

THE INSTITUTE FOR ADVANCED STUDY

SCHOOL OF MATHEMATICS

FINE HALL

PRINCETON, NEW JERSEY

27 Dec. 1935

Dear Dr. Flesher:-

I have just received your letter of Dec. 23rd. Dr. Hirschfelder came to see me after he had seen you and I told him that he would be recommended for admission, but not for a grant ~~at~~ at least not during the present academic year. I had, of course, consulted the people who know ^{directly} about his work.

I appreciate your remarks about the ~~access~~ part-time arrangements and, although my experience does not agree with that which you cite, I hope that you will find me accepting the decision in the same loyal spirit in which it is taken. Indeed, I did not suggest the meeting of the mathematical group at which your letter of December 11th was discussed, but merely circulated your letter for the information of my colleagues.

The trip back to Princeton last night was much easier than I had anticipated — so

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PRINCETON, NEW JERSEY

it didn't impair my impression of an evening well spent. Please give my thanks to Mrs. Flexner for a very delightful dinner*. Elizabeth's cold is developing in the usual sniffling manner and should be over in a day or two.

Best wishes for the new year,

Yours sincerely,

Oswald Veblen.

* Not meaning to exclude the concert

December 23, 1935

Dear Professor Veblen:

I have yours of December 19 regarding Dr. Hirschfelder. As far as I am concerned, the decision as to his being admitted to the Institute is, as such decisions have always been, entirely in the hands of the mathematical group. You do not say whether or not Dr. Hirschfelder will expect a grant. He made some allusion to that subject in speaking with me, and I replied that you and your associates were the sole judges. If Ridenour receives a paying post, there would be money available for Hirschfelder, if the mathematical group so desire.

I do not quite follow the second paragraph of your letter in which you say that "coöperative arrangements will be more difficult under the restrictions which are now contemplated". The only restriction which I had in mind was this - that young men presumably of promise ought not to divide their time between research in the Institute and elementary teaching in the University. As a matter of fact, every Bulletin issued by the Institute describes it as a full-time institute devoted to research and teaching above the Ph.D. level. On those terms Mr. Bamberger endowed the Institute, and to those terms we are morally and educationally bound to conform. So far from interfering with coöperation, adherence to this principle will greatly simplify coöperation, for it will limit coöperation to the one purpose for which the institution was projected and automatically exclude other types of coöperation inconsistent, in my judgment, with our undertakings to the

Professor Veblen

December 23, 1935

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founders and in general prejudicial to the individuals involved. Moreover, the effort to cooperate on the lower basis, that is, by paying part of the time of an instructor, will tend to spread, as has indeed already proved to be the case. There is no possible way of deciding when it should be permitted and when it should be forbidden on the merits of the individual cases. The shortest and simplest way is not to start it.

The only possible result that I can foresee is that we may have to pay one person in full instead of two persons in part. Inasmuch as we are bound to select in any event, this would simply reduce the enrollment at Fine Hall by one or two persons - itself rather a desirable than an undesirable situation, Fine Hall being crowded, as it now is.

As I write this, I am reading the Life of Henry W. Nevins, a brilliant Englishman who, speaking of his own work, says:

"The work was supposed to take only half my time, but it is a safe precept never to accept a half-time job, for it is impossible to regulate a day's work by halves."

Instead of half, he might just as well have said, "part".

The promises which I made to Mr. Bamberger and Mrs. Fuld in respect to full time were not arbitrary. For twenty-five years I have been studying and observing university and medical school conditions in this country and in most European countries. I have of course encountered some part-time men who were doing better work than some full-time men. Yet taking the thing as a whole and realizing that no one can be certain in advance as to any individual, I came away from this long and thoroughly objective experience with the conviction that academic safety lies in the full-time arrangement. Quite independently the Rockefeller Institute/^{having} in its early days had some part-time workers came to the same conclusion and in 1907 cut the knot by excluding part-time workers altogether. No medical school that ^{has} ever gone on full time would r ^{ever} ace its steps. Columbia

Professor Veblen

December 25, 1935

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having tried full-time one year tried part-time workers the next year and abandoned them wholly the third year.

There is another consequence that would inevitably follow from a part-time arrangement as exemplified in the Taub and Givens cases, as it will tend to impair the autonomy of the separate schools since, as applications for part-time arrangements in elementary teaching come up, the Director will be forced to a personal investigation, the result of which may be that I may be compelled to overrule one or the other of the Institute groups. If we can have a distinct understanding on these two points, namely, that in the absence of such considerations as operate in the case of Pryce no one will be admitted without the Ph.D. degree and next that cooperation with the University must take place only at the level of research and never at the level of mere teaching or routine assistance, the autonomy of each group will be as nearly complete as it can be made. Groups will of course still have to live within their budgets, and it will always have to be the business of the Director to weigh the conflicting needs and demands for funds and to apportion income between groups as judiciously as with their advice he possibly can. Having done that, his activities will be mainly devoted to relieving the group of one thousand and one immaterial details which would interfere with their fundamental purposes. I do not think it at all surprising that, even though in words all this was said at the beginning, it has taken us a few years to realize the significance of what was explicitly undertaken. Other problems that likewise go to the very root of things may from time to time emerge. Should such be the case, it would, I think, be in the interest of speedy and intelligent decision if we discussed them together rather than separately. I am certain that, if I had been present at the meeting of the mathematical group when my letter of December 11 was discussed, it would not have been necessary for Professor von Neumann to take the trouble of drawing up a minute or of submitting

Professor Veblen

December 23, 1935

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it to me. On the other hand, I have no love for committee meetings and do not care to participate in them unless we can save time and reach wiser decisions by means of them.

In the next Bulletin I shall try to make the thing clearer than it has been made in previous Bulletins. I shall ask every member of the several groups to read the Bulletins so that we may thoroughly understand one another and our obligations to Mr. Bamberger and Mrs. Fuld.

Of course, I need not assure that there is nothing personal in this somewhat argumentative letter. It is long, because I am clearing my own mind as well as trying to clear the minds of other persons.

With all good wishes and with admiration for what you and your colleagues have done far in excess of anything I have expressed to you personally, I am

Ever sincerely,

ABRAHAM FLEXNER

Professor Oswald Veblen
58 Battle Road
Princeton, New Jersey

AF:ESB

December 20, 1935

Dear Professor Veblen:

I have yours of December 19, 1935 in regard to Dr. Hirschfelder. You do not mention whether or not Dr. Hirschfelder is to receive a grant for the second term. If Ridenour accepts a paying post, there will be money available for Hirschfelder, if that is necessary.

I saw Professor von Neumann yesterday afternoon and read his minutes of the meeting of the group. In my judgment, we would have made quicker and clearer progress had I been present at your meeting, for it seems rather absurd not to discuss matters of this kind, since it is obvious to me that there are considerations affecting the mathematicians which I may not understand just as it is equally obvious that there are questions of moment which are bound to affect me which the mathematicians do not understand. I modified Professor von Neumann's minutes in the direction indicated by my second note to you dealing with the Cambridge cases and also added a postscript based upon my conferences with persons in other departments with whom the mathematicians have no contact whatsoever. If we are to preserve the present cooperative relationship with Princeton University, I am compelled to take into consideration factors, of which no single school is probably aware. For this reason in future when any group recommends the admission of a person who has not received the Ph.D. degree or recommends a part-time appointment,

Professor Veblen

December 20, 1925

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I should like the members of the group in question to make no commitment until I have myself made a personal investigation. I feel absolutely sure that there will be dissatisfaction if any other course is pursued. In all these matters we must weigh advantages as against disadvantages. Were the Institute located at South Orange, as Mr. Bamberger and Mrs. Fuld really desired, some of the questions which we are now discussing would not arise at all and, in so far as the University is concerned, we are bound to act as if the Institute were so located. I do not believe that this consideration weighed in your conference the other day or that it is likely to weigh in any group conference which does not survey the whole problem, as I am continuously bound to do.

I do not see that cooperative appointments will really be any more difficult under what you call the restrictions than they have hitherto been, and the worst that could happen would be that we would make one or two fewer appointments which in the crowded condition of Fine Hall would be no misfortune. Anything we do in respect to foreign mathematicians will of course depend upon the available funds, which after our real estate investments will not be increased. Indeed, at the last meeting of the Executive Committee Dr. Weed raised the question as to whether the fund for grants could not be gradually diminished. I took the position that for the present and perhaps some time to come such action would not be desirable.

Let us not lose sight of the fact that this Institute has no reason whatsoever for existence unless it offers opportunities beyond the Ph.D. degree, which are not obtainable in other institutions. I said this to Mr. Bamberger when he agreed to finance it, and I have repeated it in every bulletin. If, except under most exceptional conditions, we are going to move in the direction of offering opportunities to persons who have not received the Ph.D. degree, we could accomplish our ends by turning our funds over to Princeton University (or to some other institution

Professor Veblen

December 20, 1935

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of the kind. We must be different not only in respect to the length of the term, freedom for work, salaries, etc., but also in actual academic standards, and on this latter point the whole issue turns. I am quite sure that, if I had personally investigated, as I should have done, the Givens and Taub cases, my decision would have been in the negative. Please do not regard this as anything but blame for myself, as you gave me every opportunity and told me every fact, but I just did not take them in. For the present the subject can be forgotten, though I think we should all learn a lesson from it.

Mrs. Flexner tells me that you and Mrs. Veblen are likely to be in New York during the Christmas holidays. We expect you to let us know in advance of your coming so that we may have dinner and a theatre together.

With all good wishes for you and Mrs. Veblen for Christmas and many, many happy New Years,

Ever sincerely,

ABRAHAM FLEXNER

Professor Oswald Veblen
58 Battle Road
Princeton, New Jersey

AF:ESB

P. S.

December 21, 1935

If you will look at the Bulletins from the very beginning, you will see it plainly stated that the Institute was meant to be on full time which has only one meaning and should be strictly construed. This is not a "restriction" any more than it is a restriction at the Rockefeller Institute. It enables students and teachers to concentrate their attention and excludes routine, the importance of which is negligible or slight. In the effort to make the various schools autonomous I have perhaps said "Yes" too freely, but if the schools are not extraordinarily careful in the making of exceptions, autonomy is automatically destroyed and the usual American college president results - the very last thing I should wish or hope. If we wish therefore to preserve autonomy and at the same time to preserve the Princeton connection, we shall have to take into consideration factors which have, I think, not weighed sufficiently with several members of the mathematical group.

I am adding this postscript after twenty-four hours of reflection on the substance of this letter.

A.F.

THE INSTITUTE FOR ADVANCED STUDY
SCHOOL OF MATHEMATICS
FINE HALL
PRINCETON, NEW JERSEY

December 19, 1935

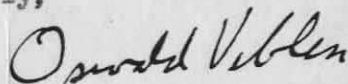
Dear Doctor Flexner:

I should like to recommend that Dr. J. L. Hirschfelder[?] be admitted to the Institute for the second term of the present academic year. I expect that Dr. Hirschfelder will come to see you after the vacation.

Professor Smyth talked with me a day or so ago about Ridenauer but I was unable to say anything very definite. These cooperative arrangements will of course be more difficult under the restrictions which you are now contemplating. How far our funds will reach depends also somewhat upon what is done about the foreign mathematicians who are coming to the Tercentenary. I shall probably be wanting to talk with you about these questions soon after the vacation.

