

Committee to Select a Director.  
1945-1947, 1965-1966

## T H E   Q U E S T

To K. A.

One April day the chairman said  
"Fuld Hall next year will lack a head  
J. Robert will be unemployed;  
Go forth, you five, and fill that void."

Then Captain Henry told his crew  
"In view of what we are to do  
We'll need some help - we haven't any,  
Let's latch on to this fellow Kenny.

"Let's plan clear-cut, decisive action  
That gives all parties satisfaction  
Just as the buildings-grounds committee  
Did with the swimming pool for Kitty.

"And ere a new head we appoint  
Let's see how others view the joint;  
Does it perform a useful function  
Or should we render final unction?

"Is the old Institute advancing?  
Should we do something in square dancing?  
Is our pre-eminence a mirage?  
Should we start research in dressage?

"Should the director be a scholar  
Or is his job to seek the dollar?  
Does Bundy think our salaries low?  
What thoughts has Henry Allen Moe?

"When mathematicians are adults  
Their idleness brings bad results,  
At nineteen they've created plenty;  
Question: should they be shot at twenty?"

The six began on nearby lanes,  
They interviewed the local brains,  
They asked Dean Brown about reliance  
On physics versus social science;

With tact they queried Bob Goheen  
As to the Institute cuisine;  
Full many a pundit's bell they rang  
From Hörmander and Meiss to Yang,

From Marston Morse to Tullio Reggi  
A few were calm and some were edgy.  
Professor Weil just said "Amen,  
Hail peace on earth, good will to men!"

- 2 -

Professor Gilliam said "For me  
The world stopped turning 1 B.C."  
Alföldi said "And I insist  
That Grant and Lee did not exist."

Montgomery said "I have no praise  
For him who wrote A Thousand Days,  
At half mast we should fly our pennon  
For this worst step since we took Kennan."

The task force roamed by land and air  
From Washington to Harvard Square,  
From Cooperstown to Berkeley, Cal.,  
Geneva, Brussels and Pall Mall;

To Lefty's theory of rotation  
They listened without acclamation;  
Spellbound they sat while Barney Keeney  
Discoursed over his sixth martini;

They talked to Medawar and Bell,  
Van Hove, Bailyn, Kerr as well,  
To Baker, Haskins, White and Pusey;  
They came home wise and slightly woozy.

But on their travels they had found  
A don - sage, modest and profound.

\*

Triumphantly our choice we blazon,  
Three cheers for us as well as Kaysen!

8 April 1966

HKH

THE INSTITUTE FOR ADVANCED STUDY  
PRINCETON, NEW JERSEY 08540

February 8, 1966

Dear Dr. Oppenheimer:

As you know, Buz is going to spend Thursday going around to the faculty members at their homes to tell them of the Trustees' decision. He thought that he might come by your house at about 9:30 a.m. to give you a copy of the letter that is being sent to the others by Mr. Leidesdorf. I hope that is convenient. If not, could you give him or Margaret a call tomorrow evening?

Yours,

A handwritten signature in dark ink, appearing to read "Ken Auchincloss", written in a cursive, slightly slanted style.

Kenneth Auchincloss



NF

THE INSTITUTE FOR ADVANCED STUDY  
PRINCETON, NEW JERSEY

November 4, 1965

Professor Carl Kaysen  
235 Littauer Center  
Cambridge 38, Mass.

Dear Carl,

Here is our reimbursement for the excellent lunch you gave Buz Henry and me. My admiration for the Littauer Center has soared even higher at finding that you have kept the Faculty Club so secure from inflation.

Buz has shown me a copy of his recent letter to you, and let me add my own word of thanks. As you can imagine, after 30 or 40 discussions of the Institute's problems one begins to feel as if past conversations are simply being chopped up and put back together in a different form (shades of EEC poultry tariffs!). But you offered us some genuinely original thoughts, and I hope that we can make something of them.

It was very good to see you again, and good to see Cambridge. Perhaps if I can procrastinate this work long enough, I'll have a chance to do it once more.

Best regards,



Kenneth Auchincloss

October 29, 1965.

Mr. Kenneth Auchincloss,  
Institute for Advanced Studies,  
Princeton, N.J.

Dear Ken,

The expenses of our lunch last Friday  
were \$11.45.

Sincerely yours,

Carl Kaysen.

CK/hd

UNITED STATES  
ATOMIC ENERGY COMMISSION  
WASHINGTON 25, D. C.

16 April 1947

Dear Doctor Aydelotte:

This is to advise you that your telegram of this date was received in Mr. Strauss' absence.

However, I should like to inform you that Mr. Strauss was in communication with Mr. Herbert Maass in New York after receipt of a telegram from Dr. Oppenheimer in the affirmative.

Mr. Strauss will no doubt write you when he returns to Washington but I thought you would like to have the above information.

Yours very truly,

*Virginia H. Walker*  
Virginia H. Walker  
Secretary to L.L. Strauss

April 16-47 NYC

Just received  
clearance from  
Oppenheimer, Tamm  
& Strauss. Releasing  
news tonight for  
immediate publi-  
cation.

