. — Jews who are turned down on account of inferior scholarship (e. g. a son of Herbert Maass) excuse themselves by saying 'anti-semitism:' it's pure bunk.

"Weyl wrote me somewhat despondently about the von Laue leaving. I am glad you are more hopeful..."

D File, Flexner, Abraham

1942

11/10

GEST ORIENTAL LIBRARY

Facilities

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

Aydelotte to Flexner, November 10, 1942.

They are apparently seeing each other frequently on Institute business.

"I also had a good meeting of the committee on the Gest Library and I am sorry that you could not be here to meet with them. I want the committee to talk with you and it would suit them best if you could meet with them Monday, November 23rd, at 2:30 in the afternoon. Since I know that you do not go down to your office in the afternoon, I should be glad to bring the committee (consisting of Edgar Bamberger, Moe, and Veblen) up to your apartment." At the meeting on November 9, Aydelotte presented all the facts known to him concerning the acquisition of the Library. The committee has been considering the importance of the Gest Collection and the great opportunity which adequate use

of this library would offer us to make a contribution to Chinese studies, "which are sure to have a larger place in American scholarship in the future than they have ever had in the past."

He has estimated for the committee that to make the Library of real use to scholars, it would cost from \$60,000 to \$80,000 per year. If we establish a work in Chinese studies, it would be sure to grow, and grow more expensive, therefore.

Such an additional financial support for anything is out of the question for the Institute, and the Institute will now have to decide whether it can continue to expend approximately \$7000 a year for the maintenance of the Library on its present scale. They find it apparent that Dr. Swann is a permanent appointee and not an annual appointment.

D File, Flexner, Abraham

1942

11/11

GUST ORIENTAL LIBRARY

POLICIES

FOUNDERS

GIFTS

✓ FLEXNER, A.

Facilities

Administration

Corporation

Finance

Flexner to Aydelotte, November 11, 1942.

Makes an appointment to meet the committee on Gust Library (Moe, Veblen, Edgar Benberger) for consultation on the Library.

"The amc documents in the case completely settle the issue. We are obligated by every possible consideration of decency to the Rockefeller Foundation, to Princeton University, and to Dr. Swann, and any recommendation that looks to disposing of the library would be a disgrace to the Institute.

"I do not believe that it is possible or desirable at this

moment to figure out what an Oriental Institute may some day cost. It throws no light on our problem. When we began with mathematics on an endowment of \$5,000,000, I had no idea whether the Institute would have three mathematicians or seven. Still less did I know that without any request on my part Mr. Bamberger and Mrs. Fuld would subsequently give us \$3,000,000 more. Every institution in this country that is worth its salt has grown and expanded in unexpected fashion. You did not know when you went to Swarthmore that you would get the money to finance honors work, nor did you know how much it would cost. You had faith, and faith moves mountains. I have faith in the original conception of the Institute as Nixon had faith in his original conception of the Rockefeller Institute. Little did he dream when Mr. Rockefeller gave him \$200,000 that before he retired Mr. Rockefeller would have given him between sixty and seventy millions. Our question is not the future, which we cannot foresee, but the present, and I am much more concerned about the present than I am about the future, for upon the present the future is going to greatly depend.

1935
NLS
DWJ
1946

"With every good wish,

"Very sincerely yours,

/s/ A. F.

"P. S. If the Institute survives and grows, I venture to predict that fifty years from now its historian will say that the two most far-sighted things I did were (1) the acquisition of the Gest Library and (2) the formation of an economic group of the type we now possess. Mathematics and the usual humanistic studies would have continued to prosper without the Institute, though of course I am glad we did and are doing them both.

/s/ A. F.

"Ask Wood whether when the Johns Hopkins Medical School began with an endowment of \$400,000, Dr. Welch bothered about its acquiring an endowment of \$15,000,000 in his life time; I can give you a score of similar examples. Money comes to those who deserve it."

/s/ A. F.

Gest Oriental Library Files, Vault, Gest Library Committee

1942

11/13 to 12/22

BUDGET

Finance

FOUNDERS

Corporation

AYDELOTTE, F.

Biographical

✓ FLEXNER, A.

HERRFELD, E.

LOWE, E. A.

Flexner to Aydelotte, November 13, 1942, congratulating him on the small surplus which the auditor's report shows, and saying that Bamberger called him up a few moments ago and talked to him very much like his old self.

On December 16, Aydelotte asks Flexner for a conference to talk over matters which have come up, and they meet December 18. There is no record of their conversation.

Aydelotte to Flexner, December 22, 1942. A letter in response to a telephone call from Flexner containing a brief

statement of the financial position of the Institute at that time. "We have not balanced our budget out of our own funds since 1938. The result of each year's operations since that time, as given in the auditor's report, is as follows:

1937-38	Surplus	\$16,110.28
1938-39	Deficit	25,570.41
1939-40	"	36,820.99
1940-41	"	2,348.14
1941-42	Surplus	1,995.58

"The deficit for 1939-40 would have been still greater except for the fact that the Institute paid me no salary that year. The deficits for 1938-39 and 1939-40 were due partly to new salaries in economics and partly to the operation of Fuld Hall and other additional expenses for which no additional income was available. Our comparative solvency in 1940-41 and 1941-42 was due to our having obtained additional temporary income, partly from Mr. Bamberger and the Rockefeller Foundation and partly from the Carnegie Corporation.

"Expenses added since 1938 without any corresponding addition to our resources are (excluding minor items) the following:

Two salaries in economics	\$30,000
Contribution on these to	
Teachers Ins. & Annuity	1,500
Economics stipends - approx.	10,000
Operation of Fuld Hall	20,000
Director's Pension	12,000
Library	<u>25,000</u>
	\$98,500

"This, however, is not quite the whole ~~story~~ story. We shall in a few years time be compelled to provide in our budget an annual sum ~~of~~ for repairs and renovations to Fuld Hall and for pensions. We ought, furthermore, to increase the amount which we devote to stipends.

"The situation in regard to retirements is as follows:

<u>Date</u>	<u>Professor</u>	<u>Pension Promised</u>	<u>T. I. & A.</u>	<u>Inst. Budget</u>
June, 1944	Einstein	\$8000	\$1909.44	\$6090.56
June, 1945	Veblen	8000	2439.00	5561.00
June, 1945	Lowe		2650.44	
June, 1945	Hersfeld		700.80	

"It is my opinion, and I know it is yours, that every consideration of humanity and of the prestige of the Institute demands that we add something to the amounts which Lowe and Hersfeld will receive from the Teachers Insurance and Annuity Association. If we brought the pensions of these two men up to \$4000, our pension load for professors, beginning in June, 1945, would be \$16,220.32, or, including your own pension, \$28,220.32. If we were content to bring Lowe's and Hersfeld's pension up to only \$3000, which is all that Stewart thinks it safe to do with our present resources, this amount would be reduced by \$2000.00.

"The upshot of all this is that we are running at least \$125,000 behind at the present moment, which is the interest on

\$4,000,000. I hope, however, that Mr. Bamberger's generosity will extend not merely to the point of covering our present commitments but will make some provision for such interesting extensions as the development of Oriental studies, Latin-American studies, and work in other fields in which I think the Institute might make a great contribution. I have not talked much with Mr. Bamberger about such developments because I did not want to frighten him, but my own opinion is that the plan which you laid down for the Institute and its method of approach to scholarship is so effective, so much needed, and promises such fruitful results that it would be nothing less than a tragedy if we were not going to be able to enter other fields. We need not enter them all at once and we can exchange one subject for another, but we need some margin in order to do anything."

D File, Flexner, Abraham

1948

12/22

BENEFITS

Academic personnel

SALARIES

DIRECTOR

Administration

BUDGET

Finance

APOLLOTTE

Biographical

FLEXNER.
FLEXNER

Apollotte to Flexner.

IAS paid Apollotte no salary, 1939-40 thereby
decreasing deficit. Financial statement.

A, 12/18/56 Met. for Trustees Committee on Institute Policy

1943

BENEFITS

SALARIES

GIFTS

BUDGET

FOUNDERS

AYDELOTTE, F.

LEIDESDORF

✓ FLEXNER, A.

Academic Personnel

Finance

Corporation

Biographical

This is A File, Budget--Supplementary Material, 1943, which is to be filed in the Vertical File. It is a discussion on correspondence and memoranda as between Leidesdorf and Aydelotte, Aydelotte and Bamberger, and Flexner and Bamberger (on Aydelotte's request) setting forth the over-committed and under-financed status of the Institute and suggesting rigorous ways such as reductions of salaries of the professors to meet the cost of operation plus the

cost of minimum benefits of \$4,000 for professors who will retire within the next 10 years. This is a very important file. It indicates that as late as March, 1943, one of Aydelotte's prime approaches to Mr. Bamberger on the subject of financial needs of the Institute was through Flexner whose aid he enlisted. It also contains a ~~phoned~~ statement that Mr. Bamberger has made no further commitments than those he originally made, and subsequently made up to that time to the Institute.

2/2/56
A File, Budget--Supplementary Material, 1943 File 45

1932-1942 1943
PARTICIPATION IN ADMINISTRATION

GENERAL

ECONOMICS

✓ FLEXNER, A.

AYDELOTTE, P.

1/5 ~~1/5~~
Academic Personnel

Government Relations

Academic Activities

Biographical

Aydelotte letter of December 24, 1932 (not found) reached him and surprised and relieved him. Flexner has never believed in part-time arrangements with Washington.

"Your action now enables me to do some things for you which it has been impossible for me to do hitherto."
This statement was underlined in pencil by Aydelotte.

FA Confidential Files, March 7, 1957

1943

1/18
1/22

TRUSTEES

Corporation

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

Flexner to Aydelotte, January 18, 1943.

He is having throat trouble again, and is coming down to Princeton to stay at the Inn and sit on the veranda; also to see some people whenever he is able.

He encloses a letter which he hopes Aydelotte will read to the Board to get permission to insert in the minutes.

He urges the Institute not to part with the ~~gumst~~ Gest Library or to attach conditions to gifts that are offered without condition. It is shortsighted.

Aydelotte to Flexner, January 22, 1943.

He has no doubt the Board will be willing to incorporate

Flexner's letter in the Minutes. "You may want to change it when you see the actual report of the Gest Library Committee."

D File, Flexner, Abraham

GEST ORIENTAL LIBRARY

Facilities

✓FLEXNER, ABRAHAM

Biographical

FULTON, JOHN

Aydelotte discussed Gest Library report with Flexner who wrote a letter in reply. Flexner says the report "is admirable and disposes of the problem of the Gest Library not only for the present but for all time and settles the policy which every institution of learning must follow in accepting gifts germane to its broad purposes..."

"...Those responsible for the development of an institution of learning must possess three characteristics: (1) vision...; (2) faith...; (3) courage..." He goes on to cite John Hopkins University and how they started with little, using these characteristics and grew to be so much.

"If the idea underlying the Institute for Advanced Study is sound...then the Gest Library should be maintained at any cost...To surrender that Library now, even assuming that we can legally and morally do so, would be a blow to the Institute from which it might never recover."

Dr. Fulton said that after the war Chinese studies will be more important and that the IAS will be proud of its ownership of the Gest Collection.

Tr. Min. - 1/25/43 - p. 4 and appendix

1943

2/22

GENERAL (FULL-TIME)

Academic Organization

✓ FLEXNER, A.

Biographical

AYDELOTTE, P.

Handwritten note Flexner to Aydelotte.

He is sorry to be compelled to call Aydelotte's attention to something unpleasant. One of the foundation people has asked him if the Institute's high purpose for full-time connection and no outside activities for pay is still being observed. And when Flexner said yes he thought it was true that there had only been two instances during his administration when it was violated (1. a foreign member wrote in a popular magazine an article which he promised he would not do again, and 2. a book review was written which Flexner deplored). The foundation member pointed out an article in the Ladies' Home Journal of September, 1940, written by a full professor of the Institute. It was not above the usual Ladies' Home Journal journalism in character. Flexner expressed himself as shocked.

PA Confidential Files, March 7, 1957

1943

5/11

BENEFITS

Academic Personnel

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

Flexner to Aydelotte.

Aydelotte is right. The minimum retirement annuity should be \$4,000 for those who retire at 65. A long letter in which Flexner insists that regardless of what happens to the Director on retirement age, professors at the Institute should not have to retire on an arbitrary basis when they reach 65.

PA Confidential Files, March 7, 1957

1943

5/11

BENEFITS

Academic Personnel

AYDELOTTE, F.

Biographical

✓ FLEXNER, A.

Memorandum from Flexner to Aydelotte on retirements.

The mathematicians are best in their forties and early fifties. They should be ~~not~~ retired at 65. There is no reason why Einstein and Veblen should be replaced when they retire until the financial situation becomes better. Veblen and Alexander had never been replaced by Princeton, yet Princeton has maintained its distinction in mathematics.

PA Confidential Files, March 7, 1957

1943

5/14

5/20

BY-LAWS

Corporation

TRUSTEES

COMMITTEES (EXECUTIVE)

✓ FLEXNER, A.

Biographical

AYDELOTTE

Aydelotte to Weed as Chairman Nominating Committee.