With best wishes for a happy Christmas and a good vacation,

Yours sincerely,



Oswald Veblen

Dr. Abraham Flexner
20 Nassau Street
Princeton, N.J.
OV:GB

December 18, 1935

Dear Mrs. Veblen:

I am sure you will be interested in the following extract from a letter which I have just received from Dr. Brödel, who met Professor and Mrs. Mayer upon their arrival in Baltimore:

"It was done. Prof. Mayer and his wife were exactly on time and I was there to welcome them. They are both charming people. She stood the trip splendidly and did not seem to me to be a very sick woman. I took them to Tom (Dr. Cullen) and talked to Bartie (Mrs. Cullen) until Tom was through with Mrs. M. Then I piloted them both over to the Hopkins Hospital, where I saw to it, that she got a comfortable 'sunkist' room in the Marburg Bldg. At the front entrance I found a reliable taxi-lad, who promised to deliver the Professor safely at the home of his friend, the mathematician Dr. Sirasky or some name like that. (Probably Professor Zariski)."

The parenthetical expressions are mine.

We shall keep you posted as we have news.

With the season's greetings,

Always sincerely,

ABRAHAM FLEXNER

Mrs. Oswald Veblen
58 Battle Road
Princeton, New Jersey

AF:ESB

December 18, 1935

Dear Professor Veblen:

Professor Smyth came to see me yesterday about Ridenour. As I understand it, the University wishes to give him a full-time post as instructor for the rest of this year. He asked me whether I objected, and I told him that I had no objection, but on the contrary I felt that in his case, as I did in Bleick's, if they could get posts, the sacrifice was worth while, and I felt sure that you would concur. He next asked me whether, if Ridenour did not get a post as instructor next year, he could return to the Institute on a grant. I replied that I took no part whatsoever in the awarding of grants but simply approved such recommendations as came to me from the mathematical group. I suggested that he get in touch with you.

I have been thinking over the matter of the Ph.D. requirement. Inasmuch as the English universities give this degree so rarely and a man, like Pryce, of whom Pauli and others speak in the highest terms, is sent to us, I suspect that we will have to make an occasional exception, but after all I do not think that the principle is really invalidated when an exception is made in favor of a person who, if in America, would undoubtedly have had his Ph.D. degree.

With all good wishes for you and Mrs. Veblen for Christmas and the New Year,

Ever sincerely,

Professor Oswald Veblen

ABRAHAM FLEXNER

December 12, 1935

Dear Professor Veblen:

I have this morning the enclosed from William Flexner. I do not know what your judgment of the Cornell situation is or whether there is anything that you can do. I send this to you for your information.

I may explain that Bernheimer is a humanist, with whom Pandsky and Morey were very much pleased.

Ever sincerely,

ABRAHAM FLEXNER

Professor Oswald Veblen
Fine Hall
Princeton, New Jersey

AF:ESB

P.S. I am enclosing a copy of a letter which I have just received from Duggan. This touches on the point which you and Eisehart and I discussed the other day.

A.F.

December 11, 1935

Dear Professor Veblen:

I have given some little thought to the subjects which you, Dean Eisenhart, and I discussed on Monday afternoon, and I have also read with care the four bulletins which have already been published. In Bulletin No. 2, page 1, and in subsequent Bulletins the following specific statement is made:

"In some fields universities provide admirable opportunities for work beyond the Ph.D. degree, but with the exception of medicine and certain other branches the country has not hitherto possessed an institution in which young men and women could continue their independent training beyond this stage and in which research could be carried on with adequate support without pressure of numbers or routine and unhurried by the need of obtaining practical results."

In referring to medicine I had of course the Rockefeller Institute in mind, and to some extent similar facilities are available in a few medical schools. Dean Eisenhart's suggestion that in the future the Institute should enroll only post-doctoral students therefore harmonizes with the statements which have been printed, although a few exceptions, not on reflection worth while, have previously been made.

The question of the importance to be attached to degrees is one which cannot be answered in such a way as to be sure that one is doing in every individual case the wisest possible thing. I am, as I think you will grant, opposed to the multiplication of rules and regulations, and we have reduced all formalities to the minimum. Nevertheless an institution like the Johns Hopkins

Professor Veblen

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Medical School has found that in the long run and on the whole it is best to restrict admission to persons who hold the A.B. degree, though unquestionably there will sometimes be persons equally fit to enter the school who have not yet obtained the degree. In the same way, the Rockefeller Institute has followed the practice of admitting only persons who have obtained the M.D. degree, though again it has doubtless happened in the course of the last thirty years that someone without the M.D. degree would be just as good as, perhaps better than, someone who is admitted with it. The same reasons lead me to believe that on the whole and in the long run we should insist that persons who have not obtained the Ph.D. degree should obtain it at one of the many graduate schools in this country before being registered as a member of the Institute.

I have also been thinking over the question of part-time assistants. I should concede that in some particular case it may happen that a particular part-time assistant might be more useful than a full-time assistant, but the danger of complications is not imaginary. Yesterday I had separate interviews with Dr. Taub and Mr. Givens. They are not dissatisfied with their present situation. They both believe that some teaching experience may help them in the future to obtain a post. On the other hand, when I asked them directly the question:

"Which would really be in your best interest, as far as you can tell - the present arrangement or a full-time opportunity that you may pursue study and research?"

they both chose without hesitation the latter alternative. I do not believe that it is the province of the Institute to concern itself with giving these young men routine teaching experience, partly because the Institute has other objects, partly because the time involved in teaching consists of the time necessary to prepare for teaching, the time given to teaching, and the time necessary to mark papers or do other work which is of no inherent importance. As our term is only six months, it

Professor Veblen

December 11, 1935

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is materially reduced by these activities. Moreover, ^{if} we should take into account teaching experience with the view to ease of obtaining a subsequent post, we should make it the rule and not the exception, as in these two cases. Again, the practice itself tends to spread, and it will be extremely difficult to decide in each particular case whether it should be allowed or not. Finally, there is the problem of financial adjudication between the University and the Institute in the case of part-time teachers which may create difficulties or friction. In my judgment, therefore, it will be simplest to avoid this kind of thing altogether. There is no danger involved in cooperation such as takes place between professors in the two institutions. There is danger of the kind I have mentioned above and also danger of exploitation of young men involved in the part-time arrangement. Opposed though I am on principle to the making of rules, I think that on the whole it will be best if we pursue the inflexible rule followed at the Rockefeller Institute in reference both to insistence upon degrees and upon absolute full-time devotion to study. It will save us time and trouble, and it will protect young men who in education, as in industry, are the persons who need to have their opportunities and interests safeguarded. I should have taken this attitude at the beginning of the year in reference to Taub and Givens if I had completely understood what was contemplated. I, not you, am responsible for the fact that I did not understand. If on reflection you think I am wrong on either or both of these two points, there is no reason in the world why you should not bring them up at the next meeting of the Board. You may be sure that they will be discussed on their absolute merits without the slightest danger of any personal feeling, whatever the result.

As you know, Professor Mitrany, following the precedent set in the Givens and Taub cases, has requested a similar arrangement with an instructor

Professor Veblen

December 11, 1935

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in the Department of Politics. Both President Dodds and the Chairman of the Department are opposed to it on principle as likely to raise many questions of the same sort in the future and also as being liable to create feeling among the younger men within the departments.

Unless I am instructed by the Board to do otherwise, I shall make the position of the Institute clearer in the next Bulletin which we issue.

There is one other consideration, of which I think it is very important that we should not lose sight. These young mathematicians work with great intensity. They have very little time left for recreation or miscellaneous reading, and yet recreation is important to their health and miscellaneous reading is in the highest degree important to their education. If the English, French, and Germans have any advantage over us, it is due to the fact that their best scholars and scientists have interests and tastes which Americans have not generally cultivated to the same degree. We should be making it practically impossible for young Americans to cultivate breadth of interest and knowledge if in addition to intense, specialized work in one field they are burdened with routine of minor importance in the same field.

Always sincerely,

ABRAHAM FLEXNER

Professor Oswald Veblen
58 Battle Road
Princeton, New Jersey

AF:ESB

W. Veblen

October 28, 1935

Dear Professor Veblen:

I have been thinking further about our brief conversation yesterday on the subject of additional land. There are several considerations which I have kept constantly before me and which I should like to put down in writing for your consideration.

1. Every dollar invested in real estate diminishes income and thus hampers what we can do in respect to men and facilities, that it is men and facilities that make institutions of learning, not acres or frontage. The same is true of building.
2. Our next moves must be in the very nature of things in the direction of strengthening the two new schools. I do not wish to do this at the expense of mathematics, and yet unnecessary investment in real estate may threaten it.
3. You were rightly insistent on the importance of additional space for the mathematicians, but we are, I think, extremely unlikely to invest in additional space for the mathematicians if we are simultaneously confronted with the need of gradual expansion for the two new schools and a considerable additional investment in real estate.
4. Some day or other we shall want to consider our relationship to the Princeton Library, which is again from my point of view more important than additional acres.

I have absolutely no desire to speak with finality as to the order in which these various questions shall be met. In fact, the ^{primary} responsibility for decisions must be taken by the Committee on Buildings and Grounds. Having stated my own views, I shall carry out loyally any decision arrived at by the Board.

Always sincerely,

Professor Oswald Veblen

ABRAHAM FLEXNER

THE INSTITUTE FOR ADVANCED STUDY

Veblen

SCHOOL OF MATHEMATICS

FINE HALL

PRINCETON, NEW JERSEY

October 17, 1935

Dear Doctor Flexner:

On looking over the enclosed document, it turns out that Professor Weatherburn's visit to America is proposed for the present academic year, and not for 1936-7. Our fund for stipends for the present year is exhausted, so that we are not in a position to do anything on this basis. It is possible that we might give Weatherburn an invitation for an occasional lecture or two, but I have not spoken with my colleagues on this subject.

I did find, however, before discovering that it was the present year which was in question, that the permanent members of our School, and also the differential geometry people on the University staff, would be favorable to the idea of helping Weatherburn to come here. He would also be of interest as being one of the very few active mathematicians in his part of the world. However, as I have already said, I don't see what we can do about the matter.

Yours sincerely,

Oswald Veblen

Oswald Veblen

Dr. Abraham Flexner
20 Nassau Street
Princeton, N.J.
OV:GB

October 7, 1935

Dear Professor Veblen:

The enclosed correspondence has been referred to me by Dr. Keppel of the Carnegie Corporation. Of course, I myself know nothing about Professor Weatherburn. It is for you and your associates to decide whether you would wish to make a grant which would enable him to come to Princeton some time subsequent to November 1936.

Sincerely yours,

ABRAHAM FLEASHER

Professor Oswald Veblen
Fine Hall
Princeton, New Jersey

AF/MCE

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY

Fine Hall, September 30, 1935

Dear Mrs. Bailey:

I have your notice of the meeting of the Trustees on October 14, and of course intend to be present.

Yours sincerely,

Oswald Veblen

Oswald Veblen

Mrs. Esther S. Bailey
20 Nassau Street
Princeton, N.J.
OV:GB

September 30, 1935

Dear Professor Veblen:

In my absence last May the enclosed
was received and acknowledged by Mrs. Bailey.

I suppose it is just as important as most of the
other things of the kind which have been sent to
me. If you will just spend about two minutes on
it and tell me, I will know precisely what to say
in returning it to its author.

Sincerely yours,

ABRAHAM FLEXNER

Professor Oswald Veblen
Fine Hall
Princeton, New Jersey

AF/MCE

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Send the following message, subject to the terms on back hereof, which are hereby agreed to

SEPTEMBER 10, 1935 19

To PROFESSOR OSWALD VEBLEN

Street and No. BROOKLIN

Place HANCOCK COUNTY, MAINE

MISS ODGINS QUESTIONS WHETHER TO ALLOW EXPENSIVE INSERTIONS IN WALSH EARLY PAGE
PROOF IN ADDITION TO ONE HUNDRED FORTY DOLLARS ADDITIONAL GALLEY CORRECTIONS

GWEN BLAKE

126

Sender's address
for reference

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BROOKLIN

HANCOCK COUNTY, MAINE

15 Aug. 1935

Dear Dr. Flemer :-

Thanks for the note for Comst, which is returned herewith. Mention I have had from Miss Blake a copy of Louis's letter to you. All the arrangements for the new academic year seem to be solidifying.