Herbert H,  
Maass

Telegram  
New York City  
April 16, 1947

Dr. Aydelotte

Have no word yet from anybody which authorizes immediate  
release.

kr

Herbert H. Maass



T E L E G R A M

April 15, 1947

Lewis L. Strauss  
United States Atomic Energy Commission  
Washington, D. C.

Herbert H. Maass  
20 Exchange Place  
New York 5, New York

Should be grateful for advance indication your plans for  
announcement.

FRANK AYDELOTTE

Charge to Institute for Advanced Study

T E L E G R A M

April 15, 1947

Lewis L. Strauss  
United States Atomic Energy Commission  
Washington, D. C.

Herbert H. Maass  
20 Exchange Place  
New York 5, New York

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FRANK AYDELOTTE

Charge to Institute for Advanced Study

April 14, 1947

Dr. J. Robert Oppenheimer has not yet been able to see President Sproul and consequently does not wish his appointment at the Institute to be announced until he has formally resigned from the University of California. I must, therefore, ask you to keep the information secret until you see it in the newspapers.

FRANK AYDELOTTE  
Director

THE INSTITUTE FOR ADVANCED STUDY  
PRINCETON, NEW JERSEY

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FRANK AYDELOTTE  
Director

UNITED STATES  
ATOMIC ENERGY COMMISSION  
WASHINGTON

11 April 1947

Dear Doctor Aydelotte:

Many thanks for your kind note of the 10th. I appreciate your congratulations and am passing your message along to my colleagues.

The Institute matter has progressed as planned and I expect to have a draft of the announcement ready for delivery to Mr. Maass and will call him in New York tomorrow as I am going up tonight. I was unable to reach you today but this letter should be in your hands tomorrow morning.

Faithfully yours,

*L. L. Strauss*  
LEWIS L. STRAUSS *llw*

Dr. Frank Aydelotte  
The Institute for Advanced Study  
Princeton, New Jersey

J. ROBERT OPPENHEIMER

Physicist; b. New York, N. Y., April 22, 1904;  
s. Julius and Ella (Freedman) O.; A.B., Harvard University,  
1925, student Cambridge University, England, 1925-1926;  
Ph.D., Göttingen University, Germany, 1927; m. Katherine  
Harrison, November 1940; children--Peter, Katherine Tyke.  
National Research fellow, 1927-1928; International Education  
Board fellow, 1928-1929; Assistant professor, theoretical  
physics, California, 1929-1930, Associate professor, 1930-  
1935, Professor, 1935--; Associate professor, California  
Institute of Technology, 1928-1937, Professor 1937--.  
Director, laboratory, Santa Fe, New Mexico, that perfected  
the atomic bomb, 1945. Fellow American Academy of Arts and  
Sciences, American Physical Society; Member, National  
Academy of Sciences, American Philosophical Society.  
Quantum mechanics; cosmic rays. Home: Eagle Hill,  
Berkeley, California.

**J. ROBERT OPPENHEIMER**

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physics, California, 1929-1930, Associate professor, 1930-  
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Director, laboratory, Santa Fe, New Mexico, that perfected  
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UNITED STATES  
ATOMIC ENERGY COMMISSION  
WASHINGTON 25, D. C.

17 January 1947

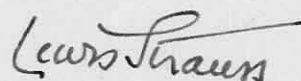
Dr. Frank Aydelotte,  
Highland Park Florida Club,  
Lake Wales, Florida.

Dear Doctor Aydelotte:

Many thanks for your note. I had not known that you were in Florida, and I am delighted to learn that you are enjoying a rest. You certainly deserve it and I hope you will have good weather and, if you are looking for it, good sport.

Hoping to see you soon after your return and with cordial greetings to Mrs. Aydelotte, I am, as ever

Yours faithfully,

A handwritten signature in cursive script, reading "Lewis Strauss". The signature is written in dark ink and is positioned below the typed name.

LEWIS L. STRAUSS



HIGHLAND PARK FLORIDA CLUB  
LAKE WALES, FLORIDA

Warmest thanks for your kind  
telegram already delightfully  
replied and should feel uncomfortable  
not to return for meeting you  
may accordingly expect me  
Metropolitan Club one o'clock  
Thursday unless Oran, Blossom  
specific is unusually late  
In that case shall telephone your  
office to learn when you can see  
me your secretary can get me  
on train by telephone work station

CLASS OF SERVICE

This is a full-rate Telegram or Cablegram unless its deferred character is indicated by a suitable symbol above or preceding the address.