Suggests By-Laws provide 5 members Executive Committee and adding Edgar Bomberger to Executive Committee because Flexner is so rarely able to come, and if anyone else is absent meetings are uncomfortably small.

Also By-Laws limit service on Nominating Committee to three years. Weed therefore off. Aydelotte suggests Douglas succeed as Chairman and Fulton be added.

To this Weed suggested leaving Exec. Com. same size but dropping Flexner 5/20/43.
D, Nominating Committee

1943

5/27

BENEFITS

Academic Personnel

POLICIES

Administration

✓ FLEXNER, A.

Biographical

AYDELOTTE, P.

Flexner to Aydelotte.

Disagrees with the committee's report on retirement and pensions. He suggests that the Board should pass a general resolution: "Every professor who retires at 65 or later should receive a minimum pension of \$4,000...the committee's report over-simplifies the problem so far as the Director is concerned, for it relieves him of deciding whether a man should or should not retire at 65."

Then Flexner suggested that Aydelotte read his two chapters in I Remember on the Institute. He asks whether the dream is coming true which Flexner and the founders had.

"Have Maass and Leidesdorf forgotten that when they approached me at the Rockefeller Institute they had a client

who had sold his business for \$30,000,000 which he wishes to devote to some high educational purpose? It was on that basis that I acted and I felt justified in so-continuing to act because the founders without request from me twice gave the Institute additional funds and as late as 1937 bought a large site and proposed ~~tax~~ build the building of Fuld Hall. Have circumstances so fundamentally altered that the Institute is so soon forced to abandon some of the characteristics that make it the most notable and most distinctive?"

PA Confidential Files, March 7, 1957

1943

6/19

TRUSTEES

Corporation

HERZFELD, ROBERT

Biographical

LOWE, H. A.

AYDELOTTE, P.

✓ FLEXNER, A.

Aydelotte to Flexner, June 19, 1943.

He hopes that Flexner agrees with the general solution of the pension problem which has been made. He informs Flexner that all the individuals concerned except those who are out of the country agree entirely with the arrangements which they consider wise and generous, except for Lowe and Herzfeld who are disappointed at having to retire at 65. "Both men feel that they had assurances from you that the sixty-five age limit would not apply to them, but on looking over the terms of your letters of appointment to them, I think they are both convinced that they had construed what you said was a possibility as a promise."

Aydelotte goes on to say that there was no choice but to insist upon their retirement at the statutory age. "We are, of course, doing more for Hersfeld than for any member of the Faculty."

He expresses hope that additional support can be ~~sure~~ secured for Lowe from Carnegie Institution or Corporation or Rockefeller.

Hersfeld's case is more difficult/. If he cannot live in Princeton on \$4,000 without the contributions T. I. A. A. income tax, ^{\$200.00} \$500.00, Aydelotte will be surprised.

Mr. Rumberger is, while he was appalled at the magnitude of the pension problem at first, now well satisfied with the solution which has been reached. "I feel myself that we have taken a long step forward in the direction of putting the Institute finances on a sound basis."

B File, Flexner, Abraham

1943

7/21
2/23

BENEFITS

Academic Personnel

LOWE, E. A.

Biographical

HERZFELD

✓ FLEXNER, A.

AYDELOTTE, P.

Aydelotte to Moe.

"I want to see you soon to talk over some Institute business. Members of the Faculty have received the news of our action on annuities with a great appreciation, but Lowe and Herzfeld are deeply disappointed at having to retire at 65. Neither one of them feels that he can live in Princeton and carry on a retiring allowance of \$4,000, though both feel that the Institute has been very generous in raising their allowances to that amount. The fact is that I think both men are more interested in research than in comfort in their old age.

"Furthermore, both men received what they considered as assurances from Dr. Flexner that they would not have to retire at 65--Herzfeld

in the letter which I showed you and Low verbally. While these assurances were never approved by the Trustees or even communicated to the Trustees, nevertheless, it was hardly up to Low or Herzfeld to ask Dr. Flexner what authority he had for making these statements."

Aydelotte complains that it is impossible for him to discuss the matter with the Faculty, and he wants to come over and discuss it with Moe. He has debated asking Samberger for the additional money to carry the two men on a little longer, but needs ^{counse}l before he does this.

Moe to Aydelotte, July 23, 1943. "As to Herzfeld and Low: the cases are difficult, or at least Low's is. I am reminded of the old lawyer's saying that 'hard cases make bad law'...I think (Herzfeld) fortunate with retiring allowance of \$4,000 annually.

"If we could find a formula which doesn't make bad law...I should be in favor of doing something in view of Dr. Flexner's promises. Will you please bring that copy of Flexner's letter to Herzfeld with you when you come. "

D File, Henry Allen Moe

1943

9/22

~~PENSIONS~~ *BENEFITS*

Academic Personnel

LOWE, E. A.

Biographical

HERZFELD

✓ FLEXNER, A.

AYDELOTTE, F.

See Flexner to Aydelotte on pensions.

A, 10/18/56 - Lowe (File #54)

1943

9/22

BENEFITS

✓ FLEXNER, A.

AYDELOTTE, F.

Academic Personnel

Biographical

Refers to letters which he wrote to Aydelotte May 7, May 11, and May 27. He hopes Aydelotte will fight for the principle that every professor's health and work, and so forth, should be examined by the Director, and he should decide whether the man in question should retire or go on with his work at 65.

FA Confidential Files, March 7, 1957

1943

9/23

BENEFITS (AGE RETIREMENT)

Academic Personnel

AYDELOTTE

Biographical

✓ FLEXNER, A.

PROFESSORS

Academic Personnel

DIRECTOR

Administration

Flexner to Aydelotte.

"I believe that when you were appointed it was understood that you would serve until 70, but you are elected annually, as I asked to be, and the Board is under no obligation to re-elect you unless it is pleased with your conduct of the Institute...

"There is however in all appointments a scholastic obligation which is far stronger than a legal or a moral or a supposedly moral commitment. Of ~~At~~ every professor at 65 you are bound to ask what has he done, what is he doing, what can he yet do that is of vital and significant importance to the

field of science or scholarship. That, in my judgment, is the
acid test to which every man who hopes to continue his activity
has to submit, and at this time you are the sole judge."
(Material regarding Lowe retirement).

A, 10/18/56, File #51

1943

10/1
10/4

BENEFITS

Academic Personnel

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

Flexner had seen TIAA before April 11, 1932. In 1943 he said that Board and founders faced fact that pensions too small, and in first appointments formally recognized it. Aydelotte replied would take \$30,000 to \$40,000 addition to budget now to do it--already overobligated--Source of rift?

A, 10/18/56, Benefits

1944

1/17

FOUNDERS

Corporation

TRUSTEES

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

Flexner to Aydelotte, January 17, 1944.

"I received last week the minutes of the Executive Committee meeting. I do not understand the considerations which led to some of the actions taken. Mr. Bamberger told me some weeks ago that he wanted me to attend the Board meetings, and I agreed to do so. I have never been in the position of differing with you at a meeting of the Board and I do not wish to do so if it can possibly be avoided. I suggest that you and I try to meet towards the end of this week ~~xxxxxxxxxx~~ ..."

D File, Flexner, Abraham

GENERAL (PURPOSE)

Corporation

FOUNDERS

/ FLEXNER, A.

Biographical

AYDELOTTE, P.

On death of Louis Bamberger, Aydelotte wrote obituary for Newark Sunday Call and News, both containing sentence:
"He (Louis Bamberger) and his sister, Mrs. Fuld, saw instantly the merit of Dr. Abraham Flexner's proposal for an institute devoted to advanced research beyond the doctor's degree."

D, Bamberger, Louis

✓ FLEXNER, ABRAHAM

Biographical

WEYL, HERMANN

Excerpt from letter from Flexner to Weyl:

"When I went to Baltimore in 1884, I had had a poor high school training. The course was supposed to require three or four years of work on the part of well prepared students. I had conditions in Latin, Greek, and mathematics, and I wished to make Latin and Greek my main subjects. I removed my conditions/^{and} was graduated in two years, winning a scholarship in the graduate school. Several of my classmates also were graduated in two years. In other words, Gilman gave earnestness and ability an opportunity such as is given nowhere in the United States today, as far as I know. In the Hopkins of that day undergraduate students did 'hard solitary work'. If I were the head of an American college, I would go back to the conditions which prevailed in Baltimore in my time. I certainly would not admit any student who could not win an A.B. degree in three years, and I would encourage competent students to do it just as quickly as they possibly could. In 1908, I published my first book called 'The American College' which was a devastating criticism of what was going on then and is still going on throughout the country. I do not believe that any university president at that time was interested in the book. The one person who was interested was Dr. Pritchett, president of the Carnegie Foundation for the Advancement of Teaching, and with nothing to go on but that book he asked me to make a study of medical schools. The rest of the story you doubtless know."

W/
File FA

1944

3/27

WORLD WAR II

Government Relations

WEYL, HERMANN

Biographical

HILBERT, DAVID

/ FLEXNER, A.

HARLE, E. H.

FLEXNER TO WEYL, March 27, 1944.

Offers criticisms based upon English usage in the draft of the article on Hilbert.

Then he comments on some part of the article which said "...the same thing happened at Princeton during the first years of the Institute for Advanced Study." Flexner says it also happened in Baltimore in Gilman's time and in the Johns Hopkins Medical School and in the Rockefeller Institute for Medical Research. "I believe that most people would say that the Institute in Princeton has been adversely affected by the war and to some extent this is undoubtedly true, but I do not

believe and I have never believed that the Institute or any other institution of learning need to have suffered as disastrously as they have all suffered. The blame rests not only upon the government, but also upon the heads and the professors who have been swept off their feet by emotion and excitement. Some time ago Morse sent me a paper which he read to a mathematical association. In this he said, 'My associate, Professor Earle, who is an authority on military strategy, etc.' I wrote to him in reply cautioning him against regarding the Institute faculty as a sort of mutual admiration society and pointed out to him that Earle was not and in the very nature of things could not possibly be a leading authority on military affairs; but of course Earle is not the only person who has lost his head."

Flexner then went on to say that the war will soon be over, and every country will have to rehabilitate its institutions of learning. Where can their young men be sent? Mainly to America. How many will be ready to accept them? How many have preserved their vision of scholarly work. Nonetheless, he does not fail to take account of the fact that

everyone in this country was in duty bound to sacrifice
to help win the war.

W 100-

1944

3/31

SCHOOL OF MATHEMATICS

Academic Organisation

WYLL, HILDEBRAND

Biographical

✓ FLEXNER, ABRAHAM

"Dear Doctor Flexner:

"Thank you ever so much for all the pains you took in correcting the English of my little article on Hilbert. I have adopted your suggestions in most places though not in every instance. Of course you have a much better ear for the cadence of an English sentence. But maybe my artistic temperament is slightly different from yours, and that demands its rights in spite of my linguistic handicaps!...

"With respect to the future of the Institute I am not too pessimistic. Once the necessary means for salaries and stipends are available and the young mathematicians have returned from service and war jobs, I do not see why our School of Mathematics should not continue to prosper as a center of mathematical research as vigorously, or almost as vigorously, as during the first happy years,--I add 'almost' because we are all ten years older now! But younger men will come to the fore to carry on the tradition. This question of successorship will become acute for theoretical physics with the imminent retirement of Professor Einstein. In my opinion the one thing which could seriously injure the

Institute (provided the finances are in good order) is a policy which would no longer place high scholarship of its staff and members above all other considerations.

"With best greetings,

Sincerely yours,

Hermann Weyl"

W/ File AF

BENEFITS

VINLEN, OSWALD
KINTIN, ALBERT
~~FLEXNER, ABRAHAM~~
WEIL, NORMAN

Academic Personnel
Biographical

Part of letter from Flexner to Weyl:

"I should feel less pessimistic about the Institute if the two mathematicians who have reached or are soon to reach retirement age had shown themselves less selfish. Of course, you are all ten years older than you were at the beginning, but if men act selfishly in respect to retirement, especially those who at 65 are assured of a pension of \$8,000 a year, (which is not really a pension but a salary,) younger men cannot be appointed. Had these two men retired, some younger men could have been appointed to 'carry on the tradition', but no younger men have been brought into the Institute and younger men of high scholarship, like de Tolnay, remain where they were.

"At the Rockefeller Institute the age of retirement had been fixed at 70, but, when the war broke out and there was danger that income would decrease, the age of retirement was fixed at 65. The Rockefeller Institute is as active as it ever was, and young men and women are still to be found among the workers, while the regular staff, consisting largely of men beyond the military age, have all stuck to their jobs and have not gone

into amateur work for which they had no particular fitness.

"We must make a fight in the academic world because after the war we shall have not only to be adequate to the needs of our own young men but to be in position to train the persons whose duty it will be to revive learning in the old world. If any university head is thinking mainly of that, I do not know who he is."

W/ FILE AF

1944

4/10

GENERAL

Corperation

FOUNDERS

~~FLEXNER, A.~~

Biographical

HARDIN, J.

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

Trustees' Minutes April 10, 1944

6/19

DE TOLNAY

Biographical

✓ FLEXNER, A.

AYDELOTTE, F.