Mason was here for a few hours the other day, looking very brisk. After he returned to Waterville he sent me two copies of the Atlantic Monthly, containing, respectively, Embree's article and yours. He approved of both. I approve, at least, of the reserve with which yours is expressed. The Russian contribution to pure scholarship looks more and more impressive. . . .

As ever,

Oswald Veblen.

BROOKLIN

HANCOCK COUNTY, MAINE

28 July, 1935

Dear Dr. Flesner:-

It has been a much quieter summer here than last year. We have had no visitors and I shall have nothing to write about unless I dip into letters which have been coming in rather a flood of late. The trip to Canada and the horse-and-buggy eye was a great success. I was surprised to find places where I really had to speak French in order to make myself understood, and much of the scenery is charming. This journey (of 1500 (+) miles in 9 days) interrupted a long stretch of unbroken routine — mathematics in the morning, rest and wood-chopping in the afternoon. As I have said so often, I find this period of ^{quiet} ~~quiet~~ work contrasting with the intense life

institute does ^{BROOKLIN} for us. "Weyl put
it a little ^{HANCOCK COUNTY, MAINE} differently in a letter (in
English for the 1st time) which came yesterday:
"our summer term (during which
the Institute scatters and expands over the
globe)" (Weyl)

I am glad to hear from your letter
that the real estate negotiations are moving
on satisfactorily. The perspective of the
present open time point (Brooklin, 28 July ^{A.M.} 10.55 ^{E.D.T.})
only serves to ~~make me~~ convince me more
than ever that we need our central headquarters
and the extension of Fine Hall as quickly as we
can get them. The former would cut various doubts
and hesitations at rest in the community and the latter
would make the actual work of the particular group
in question much more effective. But you have
heard all this before - ad nauseam.
However, by saying it I perhaps make you feel

as the sound of a distant church-bell adds to
our feeling BROOKLIN of contentment out-
HANCOCK COUNTY, MAINE doors. I am really very glad to gather from
all reports that you are having a much better
rest this year than usual.

Last month I had a very nice letter
from Meyer Ward telling about this motor trip
back to California and ^{containing} the cheerful news that
Millikan welcomed him back with a ~~renewed~~
"promotion in rank and a raise in salary of
nine hundred dollars." Also I was much flattered
to have a letter from Dineen - perhaps the
only one he has ever written without having a definite
compulsion of some sort - trying to tell about
his trip and the nice time he was having in
Tokio. Both from journey and from Ward I
have reports on Hardy's latest proofs of the non-
existence of God. From which we infer that
the sun still shines through parts of the world.

On the other hand Siegel writes that he

hopes to make conditions a bit more tolerable
for his colleagues. He makes an appeal
for one of them, Max Dehn, whose work I know
something about, who has been "pensioned"
at the age of 56. Weyl also tells of one or
two sad cases.

BROOKLIN
HANCOCK COUNTY, MAINE

He says that Pauli is anxious to come
but may get his leave of absence only for
one term and so may have to leave Princeton
at the beginning of April. Perhaps you have
heard directly from Pauli by now.

Your remark about the hot water bottle
touched my heart, for I too bought one a
few days after we settled in Oxford. It
was a pottery one.

Hoping that your weather is as fine as
ours,
Yours sincerely
Oswald Veblen

(You should come here in June, while waiting for
the black fly to moderate in your woods)

Magnetawan, via Burke Falls,
Ontario, Canada
August 25, 1935

Dear Professor Veblen:

You would not guess from the number - or lack of number - of letters I have written you that I have really been a very good boy this summer in answering letters that have really had to be answered. I have letters written in July by you and Fosdick and others, to which I did not reply, because I have had so many letters to write in my own hand to members of my family, of whom several have been ill during the summer. As a matter of fact, I was happy to hear from you and to know that the trip which you and your wife took back to the "horse and buggy age" by means of a twentieth century automobile was a great success. I am also glad to know that you and Noyl are being either through conscientious scruples or intellectual effervescence forced to use part of your summer leisure as an informal summer term.

We have had a quiet summer, though there were two visitors from Oxford, and the Aydelottes came up for a week. Mrs. Bailey was in France and returned only a few days ago, by which time the pile of unanswered notes had assumed rather staggering proportions. Fortunately, we practically escaped the severe weather, which was for so long prevalent in the States. We seemed to be on the fringe of it during three or four afternoons, but the mornings were cool and the evenings delicious, and then came a heavy rain and a wind from the North, since which time the home fires have been kept constantly burning.

We have spent our time reading, walking, and in our usual aquatic pursuits. In the evening the victrola has given us Beethoven, Mozart, Brahms, and occasionally we have a game of cards among ourselves. Jean spent about two and a half weeks with us and then had to return to help bear her part in keeping Congress in session. Eleanor was here for about five weeks - the longest period that we have had her with us in several years, and we did enjoy every moment of it.

The Institute and those who belong to it float in and out of my mind from time to time as I look into the fire or walk through the woods. I have heard nothing further on the subject of the real estate negotiations since I wrote to you, but I assume that Mr. Thomas has obtained the necessary options. I wish I could assure you that this side of the Institute will move as quickly as you desire, but I fear that it will not. It would be impracticable to undertake an extension of Fine Hall until we have erected something for ourselves, and it is going to take time to work out the details of our own structure, in which we shall do something for Princeton, just as it took you no doubt a considerable amount of time to work out the details of Fine Hall. After we once get the

Professor Veblen

August 25, 1935

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central building, which will enable us to offer something to Princeton, we will be in position to take up with our Board and with the Princeton Trustees the Fine Hall problem. It may turn out that, if we do not push, the two jobs can be made to overlap, but anything like impatience on our part would be more apt to result in delay than in acceleration.

I am delighted about Morgan Ward. I had a nice note from Mrs. Weyl and also letters from Alexander, Gödel, Pauli, etc. The Brauers are in Toronto, all difficulties regarding their transpiration having been overcome. Laue certainly and Berliner (of the Naturwissenschaften) probably will be our guests in the course of the early autumn. I assume that we can put them up at the Nassau Club.

Anne joins me in warmest greetings to both you and Mrs. Veblen.

With all good wishes,

Ever sincerely,

ABRAHAM FLEXNER

Professor Oswald Veblen
Brooklin
Hancock County, Maine

AF:ESB

July 6, 1935

Dear Professor Veblen:

I have the feeling that I ought to have written you and your wife earlier, but our one spring vacation since we were married a century or more ago was such a fizzle in most respects that I did not wish to write much about it. The voyage across was calm and sunny, though not warm. [When we got off the boat at Genoa we shivered with cold.] We went to the best hotel in the place, accommodating perhaps 300 or 350 persons, and found six guests - four of whom, by the way, were Germans - and what was more important, no heat. [After waiting a week we decided that at any rate if we went to Paris we could get some central heating, so the rest of our vacation was spent there. The hotel was comfortable, but the out-of-doors miserable, and, of course, it was impossible to visit any places of interest. You can judge of my state of mind and body when I tell you that my first and one of my few purchases in Paris - a very degrading one from the standpoint of the Institute - was a hot-water bottle.] However, we accomplished two things; we saw a few - a very few - warm friends, and we found that you could not talk about anything without drifting into talk about war; and we got the most perfect rest, I think, that I have ever had. I went to bed with my hot-water bottle every night, and did not get up in the morning until the heating pipes were in action. Moral: Princeton next spring.

Professor Veblen

July 6, 1935

- 2 -

I came down to Princeton a day or so after arriving in New York and found only a routine mail. I also visited Jean and she has come to New York to see us. The only incident of any importance happened quite suddenly a few days ago when Mr. Thomas called me to say that some of the lots between the Olden Farm and the golf course were going to be sold at foreclosure. He was fearful that if they fell into other hands it might be difficult to get them. I referred him to Mr. Haass, who took the matter up with Mr. Bamberger and he very promptly put up the money to secure them. As for the rest, Mr. Thomas told me this morning that he had options on almost everything that we wanted, only one or two little pieces being still left out. I have had a talk with President Dodds, who told me that the Committee on Buildings and Grounds was very favorable to cooperation with us and had left it to a committee composed of himself, Mr. Whitney, and some other person, whose name I forget. There was neither time, nor was there I believe need, to call the Committee, inasmuch as there was general agreement on the Olden Farm and the property connecting it with the golf course. The options all ran until late next fall. If the worst comes to worse and we decided to build elsewhere than on the golf course, we could easily dispose of the lots which Mr. Thomas is going to secure for us.

The weather has been perfectly delightful here up to yesterday, when all of a sudden the sun, without notice, made a dash for 100 degrees, of which it fell a few degrees short. I came down to Princeton to finish up what mail had accumulated. Mrs. Bailey sailed for Europe yesterday on the "ChAMPLAIN". Miss Elshelser has everything in excellent shape and I shall clean off my desk this morning.

Monday we are going to Gamma - Anne, Jean, Eleanor and myself. We are meeting to have a quiet summer. Woodward of All Souls and his wife and the

Professor Veblen

July 6, 1935

- 3 -

Aydelottes are coming some time in August. If news of the great amount of time I shall have to fish gets to the fish there will be more excitement in the bottom of the lake than prevails in Washington or Abyssinia.

I hope that you and Mrs. Veblen are having a perfectly delightful time. The Einsteins have gone to Old Lyme, Connecticut, after buying a house on Mercer Street. I found here a long, charming letter from Mrs. Weyl. Professor Weyl is going to Italy. Michael is going to Scandinavia, and Joachim to England.

Drop us a card during the summer at your convenience and let us know how you and your wife are. I will promise to answer, but I shall probably be far too lazy to begin this limited correspondence.

With all good wishes to you both, in which Anne warmly joins,

Ever sincerely,

ABRAHAM FLEXNER

Professor Oswald Veblen
Brooklin
Hancock County, Maine

AF/MCE

June 29, 1935

Professor Oswald Veblen
58 Battle Road
Princeton, New Jersey

My dear Professor Veblen:

I am sending you herewith duplicate deposit slip, receipted by Princeton Bank and Trust Company, for \$1,187.50, which represents your salary for the month of June 1935, after having deducted your payment of \$62.50 towards your retirement allowance.

Very truly yours,

ESTHER C. BAILEY

Assistant Secretary

May 31, 1935

Professor Oswald Veblen
58 Battle Road
Princeton, New Jersey

My dear Professor Veblen:

I am sending you herewith duplicate deposit slip, receipted by Princeton Bank and Trust Company, for \$1,187.50, which represents your salary for the month of May, 1935, after having deducted your payment of \$62.50 towards your retirement allowance.

Very truly yours,

ESTHER S. BAILEY

Assistant Secretary

May 23, 1935

Dear Professor Veblen:

I have your letter of the 19th, enclosing Prof. Tucker's note. Professor Lefschetz has been informed that the Institute will take care of the expense of the mimeographing, and I believe Prof. Tucker and Miss Blake are now arranging for the work to be done by competent students. I am holding Prof. Tucker's letter and shall return it to you in the autumn.

You will be glad to hear that Mr. and Mrs. Flexner have cabled reporting a fine voyage.

We have had glorious weather and, of course, have been greatly enjoying it. Today, however, is a real November day.

With kind regards to you and Mrs. Veblen,

Sincerely yours,

ESTHER S. BAILEY

Professor Oswald Veblen
Brooklin
Hancock County, Maine

BROOKLIN
HANCOCK COUNTY, MAINE

19 May 1935

Dear Mrs Bailey: -

Please keep the April minutes for me till I ask for them.

The endorsed letter from Prof. Tucker has been supplemented by others from Miss Blake and from Prof. Loefschy. I believe it would be advisable to do as they suggest since it is very desirable to get these mimeographed notes out as soon as possible. The expense should not exceed \$50⁰⁰ and could be charged to mimeographing or to publication, since it amounts to the publication of the lecture notes.