BY DIRECT WIRE FROM

# WESTERN UNION

1223

SYMBOLS

DL = Day Letter

NT = Overnight Telegram

LC = Deferred Cable

NLT = Cable Night Letter

Ship Radiogram

R. B. WHITE  
PRESIDENT

NEWCOMB CARLTON  
CHAIRMAN OF THE BOARD

J. C. WILLEVER  
FIRST VICE-PRESIDENT

The filing time shown in the date line on telegrams and day letters is STANDARD TIME at point of origin. Time of receipt is STANDARD TIME at point of destination

WU4 79=ID WASHINGTON DC 20 341P

DR FRANK AYDELOTTE:

=HIGHLAND PR LAKE WALES FLO=

: MESSAGE YOU RECEIVED WAS SENT ALL MEMBERS OF COMMITTEE

BY MISS RICHARDSON STOP I WOULD NOT HAVE ADDRESSED YOU

:AS I CERTAINLY WOULD NOT WISH YOU TO CURTAIL YOUR LONG

DEFERRED HOLIDAY AND SINCE I HAVE YOUR VIEWS SO RECENTLY

AND FULLY EXPRESSED AND WHICH I WILL PRESENT I CAN SEE

NO REASON FOR YOU TO PENALIZE YOURSELF STOP IF HOWEVER

YOU DECIDE TO COME I HOPE YOU CAN LUNCH WITH ME THURSDAY

ONE OCLOCK METROPOLITAN CLUB WIRE WHETHER=

LEWIS L STRAUSS

Idipau - Strauss - Jan 20

Have your message  
urging full attendance

of Com and am cutting  
short my vacation. I  
attend Pass through  
workshop. That work  
weekend that I am  
on free am time  
in wedding, so should  
be glad stop for  
preliminary consultation  
or even call on you

New York for relief Friday. Please see

TELEGRAM RECEIVED  
Washington D. C.  
January 15, 1947

Miss Richardson

Plan to attend meeting Strauss committee 5:00 p.m. Friday  
January 24th in Leidesdorf Office.

kr

Louis H. Weed, M. D.

THE INSTITUTE FOR ADVANCED STUDY

SCHOOL OF ECONOMICS AND POLITICS

PRINCETON, NEW JERSEY

January 14, 1947

Dear Frank:

Two long telephone calls with Mr. Strauss provide me with the information that, if his Committee accept his recommendations, they will choose a Director from among the persons suggested by the Faculty. This is good news and I very much hope that the Chairman will succeed in his program.

We all very much hope that it may be possible for you to attend the meeting which is now being called for either January 24 or 25. We know that you would be capable of expressing our point of view and in furthering the cause of the candidates whom we have suggested.

One point I have been specifically requested to bring forth, namely, that if one or more dark horses is suddenly brought forward at the coming meeting, you will do everything possible to prevent precipitate action and to give the members of the Faculty an opportunity to consider the person or persons in question.

Do you think that before a definitive choice has been made--or at least before an actual appointment--some sort of liaison ought to be established with Harold Dodds, so that the news will not be sprung on him at the same time as it reaches the general public? I am not suggesting, of course, that the University have any sort of veto, but simply that as a matter of courtesy it ought to be kept informed.

As ever,



Edward Mead Earle

Dr. Frank Aydelotte  
Lake Wales Florida Club  
Lake Wales, Florida



D A Y L E T T E R

January 14, 1947

Strauss Committee will meet at 5:00 p.m., Friday, January 24th at Mr. Leidesdorf's office, 125 Park Avenue, New York City.

Jane S. Richardson

Copy to:

Lewis W. Douglas  
Mutual Life Insurance Company of New York  
34 Nassau Street  
New York 5, New York

John F. Fulton  
Yale University School of Medicine  
333 Cedar Street  
New Haven 11, Connecticut

Samuel D. Leidesdorf  
125 Park Avenue  
New York 17, New York

Herbert H. Maass  
20 Exchange Place  
New York 5, New York

Michael Schaap  
Bloomingdale's  
Lexington Avenue and 59th Street  
New York 22, New York

Lewis L. Strauss  
Room 220  
State Department  
Washington, D. C.

Lewis H. Weed  
National Research Council  
2101 Constitution Avenue  
Washington, D. C.

D A Y L E T T E R

January 14, 1947

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Highland Park Florida Club  
Lake Wales, Florida

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Charge to Institute for  
Advanced Study

Jane S. Richardson

January 14, 1947

Mr. Lewis W. Douglas  
Mutual Life Insurance Company of New York  
34 Nassau Street  
New York 5, New York

Dear Mr. Douglas:

I have just sent you a telegram calling a meeting of Mr. Strauss's committee on the directorship at five o'clock on Friday afternoon, January 24th, in Mr. Leidesdorf's office, 125 Park Avenue, New York City. I reported your preference for a meeting on the 25th to Mr. Maass this morning but since the majority of members of the committee found it possible to attend on the 24th rather than on the 25th, both Mr. Maass and Mr. Strauss agreed that it would be best to hold the meeting on Friday. I very much hope that this arrangement will not prove inconvenient and that it will be possible for you to attend.

Yours sincerely,

Jane S. Richardson  
Assistant Secretary

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January 14, 1947

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Herbert H. Maass  
20 Exchange Place  
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Michael Schaap  
Bloomingdale's  
Lexington Avenue and 59th Street  
New York 22, New York

Lewis L. Strauss  
Room 220  
State Department  
Washington, D. C.