Flexner to Aydelotte asking Aydelotte to arrange for the appointment of de Tolnay as "associate professor" indefinite tenure at \$6,000 plus T. I. A. A. He is now 45 years of age and of great distinction. He needs enough for himself and his wife to live on and hope for the future. He has served his probation and proved well.

FA Confidential Files, March 7, 1957

1944

8/8

8/21

PURPOSE

Corporation

FOUNDERS

✓ FLEXNER, A.

Biographical

MAASS, HERBERT H.

LEIDESDORF, S. D.

Leidesdorf to Hardin, August 8, 1944.

"I think you have molded a splendid tribute to the two founders of The Institute and that no one acquainted with them could have put it in better form. There is, however, a factual error in the last paragraph on page 2, which I think might be corrected.

"You say, 'Before final decision their advisers were many but the model they at last accepted was suggested by their

long time intimate friend, Dr. Abraham Flexner, who was invited to become the head of the educational institution they had decided to endow.' This is not the fact. Originally Mr. Bamberger and Mrs. Fuld had conceived the idea of founding a medical school and had asked Mr. Maass and me to investigate both the possibility thereof and the wisdom of its location at Newark. Our investigation finally placed us in contact with Dr. Flexner, who was then entirely unknown to Mr. Bamberger and Mrs. Fuld, and he, Dr. Flexner, not alone recommended against a medical school but suggested the plan which ultimately ripened into The Institute for Advanced Study. Mr. Maass and I introduced Dr. Flexner to Mr. Bamberger and Mrs. Fuld at this time in order that he might present his views to them, and from this introduction there eventuated a series of Saturday luncheon meetings attended by Mr. Bamberger, Mrs. Fuld, Dr. Flexner, Mr. Maass and myself, at which Dr. Flexner's plan for an institute of higher study was developed and ultimately came to fruition through the endowment of the Bamberger-Fuld Foundation.

August 21, Leidesdorf to Hardin.

He assents to the final draft of the resolution.

JRH Correspondence from January, 1940 to November, 1945

1944

10/11
10/12

~~PROFXXXXXX~~

~~XXXXXXXXXXXXXXXXXX~~

✓ FLEXNER

Biographical

PANOFSKY

DE TOLNAY

FRANKL

Letters from Flexner, 10/11/44 and Panofsky 10/12/44,
to Hydelotte regarding a row between Flexner and Panofsky over
Panofsky's lack of communication completely with de Tolnay.

Letters filed in Chronological File under 1944, 10/11.

(file # 56)

A, 10/18/56, Home, Material for Trustees Committee on Inst. Policy

1944

10/11
10/12

PANOFSEY, ERWIN

Biographical

DE TOLNAY

✓ FLEXNER

AYDELOTTE

Panofsky to Aydelotte October 12, 1944 and Flexner to Aydelotte October 11, 1944. (Both these letters are filed in the Chronological file under 1944, 10/11), regarding de Tolnay. Aydelotte's answer was to deplore Flexner's dealing with a faculty member and to remind his Trustees should do so only through the Director or Board. He has brought matter to attention of Chairman of the ~~Enlightenment~~ Policy Committee, Naass.

A, 10/17/44

1944

10/23

DIRECTOR

Administration

TRUSTEES

Corporation

✓ FLEXNER, A.

Biographical

WOLMAN, LEO

MAASS, H. H.

AYDELOTTE, F.

Copy of a letter received by Maass from Flexner DATED
above and copied by Aydelotte in longhand:

"Dear Mr. Maass:

"I have your letter of October 20th. Technically
what I did I had no business to do, but somebody had
to act. For two years no one of the Trustees ever
raised a question regarding Dr. Aydelotte's capacity
or incapacity. The man who set the ball rolling was
Dr. Wolman. There was no use talking things

over with Dr. Aydelotte, for he had been aware of the problem for two years, and I had spoken with him previously and he had done nothing. I could not bring it before the Trustees on my own responsibility. You might have done it or any one of the other trustees.

"My interview with Panofsky took an unexpected turn. He and I had been talking about our families and our vacations. I asked him about his department. He told me that he had one worker, Dr. Frankl. I asked him, 'What about de Tolnay?' He burst out in a rage, 'de Tolnay is a paranoic.' I said, 'Paranoiacs do not write masterpieces on Michaelangelo.' He rejoined, 'I have not spoken to him for over two years and I shall not speak to him again as long as I live.'

"As a matter of fact, Panofsky had a similar experience with Miss Belle Greene. He told me once that she had hurt his feelings. I said to him, 'The Institute needs the Morgan Library, and I am going to make an appointment for you to see Miss Greene. If you don't keep the appointment I shall bring the matter before the Board of Trustees with the recommendation that you be dropped.'

"As kept the appointment and the Institute's relations with the Morgan Library have been most cordial and intimate from that day to this.

"Inasmuch as neither the Director nor any member of the Board of Trustees had taken any action with respect to Panofsky and de Tolnay, I do not regret that the matter came up and that I put the match to the powderbox. I explained the whole situation to my brother, Simon, and it may interest you and the Committee to know that he said that in view of the inactivity of the Director and the Board he was glad that I had done something which was the business of the Director and the Trustees to do long ago. He told me that a somewhat similar case had arisen at the Rockefeller Institute, and he cleared the matter up in 24 hours. I have nothing to apologize for or to regret. The air is clear and the problem definite, concrete and urgent. You are at liberty to show this letter to the entire Committee.

"I need hardly say that if it can be of any use to you¹ or to the Committee I shall be happy to be called upon, though I prefer to say and do nothing until after the Committee has

made its report. I do not intend to attend the Board meeting at which the report is presented. I may add that for the first two years of Dr. Aydelotte's administration I attended the Board meetings regularly and always commended his reports though I never approved their form. When I realized that Dr. Aydelotte was doing nothing, and that he could accomplish nothing, I ceased to attend the meetings of the Board. Some months before his death Mr. Bamberger asked why I did not attend the Board meetings and I explained candidly my reasons. He asked me henceforth to attend and I did so as long as Mr. Bamberger lived. As far as I recall I have attended no meetings since except the meeting held in his memory. (Volsen)

"Sincerely yours,

"Abraham Flexner

"af:iesb"

PA Confidential Files, March 7, 1957

✓ FLEXNER, A.

Corporation
Biographical

MAASS, HERBERT H.

Biographical

Memorial to Mr. Bamberger and Mrs. Fuld prepared by the Chairman (the appointment of the Committee on Resolutions made at the preceding meeting of the Board was rescinded). This memorial should be carefully studied for conflicts with later statements by certain people as to the origins of the Institute; for instance, Mr. Maass says that and the statement was concurred in by Mr. Leidesdorf that Bamberger was a great merchant (See his statement in interview to the effect that the merchant was really Fuld).

The first paragraph on page 17 outlines the history of the founding of the Institute in which Flexner is given the credit for bringing forward the idea not heretofore ~~was~~ exemplified or bounded, and persuaded them, and inspired them to perform his will. Read this over carefully on questions of conflicting evidence as to the manner in which the Institute/ started.

Trustees' Minutes, December 5, 1944, pages 14-18

1944

11/28
12/4

✓ FLEXNER, ABRAHAM

Biographical

WEYL, HERMANN

Excerpt of letter from Flexner to Weyl, 11/28/44:

"I have a young friend in the service who is collecting autographs. I have your autograph and also Einstein's, but no others from the Institute, as far as I know. I should like an autograph of every member of the Institute faculty. I wonder whether Miss Blake could be asked to collect them and send them to me."

Miss Blake to Flexner, 12/4/44:

"Here are the autographs you asked for in your letter of Professor Weyl November 28. Professor Mitrany of course is out of my reach. Professor Meritt says if you will send him the address and number of your Service friend he will be glad to write him a letter."

W/ File AF

1944

12/11

SCHOOL OF MATHEMATICS

Academic Organisation

SALARIES

Academic Personnel

VEBLEN, O.

Biographical

✓ FLEXNER, A.

EISENHART

Veblen to Aydelotte, December 11, 1944.

Veblen explains how the salaries of Alexander and von Neumann were determined when they were appointed. He tells Aydelotte that the Institute was willing to take either Lefschetz or Alexander and left the decision up to Eisenhart as to who should occupy the Fine Chair of Mathematics at the University. Dr. Flexner felt that when Lefschetz was chosen for the Fine Chair and received the Fine salary, Flexner did not believe that Alexander should receive more than that; therefore, he received the same amount. Weyl was still hesitating about taking a position. Von Neumann was appointed a little later, and Flexner thought "with justice" that he could not be placed in a higher bracket than Alexander and therefore there was the same understanding about his

appointment as about Alexander's.

"So far as I can recall, nothing was put into writing in either case. The assurances which Dr. Flexner gave to me and to both Alexander and von Neumann were discussed by us frequently at that time and were regarded by us as completely binding."

1944

12/31

PARTICIPATION IN ADMINISTRATION

DIRECTOR

✓ FLEXNER, A.

AYDELOTTE, F.

Academic Personnel

Administration

Biographical

Frank Aydelotte handwritten notes--either during or after
or before a Faculty Committee on Policy meeting.

1. How answer Flexner's charges.

A asserts conspiracy between Flexner, Douglas and Wolman.
Lists Flexner's real grievances.

Veblen & Einstein

Lowe and Hertzfeld

War Work

Schaap on Board

Wes

de Tolnay & Panofsky

Too many outside activities

Miss Richeliser \$4,000

--- --- gift of \$2,000

2. Leidesdorf: why not let situation alone?

H. & L. pro -- Douglas and Wolman con -- Moe?

Don't raise question of who's running Institute
Emphasize Mr. Bamberger's wishes.
Policy later
Live and let live with members of Faculty
Miss Bamberger's comments*

3. Revise Policy Statement.

* I. A. S. liable to lose another inheritance. (quoted by A
elsewhere)

quoted

A, 10/11/56, File #9

April

TRUSTEES
FACULTY
POLICIES

Corporation
Acad. Personnel
Administration

AYDELOTTE, F.

Biographical

✓ FLEXNER, A.

This is a copy of the introduction to Report
April 1945 Bd Mtg. - undoubtedly -

In Aydelotte's handwriting: *An undelivered speech to Trustees?*

"One of the wisest of many wise things which Dr. Flexner said in his long series of reports to the Trustees was a remark he made in 1931 that he the reports of most of the Presidents and most of the colleges in the U. S. A. because they were so uniformly self-congratulatory. I am afraid an impartial observer would make the same criticism of Dr. Flexner's own reports and would note the

. The only exception he was willing to grant was Eliot of Harvard, though I imagine further research might have discovered others including Gilman of Johns Hopkins. As for myself I took the observation very much to heart and in my reports at Swarthmore endeavored to point a true picture of the strength and weakness of the college. I have done the same here and ~~xxxxxxxxxxxx~~ the

consequence is that many of my reports have been on the gloomy side, especially as far as financial prospects were concerned.

"I may take this occasion to add another gloomy comment. The worst fault I found in the Institute when I had been Director long enough to know it intimately was lack of unity in the faculty as to precisely what we were trying to do and what we by our existence. Various professors held various ideas, but they had enjoyed too few opportunities for common discussion and for the formation of a common point of view. That defect has during the last few years been largely remedied. The members of the faculty meet together frequently in formal meetings, in regularly scheduled faculty luncheons, and daily at informal luncheons and tea. All in and the normal social life of Princeton.

"The result is the gradual emergence of a feeling of unity & solidarity which in my opinion is our greatest asset. The difference of opinion between faculty and Trustees over the

question of my retirement has brought the sense of solidarity out into the light of day. It matters little whether I retire at the age of 65 or 70. But it matters greatly that the Trustees should recognize this new sense of solidarity in the faculty and do all in their power to foster & increase it.

"Rudyard Kipling tells the story of new locomotion^{142?} which from it stope a complete machine in the sense that each part was perfectly adapted to the particular purpose it was expected to perform.

[Agdeletto's own blank space here]

"That is the change which it seems to me has taken place in the Institute during the last five years. Only those individuals who have a sensitive imagination will note it or understand it. Nevertheless it is the most important fact in

the history of the Institute up to now. It has resulted from no overt act of mine and it has been so subtle that I have been at a loss as to how to report it to the Board of Trustees. Perhaps if the Trustees had not come frequently at Princeton they might have sensed it for themselves. But whether the Trustees know it or not it is a fact and it represents one further step in advance toward transforming the Institute from a collection of scholars into an educational institution.

"The policy which I am advocating is principally aimed at solidifying that sense of unity and at charging still more heavily the atmosphere of the Institute with the stimulus to scholarly endeavor. Education is mostly stimulus. Scholarship seems to the naive a scholarly quest only because they do not know of the great commonwealth of scholars. A of what each individual worker is a citizen. To foster that spirit is scholarly. To increase the compelling stimulus of its atmosphere at the Institute is the greatest common work of Trustees and faculty alike.

5/17/56 File #3
A plan for Institute (Attila) ~~Vertical~~

1945

4/16

TRUSTEES

Corporation

FLEXNER, A.

Biographical

MOE, HENRY ALLEN

Flexner not renominated as Trustee, see attached letter, Moe to Flexner, April 16, 1945.

Filed in Chronological File under 1945, 4/16.

D File, Flexner, Abraham

1945

44716

✓ FLEXNER, A.