BROOKLIN

HANCOCK COUNTY, MAINE

Professor Loebnitz suggests that there are graduate students who could do the work.

The mimeographed notes have proved a greater success than we had expected, but it is in the nature of the case that the work should pile up at this season.

I hear that you are having fine weather & hope it continues. Here the leaves are just beginning to appear. My wife joins me in best greetings,

Yours sincerely,

Oswald Veblen

May 16, 1935

Professor Oswald Veblen
Brooklin
Hancock County, Maine

My dear Professor Veblen:

The minutes of the April meetings
of the Institute are of such a confidential nature
that I shall hold your copies here at the office,
unless you desire that I forward them to you in
Maine.

I hope that you and Mrs. Veblen
had a comfortable journey and are now greatly
enjoying your well earned rest.

With kind regards to you and
Mrs. Veblen, I am

Sincerely yours,

ESTHER S. BAILEY

April 30, 1935

Professor Oswald Veblen
58 Battle Road
Princeton, New Jersey

My dear Professor Veblen:

I am sending you herewith duplicate deposit slip, receipted by Princeton Bank and Trust Company, for \$1,187.50, which represents your salary for the month of April, 1935, after having deducted your payment of \$62.50 towards your retirement allowance.

Very truly yours,

ESTHER B. BAILEY
Assistant Secretary

March 30, 1935

Professor Oswald Veblen
58 Battle Road
Princeton, New Jersey

My dear Professor Veblen:

I am sending you herewith duplicate
deposit slip, receipted by Princeton Bank and Trust
Company, for \$1,187.50, which represents your salary
for the month of March, 1935, after having deducted
your payment of \$62.50 towards your retirement
allowance.

Very truly yours,

ESTHER S. BAILEY

Assistant Secretary

March 6, 1935

Dear Professor Veblen:

Will you take the enclosed up with Professor Siegel? I am surprised that Gillette should ask for an accounting for the money advanced by Princeton University or by the Institute. It would seem to me that all Professor Siegel has to do is to account for the appropriation made by the Rockefeller Foundation.

Please take pains to make Professor Siegel see that the request of the Foundation is merely a routine matter and implies no lack of confidence in him.

Sincerely yours,

ABRAHAM FLEXNER

Professor Oswald Veblen
Fine Hall
Princeton, New Jersey

AF:ESB

March 2, 1935

Dear Professor Veblen:

I have this morning yours of February 28. Let me suggest that you write Mrs. Manning how, in your opinion, she might most hopefully approach the Rockefeller Foundation. You can also say, as far as next year is concerned, there is no particular occasion to worry. If the Rockefeller Foundation declines help towards the necessary endowment, we can put our heads together as to the best next step.

While I am writing, let me say a few things on which I have reflected a good deal since our conversation the other day in respect to additional facilities. This question must, and I think will, be viewed by the Trustees from the standpoint of the institution as a whole. You ought, it seems to me, on looking at it to forget that you are a member of the mathematical group, for your influence within the Board will in the long run depend upon your capacity to view the Institute as a developing concern which in the near future will take up economics and subsequently humanistic studies. This is an important point, because on it, I think, depends the extent to which what is erroneously called "faculty government" is likely to be inaugurated. In the precise sense of the words, "faculty government" exists nowhere on earth. In Germany the faculties deliberate and have always been subject to control by the education ministries. In Oxford the fellows of a college deliberate. The University is an anomalous affair, depending

Professor Veblen

March 2, 1935

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for its real progress upon a personality. Thus at Cambridge in recent years the moving force was Sir Hugh Anderson of Caius in cooperation with the University Grants Committee, made up mainly of lay-men. In addition, three times within our generation Parliament, finding that the colleges were not moving, has appointed statutory commissioners, mainly lay-men, who have brought about far-reaching changes in the administration of the Universities. Provincial universities in England are all governed by boards of trustees on which faculty members are in small minority. Against the judgment of pretty nearly every one whom I have consulted I am trying the experiment of conducting the Institute with a board made up of lay-men, outside scholars and scientists, and faculty members. How far faculty membership will be influential and how far it will extend in America are going to depend upon the ability of those chosen to forget the particular faculty, of which they are members, and to look at the Institute as a whole.

Frankfurter gave that movement a distinct setback, though, whenever any one has spoken to be about him as a "professor", I have always pointed out that it was unfair to saddle his conduct upon "professors" as a whole.

Complete faculty rule would mean that the mathematicians have got to think and devote time not only to teaching and investigation in mathematics but to searching in new fields like economics, humanism, and finding the persons as well as the money. The result at the present moment would be that the whole thing would be in the hands of mathematicians, and the mathematicians would do what I am doing, namely, devoting their entire time to things that do not bear upon mathematics. This last week, for example, I have spent almost my entire time in conferences on the subjects of the humanities and economics. Why should a mathematical group want to do that or what particular capacity has it for doing it? Besides, our American institutions are so large that faculties are

Professor Veblen

March 2, 1935

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generally regarded as an inefficient instrument for purposes which they alone can discharge. We have in this country a definite tradition of lay management. I think this has not worked perfectly. We can't improve on it by adopting either the English or the German systems, neither of which was, however, a purely faculty system. Can we improve upon it by the device which we are now utilizing? That depends on the ability of the faculty members who come on the Board to look at the situation in its entirety.

This brings me to the subject of building. I do not know what the Board thinks, but I have had experience enough to make a pretty good guess. There are psychological, practical, and prudential reasons why the Institute should in the near future possess a building of its own. For the immediate present we can improvise. Riefler yesterday told me he would be quite happy in a room adjoining ours at 20 Nassau Street. As far as mathematics is concerned, I wrote you somewhat fully on January 28. Originally, there was a question among some of the Trustees whether the combination in Fine Hall would work. I thought it would work, and it has worked, and I think nobody now has any doubts on the subject. The only questions I have discussed with you and Eisenhart is the possibility of a small wing or utilizing the basement of Fine Hall, the latter having now been ruled out as impracticable. I am sure that a suggestion to put a building on the Princeton Campus would probably be rejected by both Boards of Trustees, but you are perfectly free to make the suggestion in order to find out the sentiment of the Building Committee and the Board itself, for nothing that I say in this letter is anything else than my personal view with which I am acquainting you in order that you may think the thing over and thereafter advocate on your own responsibility any course that you think wise. Do not lose sight of the fact that the more money at this stage we put into buildings, the less income there is available for men.

Professor Veblen

March 2, 1935

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It seems to me essential that within the next two years we should make a start in economics and in the humanities, and we ought to do it without cutting down what we are putting into mathematics. You see then that I am trying to view the problem as a whole over a period of, let us say, five years, during which our financial situation may have changed:

Do you recall saying that, "If we had pursued any other course than that which we had pursued, the Institute would have been a 'flop'" This I do not see. On the contrary, though our growth might have been and was, I imagine, expected by all of us to have been much slower, the six or seven professors with a few workers would have prevented its being a "flop". It can be stabilized at its present point or even limited in numbers without being a "flop". Pasteur, Claude Bernard, Rowland, and others whom you know better than I did not "flop", though they were mere individuals. I am much more afraid of "flopping" through bigness than through smallness. I agree with Justice Brandeis that size in itself is bad, and nowhere is it worse than in institutions of learning and research.

In all this (except the first paragraph) I am writing you as a trustee, not as a professor of mathematics, and I should not even write if I were not anxious that in the long run there should be more professors on the Board, but that must necessarily depend upon winning confidence - a task to which I have devoted myself with all the ingenuity I possess ever since I first met Mr. Damberger. I have always been candid with him, as I have with the Board, but I have realized that every Board has got to be educated by experience to trust those upon whom the responsibility mainly falls. Hence time is not a controlling factor.

Always sincerely,

ABRAHAM FLEXNER

Professor Oswald Veblen
58 Battle Road
Princeton, New Jersey

THE INSTITUTE FOR ADVANCED STUDY

SCHOOL OF MATHEMATICS

FINE HALL

PRINCETON, NEW JERSEY

February 28, 1935

Dear Doctor Flexner:

I have been thinking over the question about Miss Noether which is implied in the letter from Mrs. Manning. I think that her way of putting the case to Mr. Weaver was unfortunate. If she had said that efforts were being made to raise a fund which would enable Bryn Mawr to keep Miss Noether permanently, it is quite possible that Weaver's response would have been different. I am inclined to think that even now if the matter were put before him in that form it might help. Indeed, if there were some way by which you could let him know that such efforts are being made it might be useful.

It would be possible to say to Weaver (1) that Miss Noether's unique position in the world as the only woman mathematician of the first rank should ultimately make it possible to raise the necessary funds; and (2) that all of us would be prepared to do anything that we could in the way of persuading possible donors to help in this matter.

The actual action agreed upon by the professors of the Institute with regard to a grant is to set aside \$1500 to be used as a grant for Miss Noether in the year 1935-36 in case other means of support should fail. This proposal was agreed to (1) in recognition of the fact that Miss Noether has been conducting a seminar last year and this, without compensation, and (2) in view of our appreciation of her intrinsic worth. It is my personal opinion that it would be legitimate to use this money so as to help Bryn Mawr to keep the \$1700 which has thus far been raised toward a permanent fund.

Dr. Abraham Flexner - 2

February 28, 1935

I am inclined to think that the view of our group towards further commitments would be something like this: that we should be glad to see further grants made during a period in which an effort was being made to place her permanently at Bryn Mawr or elsewhere; moreover, that in saying this we should be conscious of the possibility that this might become a permanent commitment on the part of the Institute. There is no doubt that, apart from the uniqueness of her position as a woman mathematician, she is quite obviously one of the most important scientists who have been displaced by the events in Germany. Therefore even a permanent commitment could be nothing but creditable to the Institute.

In saying all this, I am conscious that we have already gone pretty far in the way of finding places for the displaced German mathematicians.

Yours sincerely,

O.V.

Oswald Veblen

Dr. Abraham Flexner
20 Nassau Street
Princeton, N.J.
OV:GB

March 1

P.S. It may be that it would be desirable to discuss some scheme by which we would share with Bryn Mawr in the support of Miss Noether, and thereby assure the continuance of the present arrangement, under which she makes a real contribution to the work of the Institute. Perhaps it would be desirable for me to come in and discuss this with you a little more in detail. I feel sure that if something like this were in prospect, it would be a sufficient basis for the continuance of the Rockefeller Foundation grant for at least a year or two longer.

O.V.

February 28, 1935

Professor Oswald Veblen
58 Battle Road
Princeton, New Jersey

My dear Professor Veblen:

I am sending you herewith
duplicate deposit slip, receipted by Princeton
Bank and Trust Company, for \$1,187.50, which
represents your salary for the month of
February 1935, after having deducted your
payment of \$62.50 towards your retirement
allowance.

Very truly yours,

ESTHER S. BAILEY
Assistant Secretary

February 27, 1935

Dear Professor Veblen:

You remember I told you that Mr. Billikopf of Philadelphia had informed me that arrangements for Miss Noether for next year were complete. I wrote asking him precisely how the matter stood. He evidently referred my note to Mrs. Helen Taft Manning at Bryn Mawr College, from whom I received the enclosed reply. In my letters and conversation with Mr. Billikopf I made absolutely no allusion to any possible grant from the Institute. One aspect of the Noether problem troubles me, namely, the future. Perhaps she will ultimately get a permanent post at Bryn Mawr, but the question is: How long can she go on living on a year to year basis? [I have a feeling that the Institute has done all that can be done or that can fairly be expected, in the field of mathematics, for German scholars - far more indeed than any other institution has done - and we must be careful not to create the impression that we are overlooking Americans in order to help these unfortunate foreigners. This indeed is one of the reasons why I am so pleased that Morse is coming to us, for I have been constantly anxious lest trouble arise for Germans - and incidentally for ourselves - out of this situation.]