Lewis H. Weed  
National Research Council  
2101 Constitution Avenue  
Washington, D. C.

D A Y L E T T E R

January 14, 1947

Frank Aydelotte  
Highland Park Florida Club  
Lake Wales, Florida

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Charge to Institute for  
Advanced Study

Jane S. Richardson

T E L E G R A M

Received January 14, 1947

Jane S. Richardson  
Institute for Advanced Study  
Princeton, New Jersey

Keenly regret impossible attend meeting 24th or 25th.

FRANK AYDELOTTE  
Lake Wales, Florida

C O L L E C T   T E L E G R A M

Received January 14, 1947

Jane S. Richardson  
Institute for Advanced Study  
Princeton, New Jersey

Can attend meeting Saturday 25th at Mr. Leidesdorf's office.

L. W. DOUGLAS  
New York City

Charge to Institute for Advanced Study

C O L L E C T   T E L E G R A M

Received January 14, 1947

Jane S. Richardson  
Institute for Advanced Study  
Princeton, New Jersey

Either date satisfactory but prefer Friday January 24th.

MICHAEL SCHAAP  
New York City

Charge to Institute for Advanced Study



T E L E G R A M

Received January 14, 1947

Jane S. Richardson  
Institute for Advanced Study  
Princeton, New Jersey

Both dates convenient but prefer January 24th, 5:00 p.m.

SAMUEL D. LEIDESDORF  
New York City



D A Y L E T T E R

January 13, 1947

Can you attend meeting Strauss's Committee New York, Friday January 24th, 5:00 p.m. or Saturday, January 25th, 10:30 a.m. at Mr. Leidesdorf's office, 125 Park Avenue. Please wire reply collect.

Jane S. Richardson, Secretary

Copy to:

Lewis W. Douglas  
Mutual Life Insurance Company of New York  
34 Nassau Street  
New York 5, New York

John F. Fulton  
Yale University School of Medicine  
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National Research Council  
2101 Constitution Avenue  
Washington, D. C.

Charge to Institute for Advanced Study

D A Y L E T T E R

Lewis L. Strauss  
Room 220  
State Department  
Washington, D. C.

January 13, 1947

Maass leaves for California January 29th. Following telegram sent all members of Committee: Can you attend meeting Strauss's Committee New York, Friday, January 24th, 5:00 p.m. or Saturday, January 25th, 10:30 a.m. at Mr. Leidesdorf's office, 125 Park Avenue. Please wire reply collect.

Jane S. Richardson

D A Y L E T T E R

Frank Aydelotte  
Highland Park Florida Club  
Lake Wales, Florida

January 13, 1947

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Jane S. Richardson

Charge to Institute for Advanced Study

T E L E G R A M

Received January 13, 1947

Jane S. Richardson  
Institute for Advanced Study  
Princeton, New Jersey

Dr. Fulton free to attend meeting of Strauss Committee  
either January 24th or 25th.

Katherine Hart, Secretary  
New Haven, Connecticut

T E L E G R A M

Received January 13, 1947

Jane S. Richardson  
Institute for Advanced Study  
Princeton, New Jersey

Can attend meeting Strauss Committee Friday, January  
24th at five. Saturday meeting 25th most inconvenient but  
possible.

LEWIS H. WEED  
Washington, D. C.

CLASS OF SERVICE

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# WESTERN UNION

A. N. WILLIAMS  
PRESIDENT

1201

SYMBOLS

DL = Day Letter

NL = Night Letter

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Ship Radiogram

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==W2 DL PD=PRINCETON NJER 14 226P

FRANK AYDELOTE=

=HIGHLAND PARK FLORIDA CLUB=

STRASS COMMITTEE WILL MEET AT FIVE PM FRIDAY JANUARY 24TH AT

MR LEIDESDORF OFFICE 125 PARK AVE NYK EARLE WRITING YOU TODAY=

JANE S RICHARDSON.

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A. N. WILLIAMS  
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WJ1 DL PD=PRINCETON NJER 13 1152A

FRANK AYDELOTTE=

HIGHLAND PARK FLORIDA CLUB=

FOLLOWING TELEGRAM: SENT ALL MEMBERS OF COMMITTEE CAN YOU  
ATTEND MEETING STRAUSS COMMITTEE NEW YORK FRIDAY JAN 24TH  
FIVE PM OR SATURDAY JAN 25TH 1030 AM AT MR LEIDESDORFS OFFICE  
125 PARK AVE PLEASE WIRE REPLY COLLECT. MAASS IN CALIFORNIA  
JANUARY 29TH TOT MARCH 15TH STRAUSS PREFERS FULL ATTENDANCE  
HAVE INFORMED EARLE=

JANE S RICHARDSON.