Biographical

~~MOE~~ MOE, HENRY ALLEN

Moe to Flexner, 4/16/45, in regard to younger men on the Board of Trustees. Explains this is the reason why he was not renominated (Flexner).

Filed under Chronological File, 1945, 4/16.

Also Letter from Flexner to Moe in reply on 4/17/45, stating that he understands and approves of above reasoning. (Filed with above)

D File, Henry Allen Moe

145
TRUSTEES

✓ FLEXNER, A.

4/20
Corporation

Biographical

Moe to Flexner, 4/16/45. Nominating Committee not
renominating him as a Trustee in interest of reducing average
age of Trustees. Flexner agrees 4/17/45

Annual Meeting Trustees, 4/20/45

TRUSTEES

Corperation

FLEXNER, A:

Biographical

MOE, HENRY ALLEN

Flexner to Moe.

"I am greatly relieved to receive this morning your letter of April 16. I think the position which your committee has taken in considering the question of my renomination is perfectly sound. I understand and I approve."

D File, Henry Allen Moe

1947

12/15

DE TOLNAY

BIOGRAPHICAL

✓ FLEXNER, A.

AYDELOTTE

GENERAL

PUBLICATIONS

Flexner to Aydelotte.

Acknowledges Aydelotte's promise he will help de Tolnay
~~maximize~~ complete publication.

FA Confidential Files, March 7, 1957

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

DE TOLNAY

Flexner to Aydelotte regarding "terrific struggle" over institutionalization of his wife, but best thing for all of them. Her mind completely gone.

As for his recommendation of de Tolnay for a Guggenheim, it would carry no ~~wia~~ weight.

A, Confidential Files, 3/7/57

1946

3/22

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

DETOLLEY

Biographical

PAUSLEY

OPPENHEIMER

✓ FLEXNER

Oppenheimer to Flexner informing him pursuant to agreement that faculty asked him not to reopen de Tolnay membership extension matter. Penafsky's refusal to take any position, and his own lack of ground to do anything but abide by this action such as he regrets it.

D. de Tolnay

1946

4/9

EARLE, E. M.

Biographical

✓ FLEXNER, A.

WOODWARD

Earle to Meritt, April 9, 1946.

"As you know, complete arrangements have now been made for Woodward to come to America and to be in residence at the Institute for the first term of the coming academic year.

"Woodward is planning to visit the Flexners in Canada during the month of August and he is likely while there to hear things about the Institute which may prejudice him against us as individuals and the work which we are doing. I heard in New York last week that the campaign of criticism and defamation is still being actively waged.

"Could you discreetly 'brief' Woodward on the situation? If so, it would be in everyone's best interests."

Meritt, I. A. S.

Could this be true?
Earle was not in New York in 1939
Says Woodward not quite honest?

1946

October - November

DIRECTOR

✓ FLEXNER, A.

FULTON, JOHN F.

STRAUSS, LEWIS L.

MAASS, HERBERT H.

AYDELOTTE, F.

Administration

Biographical

Flexner ~~in~~ and Fulton are in correspondence. Flexner tells Fulton (October 23, 1946) that when Strauss accepted the Trusteeship at the Institute, he wrote and asked Flexner if he could see him sometime. Flexner replied cordially, any time in New York, and has never heard since from Strauss.

Flexner comments in a letter to Fulton October 30, 1946, "Surely he should have withdrawn immediately [Strauss should have withdrawn immediately] from the Chairmanship of the Committee to select a new Director of the Institute." when he had been made a

member of the President's Atomic Energy Commission.

Flexner raises the question as to the Board's permitting Aydelotte to retain his offices in Fuld Hall (December 30, 1946, Flexner to Fulton).

Flexner to Fulton, December 27, 1946. "I was shocked" to read about Aydelotte's proposed office. "What does this mean? It can mean only one thing - that he and Maass will continue to run the Institute. No self-respecting scholar or scientist will take the directorship if Aydelotte is an occupant of Fuld Hall. I think it is going to be necessary to take public steps to put an end to this scandalous situation and I am not afraid to do it.

"I have never heard from Mr. Strauss. Can you write him and suggest that he get in touch with me? One thing is sure - the Institute must be saved."

Fulton's reply is non-committal, and there is no further evidence of correspondence on the subject.

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

1947

4/18

TRUSTEES

Corporation

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ FLEXNER, A.

Biography

BAMBERGER, L.

AYDELOTTE, F.

From Aydelotte's 8th Annual Report:

Bamberger unhappy about organization of Institute when Aydelotte became Director; knew too little about it. Aydelotte made a practice of going to Newark once weekly to confer with him. Resulted in such agreement that Mr. Bamberger and Mrs. Fuld made Institute residuary legatee in their wills. During first 9 years Faculty and Trustees knew too little about developments in Institute. "I hope we shall never again come to the time when the policies of the Institute are not subject to free discussion by Faculty and Trustees." (P.2)

He inherited a serious financial problem. (P.3)

Have never submitted recommendations for appointment without approval of School and Faculty, but did not agree to submit to Trustees every recommendation of Faculty.

1947

7/22

✓ FLEXNER, A.

Biographical

FLEXNER, MARY -

FLEXNER, SIMON

FLEXNER, BERNARD

BALDAUF, MRS. JULIUS L.

Press accounts, New York Times, Herald Tribune, and San announcing the death of Mary Flexner in the hospital at the Rockefeller Institute for medical research. The sister of the Flexners listed. Bernard noted as President of the Palestine Economic Corporation was established in 1928 a \$50,000 lectureship in Mary's name in Humanities at Bryn Mawr. Simon mentioned as the organizer and first Director of the Rockefeller Institute for Medical Research. Simon died early in May 1946.

A. File, Flexner Abraham

1947

1948

12/10
12/16
322

OPPENHEIMER, R.

Biographical

✓ FLEXNER, A.

DE TOLNAY

Flexner to Oppenheimer, December 10, 1947.

He writes a curious letter to Oppenheimer provoked by the termination of De Tolnay. He rehearses his relationship with Oppenheimer: "On April 15 I wrote you the following note:

|| 'Doctor Aydelotte has written me a confidential letter, informing me that you have been chosen to be his successor.

'I can hardly find words to express my gratification. The Institute offers a superb opportunity for American scholarship and science. In my opinion, you are ideally qualified to accept the Directorship. Not since Gilman was made President of Johns Hopkins has a more fortunate choice been made!

'I am extremely eager to meet you when you come East. Please let me know, so that I can see you and make your

In paying his debt to the memory of Mr. Bamber and Mrs. Fuld and to the Institute for Advanced Study, he considers that his duty to protect the Institute from such errors is not finished, and "I propose to use every honorable means of doing this." He calls De Tolnay's work on Michael Angelo as creditable a performance as anything that has been done ~~by~~ at the Institute. His termination is an outrage. Three volumes have been or are being printed (some reprinted); three volumes remain for which de Tolnay has the material.

"For years Professor Panofsky has been insanely jealous of a younger man, whose career he should have encouraged in every possible way. This is not the only time when Panofsky's smallness as a man has been made evident." He then cites an example of Panofsky's smallness when he told Flexner that he would never again enter the Morgan Library because of his anger with ~~MISS~~ Miss Belle Greene, the librarian. Flexner threatened him that if he did not immediately return to the library and call on Miss Belle Greene he shall bring before the Trustees the proposal for Panofsky's dismissal. Panofsky went.

He says that in 1945 Panofsky came to see him in his office in New York. In the course of their conversation, Flexner mentioned de Tolnay's work; whereupon, Panofsky swore that he had not spoken to de Tolnay for several years, and will never speak to him as long as he lives. Then Flexner said, "Professor Panofsky, if I were Director, I would serve you with an ultimatum. You would speak to de Tolnay and cooperate with him or I would urge the Trustees to drop you from the Faculty."

He rushed out of my office like a mad man, and I have not seen him or heard from him/since.

AS 81
As to de Tolnay's work, Flexner asserts a university or a research institute "cannot drop a man doing work of this kind without suffering the consequences. Unless the Trustees reverse their action and continue the support of de Tolnay, which is far too niggardly, I shall bring the matter to the attention of the whole American public, for the Institute has violated freedom of learning, and it cannot do that with impunity. My voice still carries weight, and the American academic public knows me too well to believe that I would criticise adversely you or the Trustees or the Institute unless you had done something which you

and they should never have done. I shall give you the benefit of every doubt, for I cannot believe that you are familiar with what has happened and what is involved. I shall not act hastily, for such is not my nature, but I shall expect a reply within a reasonable time.

*a tense
threat-
blackmail*

"If you desire to discuss the situation with me rather than to write about it, I shall be very happy to see you. I would be willing to come to Princeton, but I have had an attack of laryngitis, which makes traveling inadvisable at this moment.

"With every good wish,

Sincerely yours,"

Flexner to Oppenheimer, December 16, 1947.

Aydelotte has written to Flexner, and Aydelotte has advised him that Oppenheimer intends to review the matter with the Faculty. Flexner ventures that Oppenheimer is making a second mistake. He wonders if Oppenheimer has ever heard of a Faculty

that has been actually intelligent, courageous, or wise. "My experience with faculties leads me to distrust their wisdom, generosity or farsightedness." He refers Oppenheimer to his autobiography. He advised Oppenheimer to make up his own mind irrespective of the attitude of the Faculty, and do what is necessary to be done. He delivers a homily on Gilman, Eliot, Welch, Mayl, Halsted and Hale.

"More than ever I am anxious to meet you and I am not ashamed to say it. I will listen to anybody, but I will not abide by a vote. If I haven't the intelligence, surely the intelligence doesn't reside in a majority vote of persons who--whatever their individual merits in their own subject--know very little of the history of thought and progress.

"Forgive my concern. I am concerned for you--very deeply....and concerned for the Institute--very deeply concerned...and I know that if Mr. Bamberger and Mrs. Fuld were alive, they would approve the steps which I have taken.

"I hope you will see your way to get through all manner of red tape and, regardless of the approval or disapproval of the

faculty, do what your own sense of justice tells you to do in dealing with a young scholar whose whole work and whole career will be ruined if his work at the Institute is terminated next June.

det
51 or
24

"With every good wish,

"Sincerely your friend,

"Abraham Flexner."

Oppenheimer to Flexner, March 22, 1948.

"When we had our long talk many weeks ago I promised to write to you when the de Tolnay decision was made. It is time that I do that."

He says that not only Panofsky, but the other members of the Faculty were totally unwilling to reopen the case, and urged him to accept their earlier recommendation as binding.

Quite apart from any future situation involving a similar occurrence, Oppenheimer says he recognizes that in this situation he has no option which would not meanlessly and gravely offend his colleagues. And this more particularly since nothing was available to him in the way of professional insight or special information which would establish his competence to judge de Tolnay's work ~~with~~ as compared with theirs. He regretfully so informed de Tolnay, who, he understands, will enlist Guggenheim Fellowship to enable him to finish his work.

"In most other ways the Institute is prospering and I have a not unhopeful feeling for its future. When some of the hopes are translated into history I shall want very much to talk to you.

"With all cordial and warm good wishes,

"Robert Oppenheimer"

D File, Flexner, Abraham

1948

11/24

✓ FLEXNER, ABRAHAM

Biographical

Katherine Russell informs Sarah Jordan, picture editor,
Press and Publications Division, OII, Department of State, that
Flexner's "files are no longer available at the Institute."

D File, Flexner, ~~Abraham~~ Abraham

1949

5/4

AYDELOTTE, FRANK

Biographical

✓ FLEXNER, ABRAHAM

Dr. Aydelotte received the 1949 Lord and Taylor Design Award at the Waldorf Astoria on this date. He paid tribute to Dr. Flexner and said he wished Flexner were there to receive the award rather than himself. He summarized the beginning and purpose of the Institute.

Tr. Min. 5/20/49 Appendix

1949

5/10

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

SALARIES

Academic Personnel

MITRANY, D.

Biographical

AYDELOTTE, F.

OPPENHEIMER, R.

✓ FLEXNER, A.

EARLE, E. M.

RIEFLER, WINFIELD W.

Mitrany to Aydelotte, May 10, 1949.

Filed under Chronological File, 1949, 5/10.

See also copy of Mitrany to Oppenheimer 5/12/49 with historical note (3 pp.) on confusions in terms of his appointment and salary dating from beginning of his appointment

A File, David Mitrany

1949

5/12

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

SALARIES

Academic Personnel

MITRANY, D.

Biographical

OPPENHEIMER, R.

✓ FLEXNER, A.

EARLE, E. M.

RIEFLE, W.

Mitrany to Oppenheimer, answering one from Oppenheimer May 5.

Filed under Chronological File, 5/12/49.

A. File, David Mitrany

1949

5/13

✓ FLEXNER, ABRAHAM

Biographical

A ~~quest??~~ *Press* account (New York Times) May 13, 1949;

Flexner at 82 enrolled as a student in art and literature courses at Columbia University. ~~Flexner~~ Flexner enrolled in fine arts course of Dr. Upjohn with history of art from ancient times through the Renaissance. Took the succeeding course in the history of arts. He also took a course in literature of American History given by Professor Allan Nevins. He has taken a course on Chaucer and literature of the Middle Ages.