Ever sincerely,

ABRAHAM FLEXNER

Professor Oswald Veblen
Fine Hall
Princeton, New Jersey
AP/AMC

P.S. - Over -

Professor Veblen

February 27, 1935

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P. S. Mr. Maass has returned to New York. I saw him for a moment yesterday morning. He is, of course, temporarily overwhelmed in catching up with his mail, but this will not last for long.

A.P.

February 9, 1935

Dear Professor Veblen:

I have signed and mailed your letter to Pontrjagin. On the other hand, I think it is a wild goose chase, because I learned in Washington last Monday that the relations between the United States and Russia are far less cordial than they were a few years ago, so that the chances of our doing anything for Pontrjagin seem extremely slight. I think it unnecessary to place a special item in the docket renewing our appropriation to him. If it turns out that he can come, the Executive Committee will authorize the appropriation on the basis of this letter without any ado whatsoever.

I hope very much to see Morse on his forthcoming visit. I could have the whole group to luncheon or, if you have not the time for that, we can see each other at some other hour. Unfortunately, I have an appointment at 4:45 o'clock, which will probably occupy me until dinner.

Very sincerely yours,

Professor Oswald Veblen
Fine Hall
Princeton, New Jersey

ABRAHAM FLEXNER

AF:ESB

THE INSTITUTE FOR ADVANCED STUDY
SCHOOL OF MATHEMATICS
FINE HALL
PRINCETON, NEW JERSEY

31 Jan. 1935

Dear Dr. Flexner:-

There is one point which I feel I ought to make in answer to your kind letter of the 28th. [We would not help things much in Fine Hall by reducing our numbers. The only thing that would help would be to reduce the quality. If Dirac, Walsh, Siegel, Lichtenberg, Ward, Zariski, ... were replaced by men of less consequence the congestion would be much less serious.]

What I was so awkwardly trying to ~~say~~ ^{urge} the other day was, in general terms, merely that our problem is ^{one of} ~~a~~ dynamical rather than ~~a~~ static and that therefore the element of time is highly important.

Even though I read most of the above to you over the telephone, I will scribble so that I can say how much I appreciate the kindly & confident way in which you handle all these questions.
yours sincerely
Oswald Veblen.

January 28, 1935

Dear Professor Veblen:

Following my conversation with you, I made an appointment to see President Dodds promptly upon his return.

On reviewing my conversation with Mr. Maass, during which I think you were standing by or participating, and reading the By-Laws, I think I should go no further until Mr. Maass returns. I cannot persuade myself that a delay of a few weeks is of any real consequence, and my own feeling is that instead of things becoming more difficult, as you say, year by year if they are left undone, precisely the reverse is true. I find them easier all the time, and, if they were becoming more difficult through dilatory action on our part, then it is certainly better that we should not act at all but should reconsider the entire position.

In the course of our extended conversation you said one thing that concerns me, namely, that you find yourself waking up at night and thinking about the building problem. I seem to remember that after the building of Fine Hall you were not well. Now as between your unbroken slumbers, your good health, your freedom from material cares, on the one hand, and building facilities, on the other, I am unqualifiedly in favor of the former. In the long run, the Institute depends not at all on convenience or comfort in the matter of buildings - not even on space. Men and ideas make universities, and I think it would be unwise and in the long run damaging if you or I or anyone else thought so hard on the subject of building

Professor Veblen

January 28, 1935

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as to have to wake up at night thinking about it. Unquestionably, a minimum of time and thought must be given, and you are the best person to give it, for you know the situation, and you see the possibilities far better than I do. None the less, you may pay too high a price, and that price we ought not to exact.

There are two easy ways of relieving the congestion at Fine Hall: to select and admit fewer students, omitting those who are obviously not the most promising, or to rent rooms at 20 Nassau Street or in the First National Bank Building and use them as studies. Neither way is perfect. Inasmuch as we can under no conditions possibly get additional space on the Campus within a year or so, one or the other of these compromises may be the best way out for a brief period. I am indifferent as to which compromise is adopted or whether any compromise is adopted. The one thing which is really important is that you and your associates should be relieved to the very limit of all care calculated to interfere with your work, with congenial relaxation, or with any activity or interest that you care to pursue. I have had a lot of experience in administrative work, and I made it long ago an inflexible rule not to spend much time on small things. I have no doubt that, following this rule, I settled some small things wrongly, but I did one thing, namely, I never allowed little things to get in the way of big things, and I reserved for the big things almost my entire time and thought.

Don't look on this as a lay sermon. I value you perhaps more highly than you have ever been valued in your life. You are the real founder of the School of Mathematics. Since I interested you and Einstein, you and those, whom you have associated with you, have done everything as nearly as possible in the way you wished. You have chosen your associates, you have chosen your students, you have chosen your own methods of working. My part in making the School of Mathematics what it is has been almost negligible. What the future will bring forth,

Professor Veblen

January 28, 1935

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whether in respect to my successor or your successor, nobody knows. The more wisely we proceed and the more productive the School of Mathematics is, the better are our chances for continuing as we now are or even doing better. But all this is in the lap of the gods. Having taken reasonable forethought, "sufficient unto the day is the evil thereof."

Always sincerely your friend,

ABRAHAM FLEXNER

Professor Oswald Veblen
58 Battle Road
Princeton, New Jersey

AF:ESB

January 28, 1935

Professor Oswald Veblen
53 Battle Road
Princeton, New Jersey

My dear Professor Veblen:

I am sending you herewith duplicate deposit slip, receipted by Princeton Bank & Trust Company, for \$1187.50, which represents your salary for the month of January 1935, after having deducted your payment of \$62.50 towards your retirement allowance.

Very truly yours,

ESTHER S. BAILEY

Assistant Secretary

January 25, 1936

Dear Professor Veblen:

In Bulletin No. 3 of the Institute, issued in February 1934, the enclosed statement was made in reference to what you and your associates proposed to do this year. I wonder if you would be good enough to read this passage and, in case you wish the statement changed, let me have a revision for the next bulletin.

Sincerely yours,

ABRAHAM FLEXNER

Professor Oswald Veblen
Fine Hall
Princeton, New Jersey

AF/MCE

P. S. What do you want to say about Professor Einstein's work for next year and Professor Dirac's for this year?

A.F.

January 15, 1935

Dear Professor Veblen:

I wonder if you would be good enough
to read the enclosed correspondence and let me know
more definitely what is in the mind of yourself and
your associates in the School of Mathematics.

Sincerely yours,

ABRAHAM FLEXNER

Professor Oswald Veblen
Fine Hall
Princeton, New Jersey

AF/MCE

Billikoff letter re Miss Noether



CASA YBEL HOTEL

Casa Ybel Hotel Corporation, Owners

C. J. KNAPP, MANAGER

SANIBEL, FLORIDA

ALSO OPERATING
GREEN LAWN LODGE
CAPTIVA, FLORIDA

5 Jan. 1935

Dear Mrs. Bailey :-

I am planning to come to the
Trustees meeting on Monday the 14th. We shall probably
arrive in Princeton Sunday evening.

The von Neumanns are here and
all seem happy. Today, for the first time it is
raining and so, I suppose, a lot of letters will be
written. My wife joins in best greetings,

Yours sincerely,

Oswald Veblen

December 31, 1934

Professor Oswald Veblen
58 Battle Road
Princeton, New Jersey

My dear Professor Veblen:

I am sending you herewith duplicate
deposit slip, receipted by Princeton Bank & Trust
Company, for \$1,187.50, which represents your salary
for the month of December 1934, after having deducted
your payment of \$62.50 towards your retirement allow-
ance.

Very truly yours,

ESTHER S. BAILEY
Assistant Secretary

Veblen

THE INSTITUTE FOR ADVANCED STUDY

SCHOOL OF MATHEMATICS

FINE HALL

PRINCETON, NEW JERSEY

December 13, 1934

Dear Doctor Flexner:

I did not succeed in finding Morgan Ward this morning, but managed to get a message to him so that he telephoned to me this afternoon. He will be quite willing to give the speech before the teachers if it turns out to be desirable that he should. I told him that you would let him know if and when the question becomes definite. I have made some inquiries and think that he would do it very well.

One thing that I had meant to speak to you about is Miss Noether's situation at Bryn Mawr. The present arrangement comes to an end with the present academic year. Mrs. Wheeler telephoned to me about the matter a few days ago, and said that they are extremely anxious to keep her at Bryn Mawr but have no money for the purpose. She raised the question whether the Institute could do anything to help out. The professors of the Institute would be quite willing to recommend a small grant-in-aid for a year or two, especially in view of the fact that Miss Noether has been lecturing here during the last two years. And this might help to bridge the gap in case it is necessary to make temporary arrangements for a couple of years longer.

In view of Miss Noether's unique position in the world - the only woman mathematician of the first order - it ought to be possible to find some persons or group of people who would make it possible for Bryn Mawr to keep her permanently. The whole matter is one to discuss further after the Christmas holidays. I have not said anything to either Mrs. Wheeler or Miss Noether

Dr. Abraham Flexner - 2

December 13, 1934

as to the possibility of a grant-in-aid, but we did discuss it at the professors' meeting yesterday.

Hoping to see you in Florida,

Sincerely yours,

Oswald Veblen
9.3.

Oswald Veblen

Dr. Abraham Flexner
20 Nassau Street
Princeton, N.J.
OV:GB

Dictated by Professor Veblen
but signed in his absence

THE INSTITUTE FOR ADVANCED STUDY

SCHOOL OF MATHEMATICS

FINE HALL

PRINCETON, NEW JERSEY

December 12, 1934

Dear Doctor Flexner:

I looked over your correspondence with Dr. Weed some days ago, with a good deal of interest. I appreciate his misgivings, and think it is a good thing that members of the Board should have such misgivings. For my own part, however, I am not at all worried.

Your action last spring led to the placing of five people connected with our mathematical group (in the broad sense, including people attached to the University as well as to the Institute) in positions where they are likely to be very useful. It has made everyone here much happier because it has appreciably relieved the congestion of unemployed mathematicians.

Princeton has become and will remain for a long time to come a congregating place for post-doctoral students of mathematics. Every one of us feels it to be a part of his problem to help these men and women to find jobs when they are ready for them. The sort of thing which you initiated last spring seems to me to be an important help in this problem.

I cannot see that it implies anything at all with regard to our scientific work. Certainly it has no influence whatever on mine. My work consists in going ahead with my own investigations, and talking about them from time to time in my seminar. Besides that, I talk with students about their work when it is sufficiently close to my own for such conversa-

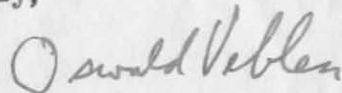
Dr. Abraham Flexner - 2

December 12, 1934

tions to be mutually profitable. If a student who had secondary teaching in view came here, he would profit by my work if, and only if, he satisfied the conditions which I have just described.

I think it would be a very good thing if Dr. Weed could find the time to pay us a visit here and see things in process. What I have said seems perfectly obvious to me, but I realize that unless one has approximately the same point of view, the language may have some quite different meaning.

Yours sincerely,

A handwritten signature in cursive script that reads "Oswald Veblen". The signature is written in dark ink and is positioned to the right of the typed name.

Oswald Veblen

Dr. Abraham Flexner
20 Nassau Street
Princeton, N.J.
OV:GB

November 30, 1934

Professor Oswald Veblen
58 Battle Road
Princeton, New Jersey

My dear Professor Veblen:

I am sending you herewith duplicate
deposit slip, receipted by Princeton Bank and
Trust Company, for \$1,187.50, your salary for
the month of November 1934 after having deducted
your payment of \$62.50 towards your retiring
allowance.