D A Y L E T T E R

January 13, 1947

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Jane S. Richardson, Secretary

Copy to:

*25th*

Lewis W. Douglas  
Mutual Life Insurance Company of New York  
34 Nassau Street  
New York 5, New York

*either 24th or 25th*

John F. Fulton  
Yale University School of Medicine  
333 Cedar Street  
New Haven 11, Connecticut

*either 24th or 25th*

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125 Park Avenue  
New York 17, New York

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New York 22, New York

*either 24th or 25th*

Lewis H. Weed  
National Research Council  
2101 Constitution Avenue  
Washington, D. C.

*Strauss*

No.

FA

Charge to Institute for Advanced Study



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Room 220  
State Department  
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Jane S. Richardson

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Frank Aydelotte  
Highland Park Florida Club  
Lake Wales, Florida

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Jane S. Richardson

Charge to Institute for Advanced Study

June

Mr. Strauss's New York telephone no.  
at the Atomic Energy Commission is

Murray Hill 3-1759

Fulton - any Sat.

Schoon - 15th

any day except Sat. week of 20th

Douglas - no alternative choice.

Weed - Wed, Thurs. & Friday

Heidelberg - no other choice.

Macris - any day

Strauss

FA.

Address of Metropolitan  
Club - 17th & H Ave NW  
Washington, D.C.  
Hour. National 7500

4 - OK on 18th

Douglas

Heidelberg

Macris

Weed

Fulton

Schoon

Strauss

FA.



THIS SIDE OF CARD IS FOR ADDRESS



Miss Jane S. Richardson, Assistant Secretary  
Institute for Advanced Study  
Princeton, New Jersey

shall not

I ~~shall~~ be able to attend a meeting on Saturday,  
January 18, 1947, in Washington, D. C.?

Hour preferred \_\_\_\_\_

shall not

I shall be able to attend a late afternoon meeting  
in Washington, D. C.?

Please check days preferred:

Monday

Tuesday

Wednesday

Thursday

Friday

Signed

Walter Appleby



CHURCH STREET  
STATION



THIS SIDE OF CARD IS FOR ADDRESS

Miss Jane S. Richardson, Assistant Secretary  
Institute for Advanced Study  
Princeton, New Jersey

~~shall not~~

I shall be able to attend a meeting on Saturday,  
January 18, 1947, in Washington, D. C.?

Hour preferred 12 noon or 1 PM

~~shall not~~

I shall be able to attend a late afternoon meeting  
in Washington, D. C.?

Please check days preferred:

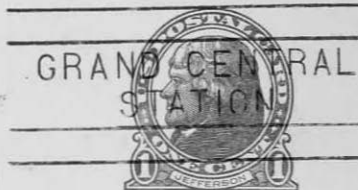
*any day on suitable  
prior notice*

Signed *W.H. Murray*

Monday  
Tuesday  
Wednesday  
Thursday  
Friday



THIS SIDE OF CARD IS FOR ADDRESS



Miss Jane S. Richardson, Assistant Secretary  
Institute for Advanced Study  
Princeton, New Jersey



~~shall not~~

I shall be able to attend a meeting on Saturday,  
January 18, 1947, in Washington, D. C.?

Hour preferred Afternoon

shall not

I shall be able to attend a late afternoon meeting  
in Washington, D. C.?

Please check days preferred:

Monday

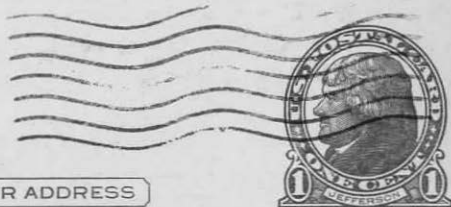
Tuesday

Wednesday

Thursday

Friday

Signed S. D. Rudinow



THIS SIDE OF CARD IS FOR ADDRESS

Miss Jane S. Richardson, Assistant Secretary  
Institute for Advanced Study  
Princeton, New Jersey

~~shall not~~

I shall be able to attend a meeting on Saturday,  
January 18, 1947, in Washington, D. C.?

Hour preferred: Afternoon

~~shall not~~

I shall be able to attend a late afternoon meeting  
in Washington, D. C.?

Please check days preferred: Monday

Tuesday

✓ Wednesday

✓ Thursday

✓ Friday

Signed Lewis H. Wood



THIS SIDE OF CARD IS FOR ADDRESS

Miss Jane S. Richardson, Assistant Secretary  
Institute for Advanced Study  
Princeton, New Jersey

~~shall not~~

I shall be able to attend a meeting on Saturday,  
January 18, 1947, in Washington, D. C.?

Hour preferred Morning

shall not

I shall be able to attend a late afternoon meeting  
in Washington, D. C.?

Please check days preferred:

Monday

Tuesday

Wednesday

Thursday

Friday

Signed Lewis W. Douglas



CHURCH STREET  
STATION



THIS SIDE OF CARD IS FOR ADDRESS

Miss Jane S. Richardson, Assistant Secretary  
Institute for Advanced Study  
Princeton, New Jersey

shall not

I ~~shall~~ be able to attend a meeting on Saturday,  
January 18, 1947, in Washington, D. C.?