"The best thing a man can do after he has retired is to study... he can always learn from abler men in many fields. I have never met anyone who knew more about the history of art than Dr. Upjohn." Dr. Upjohn said after the interview, "When you have someone like Dr. Flexner in a class, it's like putting a ~~bow~~ *burr* under a horse's saddle."

A. File, Flexner Abraham

1949

5/23
5/26

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

Flexner to Aydelotte, May 23, 1949. "I am also deeply touched by what you said on the occasion of the Lord and Taylor award. It was extraordinarily generous of you. I wish I had some influence with the Institute today. Some day when you are in town have lunch with me, for there are things I should like to talk with you about rather than write."

Aydelotte to Flexner, May 26, 1949. "There are ~~manyxxxx~~ a great many things which I should like to talk over with you and which are not suitable for inclusion in a letter."

~~xxxxx~~ A. File Flexner, Abraham

1951

NOTES

1/4

POLICIES

✓ FLEXNER, A.
VEBLEN, O.
STRAUSS, L. L.

Administration

Biographical

~~FLEXNERXKEX~~

Veblen to Strauss.

"The discussion in our meeting last week was a very interesting manifestation of continuity in the history of the Institute. It could have been tied on quite closely to what many people consider to be our basic document; namely, Dr. Flexner's book in which he compared European and American universities, very much to the disadvantage of the latter. I remember Flexner's book as being more concerned more with certain picturesque and perhaps flagrant symptoms than with underlying reasons for these phenomena. A European university is, by its origin and history, a corporation of scholars which has a very high degree of autonomy. In Germany, in the period before Hitler, for

Kantrowitz
appt. Dec 1, 1950.
advised mty of
Ex Com 12/29/50
attended then
much later discussed
his acceptance.

example, the only control exercised by anyone outside the faculty was the rather mild influence of the Ministry of Education. In the English universities of Oxford and Cambridge, outside control was even milder. It was only Parliament who could intervene, and Parliament could intervene only as it could in the case of any other semi-public corporation. In practice, such intervention did not occur more than, perhaps, two or three times in a century.

"Simultaneously with the growth of universities in Europe, there developed an academic tradition, a set of ideas about obligations, behavior, and privilege, some of them formally stated and others tacitly, but nonetheless firmly held--a kind of academic mystique.

"In the process of transplanting to the United States, the university and the academic tradition has undergone a number of changes which show themselves in the symptoms described by Dr. Flexner, but which are due, I think, to the important role played by business and pecuniary power in our society. At any rate, our universities normally have trustees or boards of regents who are drawn from the

group of administrators who dominate our financial and other public institutions. In the course of time, there has developed a trustee tradition and a trustee mystique.

"The troubles at the University of California which in the beginning had rather complicated origins developed eventually into a conflict between the academic and the trustee mystique. In its latest phase, the trustees simply took the ground that the dismissals are 'a matter of discipline.' "

"The contrast of the miserable California episode with our proceedings the other day is very striking, and I think it shows that we have a very good Board of Trustees. Of course, it should be added that I have always found that our faculty is also fully conscious of the ~~max~~ prerogatives of the Trustees. It is to be hoped that this happy state of affairs can be perpetuated. Perhaps we can draw the conclusion that the plan provided for in our original set of by-laws does not need much change.

"Please forgive these rather ~~unpleasant~~ solemn remarks, and convey my cordial greetings to Mrs. Strauss."

Strauss to Veblen, January 10, 1951.

Expresses sincere appreciation for his gracious letter of the 4th. "Since I know the sentiments of personal friendship that prompted it, and which enabled you to see in my position only that which was there, namely, my concern for the welfare of the Institute."

Veblen's files

1952

3/23

GENERAL

Foundations

✓ FLEXNER, A.

Biographical

Article by Henry S. Commager, Professor of History at
Columbia University, in the Herald Tribune Book Review,
March 23, 1952, entitled, "The Function of the Private
Foundation."

Filed in Vertical File under "P" for Foundations.

Source Above.

1952

3/23

ROCKEFELLER

Foundations

✓ FLEXNER, A.

Biographical

Commager a bad historian here - also an interested party

From a review by Henry S. Commager of Funds and Foundations by Flexner, published 1952, Harper and Brothers in the Herald Tribune .

"It is Mr. Flexner's contention that the foundations have strayed from sound principles in the last quarter century. What are these sound principles? They are the principles worked out in a simple fashion by the Peabody and Rosenwald funds and elaborated by the Rockefeller Foundation under Vincent, by the International Health Division under Wickliffe Rose by the General Education Board under Buttrick, and by Pritchett as president of the Carnegie Foundation for the advancement of teaching. ^{and} ~~as~~ the principles themselves: to concentrate on great projects; to pour money into a few enterprises and use them as models and levers for the rest of society; to make money attract other money, thus making foundation funds do double service.

"This was what the Rockefeller Fund did in the early years, and Mr. Flexner recounts some of its achievements--achievements in which he himself played a notable part--with pride. By concentrating on a few

great medical schools--the Hopkins, the University of Iowa, Rochester--it succeeded in lifting the level of medical education everywhere in the country. By doing pioneer work in public health, a sort of primitive point-four program--it created a science of public health everywhere in the world. By concentrating on fundamental aspects of public education--teacher training, administration, and so forth--it lead to raising of school standards in state after state. By requiring that recipients match foundation gifts with other gifts it made \$60,000,000 stimulate gifts at three times that amount in higher education.

"All this changed, so Mr. Flexner argues, with the advent of Wickliffe Rose as Chairman of the General Education Board, then with the reign of Max Mason and his successors. 'Great undertakings no longer found a place in the Board's policies;...small grants for limited periods increased rapidly.' The Board went in for 'retail' instead of 'wholesale' business; it began to dissipate the funds on 100 little projects whose character it could not really know, whose consequences it could not determine. It ceased adding to endowments, and spent instead in current projects and for current needs. 'Millions have beenwasted which, if lumped together, might have been employed in endowing an institution of genuinely scholarly and scientific character."

2

Commager points out two inconsistencies. While Flexner urges the wisdom of adding to the endowments of the great institutions, yet he insists that posterity must take care of itself, and that we can not anticipate the needs of the future. He insists on endowing brains, and yet the search for brains is bound to appear like reignial? "retail" business. Since 1914 the Rockefeller Foundation has given some 10,000 fellowships,—"the most ambitious investment in brains in history."

Commager comments on the last portion of the book which is a bold and generous program for aid to the humanities. In the beginning the Rockefeller Foundation concentrated on ~~maximal~~ medicine and public health; other foundations concentrated on science or the social sciences. Today private industry and government are pouring countless millions into scientific research. Meantime, the humanities are neglected. Flexner would like to see endowments for art, music, philosophy, literature on a scale of the endowments of the sciences. He believes that something can be done with present resources by concentrating on the essential and sloughing off the superfluous. He deplores the waste of money on buildings in the universities. Again he hammers at the Harvard Graduate School of Business as conspicuously wasteful in this regard.

1
0 Commager then quotes from David H. Stevens, Flexner's successor in the Rockefeller Foundation's program in the humanities, "'How was this

program a credit to us? In having a sense of magnitude. In what way a discredit? By buttressing, scholasticism, and antiquarianism in our universities."

A, File, Flexner, Abraham

1955

4/10
4/12

BAILEY, MRS. ESTHER S.

Biographical

~~FLEXNER~~, A.

OPPENHEIMER, R.

Mrs. Bailey to Oppenheimer, April 10, 1955.

Without Flexner's knowledge, she says she acknowledges receipt of the bibliography, and criticizes the introductory statement for not mentioning Flexner. She says that in many conversations with the founders, they expressed their deep debt to Flexner, and that she thinks it would have been appropriate for the introductory statement of the bibliography also to mention his name.

She adds a postscript, "I should also add that in consequence of the attitude at the present time toward the author, creator, and the first director of the Institute I have changed my will, making my own Alma Mater instead of the Institute for Advanced Study beneficiary, not a large legacy but all that I have saved, amounting by 1955 to over \$100,000."

Mrs.
Oppenheimer to/Bailey, April 12, 1955.

A formal statement that the reasons why he did not mention Dr. Flexner were, "are perhaps more obvious to me than to you." We decided not to make this foreward in any way a history of the Institute, but just a brief introduction to the following bibliography and directory. At the same time, we decided that we would try to have a history written by a competent scholar, who could record thoroughly the history, and who could do justice to the men and women who created and shaped the place... It would have been easy for me to refer to him in the foreword, and I regret that I did not. With every good wish,"

Poor Ref. (a) by Velsch
whom he did mention

D File, Bailey, Esther S. (Mrs.)

1955

10/23

FLEXNER, A.

Biography

Met socially Jean Flexner Lewinson, an old friend of the early thirties and daughter of Dr. Flexner.

She advises an early interview since Dr. Flexner will be 89 on November 13th. He is in top form now but I had better see him very soon.

He is changing a bit. At Magnetawan, Ontario, his summer place, Jean and her husband noted that when the conversation was animated at the table he remained silent for the first time in his life, withdrawn in a sense from competition. It is the first time she has ever seen him in a ~~same~~ conversation that he did not dominate.

He goes to his office at 522 Fifth Avenue, between 43rd and 44th (Vanderbilt 6-0674) five days a week, ~~where he works~~ Mrs. Bailey, ~~who~~ commutes ~~from~~ from Princeton five days a week. Incidentally, Miss Eichelser and Mrs. Bailey ~~were always~~ with him in Ontario. He is always busy. Michael Straus told Jean a story this summer of how Dr. Flexner carefully guided him across 5th Avenue so that he would be safe in the traffic.

This summer in Ontario Dr. Flexner swam in water so cold that Mr. Lewinson won't go near it. He doesn't saw wood now but he does fish and take walks, in addition to swimming. Jean did not know what her father had against the Institute but she did know that when he was

through with it it was a complete separation. She doubts he will discuss this with me candidly.

She is sure that he will see me, a friend of Clara Beyer's, our mutual friend, and that he will talk. She is writing to Dr. Flexner immediately to commend me to him and suggested I follow it up and ask him for an appointment in the near future, preferably the end of this week.

Stanhope Hotel
5th Ave. & 81st St.

Butterfield 8-5800

1955

10/25

✓ FLEXNER, A.

Biography

MERITT, B.

WOODWARD, SIR LLEWELLYN

Interview with Sir Llewellyn:

Sir Llewellyn stopped to ask me if I had come across a letter from him to Flexner of 1930 or '31 giving him some observations on a School of the Humanities "which he asked me for. He always insisted that the Institute was patterned after All Souls and he still thinks so but, of course, that is not so. Oh well, if you haven't found the letter he probably simply tore it up."

Sir Llewellyn visits Dr. Flexner occasionally in New York and agrees that it is well for me to see him soon because he is changing with age. He thinks that Flexner's controversies arose out of his wife's illness which began in his later days as Director and which he thinks Dr. Flexner understood as likely to be progressive and not subject to ^{cure}~~age~~--something like arterial deterioration, for instance. Since Flexner adored his wife it was a terrible thing to bear. Either through age or final acceptance he has become gentler and perhaps more receptive to his difficult days with the Institute.

Sir Llewellyn says that Jean was always a satisfactory and loving daughter but that Eleanor was less satisfactory and not settled in any way.

Simon Flexner was less impetuous and gentler than Abraham and meant a great deal to his brother. His death was another great shock to Abraham.

He recalls that Mrs. Flexner bought the house at Magnetawan with Flexner's approval. They had visited there before. Chancellor Kirkland (of some mid-western college) had the house next door and was a very close friend of the Flexner's. He is dead and so is his wife. Sir L. suggested that Ben Meritt, Dr. Kirkland's son-in-law, would be a valuable source of information since he was here early and knew Flexner well.

Sir L. thinks it is possible that Flexner took correspondence and papers with him when he left--"one shouldn't you know, but most people do." He thinks that both Mrs. Bailey and Miss Eichelser will be very helpful. Mrs. Bailey was completely devoted to Flexner and may be "a little difficult". Miss Eichelser was of more even temperament and perhaps the more intelligent. Sir L. thinks she is with the Metropolitan Museum and would be very helpful.

He said that Dr. Flexner now is weary apparently after about twenty minutes of conversation. As to whether or not notes should be taken during the interview he thought that I should decide that by the character of the interview. If he sees me many times for short periods it will perhaps be better not to take them but if there is sustained conversation on Flexner part it might be better. It was agreed that it would be well to let ~~him~~ talk as much as him

he would in the beginning without questions. He invisions quite a period of time for the interview.

I asked him if he would see me soon and give me his suggestions on the history and the manner of handling the research materials and he said he would be delighted to do so. We did discuss the matter of arranging the materials and he thought it was good.

10/31

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

Academic Personnel

Facilities
Corporation
Facilities
Relations W. O. AL I.
Academic Organization
Corporation
Biographical

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

1955

11/7
11/8

SALARIES

Academic Personnel

GENERAL

Academic Organization

PRINCETON UNIVERSITY

Relations NSAI

SCHOOL OF MATHEMATICS

Academic Organization

✓ FLEXNER, A.

Biographical

BIRTCHOFF, GEORGE D.

BANBROGH, LEWIS

EINSTEIN, A.

WEYL, HERMANN

Interviews with Prof. Oswald Veblen, 11/7/55, and 11/8/55.