Very truly yours,

ESTHER S. BAILEY
Assistant Secretary

November 30, 1934

Dear Professor Veblen:

Thank you for letting me see Menger's very interesting letter. Von Neumann, who read his book, was inclined to think that he would ultimately drift back into mathematics rather than to go much further in the field of economics or sociology.

It is nice to know that in the midst of his difficult situation he is looking forward in the near future to the companionship of one of his own students.

Always sincerely,

ABRAHAM FLEXNER

Professor Oswald Veblen
Fine Hall
Princeton, New Jersey

AF/MCE

November 30, 1934

Dear Professor Veblen:

Won't you be good enough to read over,
at your convenience, the enclosed correspondence
with Dr. Weed and send me a line which I may forward
to Dr. Weed? Please feel perfectly free to differ
from me or from him, as your judgment dictates.

Sincerely yours,

ABRAHAM FLEXNER

Professor Oswald Veblen
Fine Hall
Princeton, New Jersey

AF/MCE

November 15, 1934

Dear Professor Veblen:

Mrs. Bailey has reported to me your conversation with her over the telephone about the Pontrjagin grant. I remember asking Mr. Leidesdorf to keep it open for this year, but my suspicion is that, as it has not been used this year, it will be or has been turned into the general fund, and I believe this is sound practice. In that event, if the grant is renewed, it must come out of next year's funds. It would take very careful and elaborate bookkeeping to keep track of these things unless the books are actually closed annually June 30. Inasmuch as Lefschetz has committed the Institute, I think we ought to hold \$3,000 in reserve until we find out whether or not Pontrjagin can come next year. My guess is that he will not come, and with that we may as well stop trying; you could tell Lefschetz that you must have a final reply by March or April.

Sincerely yours,

ABRAHAM FLEXNER

Professor Oswald Veblen
Fine Hall
Princeton, New Jersey

AP:ESB

November 9, 1934

Dear Professor Veblen:

I am sending you a letter which I have received from Lefschetz. I imagine that the mathematical group will wish, in due time, to renew the invitations, as Lefschetz suggests.

Ever sincerely,

ABRAHAM FLEXNER

Professor Oswald Veblen
Fine Hall
Princeton, New Jersey

AF/MCE

October 27, 1934

Professor Oswald Veblen
58 Battle Road
Princeton, New Jersey

My dear Professor Veblen:

I am sending you herewith duplicate
deposit slip, receipted by Princeton Bank and
Trust Company, for \$1,187.50, your salary for
the month of October 1934 after having deducted
your payment of \$62.50 towards your retiring
allowance.

Very truly yours,

ESTHER S. BAILEY
Assistant Secretary

BROOKLIN
HANCOCK COUNTY, MAINE

13 Sept. 1934

Dear Dr. Flesner: -

It was agreed last Spring at a meeting of the Professor of the Institute that if there should be a sufficient amount left over in the fund for grants - in - aid in mathematical physics ~~there~~

I should take the question up with the Abbe' Lemaître toward the end of the Summer. This I have done, suggesting a grant of \$1000 toward his expense in coming to Princeton

BROOKLIN
HANCOCK COUNTY, MAINE

for part of the year. The amount was very small in ^{comparison with} ~~view of~~ his scientific eminence, ^{but} I assumed that, as a ^{scientist} ~~friend~~, he is not interested in money and also knew that he has recently received a large money prize for having done the most distinguished scientific work in Belgium. He has cabled that he accepts to come in January for the rest of the academic year.

So will you please write him the usual official letter notifying him that ^{he can have} a grant-in-aid of \$1500 for the academic year 1934-5? This amount is

BROOKLIN
HANCOCK COUNTY, MAINE

the total commitment in his case.
It leaves \$800 still unallocated
in math. phy. There is a larger
amount still available in mathe-
matics.

It will be a splendid thing
both for us ^{and} for Lemaître to have him
in our circle for a few months.

Your sincerely,

Professor G. Lemaître,
The University of Louvain,
Louvain,
Belgium.

Oswald Veblen.

BROOKLIN
HANCOCK COUNTY, MAINE

10 Sept. 1934

Dear Dr Flexner:-

My wife and I are delighted to hear that you have had such a good vacation, and also to have heard a similar report from Mrs Flexner. I hope that you won't be welcomed on your return by too strenuous a set of problems. I think we are likely to have a very active session, judging by the number of N. R. C. and Rockefeller fellows that I hear are coming.

With regard to Morse it is of course your letter to me, dated June 10th, that you will be wanting

BROOKLIN
HANCOCK COUNTY, MAINE

to look up, for you sent him a copy and in order to check your mutual recollection and he has told me that the letter correctly represents his ideas of the conversation.

My view, as you know, is (1) that we need another professor (in our group) of purely American origin (both for internal and external effect) and, (2) that Morse is by far the most available man, and (3) that Morse belongs in the same category with the rest of the group so far as scientific worth is concerned.

I think that if the offer made him is sufficiently good he will come. The "if" is in the sentence not because I discovered in him any disposition to bargain but be-

BROOKLIN
HANCOCK COUNTY, MAINE

cause the nature of the offer will seem to him to characterize the spirit in which our new enterprise is being conducted. For the same reason I think it important to make the offer definite and to bring the whole matter to a conclusion as soon as possible.

With regard to the effect on American higher education as a whole, such an appointment as this has a very heartening effect at a time when there is so much discouragement in the air. This is quite clearly the effect which the appointments of Alexander and myself have had at institutions (like Chicago) which were not directly concerned.

BROOKLIN

HANCOCK COUNTY, MAINE

As to the situation at Harvard, if any Harvard man were to claim that the loss of any one professor would cripple the administration he would be obviously insincere (in view of this general attitude).

You see I have not changed over the summer. I am just as free with my opinions as ever! One further opinion is already familiar to you: I think that all salaries in a given group should be the same. The reasons which you gave on the second page of your letter to me are powerful ones, and also the not very definite but generally felt impression that this is the most dignified procedure. It will be felt to be appropriate

BROOKLIN

HANCOCK COUNTY, MAINE

to the leading position which is being pro-
posed to the Institute.

Regarding this last point, when
Bishhoff visited us recently I spoke
of misgivings that I felt because so
nearly all the N.R.C. fellows are coming
to Princeton. His reply was that it is merely
in the nature of the case. It is the place
to which Howard will have to send his Ph.D.
Incidentally, his son, ^{Samuel} was present and is
planning to make visits to Princeton from
time to time.

Morse understands that Alexander's
salary is lower than the regular scale
because of his desire not to be differentiated
~~in this~~ from Leitch in ~~this~~ this respect
at a time when such a differential might

BROOKLIN
HANCOCK COUNTY, MAINE

have caused too great a strain on their personal relations.

By this time I think that A's status could be regularized without so much friction as before. Even if Lebedeff should know of it, the fact that the University has \$500,000 which was given by Mr. Jones & his niece for the purpose of raising the salaries of the four chairs which they founded, would have a powerful effect at least on the direction of any feeling he might entertain. One amusing detail is that ^{it was from me that} Doble learned that this money (at present used for general research purposes) is ^{designed} ~~to raise the salaries~~ of these 4 professors to substantially 15,000 each.

Having now slipped down to the level of gossip I will stop and take a dip in the sea!

Yours sincerely,
Oswald Veblen

Paris
August 30, 1934

Dear Professor Veblen:

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

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

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

Professor Veblen

August 30, 1934

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in respect to any person whom we may approach, and yet it may prove that he would find it embarrassing if sudden changes were thrust upon him.

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

See letter p. 101

I agree with you entirely that, when and if he is invited to join the mathematical group, a definite offer should be made to him, and of course it should be financially as well as otherwise more advantageous than his present situation. On the other hand, I am not persuaded that every person who is called professor must necessarily receive the same remuneration. There are certain distinctions in age, experience, eminence, and future promise which may fairly be taken into account. Universities, as a rule, take these factors into account by giving new appointees inferior badges, - calling them associate professors, etc. I should prefer, I think - certainly for an experimental period - the simpler organization which we now have. It might prove to be advisable to change the title of professor to that of "member of the Institute", as is done in various institutions more or less resembling our own. My general feeling remains what it was, though of course I am prepared to carry out the instructions of the Board until ordered by the Board to do otherwise, namely, that our salary scale should be distinctly higher than that which prevails elsewhere, that there should be no "pulling and hauling", that the short year and the elimination of examinations and other routine and the rigid adherence to high standards of admission with such informal contact between workers and staff as existed last year should continue until it is obvious, first, to the staff and, next, to the Board that some change should be made. But I suspect that the Board will wish to continue its present policy of watchful waiting for a while longer in order to see whether our extraordinarily happy experience last year really lay in the nature of the organization of the Institute or was a mere accident. I think the former.

As to financial involvements, there are one or two slight matters that

Professor Veblen

August 30, 1934

3

I shall have to lay before the Board in the autumn, but I am even more skeptical and cautious about the immediate financial future of the world than I was when I left America in the early summer. I have had the opportunity to talk with men of affairs, business men, bankers, important public officials, and I find that our financial antics have got them all to guessing. Such utterances as emanate from Washington are entirely obscure to me, though I am extremely anxious to make a start in one or two other directions whenever it can be done without imperilling in any wise the security and stability of the present group. I cannot at this distance make out what is likely to be done in Washington.

We arrived at Gastein the morning of the day on which Dollfuss was assassinated. There were sporadic difficulties in Vienna and elsewhere, but our tranquillity and safety were never for a moment in peril. I had the most complete rest, physical and mental, that I think I have ever had. After four weeks I joined some friends at Aix-les-Bains for a rest cure at a lower altitude, continuing the same idle and regular mode of life. I am skeptical as to whether these baths have any real medical effect, but I have no doubt that the routine and comfort in which one can pass four or five weeks are restorative. My preference is, however, very distinctly for the Canadian woods.

Mrs. Flexner was very well when I left her. I am sailing on the Olympic on September 6 and should be in New York on the 12th.

I hope that the summer has been a really restful one for you and for your wife and that by the time you reach Princeton the hot weather, which must have been very severe, will be completely past.

Mrs. Bailey, who reached Paris this morning, joins me in heartiest greetings to you and Mrs. Veblen.

With all good wishes,

Ever sincerely,

Professor Oswald Veblen
Brooklin
Hancock County, Maine
AF:ESB

ABRAHAM FLEXNER

Veblen

Paris, France

Brooklin

Hancock County
Maine

Letter just received

Please ask Morse to take no
steps till my return middle
September Writing Warmest greetings

Flexner

BROOKLIN
HANCOCK COUNTY, MAINE

11 Aug. 1934

Dear Dr. Flexner:-

Morse was here for a couple of days and left yesterday. We talked over Institute affairs at great length and I told him everything that I thought I properly could. He is very much disposed to come to us and is planning to talk with Birkhoff, Graustein (Chairman of the Div. of Math.) and consent shortly after the opening of the academic year. But he is in some doubt as to ~~how to open~~ what to say. He will dwell, he says, rather on the advantages of the Institute than on the drawbacks of Harvard, but when they ask him what he has been definite

BROOKLIN
HANCOCK COUNTY, MAINE

-ly offered he will only be able to say that it is a professional at a salary not yet specified and that he will be entitled to an assistant.

Although he understands the personal and other reasons for the present salary inequalities and also your exposition of the considerations you have to take into account he does not know ~~of~~ what inference to draw as to his own salary status. I fear that obscurity in this regard will provide the point of departure for the arguments and persuasions which Birkhoff and the others will bring to bear on him. Would it not be better to let him know ~~it~~ exactly

BROOKLIN

HANCOCK COUNTY, MAINE

what the offer is going to be in case he ~~accepts~~ signifies his intention of accepting? I think that this would help to eliminate pulling and hauling of the sort you wish to avoid.

His salary is 8000, but he did not tell you, I believe, that there are other emoluments going with it that bring it close to 10000. Also there is no doubt that A. can and will be ready to go at least to 10000 in basic salary for him.