Hour preferred Early afternoon.

~~shall not~~

I shall be able to attend a late afternoon meeting  
in Washington, D. C.?

Please check days preferred:

(Or any day except Sat. in week  
beginning ~~May~~ <sup>May 20.</sup>)

Monday

Tuesday

Wednesday, 15<sup>th</sup> only day

Thursday

Friday

Signed

Michael Phag



T E L E G R A M

January 9, 1947

Miss Jane S. Richardson  
Institute for Advanced Study  
Princeton, New Jersey

Regret meeting at Williamsburg January 18th. Free any  
other Saturday.

JOHN F. FULTON

Institute for Advanced Study

THE INSTITUTE FOR ADVANCED STUDY

Founded by Mr. Louis Bamberger and Mrs. Felix Fuld

PRINCETON, NEW JERSEY

January 8, 1947

TO MEMBERS OF THE COMMITTEE TO SELECT A DIRECTOR:

At the request of Mr. Maass, Chairman of the Board, and Mr. Strauss, Chairman of the Committee, I am writing to ask whether it would be possible for you to attend a meeting of the Committee on the Directorship in Washington, D. C. at the Metropolitan Club on Saturday, January 18, 1947, exact time to be arranged later. If a Saturday meeting is not feasible for you, could you arrange to attend a meeting in the late afternoon on a weekday? It is planned to schedule this meeting so that members of the Committee will be able to return to New York the same evening. I enclose a postcard for your convenience in replying and should appreciate an answer by return mail so that Mr. Strauss can proceed as soon as possible to make definite arrangements for the meeting. It will be of great assistance to Mr. Strauss if you can arrange to come to Washington for this meeting, since his duties on the Atomic Energy Commission make it very difficult for him to get to New York.

Jane S. Richardson  
Assistant Secretary

Enc. 1

Members of the Committee are:

Lewis L. Strauss, Chairman  
Frank Aydelotte  
Lewis W. Douglas  
John F. Fulton  
Samuel D. Leidesdorf  
Herbert H. Maass  
Michael Schaap  
Lewis H. Weed

*If you want me to  
send you any of the  
correspondence between the  
Faculty & Trustees' Committee  
I shall be glad to do so.  
I'll keep you informed of  
developments. I am supposed  
to telephone Mr. Maass  
when I get all the replies in from this notice.*

January 8, 1947

TO MEMBERS OF THE COMMITTEE TO SELECT A DIRECTOR:

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Jane S. Richardson  
Assistant Secretary

Enc. 1

COPY OF REPLY POSTCARD

Members of the Committee are:

Lewis L. Strauss, Chairman  
Frank Aydelotte  
Lewis W. Douglas  
John F. Fulton  
Samuel D. Leidesdorf  
Herbert H. Maass  
Michael Schaap  
Lewis H. Weed

18th OK morning  
No 18th any other Sat.  
18th OK afternoon  
18th OK  
No 18th - 15th  
18th OK after 2:00

18th OK after 2:00 pm  
afternoon meeting Wed. Thurs. Fri.

telegram Wead at  
National Research Council  
2101 Constitution Avenue  
Washington, D. C.

shall not  
I shall be able to attend a meeting on  
Saturday, January 18, 1947, in Washing-  
ton, D. C.?

Hour preferred \_\_\_\_\_

shall not  
I shall be able to attend a late after-  
noon meeting in Washington, D. C.?

Please check days preferred: Monday  
Tuesday  
Wednesday  
Thursday  
Friday

Signed \_\_\_\_\_

PERSONAL

December 6, 1946

Lewis L. Strauss, Esq.  
52 William Street  
New York City, New York

Dear Strauss:

Our Faculty met on Monday, December 2nd and we had a very useful discussion of candidates for the Directorship. It seems to the members of the Faculty and to me that no useful purpose would be served by any attempt to rank candidates in the order of preference. All the men whose names have been submitted to you have such excellent qualifications that it comes down to a question as to which particular qualifications will prove to be most useful to the Institute. That can be settled, I think, only in discussion between your Committee and a Committee of the Faculty. For that purpose I hope you will plan to come down here yourself or summon a meeting of your Committee down here at the earliest convenient time.

I am suggesting that the Executive Committee of the Institute should meet in Princeton on December 17th. That time would not be, I think, a good time for your Committee to meet also. I would instead suggest some day later in that week, either the 18th, 19th or 20th. If no one of these dates is convenient for you, would you let me know when it would be convenient for you to come to Princeton?

Meanwhile if you are to be in New York at all I should be very glad to come in to see you to give you in somewhat fuller detail the gist of our Faculty discussions.

With kindest regards, I am

Yours sincerely,

Frank Aydelotte

Copy sent to:  
Room 220  
State Department  
Washington, D. C.