Filed in Vertical File under Interviews.

Interviews with Prof. Veblen 11/7/55, and 11/8/55

1955

11/14

GOLDMAN, HETTY

Biographical

✓ FLEXNER, A.

VERLEN, O.

MOREY, C. R.

SALARIES

Academic Personnel

PARTICIPATION IN ADMINISTRATION

Academic Procedures

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

Interview with Professor Hetty Goldman

See Vertical File - INTERVIEWS

1955

11/17

SCHOOL OF ECONOMICS & POLITICS

Academic Organization

TRUSTEES

Corporation

FOUNDERS

MAASS, H.

Biographical

LEIDESDORF, S.

/FLEXNER, A.

AYDELOTTE, F.

RIEFLER, W.

FRANKFURTER, F.

Interview with Messrs. Maass and Leidesdorf 11/17/55

EINSTEIN, A.

See Vertical File INTERVIEWS

TRUSTEES

FACULTY PARTICIPATION

MITRANY, D.

~~FLEXNER~~, A.

FRANKFURTER, F.

AYDELOTTE, F.

Corporation

Administration

Biographical

Interview with Oswald Veblen, 11/18/55

See TRUSTEES - Corporation

1955

11/21

PRINCETON UNIVERSITY (1, 2)

Relations WOAI

BUILDINGS AND GROUNDS (2)

Facilities

GEST ORIENTAL LIBRARY (3)

VEBLEN, O. (1, 2)

Biographical

EINSTEIN, A. (2)

BIRKHOFF (2)

✓ FLEXNER, A. (1, 2, 3)

Interview with Oswald Veblen , 11/21/55. (One of 2 interviews
of this date).

Filed in Vertical File under Veblen Interviews.

1955

11/21

SCHOOL OF MATHEMATICS

PRINCETON UNIVERSITY

PARTICIPATION IN ADMINISTRATION

✓ FLEXNER, A.

VON NEUMANN, J.

VEBLEN, O.

ALEXANDER, J.

RIEFLER, W.

LEFSCHETZ

Academic Organization

Relations W.O.A.I.

Academic Personnel

Biographical

Interview with O. Veblen, 11/21/55

See Vertical File - INTERVIEWS

1935

11/25
3:30 p. m.

POLICIES

Administration

SALARIES

Academic Personnel

FRANKFURTER, F.

Biographical

✓ FLEXNER, A.

WEED, L.

Interview with Mr. Justice Frankfurter, Washington, D. C.

Filed in Vertical File under Interviews.

Interview with Mr. Justice Frankfurter

1955

SCHOOL OF ECONOMICS AND POLITICS

SCHOOL OF MATHEMATICS

BIEFLER, W.

VERLEN, G.

✓ FLEXNER, A.

PANOPSKY, E.

11/26

Academic Organization

Biographical

Interview with Winfield W. Biefler, November 26, 1955.

Filed under 11/26/55

XXXXXXXXXXXXXXXXXXXX

Filed in Vertical File, Interviews

1955

11/28

GENERAL 2, 3

Academic Organization

SCHOOL OF ECONOMICS AND POLITICS 4

GENERAL 6

Publications

MEMBERS 6

ROCKEFELLER 1, 2

Foundations

✓ FLEXNER, A. 1, 2

Biographical

RIEFLER, W. 4

AYDELOTTE, F. 1, 2, 3, 4, 5, 6

Interview with Dr. Aydelotte, November 28, 1955.

Filed in Chronological File under 11/28/55.

Vertical

Interviews

Interview with Dr. Aydelotte, 11/28/55

12/1

SCHOOL OF MATHEMATICS (7)

Academic Organization

APPOINTMENTS (1, 5)

Academic Personnel

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

GENERAL (6, 7)

Administration

DIRECTOR (3, 6, 7)

FRANKFURTER (1, 8)

Biographical

RIEFLER (1, 3, 8)

STEWART (3)

EINSTEIN (,5, 6)

✓ FLEXNER, (5, 6, 7, 8, 9)

VEBLEN (Interview)

Interview with Professor Veblen, 12/1/55.

Filed in Vertical File under Veblen Interviews.

1955

SCHOOL OF ECONOMICS AND POLITICS

BUILDINGS AND GROUNDS

WOODWARD, E. L.

Academic Organization

Facilities

Biographical

✓ FLEXNER, A.

WIMPLER, W.

LOW, E.

~~INTERVIEWS~~

Publications

Interview with Elias Low, December 2, 1955.

Filed in Vertical File under "Interviews".

Interview with Elias Low, December 2, 1955

✓ FLEXNER, A.

Biographical

AYDELOTTE, F.

BAILEY, MRS.

Interview with Mrs. Esther Bailey, December 5, 1955.

Filed in Vertical File under Interviews.

Interview with Mrs. Esther Bailey, 12/5/55.

1955

12/9

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

SCHOOL OF MATHEMATICS

EARLE, E. M.

Biographical

✓ FLEXNER A.

VEBIEN, O.

Interview with Mrs. Beatrice Earle, December 9, 1955.

Filed in Vertical File under Interviews.

Interview with Mrs. Beatrice Earle, 12/9/55.

1955

12/10

SCHOOL OF MATHEMATICS

Academic Organization

MATHEMATICS

Academic Activities

THEORETICAL PHYSICS

✓FLEXNER, A.

Biographical

Social discussion with Professor Morse, 12/10/55.

Filed under "M" in Vertical File under Interviews.

Social discussion with Professor Morse, 12/10/55

1955

POLICIES

PARTICIPATION IN ADMINISTRATION

SCHOOL OF ECONOMICS AND POLITICS

VEBLER, G.

AYDELOTTE, F.

DOUGLAS, LEWIS

✓ FLEXNER, A.

12/12

Administration

Academic Personnel

Academic Organization

Biographical

Interview with Professor Veblen, December 12, 1955.

Filed in Vertical File under Interviews.

Interview with Professor Veblen, 12/12/55.

1955

12/12

AYDELOTTE, P.

Biographical

✓ FLEXNER, A.

Interview with Dr. Aydelotte, December 12, 1955.

Filed in Vertical File under Interviews.

Interview with Dr. Aydelotte, 12/12/55.

1955

12/13

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

SCHOOL OF MATHEMATICS

MORSE, W.

Biographical

JEWETT

VEBLEN, O.

EISENHART,

FLEXNER, A.

ELIOT, T. S.

Interview with Professor Morse, December 13, 1955.

Filed in Vertical File under Interviews.

Interview with Professor Morse, December 13, 1955.

1955

12/13

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

EARLE, E. M.

Biographical

VEBLER, O.

~~FLEXNER~~, A.

SIEGEL, CARL L.

PAULI, W.

Interview with Professor Veblen, December 13, 1955.

Filed in Vertical File under Interviews.

Interview with Professor Veblen, December 13, 1955.

1955

12/16

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ FLEXNER, A.

Biographical

EARLE, E. M.

STEWART, W.

WARREN, R.

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

Filed in Vertical File under Interviews.

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

1955

12/16

ROCKEFELLER

Foundations

ARCHEOLOGY

Academic Activities

STIPENDS

Academic Personnel

MEMBERS

PARTICIPATION IN ADMINISTRATION

GENERAL

Academic Procedures

✓ FLEXNER, A.

Biographical

MERRITT, B.

AYDELOTTE, F.

Interview with Professor Meritt, 12/16/55.

Filed in Vertical File under Interviews.

Interview with Professor Meritt, 12/16/55

1955

12/19

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

SALARIES

Academic Personnel

BENEFITS

INVESTMENTS

Finance

REPORTS

MAASS, HERBERT H.

Biographical

LEIDESDORF

FLEXNER, A.

AYDELOTTE, F.

EINSTEIN, A.

Interview with Messrs. Maass and Leidesdorf, December 19, 1955.

Filed in Vertical File under Interviews.

Interview with Messrs. Maass and Leidesdorf, 12/19/55

1955

12/27

GENERAL

Academic Organization

SCHOOL OF ECONOMICS AND POLITICS

VON NEUMANN

Biographical

✓ FLEXNER, A.

STEWART, W. W.

WARREN

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

Filed in Vertical File under Interviews.

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

1955
SCHOOL OF ECONOMICS AND POLITICS

12/31
Academic Organization

RIEFLER, W.

Biographical

✓ FLEXNER, A.

WARREN, R.

STEWART, W.

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

Filed in Vertical File under Interviews.

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

1956

1/9

GOLDMAN, HETTY

Biographical

HIEFLEB, W.

WARREN

STEWART

✓ FLEXNER, A.

EARLE, E. W.

Interview with Professor Goldman, January 9, 1956.

Filed in Vertical File under Interviews.

Interview with Professor Goldman, January 9, 1956

1956

1/10

EASTMAN

Foundations

ROCKEFELLER

✓ FLEXNER, A.

Biographical

GOTTMAN, JEAN

Interview with Jean Gottman, January 10, 1956.

Filed in Vertical File under Interviews.

Interview with Jean Gottman, 1/10/56

1938

1/10

SCHOOL OF MATHEMATICS

Academic Organization

SCHOOL OF HUMANISTIC STUDIES

SCHOOL OF ECONOMICS AND POLITICS

POLICIES

Admini_{st}ration

✓ FLEXNER, A.

Biographical

EARLE, E. M.

HERZFELD, ERNST E.

KANTOROWICZ, ERNST

WOODWARD, E. L.

ALFÖLDI, ANDREW

SIEGEL, CARL LUDWIG

PAULI, WOLFGANG

PANOFSKY, ERWIN

Interview with Professor Veblen, January 10, 1956.

Filed in Vertical File under Interviews.

Interview with Professor Veblen, January 10, 1956.

1956

1/13

GENERAL

Corporation

TRUSTEES

DIRECTOR

Administration

VEBLEN, O.

Biographical

MOE, HENRY ALLEN

STRAUSS, L. W.

AYDELOTTE, F.

✓ FLEXNER, A.

Interview with Professor Veblen, January 13, 1956.

Filed in Vertical File under Interviews.

Interview with Professor Veblen 1/13/56

1956

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PARTICIPATION IN ADMINISTRATION

school OF ECONOMICS AND POLITICS

/FLEXNER, A.

MAASS, H.

LEIDESDORF, S.

Stewart Interview 1/30/56

Academic Personnel

Academic Organization

Biographical

Vertical File

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SCHOOL OF ECONOMICS AND POLITICS

Organisation
Academic Personnel

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Academic Personnel

STEWART, W. W.

Biographical

✓ FLEXNER, A.

VERLEN, O.

RITTLER, W.

DOUGLAS, LEWIS

OF ENNEBINDER, W.

MOE, HENRY ALLEN

HYDELOTER, P.

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

Filed in Chronological File under Stewart Interviews.

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

1956

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SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

LEAGUE OF NATIONS

Government Relations

PARTICIPATION IN ADMINISTRATION

Academic Personnel

DIRECTOR

Administration

HOUGHTON

Biographical

STEWART, W. W.

✓ FLEXNER, A.

FOTWERS

BLISS

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

Filed in Vertical File under Stewart Interviews.

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

1956

2/8

SCHOOL OF MATHEMATICS

Academic Organization

SCHOOL OF ECONOMICS AND POLITICS

BUDGET

Finance

VEBLEN, O.

Biographical

EINSTEIN, A.

EISENHART

✓ FLEXNER, A.

PANOFSKY

HERZFELD

Interview with Professor Oswald Veblen, February 8, 1956.

Filed in Vertical File under Veblen Interviews.

Interview with Professor Oswald Veblen, 2/8/56

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

2/10

FACULTY PARTICIPATION

Academic Personnel

GENERAL

Academic Organization

AYDELOTTE, F.

Biographical

✓ FLEXNER, A.

MOREY, C. R.

PANOFSKY

Interview with Professor Panofsky, February 10, 1956.

Filed in Vertical File under Panofsky Interviews.

Interview with Professor Panofsky, February 10, 1956

1956

2/16

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

STEWART, WALTER W.

Biographical

RIEFLE, WINFIELD W.

WARREN

✓ FLEXNER, A.

OPPENHEIMER, J. R.

EARLE, E. M.

Interview with Professor Stewart, February 16, 1956.

Filed in Vertical File under Stewart Interviews.

Interview with Professor Stewart, 2/16/56

1956

2/28

PRINCETON UNIVERSITY

SCHOOL OF MATHEMATICS

VEBLEN, O.

FRANKFURTER, F.

✓ FLEXNER, A.

✓ FLEXNER, SIMON

WEED

CAPREL

Relations WOI

Academic Organization

Biographical

Interview with Professor Veblen, February 28, 1956.

Filed in Vertical File under Veblen Interviews.

Interview with Veblen, 2/28/56

1956

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PRINCETON UNIVERSITY
SCHOOL OF MATHEMATICS
VEBLEN, O.

FRANKFURTER, F.

✓ FLEXNER, A.

FLEXNER, SIMON

WEED

CARREL

Relations WOAI

Academic Organisation

Biographical

Interview with Professor Veblen, February 28, 1956.

Filed in Vertical File under Veblen Interviews.