He has a responsibility for the upbringing of the two children. It was to be with them in Waterville that he came back from Europe as soon as they had left for China a few days before he was here.

BROOKLIN

HANCOCK COUNTY, MAINE

I hope that all the professors in the Sch. of
Maths. will be on the same salary basis before
long.

We were much worried when we
heard of the Austrian uprising (over the
radio) and inferred that you would
be just about arriving there, but since
they have been reassured by Miss Blake
and Miss Sichelsohn.

It has been less quiet than usual
in this neighborhood because there are
more people ~~at~~ whom we know. Mrs
Hesserson were here early, Ruse has been
here most of the summer and Todd
arrived yesterday. Ruse and Todd, ~~or~~
however, are sailing before the end of the

BROOKLIN
HANCOCK COUNTY, MAINE

month.

One other remark about Morse: It is usually best in such cases to make the move as soon as possible after it is decided on. In this case it might easily turn out that the Harvard people would prefer it so.* Would it not be well to phrase the offer so that he could begin just after Christmas if all parties found this desirable?

With best greetings to Mrs.
Flexner and yourself,

Yours sincerely,

Oswald Veblen

* In the case of a professor leaving P. we have preferred it so.

Please send
him a bulletin
He is in Pure Math.
Johns City
Jan

BROOKLIN
HANCOCK COUNTY, MAINE

20 July, 1934

Dear Miss Eickelton:-

Many thanks for the information you are sending me from time to time. I ~~do not~~ understand that Drs. Titch and Peterson are ~~not~~ accepting other positions for next year. If and when you hear from them please let me know as there are other candidates in line for grants-in-aid.

Enclosed herewith is a letter from a prospective worker. Please hand it to Miss Blake ~~and ask~~ when she returns and ask her to bring it to my attention at the right time. Yours sincerely, Oswald Veblen

Princeton, N. J.

July 16, 1934

Dear Professor Veblen:

I enclose herewith copy of a letter which has come from the National Research Council regarding workers for the coming year. You may have already received a copy direct. I have sent Dr. Flexner a copy.

Dr. Bochner sailed for England on Saturday and will apply for a visa at London. Dr. and Mrs. Schoenberg are back without having gotten into Canada. They received information in New York, through the National Council of Jewish Women, that many people who have gone to the Bahama Islands on cruises have been successful in getting visas at Nassau - the cruise proposition insuring their return to the United States if they do not get the visas. They are thinking quite seriously of trying their luck at this, but are waiting for further information from New York.

The Canadian border authorities have apparently become very strict. The Jessens, whose visas are all in order, and who wanted to go to Canada just for a visit, were rejected at the border. They have now sailed for England.

Sincerely yours,

MARIE C. ETCHELSE

Princeton, N. J.

July 12, 1934

Dear Professor Veblen:

I have your letter and enclosures. Dr. Buchner returned to Princeton on Tuesday. He was unable to get into Canada, and he is now going to London to apply there for re-admission to the United States. He sails tomorrow on the S. S. GEORGIC.

Dr. and Mrs. Schoenberg, so far as I know, are still at Niagara Falls, waiting there on a vague possibility of getting in. I have not heard from them since Tuesday.

It seems that there is nothing that can be done to help these men. Dr. Schoenberg cabled Dr. Flexner, who got in touch with the State Department officials, but they were unable to help. Dr. Buchner was told in New York that many people were being refused admission. You will be interested to know, however, that a report from the State Department says that Professor and Mrs. Brauer were able to enter and have secured their immigration visas from the Consul at Windsor.

I am sorry to say that I did not keep Dr. Montgomery's street address. I know only that it is Iowa City. If you will send me the street address I will mail him a bulletin at once. At the same time will you please tell me if he is a pure mathematician or a mathematical physicist, so that I can record him properly?

Sincerely yours,

MARIE C. EICHELSEER

Princeton, N. J.

July 5, 1934

Dear Professor Veblen:

Thank you for telling me that I can feel free to call upon you whenever necessary. With everyone in authority away from Princeton, I do need occasionally to get advice or instruction from you, but I assure you that I shall not bother you unnecessarily.

The enclosed letter from Deane Montgomery I am sure you will want to see. I have not acknowledged it.

After receiving your telegram I gave Dr. Schoenberg the kind of a letter he wanted. He left Sunday, Dr. Van Kampen driving him up. Today I received a wire from him from Niagara Falls saying that he had been refused entry to Canada. He is now considering going to Bermuda. Dr. Boelmer, after three weeks in Buffalo, is still unable to get into Canada, in spite of the efforts of Presidents Dodds, Professor Robertson and others.

The heat in Princeton has been terrific for five days. You are fortunate to be in such a cool spot.

Sincerely yours,

MARIE C. EICHELSER

BROOKLIN
HANCOCK COUNTY, MAINE

26 June 1934

Dear Miss Eichelser:-

I am sorry, but I don't remember about the conversation with Mrs. Bailey to which you refer. I do remember that Dr. Peterson is to have some amount money next year. On the whole, ^{I think} you had better do as Dr. L. Chinner suggests and deduct the amount from his next check and let Mrs. Bailey straighten the matter out when she comes back. Please don't hesitate to write to me whenever you have any question regarding which I can help you. Perhaps

I will be more useful next time.
Yours sincerely,
Oswald Veblen

1935 July 25

OSWALD VEBLER
1935

June 22, 1934

Professor Oswald Veblen
Brooklin
Hancock County, Maine

My dear Professor Veblen:

I dislike bothering you when you are on vacation, but there is no one here whom I can ask about the matter referred to in the enclosed letter from Dr. Lehmer. If I remember correctly, you and Mrs. Bailey discussed the matter of a check for May work on the Annals, and I am under the impression that you agreed that Dr. Lehmer should receive this check. I would appreciate it, however, if you would advise me just what to write him. Will you please return his letter to me?

Very truly yours,

MARIE C. EICHELSER

Records of the Office of the Director / Faculty Files / B
From the Shelby White and Leon Levy Archives Center

Mrs. Bailey:
Knowing that this letter was
from Professor Veblen, I opened
it. I have written Dr. Zener
saying that in Dr. Flexner's
absence I had taken up with
Professor Veblen the matter of
an office, and telling him what
Professor Veblen said.

M.C.E.

BROOKLIN
HANCOCK COUNTY, MAINE

11 June 1934

Dear Mrs Bailey:-

Thanks for your letters of June 5th & 7th about acceptance of grants in aid. It would probably be well to tell Dr. Zener that no office will be available in Fine Hall, because of the increase in the number of people who are using it. I agree that there is nothing in these letters ~~and~~ which you need to pass on to Dr. Flexner.

My wife joins me in best greetings. We are now well established here and seem very far away from the great world.

Yours sincerely
Oswald Veblen.

New York City
June 10, 1934

Dear Professor Veblen:

Professor Morse came to see me yesterday afternoon and we had a very satisfactory interview. Inasmuch as Professor Birkhoff is not now in this country and will not return until the autumn, we agreed that it would not be courteous or fair for Professor Morse to make any change during the coming year. I asked him to make up his mind clearly and irrevocably as to what he wished to do, and promised that I would recommend his election as full professor if, after talking with Birkhoff and Conant, he decided in the affirmative. He has found the work at Harvard extremely wearing and complex and therefore longs for the simplicity which he will find in our group, which, fortunately, does not have to concern itself with many of the activities which a university cannot easily avoid.

Professor Morse's present salary is \$8,000. I told him that as soon as this financial situation cleared up I desired to place all the professorial salaries at \$15,000; that in any event his salary would from the outset be considerably higher than the salary which he is now getting.

He made some inquiry about minor positions, but I told him that except for personal assistants, with which every professor is provided, we would not need the intermediate grades of appointments if we could continue to adhere to the policy we adopted last year, namely, that of dealing with persons of proved capacity beyond the Ph.D. degree, most of them already holding academic posts.

Professor Veblen

June 10, 1934

- 2 -

He also made some inquiry as to whether I contemplated a differential in the matter of professorial salaries, to which I replied that ~~inasmuch as I myself could not possibly know the relative values of different individuals and, further, inasmuch as the professorial salary, pension, etc., was an attractive one, I was disinclined to depart from the simple scheme with which we began.~~ In other words, if a person is good enough to join the group and deal with students of maturity and achievement, then he was entitled to a full salary whether some differential in ability or productiveness existed or not. On the other hand, I said until the monetary situation was perfectly stable I wished to play safe. As to the soundness of this I am more convinced since spending two days in Washington, during which I had several confidential talks with persons connected with the Federal Reserve Board. They believe that the danger of inflation has passed. If so, we are all right on our present basis. If not, then, of course, we will have to readjust.

I promised to see Professor Morse in the early autumn. As far as I can recollect at the moment, this covers the subject of our conversation, and I am going to send Professor Morse a copy of this letter so that if my recollection is not correct he can write you what he remembers, sending a duplicate to me.

I hope nothing will interfere with adding him to our group without any ill feeling whatsoever on the part of the Harvard people - on the contrary, I want their cooperation and sympathy if I can possibly obtain them.

I had some busy days in Washington, partly with the immigration authorities, but I think everything is in order for Bochner and the others.

In my absence the New York school authorities wrote urgently, requesting the presence of a number of the Princeton group of workers here in New York to go through the formalities of examination for posts. Telegrams were sent to those who were absent from Princeton. I hope that some of them may land

Professor Veblen

June 10, 1934

- 3 -

jobs, and that the same procedure may prove successful elsewhere next year.

Since seeing you I have had an S.O.S. call which makes it imperative for me to go to Europe this week. I am trying to get off about the middle of the week. Should you want to write me, address me in care of the Rockefeller Foundation, 20 rue de la Baume, Paris.

I had a letter from von Neumann yesterday. He told me that in motoring from Vienna to Budapest their automobile skidded and struck a tree. No serious damage was done either to the occupants or to the machine, but their noses were somewhat bruised, as well as other parts of their anatomy, which he did not specify. He said they made a rather ridiculous figure when they met their friends. Let this be a warning to you and your wife: Drive slowly in wet weather.

I hope the summer will be an extremely pleasant one for you both. Professor Morse thought he might be seeing you somewhere before autumn.

With all good wishes to you both, in which Mrs. Flexner joins,

Always sincerely yours,

ABRAHAM FLEXNER

Professor Oswald Veblen
Brooklin
Hancock County, Maine

AF/MCE

May 16, 1934

Professor Oswald Veblen
58 Battle Road
Princeton, New Jersey

My dear Professor Veblen:

I am sending you herewith the Certificate of Incorporation and the By-Laws of the Institute for Advanced Study, as revised at the meeting held on April 23, 1934.

At the request of the Chairman, I have pleasure in informing you that you have been appointed a member of the Committee on Buildings and Grounds. The other members of this committee are Mr. Maass, Chairman, Mr. Aydelotte, Mr. Louis Bamberger, and Mrs. Fuld, the Chairman, Vice-Chairmen, and Director, ex officio.

Very truly yours,

ESTHER S. BAILEY

Assistant Secretary

Princeton, New Jersey

May 14, 1934

My dear Professor Veblen:

At Dr. Flexner's request I am enclosing (1) a letter of introduction to Colonel Lindbergh, which, as he suggested to you, your brother should send to Colonel Lindbergh with a note requesting an appointment; (2) Professor Granstein's letter; and (3) a copy of a letter to Dean Eisenhart, which Dr. Flexner received from Professor Capps this morning.

Sincerely yours,

ESTHER S. BARLEY

Professor Oswald Veblen
Pine Hall
Princeton, New Jersey

THE INSTITUTE FOR ADVANCED STUDY
SCHOOL OF MATHEMATICS
FINE HALL
PRINCETON, NEW JERSEY

May 14, 1934

Dear Doctor Flexner:

I am informed by Dr. R. S. Martin that he would be glad to accept a grant-in-aid of \$750 for the academic year 1934-1935. *A formal note from you would therefore be in order.*

This amount is understood to be net; that is to say, there should be no charge for tuition. In general, I think there should be no charge for tuition to any of the people who receive grants-in-aid. We have been proceeding on that basis in all cases this year.