October 19, 1946

Lewis L. Strauss, Esq.  
52 William Street  
New York City, New York

Dear Mr. Strauss:

The committee to appoint my successor as originally  
appointed was as follows:

Mr. Moe, Chairman  
Mr. Aydelotte  
Mr. Douglas  
Dr. Fulton  
Mr. Leidesdorf  
Mr. Maass  
Mr. Schaap

By the action of the Board yesterday, you are substituted  
for Mr. Moe as Chairman and Dr. Weed is added to the  
committee. I have some ideas on the subject which I  
want to talk over with you at the earliest possible  
moment.

Yours sincerely,

Frank Aydelotte

FA:jer

Copy for file in Director's office

March 5, 1946

Mr. Henry Allen Moe  
551 Fifth Avenue  
New York 17, New York

My dear Mr. Moe:

On October 26, 1945 you were kind enough to write to each member of the Faculty of the Institute for Advanced Study informing him of the appointment of a committee of the Board of Trustees to consider the appointment of a Director of the Institute to succeed Dr. Aydelotte upon his retirement. As Chairman of that committee, you invited members of the Faculty to suggest persons who in its opinion might well be considered for the Directorship.

At an informal luncheon of the Institute Faculty held in November, Dr. Aydelotte was requested to appoint a committee representing all three schools, for the purpose of receiving suggestions and canvassing the situation as a whole. This committee, composed of the undersigned, has been actively at work. It has received several suggestions from members of the Faculty and made a preliminary report at a luncheon meeting held yesterday.

We have now been requested by the Faculty to make an ad interim and quite informal report to you, sometime at your convenience. We should like to put before you the names of persons whom we now have under consideration, and to obtain the benefit of such criticism as you may be in a position to offer. This could best be done, we believe, if we were to meet with you, either in New York or Princeton, at your convenience for informal discussion. Would you be good enough to let us know when we may have the opportunity to meet with you?

Sincerely yours,

March 5, 1946

Mr. Henry Allen Moe  
551 Fifth Avenue  
New York 17, New York

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Sincerely yours,

HENRY ALLEN MOE  
551 FIFTH AVENUE • NEW YORK 17

October 26, 1945

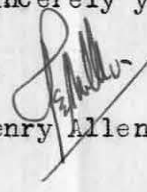
To the Board of Trustees of the Institute for Advanced Study:

At the first meeting of your committee charged with considering the matter of the directorship of the Institute following Dr. Aydelotte's retirement, it was agreed that the enclosed letter should be sent to each member of the Institute's Faculty.

The letter to the Faculty is sent to members of the Board of Trustees with the dual purpose of informing them of the committee's procedure, and of getting suggestions also from the Board as to the Institute's next Director.

It is requested that all communications in response to this letter be sent to me, so that everything on this subject may be in one channel.

Sincerely yours,

  
Henry Allen Moe

Dr. Frank Aydelotte  
Institute for Advanced Study  
Princeton, New Jersey



HENRY ALLEN MOE

551 FIFTH AVENUE • NEW YORK 17

October 26, 1945

To the Faculty of the Institute for Advanced Study:

The Trustees of the Institute for Advanced Study have named a committee of Trustees (Dr. Aydelotte, Mr. Douglas, Dr. Fulton, Mr. Leidesdorf, Mr. Maass, Mr. Schaap and myself) in reference to the appointment of a director of the Institute to succeed Dr. Aydelotte upon his retirement. The function of the committee is, of course, simply advisory to the Board of Trustees; for no Board can in any way delegate ultimate responsibility for the appointment of its principal executive officer.

At the first meeting of the committee I was instructed to ask members of the Institute's Faculty to suggest persons who should be considered for the directorship. We desire that all members of the Faculty shall be heard upon the subject. It is left to the Faculty to decide in what way these suggestions shall be arrived at; the committee is equally ready to consider one letter from the Faculty as a whole or individual letters from each member of the Faculty, or communications based on any procedure between these two extremes.

The deliberations and negotiations preceding the appointment of a director of the Institute are matters of great delicacy. Members of the Faculty will realize the importance to the welfare of the Institute of confining discussion of this subject to the Faculty and the Board of Trustees, and of keeping it strictly confidential so far as the outside world is concerned.

It is requested that all communications in response to this letter be sent to me, so that everything on this subject may be in one place for the committee's consideration. During the period of its deliberations the committee will be glad to confer with individual members of the Faculty or with a committee representing the Faculty as a whole.

There seems to be no point in having any discussion of qualifications in the abstract. The Faculty's idea of qualifications will be apparent in your suggestions, as will be this committee's in its recommendations and Trustees' in their choice.

Yours sincerely,

Henry Allen Moe  
Chairman

April 24, 1945

Henry Allen Moe, Esq.  
Guggenheim Foundation  
551 Fifth Avenue  
New York 17, New York

Dear Henry:

Mr. John R. Hardin, the Chairman of the Board of Trustees, has asked me to confirm to you in writing the announcement which he made to the Trustees on April 20th of the membership of the committee appointed by him to recommend to the Board of Trustees a suitable person to succeed me as Director. The Committee as appointed by Mr. Hardin is as follows:

Mr. Moe, Chairman  
Mr. Aydelotte  
Mr. Douglas  
Mr. Fulton  
Mr. Leidesdorf  
Mr. Maass  
Mr. Schaap

I am sending a carbon copy of this letter to each member of the Committee.

