

MINUTES OF REGULAR MEETING OF
THE INSTITUTE FOR ADVANCED STUDY

April 18, 1944

A regular meeting of the Trustees of the Institute for Advanced Study was held at Fuld Hall, Princeton, New Jersey, on Tuesday, April 18, 1944, at 2:30 P. M.

Present: Messrs. Aydelotte, Edgar S. Bamberger, Flexner, Fulton, Hardin, Maass, Moe, Rosenwald, Schaap, Veblen, and Weed.

Absent and excused: Messrs. Douglas, Leidesdorf, Wolman, and Mrs. Fuld.

Mr. Hardin presided.

The minutes of the meeting held January 25, 1944, having been distributed, their reading was dispensed with. The secretary reported a correction to be made in the minutes, as follows: In paragraph 2 of the minutes of the meeting of the Executive Committee on December 14, 1943, appended to the Board minutes, the first word in line 6 should be "maximum" instead of "minimum," so that that paragraph would read in part: "a research fund of \$7500 shall be set aside, to be used by him as needed, with the approval of the Director and the Treasurer up to a maximum of \$2500 per year..." It was voted that this change be incorporated in the minutes, and the minutes were approved as amended.

Mr. Maass said the Executive Committee had no report to make beyond the minutes of the meeting of the Committee held on February 18th, which had already been distributed to all members of the Board. Mr. Maass recommended a change in the last sentence of

paragraph 5 of these minutes so as to read: "the whole project was fully discussed by members of the Committee and interest was expressed in receiving future reports by the Director on the development of the plan." It was voted that this change be made in the minutes, and the minutes were approved as amended.

In Mr. Leidesdorf's absence Mr. Maass reported for the Finance Committee that the Institute had about \$250,000 for investment. Investments being called between now and June 15th will give additional funds, but the Committee has no plans for immediate investments.

Dr. Weed explained that there were so many uncertain factors involved in the budget for next year that the Budget Committee was not prepared to make a report at this time. He said a budget would be presented at the October meeting.

Professor Veblen had no report to make at this time for the Committee on Buildings and Grounds but said that the Committee would meet immediately after the Board Meeting to consider several problems which were pending.

In the absence of Mr. Douglas, Mr. Moe presented the recommendations of the Committee on Nominations as follows:

For officers of the Board of Trustees to serve until the next annual meeting:

President: Herbert H. Maass
Vice-President: Lewis H. Weed
Chairman: John R. Hardin
Treasurer: Samuel D. Leidesdorf
Assistant Treasurer: Ira A. Schur
Secretary: Edgar S. Bamberger
Assistant Secretary: Leah Harris

Mr. Moe moved the election of the officers as read and the motion, being seconded, was carried.

For members of the Standing Committees of the Board of Trustees:

EXECUTIVE COMMITTEE: Mr. Maass, Chairman, Messrs. Bamberger, Flexner, Hardin, Leidesdorf, Moe, Schaap, Veblen, Weed, Wolman.

FINANCE COMMITTEE: Mr. Leidesdorf, Chairman, Messrs. Hardin, Maass, Schaap, Wolman.

BUDGET COMMITTEE: Mr. Weed, Chairman, Messrs. Douglas, Leidesdorf, Rosenwald.

COMMITTEE ON BUILDINGS AND GROUNDS: Mr. Veblen, Chairman, Messrs. Bamberger, Maass.

COMMITTEE ON BUILDINGS AND GROUNDS: Mr. Veblen, Chairman, Messrs. Bamberger, Maass.

COMMITTEE ON NOMINATIONS: Mr. Moe, Chairman, Messrs. Fulton, Leidesdorf.

The appointment of the committees as read was moved, seconded, and unanimously carried.

Mr. Maass moved the reappointment of Mr. Frank Aydelotte as Director of the Institute for the ensuing year and the motion, being seconded and unanimously approved, the Chairman announced that Mr. Aydelotte was thereby reappointed and notified.

Mr. Maass in reporting for the Treasurer said that a complete statement of assets and liabilities had been circulated at the last meeting and there had been no substantial change since then.

The Director then made his report as follows:

This is our first meeting since Mr. Bamberger's death. In the five years since I became Director, out of fifteen meetings, he missed only two. I hope that his spirit will always be with us: his modesty and sincerity, his generosity, his eagerness to be useful to humanity, and his instinct for excellence.

Even before I became Director I had come to know Mr. Bamberger and Mrs. Fuld extremely well. My wife and I visited them occasionally in South Orange, at their house on the New Jersey coast, and in Lake Placid. After I became Director, I received an intimation from Mr. Leidesdorf that Mr. Bamberger would be glad to see me frequently to talk over Institute problems. Accordingly, we made an arrangement by which I lunched with him at the store in Newark nearly every week during the academic year. In November, 1940, I prepared a long memorandum for Mr. Bamberger and Mrs. Fuld on the possible future development of the Institute, based upon conversations with members of the Faculty and with scholars outside our group whom I had consulted all over the country. Mr. Bamberger was interested but not ready to discuss details, and he gave me to understand that he was not ready to have me present these plans to the Board of Trustees. The time to do so has not yet come, but before long, when we know what our financial position is, I shall want to lay my ideas before you and ask your advice.