Interview with Veblen, 2/28/56

1956

3/8

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

SCHOOL OF MATHEMATICS

FOUNDERS

Corporation

BUDGET

Finance

GIFTS

✓ FLEXNER, ABRAHAM

Biographical

Interview with Dr. Abraham Flexner, March 8, 1956,
11:10 a.m. to 12:30 p.m., and 2:30 p.m. to 3:00 p.m.

Filed in Vertical File under Flexner Interviews.

Interview with Dr. Abraham Flexner, 3/8/56

1956

3/15

FOUNDERS

Corporation

HOUSING

Facilities

SALARIES

Academic Personnel

CODEL

Biographical

MILLER, BERNETTA

EINSTEIN, A.

MAASS, HERBERT H.

AYDELOTTE, F.

✓ FLEXNER, A.

VON NEUMANN, J.

Interview with Bernetta Miller, March 15, 1956.

Filed in Vertical File under Miller Interviews.

Interview with Bernetta Miller, 3/15/56

1956

3/23

PRINCETON UNIVERSITY

Relations WOAI

SALARIES

Academic Personnel

✓ FLEXNER, A.

Biographical

DODDS, HAROLD W.

AYDSLOTTE, P.

Interview with President Harold W. Dodds, Princeton
University, March 23, 1956.

Filed in Vertical File under Dodds Interviews.

Interview with President Dodds, 3/23/56

1956

3/25

MAX WHEED, LOUIS

Biographical

✓ FLEXNER, SIMON

VEBLEN, O.

PEARCE, LOUISE, DR.

Interview with Dr. Louise Pearce, March 25, 1956.

Filed in Vertical File under Pearce Interviews.

Interview with Dr. Louise Pearce, March 25, 1956.

1956

3/31
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SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

FOUNDERS

Corporation

PRINCETON UNIVERSITY

Relations WOA

STEWART, W. W.

Biographical

EARLE, E. M.

✓ FLEXNER, A.

VINER, J.

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

Filed in Vertical File under Riefler Interviews.

Interview with Riefler 3/31 and 4/1

1956

4/6

SCHOOL OF MATHEMATICS

Academic Organization

SCHOOL OF ECONOMICS AND POLITICS

POLICIES

Administration

WOODWARD, SIR LLEWELLYN

Biographical

EINSTEIN, A.

✓ FLEXNER, A.

MITRANY

Interview with Sir Llewellyn Woodward, April 6, 1956.

Filed in Vertical File under Woodward Interviews.

Intefvlew with Woodward, 4/6/56

1956

4/15

SCHOOL OF MATHEMATICS

Academic Organization

EICHELSER, MARIE C.

Biographical

✓ FLEXNER, A.

AYDELOTTE, F.

VEBLEN, O.

Interview ~~XIER~~ by telephone with Marie C. Eichelsner
in New York, April 15, 1956.

Filed in Vertical File under Eichelsner Interviews.

Telephone Interview with Miss Eichelsner, 4/15/56

4/23

1750
FLEXNER, A.

Biographical

GENERAL (NATIONAL FUND FOR
MEDICAL EDUCATION)

Foundations

For proceedings at dinner for award to Flexner, see
Vertical file under "F" for Flexner, a booklet 10-3/4" X 8-1/4".

1956

May

✓ FLEXNER, A.

Biographical

Flexner awarded the award for distinguished work in medical education. Previously awarded to Hoover & Eisenhower. Flexner's office inundated by congratulations and correspondence.

Bailey Interview, Phone, May 26, 1956

1956

5/9

WILLOUGHBY

Biographical

✓ FLEXNER, A.

BAILEY, ESTHER (MRS.)

Conversation with Dr. Willoughby, May 9, 1956.

Filed in Vertical File under Willoughby Interviews.

Conversation with Dr. Willoughby, 5/9/56

1956

5/12

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

GENERAL

Facilities

DAUNCEY, DOROTHY

Biographical

DAUNCEY, WES

✓ FLEXNER, A.

AYDELOTTE, F.

Interview with Dorothy Dauncey, May 12, 1956.

Filed in Vertical File under Dauncey Interviews.

Interview with Dorothy Dauncey, May 12, 1956

1956

5/15

BUILDINGS AND GROUNDS

Facilities

✓ FLEXNER, A.

Biographical

WELCH, ROY (MRS.)

AYDELOTTE, F.

PANOFISKY, ERWIN

Dinner table conversation with Mrs. Roy Welch, May 15, 1956.

Filed in Vertical File under Welch Interviews.

Dinner table conversation with Mrs. Welch, 5/15/56

1956

FOUNDERS

GENERAL

INSTITUTE FILE

GIFTS

DIRECTOR

ECONOMICS

SCHAAP

FARRIER

BAMBERGER , LOUIS

FULD

HARDIN

BAMBERGER, EDGAR

LEIDESDORF

MAASS

STRAUS

✓ FLEXNER

AYDELOTTE

STRAUSS

5/29 5/29

Corporation

Facilities

Institute File

Finance

Administration

Academic Activities

Biographical

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

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

1956

5/31

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

Academic Personnel
Academic Activities
Foundations
Academic Organization
Biographical

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

Filed in Stewart Interviews in the Vertical File.

Interview with Stewart, 5/31/56

1956

6/4

SCHOOL OF HUMANISTIC STUDIES
SCHOOL OF HISTORICAL STUDIES
PRINCETON

LIBRARY

FACULTY

✓ FLEXNER, A.

DODS

CAPP

MURPHY

PANOPSKY

HARIS

OATES

OPPENHEIMER

STEWART

FERGUSON

ELIOT

TOYNE

BOAZ

Academic Organization

Relations WPAI

Facilities

Academic Personnel

Biographical

Interview with Professor W. J. Oates, Chairman,
Classics Department, Princeton University, June 4, 1956.

Filed in Vertical File under Oates Interviews.

Interview with Oates, 6/4/56

1956

6/6

ECONOMICS

Academic Activities

TEACHING

Academic Procedures

RESEARCH

PRINCETON

Relations WWAI

LEAGUE OF NATIONS

Government Relations

HOWARD, S. E.

Biographical

✓ FLEXNER, A.

WARREN, ROBERT

VINER, JACOB

NEUBAUER, ALBERT

Interview with Professor S. E. Howard, Princeton
University, June 6, 1956.

Filed in Vertical File under Interviews of Howard.

1956

6/6

GENERAL
ECONOMICS
PHILOSOPHY
PRINCETON UNIVERSITY
POLICIES
PARTICIPATION IN ADMINISTRATION
GUGGENHEIM
VINER, J.
✓ FLEXNER, A.
SIEFELS, W. W.
STEWART, WARREN
WARREN, ROBERT
VERBEN, C.
EINSTEIN, ALBERT
KARIE, EDWARD M.
PROFESSORS

Academic Organization
Academic Activities

Relations WPAI
Administration
Academic Personnel
Foundations
Biographical

Academic Personnel

Interview with Jacob Viner, June 6, 1956

Filed in Vertical File under Viner Interviews.

Interview with Viner, 6/6/56

1956

~~EXE~~ 6/7

DIRECTOR
ARCHEOLOGY
PRINCETON
TEACHING
MEMBERS
ASSISTANTS
MERITT, B. D.
AYDELOTTE, F.
✓ FLEXNER
DAUNCEY, MRS.
CLEMENT
SHOE
GARY, WADE
DE TOLNAY
KANTOROWICZ
CHERNISS
THOMPSON
PANOFISKY
FRANKL
HERZFELD
LOWE
CAPPS
SIEGEL

Administration
Academic Activities
Relations WOAI
Academic Procedures
Academic Personnel

Biographical

Interview with Professor Meritt, June 7, 1956.
Filed in Vertical File under Meritt Interviews.

1956

7 6/13

THEORETICAL PHYSICS PHYSICS

Academic Activities

MATHEMATICS

GENERAL

Academic Procedures

PRINCETON UNIVERSITY

Relations WPAI

SMYTHE, HENRY DEWOLFE

Biographical

ROSEN

✓ FLEXNER

EINSTEIN

BOHR

Interview with Dr. Henry Dewolfe Smythe, June 13, 1956.

Interview will be filed in Vertical File under Egm Smythe Interview

Interview with Smythe, 6/13/56

1956

6/21

PRINCETON UNIVERSITY (8, 9, 10)

HARVARD UNIVERSITY (1)

MATHEMATICS (2, 7, 14)

E. C. P. (5, 6)

APPOINTMENTS (2, 3, 4, 5)

SALARIES (3)

FACULTY (10, 11)

SCHOOL OF MATHEMATICS (5, 9, 14, 15)

SCHOOL OF HISTORICAL STUDIES (14)

JOHNS HOPKINS (7, 8)

DIRECTOR (10, 11)

TRUSTEES (11)

RESEARCH (13)

MORSE (1, 5, 8, 10)

BIRKHOFF (1, 4)

WHITNEY (2)

STEWART (2, 3)

✓ FLEXNER (3, 7, 8)

GODEL (3, 5)

MAYER (3)

SIEGEL (5)

BIGELOW (5, 6)

ELIOT, T. S. (7)

STRAUSS (10)

EARLE (10)

BOREL (15)

VEBLEN (1, 2, 4, 5, 8, 13)

DODDS (2)

WARREN (2, 3)

VON NEUMANN (3, 5, 6)

PLAZCEK (3)

WIENER, NORBERT (4, 6)

WEYL (5, 8)

EINSTEIN (6, 8, 11, 12, 16)

VINER (9, 10)

AYDELOTTE (10, 11)

OPPENHEIMER (15)

Relations WOA I

Academic Activities

Academic Personnel

Academic Organization

Educational Institutions

Administration

Corporation

Academic Procedures

Biographical

Interview with
Morse 6/21/56.

Filed in
Vertical file
under Morse
Interviews.

1956

6/27

PARTICIPATION IN ADMINISTRATION

Academic Personnel

MEMBERS

MATHEMATICS

Academic Activities

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

DIRECTOR

Administration

WEYL, HERMANN

Biographical

BIRKENOFF, GEORGE

✓ FLEXNER, A.

ALEXANDER, JAMES W.

Interview with James W. Alexander, June 27, 1956.

Filed in Vertical File under Alexander Interviews.

Interview with Alexander, 6/27/56

1956

9/21

DIRECTOR 1, 2, 5

Corporation

PARTICIPATION IN ADMINISTRATION 1, 2

Academic Personnel

Princeton University 2

Relation with

SWARTHMORE 5

Educational Institutions

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

Biographical

MAASS, H. B. 1, 3, 4

LEIDESDORF 1, 3, 4

✓ FLEXNER, A. 2, 3

HARDIN, J. R. 3

STEWART, W. W. 3

Interview with Mr. Aydelotte, September 21, 1956.

Filed in Vertical File under Aydelotte Interviews.

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

9/28

JOHN HOPKINS

Educational Institutions

BOAS, GEORGE

Biographical

✓ FLEXNER

LOVEJOY, ARTHUR O.

GOODNOW, FRANK

AYDELOTTE, F.

ALBRIGHT

SENNAN

Conversation with George Boas, September 28, 1956.

Filed under Boas Interviews.

1956

9/28

SALARIES (P. 2)

Academic Personnel

PARTICIPATION IN ADMINISTRATION (P. 4-5)

PRINCETON UNIVERSITY

Relations WOAI

TRUSTEES

Corporation

EARLE (P. 1)

Biographical

✓ FLEXNER, (P. 2)

VEBLEN (P. 2, 4, 5)

MAASS (P. 2, 5)

MERITT (P. 3)

MOREY (P. 5)

AYDELOTTE (P. 5)

WEED (P. 5)

Dinner table conversation with Miss Goldman, 9/28/56
Filed in Vertical File under Goldman Interviews.

1956

10/1

HARVARD

Relations WOM

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

SALARIES

Academic Personnel

BENEFITS

GOLDMAN, BETTY

Biographical

✓ FLEXNER, A.

SHREFFOLD

LOWE, H. A.

MONEY

✓ Interview with Betty Goldman, 10/1/56.

Filed in Vertical File under Goldman Interviews.

Interview with Miss Goldman, 10/1/56

1956

10/12

DIRECTOR

Administration

GENERAL

Foundations

ROCKEFELLER

CARNEGIE

STEWART, W. W.

Biographical

AYDELOTTE, P.

/ FLEXNER, A.

Interview with Walter Stewart, October 12, 1956.

Filed in Vertical File under Stewart Interviews.

1936

10/10

JAMES MCNEIL

Educational Institutions

GENERAL

Finance

LOVEJOY, ARTHUR C.

Biographical

BALTIMORE

✓ FLEXNER, A.

Telephone conversation with Dr. Arthur C. Lovejoy of
Baltimore.

Filed in Vertical File under Lovejoy Interviews.

Telephone Conversation with Lovejoy 10/14/36

1956

10/19

JOHNS HOPKINS

Educational Institutions

GENERAL (GENERAL EDUCATION BOARD)

Foundations

ROCKEFELLER

FOUNDERS

Corporation

LOVEJOY, ARTHUR O.

Biographical

BOAS

✓ FLEXNER, A.

AYDELOTTE, F.

Interview with Professor Emeritus (Johns Hopkins)
Arthur O. Lovejoy, October 19, 1956.

Filed in Vertical File under Lovejoy Interviews.