Yours very truly,

Frank Aydelotte

FA:jsr

April 24, 1945

Henry Allen Moe, Esq.  
Guggenheim Foundation  
551 Fifth Avenue  
New York 17, New York

Dear Henry:

Mr. John R. Hardin, the Chairman of the Board of Trustees, has asked me to confirm to you in writing the announcement which he made to the Trustees on April 20th of the membership of the committee appointed by him to recommend to the Board of Trustees a suitable person to succeed me as Director. The Committee as appointed by Mr. Hardin is as follows:

Mr. Moe, Chairman  
Mr. Aydelotte  
Mr. Douglas  
Mr. Fulton  
Mr. Leidesdorf  
Mr. Mease  
Mr. Schaap

I am sending a carbon copy of this letter to each member of the Committee.

Yours very truly,

Frank Aydelotte

FA:jsr

Copy to Mr. Hardin

April 24, 1945

Henry Allen Moe, Esq.  
Guggenheim Foundation  
551 Fifth Avenue  
New York 17, New York

Dear Henry:

I am writing the enclosed letter to each member of the  
committee appointed by Mr. Hardin to choose my successor.

Mr. Hardin instructed me to say to you that if it proves  
impossible for Mr. Douglas to serve, he will appoint another  
Trustee in his place.

Yours sincerely,

FA:jsr



## REPORT ON J. ROBERT OPPENHEIMER

J. Robert Oppenheimer is forty years old, married, of American nationality. The University of California had him as Assistant Professor 1929-1930, and Associate Professor 1930-1935; at the same time he was Associate Professor at the California Institute of Technology 1928-1937. Since 1935 and 1937 respectively, he has been full Professor at both institutions. Since 1942 he has been engaged in war work, almost entirely for the Manhattan District of United States Engineers, that is, the uranium project. Since April 1943 he has been the Director of the laboratory at Los Alamos which developed the nuclear bomb. At this moment he has offers of full professorships and the direction of important research programs from Harvard University, Columbia University, and the California Institute of Technology. He is likely to leave Government service and return to academic work before spring.

With remarkable success Oppenheimer has participated in the development of quantum mechanics and its methods by treating important special problems. Examples: Quantum theory of molecular spectra. Scattering of particles by the nuclear field. Polarization of radiation generated by the impact of electrons. Emission of radiation by free electrons passing through a nuclear field (generation of continuous X-ray spectra) and application of the inverse process to the absorption of radiation in the interior of stars. Cold emission from metals. Relativistic wave equation, with emphasis on the theoretical difficulties arising from the local fields of the particles. Pauli principle, and gas statistics (jointly with P. Ehrenfest; the statistics is found to depend on the parity of the number of bound electrons). Oppenheimer has his share in Dirac's bold interpretation of the absence of an electron in a given negative energy state as the presence of a new particle, the positron, in the corresponding positive energy level.

Since about 1930 the center of gravity of Oppenheimer's work has shifted to nuclear physics. He has studied the genetic relationship between the several elementary particles and radiation, for instance the perturbation of the process of radiation by generation of electron-positron pairs. Perhaps his most original ideas are contained in his papers on the decomposition of deuterons by impact, and on the multiplicative showers of particles which are such a surprising feature in cosmic radiation. Oppenheimer was also one of the physicists to recognize the great importance of mesons for nuclear physics, and to emphasize that they are likely to be the crux of the entire subject.

Everywhere, and in particular in his last work on nuclear physics, he shows considerable strength in pursuing a theory into its last consequences, those consequences which are decisive for the whole theoretical foundation. It is characteristic of Oppenheimer that so many of his papers are written in collaboration with other physicists.

During the war he has done excellent administrative work under formidable political and objective difficulties, and without losing any part of his scientific insight and integrity. He has a very great share in the success of the nuclear bomb, which presented a quite exceptionally complex aggregation of problems from all parts of theoretical and experimental physics and engineering. Very few men would have been able to master all details -- scientific, administrative, and organizational -- of this subject as he did.

Oppenheimer has been a very great influence in the United States in spreading the knowledge of quantum mechanics. He has an enormous capacity for influencing young people, and has founded the largest school of theoretical physics in this country. His interests are broad, he surrounds himself with a brilliant social circle, and his students are very enthusiastic about him. It may be that he is somewhat too dominant, and his students tend to be smaller editions of Oppenheimer.

*A. Einstein*

*John von Neuman*

## MEMORANDUM

DATE.....

from .. JOHN R. HARDIN

to ..

SUBJECT..... Committee on Selection appointed 4/20/45

Mr. Moz. Chairman

Mr. Aydelotte

Mr. Brugger

Mr. Fulton

Mr. Lindsdorff

Mr. Maass

Mr. Schaap