Meanwhile, I should like to put on record today certain ideas which Mr. Bamberger cherished and which I feel we should all keep in mind in shaping the future of this new and in many respects unique institution. Mr. Bamberger felt strongly that our first concern should be not for size but for quality. He was generous, but he believed in economy, upon which all enduring generosity depends. We owe it to him, as the trustees of his generosity, to see to it that, as far as human foresight can determine, every dollar that we spend shall yield a return in terms of the scholarly purposes for which the Institute exists.

Mr. Bamberger wished the Institute for Advanced Study to stand on its own feet as an independent institution. He insisted that we should pay rent to Princeton University so long as our mathematicians worked in Fine Hall. He was troubled by the fact that the Institute is constantly thought of as a part of Princeton University. He discussed with me often the question as to whether some change in name might not be advisable in order to make the fact clear that the Institute was not a part of Princeton University but a separate and independent corporation. At his suggestion I went so far at one time as to bring this concern to the attention of the Executive Committee. The decision then taken was that we should for the moment make no change. Mr. Bamberger did not insist, but I am not sure that he was content. He looked with some favor on the idea of calling this the New Jersey Institute for Advanced Study. I raised the question whether he would not like to have it called the Bamberger Institute or the Bamberger-Fuld Institute. To these suggestions his reply was an emphatic "No!"

Mr. Bamberger thought that the Executive Committee should be more important and more active, and it was at his suggestion that a regular schedule for its meetings was adopted. In this I think he was wise. I think he was also wise in his feeling that our appropriation for stipends should be increased and that we should bring larger numbers of young scholars to the Institute.

It would be premature today for me to lay before the Board in detail the plans which have been forming in my own mind during the five years of my directorship. It is, however, inevitable that we

should all be thinking of the future, and I should like to make three comments, based upon our past experience, as a background for proposals which I shall want to discuss with the Trustees in the future.

The first of these is my strong conviction, which I have already stated, of the importance of temporary appointments of young scholars. The most useful function of the Institute as I see it will always be the development of young men and women. In our early years, we allotted \$30,000 per year to stipends in the School of Mathematics, and no money we have spent has yielded richer returns. A similar amount for each of our three schools--say \$100,000 per year in all--for this purpose would not be extravagant. These appointments should be administered by the Faculty in the future as they have been in the past. They should in most cases be for short terms, though occasionally scholars of unusual originality and productiveness should be supported over a period of years. Our purpose should be not to build up here a permanent group of scholars but rather to send these young men out to revitalize and enrich research in other colleges and universities.

This brings me to my second point, which is that we should think of the Institute not as a kind of rival of other universities but rather as an organization designed to serve them. We have rightly laid great emphasis upon collaboration with Princeton University. I hope as time goes on that we shall be able to collaborate similarly with colleges and universities all over this country and all over the world. We can do this best by placing our resources at the disposal of their ablest young scholars and by thinking first not

of our prestige as a separate institution but rather of the interests of scholarship in this and in other countries in the fields which we touch.

We cannot touch all fields, and that brings me to my third point, which is the importance of collaboration in scholarly work. I think our experience has shown that it is better to have several permanent members of the Faculty interested in the various phases of a single subject than to scatter our resources over too many different fields of knowledge. This means that our contribution to scholarship will be correspondingly modest, but it will be solid so far as it goes. It means, furthermore, that our influence will be in the direction of breadth. While specialization is a condition of thoroughness, it seems to me that one of the lessons of scholarship at the present day is that specialization can be overdone and that the most significant progress is made by men who are interested in the interaction of one phase of a subject upon another. Einstein is the great modern example. His work, touching the fields of mathematics, physics, astronomy, and philosophy, derives its importance partly from its breadth. I could give examples from the work of other members of our own Faculty. A combination of breadth and thoroughness is rare and difficult. It is men who promise to achieve that difficult combination that we should seek in the future as permanent members of our staff. It is they who will exert the strongest and healthiest influence on scholarship.

I reserve for later meetings of the Board the translation of these principles into definite recommendations. I raise these

questions now because I hope the Board will be thinking about them. I hope that in the future development of the Institute the Board and Faculty will act as a unit and that any move we make will be preceded by the fullest and freest discussion between the two groups.

The possible usefulness of such an institution as this was great when Dr. Flexner first conceived it many years ago. At the end of this war it will be immeasurably greater. In Europe and in the Far East, universities have been ruthlessly destroyed, faculties and student bodies have been scattered, laboratories and libraries bombed and burned to the ground. In the slow work of reconstruction there will be for many years all too little surplus for the cultivation of scholarship. This country will also be poor and burdened with debt, but not so poor as others. The United States will exert an immense influence in the post war world. It is of supreme importance to us and to the world that our influence should be exerted toward the cultivation of the highest things for which our civilization stands--things of the mind and of the spirit. It is a great opportunity and a great responsibility that the Institute should at this time have before it the prospect of opening its doors to some of the young men and women who will be leaders in learning and scholarship in the next generation. The extent of our usefulness will be limited only by the wisdom of our decisions. The Institute has played and is playing a creditable part in the war. I hope for it an even greater and more useful rôle in the peace which is to come.