Interview with Lovejoy, 10/19/56

1956

10/23

JOHN HOPKINS

Educational Institutions

GENERAL

Educational Institutions

MACALEST, P. STEWART

Biographical

GOEDRON

✓ FLEXNER, A.

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

Filed in Vertical File under Macanley Interviews.

1928

10/24

DIRECTOR
JOHN HOPKINS
BUILDINGS AND GROUNDS
CHINESE ORIENTAL LIBRARY
PARTICIPATION IN ADMINISTRATION
INSTITUTE HISTORY
PRINCETON UNIVERSITY
✓ FLEXNER, A.
LEI HEDORF
BLUESTONE
MAASS
VERBIE
HARDIN
VON NEUMANN
ALEXANDER
DODDS
MONEY
AYDELOTTE
WARREN
STEWART

Administration
Educational Institutions
Facilities

Academic Personnel
Institute History
Relations WPAI
Biographical

Interview with Abraham Flexner, 10/24, 1956
Filed in Vertical File under Flexner Interviews.

Flexner Interview, 10/24/56

1956

10/24

JONES MARINE

Educational Institutions

INSTITUTE HISTORY

Institute History

OPPENHEIMER, S.

Biographical

RESEARCH

✓ FLEXNER

Brief Interview with Robert Oppenheimer, October 24, 1956.

Filed in Vertical File under Oppenheimer Interviews.

1956

10/30

BENEFITS

Academic Personnel

EINSTEIN, A.

Biographical

✓ FLEXNER, A.

Interview with Helen Dukas, October 30, 1956.

Filed in Vertical File under Dukas Interviews.

Interview with Helen Dukas, 10/30/56

1956

November

✓ FLEXNER, A.

Biographical

Articles by Allan Nevins and Benjamin Fine on
Flexner's 90th birthday.

Filed in Vertical File under "F" for Flexner.

New York Times

1956

11/13 }
11/6 } ?

✓ FLEXNER, A.

Biographical

A birthday party thought ~~up~~ of first by Fulton, passed on to Oppenheimer and by him to Leidesdorf with the request that Leidesdorf might consider letting his people arrange it since he has not been close to Flexner. A most florid scroll was ~~xxx~~ given Flexner in Latin signed by 23 professors of the Institute.

D, Flexner 90th birthday.

1956

12/10

PRINCETON UNIVERSITY

SCHOOL OF MATHEMATICS

SALARIES

BENEFITS

NATIONAL RESEARCH COUNCIL

ROCKEFELLER (G. E. B.)

VEBLÉN

/ FLEXNER

EINSTEIN

HEISENHART

WEYL

LEPSCHETZ

ALEXANDER

Relations WDAI

Academic Organization

Academic Personnel

Foundations

Biographical

Luncheon conversation with Veblen, 12/10/56.
Filed in Vertical File under Veblen Interviews.

1956

12/12

SCHOOL OF MATHEMATICS

MATHEMATICS

PHYSICS

DIRECTOR

MEMBERS

VEBLEN, O.

MONTGOMERY

AYDELOTTE

✓ FLEXNER, A.

Academic Organization

Academic Activities

Administration

Academic Personnel

Biographical

Interview with Dr. Veblen, December 12, 1956.

Filed in Vertical File under Veblen Interviews.

1956

12/13

SWANTENORE

AYDELOTTE, WILLIAM

AYDELOTTE, FRANK

✓ FLEXNER, A.

Educational Institutions

Biographical

Interview with Dr. William Aydelotte, December 13, 1956.

Filed in Vertical File under William Aydelotte Interviews.

1957

2/10

ROCKEFELLER INSTITUTE FOR MEDICAL RESEARCH

Foundations

GENERAL

Academic Procedures

PEARCE, LOUISE

Biographical

✓ FLEXNER, ABRAHAM

FLEXNER, SIMON

SABIN, FLORENCE

EINSTEIN, ALBERT

CARBELL

Table conversation with Louise Pearce, February 10, 1957.

Filed in Vertical File under 1957, 2/10.

1957

2/14

GENERAL EDUCATION BOARD

JOHNS HOPKINS

BROOKINGS INSTITUTE

DEGREES

SCHOOL OF HISTORICAL STUDIES

SCHOOL OF MATHEMATICS

STEWART, W. W.

✓ FLEXNER, ABRAHAM

FLEXNER, SIMON

POSDICK, RAYMOND

Foundations

Educational Institutions

Academic Procedures

Academic Organisation

Biographical

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

Filed in Vertical File under Stewart Interviews.

1957
APPOINTMENTS
members
STIPENDS

SCHOOL OF MATHEMATICS
SCHOOL OF HISTORICAL STUDIES
SCHOOL OF HUMANISTIC STUDIES
SCHOOL OF ECONOMICS AND POLITICS

PRINCETON UNIVERSITY

VEBLEN
WEED
✓ FLEXNER
MERITT
PANOFSKY
EINSTEIN
VON NEUMANN

2/22
Academic Personnel

Academic Organization

Relations WOI

Biographical

Interview with Professor Veblen, February 22, 1957.

Filed in Vertical File under Veblen Interviews.

1957

3/5

PARTICIPATION IN ADMINISTRATION

Academic Personnel

DUKAS

Biographical

EINSTEIN (AND MRS. EINSTEIN)

✓ FLEXNER, A.

MAYER, WALTER

WEYL, H.

WISB

Interview with Miss Dukas, March 5, 1957;

Filed in Vertical File under Dukas Interviews.

1957

3/13

ECONOMICS (2, 6, 7)

SCHOOL OF ECONOMICS AND POLITICS (1, 2)

SCHOOL OF HUMANISTIC STUDIES (4, 6)

SCHOOL OF HISTORICAL STUDIES (6)

PRINCETON UNIVERSITY (3, 4, 5, 6, 7)

PARTICIPATION IN ADMINISTRATION (5)

POLICIES (3, 5, 6)

BUILDINGS AND GROUNDS (SITE) (6)

WOODWARD (7)

✓ FLEXNER 1X (1, 4, 5, 7)

FRANKFURTER (1)

NITRANY (1)

MARSCHAK (1)

RISPLER (1, 2)

VINER (2, 7)

EARLE (2, 3, 6)

JONES, THOMAS (3)

WARREN (3)

STEWART (3)

AYDELOTTE (5)

OPPENHEIMER (6)

BAILEY (8)

Academic Activities

Academic Organization

Relationships

Relations WOAI

Academic Personnel

Administration

Facilities

Biographical

Interview with Sir Llewellyn Woodward, March 13, 1957.

Filed in Vertical File under Woodward Interviews.

1957

4/15

ALL SOULS (OXFORD) (1, 2, 3)

Educational Institutions

INSTITUTE HISTORY (1, 3)

Institute History

SCHOOL OF HISTORICAL STUDIES (1, 4)

Academic Organization

SCHOOL OF MATHEMATICS (1, 2, 4)

GENERAL (1, 2)

Academic Organization

APPOINTMENTS (2)

Academic Personnel

WOODWARD (1)

Biographical

✓ FLEXNER (1, 2)

FRANKFURTER (1, 2)

OPPENHEIMER (3)

KEYNES (3)

Interview with Sir Llewellyn Woodward, April 15, 1957.

Filed in Vertical File under Woodward Interviews.

1957

4/15

JOHNS HOPKINS UNIVERSITY (1)

Educational Institutions

ROCKEFELLER INSTITUTE FOR MEDICAL
RESEARCH (1, 2, 3, 4, 5)

Foundations

~~WEEN~~

CORNER

Biographical

WEED (1, 6)

✓ FLEXNER, ABRAHAM (1, 4)

FLEXNER, SIMON (1, 4, 5)

BRONK (3, 5)

Interview with Dr. George Corner, April 15, 1957.

Filed in Vertical File under Corner Interviews.

1957

4/17

DIRECTOR (2)

Administration

GOTTMAN (1, 2, 3)

Biographical

✓ FLEXNER (1)

HAILEY (1)

STEWART (2)

VEBLEN (2)

NITRANY (2, 3)

LEHAY (2, 3)

OPPENHEIMER (2, 3)

EINSTEIN (2, 3)

After dinner conversation with Jean Gottman.

Filed in vertical file under Gottman Interviews.

1957

4/18

APPOINTMENTS

PRINCETON

SCHOOL OF HUMANISTIC STUDIES

DODDS

LOWE, E. A.

✓ FLEXNER, A.

MERITT, B. D.

Academic Personnel

Relations WOI

Academic Organization

Biographical

Lowe luncheon discussion, ✓ April 18, 1957.

Filed in Vertical File under Lowe Interviews.

1957

5/3

BENEFITS (1, 2, 3)

SALARIES (1)

FACULTY (2)

TRUSTEES (2, 3)

DIRECTOR (2, 3)

ECONOMICS (4, 5, 6, 7)

SCHOOL OF ECONOMICS AND POLITICS (4, 5, 6, 7)

SCHOOL OF NEO HUMANISTIC STUDIES (5)

WOLMAN (1, 2, 4, 7, 8)

AYERLOTTE (1, 2, 3, 8)

DE TOLRAY (1, 2, 3)

PANOVSKY (1, 2, 3)

KARLE (2)

VEBLEN (2, 5)

NOE (2)

✓ FLEXNER (2, 3, 8)

EINSTEIN (3)

CLAY (7)

VINER (6)

WARREN (6)

HAMBURG (3, 5)

STEWART (4, 6, 7, 8)

RIMPLER (4, 5, 7)

MAASS (5)

OPPENHEIMER (5)

Academic Personnel

Corporation

Administration

Academic Activities

Academic Organization

Biographical

Interview with Wolman, 5/3/57.

Filed in Vertical File under
Wolman Interviews.

1957

5/22

PRINCETON UNIVERSITY (1, 2, 3, 4)
HARVARD (3)
JOHNS HOPKINS (1)
HUMANITIES (3)
MATHEMATICS (1, 2)
BUILDINGS AND GROUNDS (3, 4)

EISENHART (1, 2)
DODDS (1, 2)
✓ FLEXNER (1)
MOREY (1, 2)
ALEXANDER (2)
VON NEUMANN (2)
VEDLEN (2, 3)
BIRKHOPP (3, 4)
LEFSCHETZ (1, 2)

Relations WOAI

Educational Institutions
Academic Activities
Academic Activities
Facilities

Biographical

Interview with Dean Eisenhart, May 22, 1957.

Filed in Vertical File under Eisenhart Interviews.

1957

5/24

ECONOMICS

APPOINTMENTS

RICHTER, KURT

VINER, JACOB

✓ FLEXNER, ABRAHAM

Academic Activities

Academic Personnel

Biographical

Conversation with Kurt Richter, May 24, 1957.

Filed in Vertical File under Richter Interviews.

1957

6/1

BAILEY, ESTHER

Biographical

✓ FLEXNER, A.

Lunched with Mrs. Bailey.

Learned Flexner revising I Remember for republication.

Going to Ahmic after June 13. No time for interview.

1957

6/6

PARTICIPATION IN ADMINISTRATION (1)

Academic Personnel

POLICIES (1)

Administration

SCHOOL OF ECONOMICS AND POLITICS (1, 2)

Academic Organization

ECONOMICS (1, 2)

Academic Activities

SCHOOL OF MATHEMATICS (1)

Academic Organization

INSTITUTE HISTORY (2)

Institute History

✓ FLEXNER (1)

Biographical

CLAY, HENRY (2)

LEIDESDORF (2)

STEWART, WALTER W. (1, 2, 3)

Interview with Walter W. Stewart, June 6, 1957.

Filed in Vertical File under Stewart Interviews.

1957

6/7

ARCHAEOLOGY (1, 2)

Academic Activities

SCHOOL OF HUMANISTIC STUDIES (1)

Academic Organization

SCHOOL OF MATHEMATICS (2)

PRINCETON (1, 2, 3)

Relations WOAI

GOLDMAN (1, 2, 3)

Biographical

✓ FLEXNER (1, 2, 3)

ALEXANDER (2)

EINSTEIN (2)

OPPENHEIMER (2)

MOREY (2, 3)

Interview with Miss Hetty Goldman, June 7, 1957.

Filed in Vertical file under Goldman Interviews.

1957

6/27

FOUNDERS (1, 4, 5)
BUILDINGS AND GROUNDS (1)
PARTICIPATION IN ADMINISTRATION (2, 3)
APPOINTMENTS (4, 5, 6)
ECONOMICS (4)
ARCHAEOLOGY (4)
GENERAL (4)
SCHOOL OF HUMANISTIC STUDIES (4, 6)
SCHOOL OF MATHEMATICS (6)
GOLDMAN (1, 2, 3, 4, 5, 6)
AYDELOTTE (1, 3, 4)
HOUGHTON (1)
OPPENHEIMER (2)
VEBIEN (3, 6)
MORSE (3)
✓ FLEXNER (4, 5, 6)
THOMPSON (4)
BAMBERGER, LOUIS (5)
BAMBERGER, LAVINIA (5)
MERITT (6)
PANOFKY (6)
DE TOLNAY (6)
Eisenstein (1, 2, 3, 6)

Corporation
Facilities
Academic Personnel

Academic Activities

Finance
Academic Organization

Biographical

Interview with Hetty Goldman, June 27, 1957.

Filed in Vertical File under Goldman Interviews.