The Director's report was approved and it was voted that it be incorporated in the minutes of the meeting.

Mr. Maass presented to the Board for consideration a proposal that a committee be appointed by the Chairman from among the members of the Board to make a survey of what has been done by the Institute in the past, what is being done at present, and of plans for future development. He pointed out that none of the Trustees have had the opportunity that Mr. Bamberger had of constant contact with Dr. Aydelotte and Dr. Flexner, that the Board is frequently called upon to make important decisions, and that such a survey as proposed would give the members some historic background on which to formulate opinions and enable them to function more efficiently in the future when considering new recommendations.

The motion was seconded and unanimously approved and the Chairman announced that he wished to take some time for consideration before naming the members of the committee.

Mr. Maass reported that under a trust issued to Mr. Bamberger one of the beneficiaries, Alice Drey, has passed away and the Institute automatically becomes entitled to one-ninth of the principal fund, and he moved that authority be granted to have the necessary papers executed by the proper officers. The motion, being seconded, was duly carried, and the following resolution was adopted:

WHEREAS, the late Louis Bamberger under deed of trust, dated June 25, 1937, with the National Newark & Essex Banking Company and Walter H. Farrier, as Trustees, established a certain trust for certain beneficiaries, amongst them one Alice Drey, under and by the terms of which, in the event of the death of said Alice Drey, one-ninth of the principal of the said trust enured to the benefit of The Institute for Advanced Study;

WHEREAS, the said Alice Drey is now deceased, and under and pursuant to the terms and conditions of the said

trust the Trustees have rendered an accounting to The Institute for Advanced Study as to the corpus of said trust and the accrued income thereon, indicating that The Institute for Advanced Study is entitled to the sum of \$17,794.12, representing its distributive share of the corpus of said trust and of the accumulated income thereunder;

NOW, THEREFORE, BE IT

RESOLVED that The Institute for Advanced Study approves the said accounting and the distribution provided to be made thereunder, and the President and the Secretary and other officers of The Institute for Advanced Study be and they hereby are authorized, empowered and directed to accept and receive the same, and in return therefor to execute and deliver a form of release approving the schedule and accounting made by the said Trustees, and accepting the distribution of the securities and cash provided to be made thereunder.

The Director recommended that Dr. Kurt Weitzmann, who holds the position of Field Mediaevalist, be reappointed for the academic year 1944-45 at a salary of \$4500 and that Dr. Hanns Swarzenski, who is on leave of absence for the duration in order to fill an important post at the National Gallery in Washington be continued on his present status, the understanding being that he will be reappointed for at least one year after his return to the Institute. The Chairman moved that Dr. Aydelotte's recommendations be approved and the motion, being seconded, was duly carried.

Dr. Aydelotte announced with great regret the resignation of Marie C. Eichelser, Secretary to the Director and Assistant Secretary to the Board of Trustees, to take effect at the end of the present academic year. Miss Eichelser is leaving the Institute in order to be free to continue her studies at Columbia University. She is, except for Miss Blake, the senior member of our administrative staff, having completed ten years of service in January, 1944. The

Director moved that the Board of Trustees express to Miss Eichelser its grateful appreciation of this decade of intelligent, loyal, and efficient service and its cordial good wishes to her for every possible success in her studies. The motion was seconded and unanimously carried.

The schedule of meetings for the coming year was discussed. It was pointed out that Mr. Wolman could not attend midday meetings on Tuesdays because of a conflict with his classes at Columbia University and after general discussion of the most convenient day for all members of the Board it was agreed that the Board Meetings should be held on the third Fridays of October, January, and April. It was agreed that the meetings of the Finance and Executive Committees should continue to be held on Tuesdays at Mr. Leidesdorf's office, 125 Park Avenue, New York City, the Finance Committee at four o'clock and the Executive Committee at five. The complete schedule of the meetings for 1944-45, as agreed upon, is as follows:

Friday	October 20, 1944	Board of Trustees	Princeton
Tuesday	November 14, 1944	Fin. & Exec. Comm.	New York
Tuesday	December 12, 1944	Fin. & Exec. Comm.	New York
Friday	January 19, 1945	Board of Trustees	Princeton
Tuesday	February 20, 1945	Fin. & Exec. Comm.	New York
Tuesday	March 20, 1945	Fin. & Exec. Comm.	New York
Friday	April 20, 1945	Board of Trustees	Princeton

It was moved that the Chair appoint a committee to prepare an appropriate set of resolutions with respect to the death of Mr. Bamberger, and the motion, being seconded, was unanimously carried.

Several members of the Board spoke briefly of their reminiscences of Mr. Bamberger.

There being no further business the meeting adjourned.

(Signed) Edgar S. Bamberger

Secretary