Dr. Martin has been here this year as a National Research Fellow, and I think he is a promising man and very enthusiastic about his work. I told him, however, that in case anything attractive in the way of a permanent job should turn up, he is quite free to resign from the appointment with the Institute. He has saved enough out of his salary as a National Research Fellow to carry him for another year with the aid of the rather small grant which is proposed.

Yours sincerely,

Oswald Veblen

Oswald Veblen

Dr. Abraham Flexner
The Institute for Advanced Study
20 Nassau Street
Princeton, N.J.
OV:GB

THE INSTITUTE FOR ADVANCED STUDY
SCHOOL OF MATHEMATICS
FINE HALL
PRINCETON, NEW JERSEY

April 30, 1934

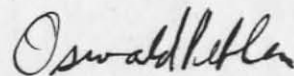
Dear Mrs. Bailey:

I found the enclosed note from Miss Noether on my table when I returned from Washington. Miss Noether has been giving a series of lectures on informal invitation from the Institute, and we told her that the Institute would reimburse her for her traveling and incidental expenses in commuting between Bryn Mawr and Princeton. The amount is extraordinarily small in view of the number of visits that she has made and the value of the work, but I suppose that we can do nothing else than give her the exact amount which she specified although it is hard to believe that she will not be out of pocket in consequence of the transaction.

Since Miss Noether's note has been waiting for more than a week I think it would be desirable to send her a check very promptly. She is leaving Bryn Mawr on May 18 and sailing on May 19.

It occurs to me that a little note of thanks for her co-operation from Dr. Flexner would be much appreciated in case he would care to write it.

Sincerely yours,



Oswald Veblen

Mrs. Esther S. Bailey, Assistant Secretary
Institute for Advanced Study
20 Nassau Street, Princeton, N.J.
OV:GB

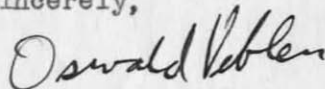
THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY

Fine Hall, April 30, 1934

Dear Mrs. Bailey:

This is to acknowledge your letter of April 24, and to acknowledge with thanks my election as a member of the corporation and of the Board of Trustees of the Institute for the five years ending in January 1939.

Yours sincerely,



Oswald Veblen

Mrs. Esther S. Bailey
Assistant Secretary
Institute for Advanced Study
20 Nassau Street
Princeton, N.J.
OV:GB

CLASS OF SERVICE DESIRED	
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Send the following message, subject to the terms on back hereof, which are hereby agreed to

FORM 5

April 26, 1934

To Professor Oswald Veblen
Hotel Powhatan
Washington, D. C.

Have been trying unsuccessfully to reach you by telephone

Please call me at your convenience at office or Inn

Abraham Flexner

(Charge Institute for Advanced Study)

49

April 24, 1934

Dear Professor Veblen:

Mrs. Bailey has reported to me her conversation with you, and yesterday I had an opportunity to see Mr. Leidesdorf, who tells me that in the interest of simplicity, as well as good business management, the unused balance of \$350.00 should revert to the treasury. The sum is so small that it is not worth complicating our present very simple bookkeeping arrangements. On the other hand, the Pontrjagin allocation, having already been made, holds good.

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

Professor Oswald Veblen
Fine Hall

Sincerely yours,
ABRAHAM FLEXNER

April 24, 1934

Professor Oswald Veblen
58 Battle Road
Princeton, New Jersey

My dear Professor Veblen:

I have pleasure in informing you that you were elected a Member of the Corporation, the Institute for Advanced Study, at a meeting held yesterday, and that you were elected a Trustee of the Institute for a term of five years, in the Class of 1939, the other members of this Class being President Frank Aydelotte and Dr. Florence R. Sabin.

I am sending you herewith the Certificate of Incorporation and By-Laws of the Institute for Advanced Study, as revised April 23, 1934.

Very truly yours,

ESTHER S. BAILEY

Assistant Secretary

April 13, 1934

Dear Professor Veblen:

I asked Mr. Maass his opinion as to the limitations surrounding the use of our grants-in-aid, with particular reference to considering philanthropic or charitable factors. I am enclosing you his letter, which I think makes it quite clear that we are legally incompetent to admit considerations of this character.

Always sincerely,

Professor Oswald Veblen
Fine Hall
Princeton, New Jersey

AF/MCE

April 13, 1934

*Alfred
V-1*

Dear Professor Veblen:

(not in file)
Thank you for your wise, thoughtful, and very clear letter of April 12th. I have read it only once, but I can see that it will give the Committee on Buildings and Grounds something very substantial to meditate upon. I have the feeling that what might have looked like dilatory procedure has really allowed our minds to work subconsciously on what will become in the course of time a question of overwhelming importance. I shall bring this letter to the attention of the Committee at the earliest possible opportunity.

Many thanks.

Always sincerely,

ABRAHAM FLEXNER

Professor Oswald Veblen
Pine Hall
Princeton, New Jersey

AF/MCE

file

THE INSTITUTE FOR ADVANCED STUDY
SCHOOL OF MATHEMATICS
FINE HALL
PRINCETON, NEW JERSEY

IV-19

April 10, 1934

Dear Doctor Flexner:

I think that the Scripta is a worthy enterprise, and I think the Institute should have it in its library by the time we have a regular library. I don't know what you do in general about such honorary memberships.

The letter about Veltman, about which you inquired, was from Professor H. P. Robertson.

I have not done anything about passing on the information about summer places to Einstein, because when I mentioned the matter he said this was entirely in Mrs. Einstein's hands. I will make a note, however, of the information which you have passed on to me, and use it in case an occasion arises.

Sincerely yours,

Oswald Veblen

Oswald Veblen

Dr. Abraham Flexner
20 Nassau Street
Princeton, N.J.
OV:GB

Veblen

April 7, 1934

Dear Mrs. Veblen:

Thank you for yours of the sixth with bills, for which I am asking Mrs. Bailey to enclose you a check. I wonder if the workmen's insurance could not be covered by including this woman in the University list and the Institute's reimbursing the University for the additional amount which would be thus involved. This would be the simplest way of taking care of this obligation. I shall take the matter up with Dean Eisenhart upon my return to Princeton next Thursday.

Very sincerely yours,

Mrs. Oswald Veblen
58 Battle Road
Princeton, New Jersey

ABRAHAM FLEXNER

AF:ESP

58 BATTLE ROAD
PRINCETON, NEW JERSEY

April 6, 1934

Dear Dr. Hesser,

I am enclosing two bills which I have paid, and in addition some small items which were needed at the beginning of the disbanding era and which also have been paid for.

There is one other matter about which I have spoken several times to Oswald, but which he always forgets to speak to you about. According to New Jersey law the I. A. S. is responsible in case of accident to any of its employees and so this disbanding lady should

Cases are covered by group insurance
but I don't think this person could be
taken in under that group because she
is not on their employment roll but
is paid for by the Institute.
Anyway I feel that I ought to mention
this to you.

Very Sincerely Yours

Elizabeth H. Veblen

April 9, 1934

Dear Professor Veblen:

I am enclosing you a letter from
Shapley and my reply thereto. I shall leave it to
you to handle it in any way you think best.

Sincerely yours,

ABRAHAM FLEXNER

Professor Oswald Veblen
Fine Hall
Princeton, N. J.

AF:ESB

April 4, 1934

Dear Professor Veblen:

Please tell me what to do about the
enclosed.

Sincerely yours,

ABRAHAM FLEXNER

Professor Oswald Veblen
Fine Hall
Princeton, New Jersey

AF/MCE

Enclosure - letter from David Eugene Smith re Scripta Mathematica

April 3, 1934

Dear Professor Veblen:

Though you have probably received
a similar letter, I am referring to you and
your colleagues the enclosed from Mr. Cosby.

Sincerely yours,

ABRAHAM FLEXNER

Professor Oswald Veblen
Fine Hall
Princeton, New Jersey

1 Encl.
AF/MCE

March 27, 1934

Dear Professor Veblen:

I continue from time to time to turn over in my mind the question of site, to which you have repeatedly alluded. What I should like to get from you and what, I think, we must have before we take any positive step is a statement in black and white of "what for". Merely owning a piece of real estate in Princeton may be an encumbrance rather than a help. The "what for" is the essential, and I am sure it would be most helpful to me if you would reduce your ideas to writing. I have, of course, no objection to your discussing the matter with your associates.

Always sincerely,

ABRAHAM FLEXNER

Professor Oswald Veblen
Fine Hall
Princeton, N. J.

AV:RSB

March 6, 1934

Dear Professor Veblen:

You and Eisenhart will be interested
in the enclosed from Dr. Ballou, Superintendent of
Schools in Washington. I send a copy of my reply.

Sincerely yours,

ABRAHAM FLEXNER

Professor Oswald Veblen
Fine Hall
Princeton, New Jersey

2 Encls.
AF/MCE

March 5, 1934

Dear Professor Veblen:

I am returning herewith Dr. Ingraham's letter. - The point he makes in connection with pensions, etc., in reference to persons of Schur's age, is a very formidable one.

As far as I know, there has been no difficulty about making adjustments between displaced German scholars and American colleagues. I have heard nothing but expressions of satisfaction on both sides.

I am writing Professor Douglas by this mail.

Sincerely yours,

ABRAHAM FLEXNER

Professor Oswald Veblen
Fine Hall
Princeton, New Jersey

AE/MCE

February 26, 1934

Dear Professor Veblen:

I thought you and your associates would be interested in reading the minute which was prepared for the records of the Rockefeller Institute on the occasion of Dr. Welch's retirement last Autumn; so I asked my brother to send me a few copies in order that I may send you one. It would, I think, be difficult to find in the annals of education another person who has been so wise, so useful, and so sound.

Perhaps Lefschetz and Eisenhart would also like to read it.

Ever sincerely,

Professor Oswald Veblen
Fine Hall
Princeton, New Jersey

ABRAHAM FLEXNER

AF/MCE

October 25, 1934

Dear Professor Veblen:

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

I mentioned this in my report, a copy of which you will receive when you get the Minutes, which have been unduly delayed because we have been waiting for a statement from Professor Frankfurter summarizing the views which he expressed at the meeting. Meanwhile, I can put the whole problem mathematically:

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

The endowment is not likely to be increased until the general business situation is better. When it is increased our freedom to do what we

Professor Veblen

October 25, 1934

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

I feel certain that the best service which I can render in the next few years is in the procuring of men for the schools above mentioned, and I do not wish to embark upon anything that will interfere with my doing so.

I shall surprise you by the willingness and speed of my activity in the way of buildings and grounds when some Santa Claus drops into our treasury the requisite funds.

I appreciate fully and deeply the way you take the whole Institute to heart and your interest in its material as well as its intellectual development. I feel much clearer now on the material side than I did when I came to Princeton a year ago, and it may be that a policy of drifting for the time being will ^{in that matter} prove wise.

Sincerely yours,

ABRAHAM FLEXNER

Professor Oswald Veblen
Fine Hall
Princeton, New Jersey

AF/MCE

September 27, 1934

Professor Oswald Veblen
58 Battle Road
Princeton, New Jersey

My dear Professor Veblen:

I am sending you herewith duplicate deposit slip for \$1,137.50, your September 1934 salary, after having deducted your payment of \$62.50 towards your retirement allowance.

I am also enclosing duplicate deposit slips for the months of June, July, and August.

Very truly yours,

ESTHER S. BAILEY

Assistant Secretary

BROOKLIN

HANCOCK COUNTY, MAINE

12 Sept. 1934

Dear Dr. Fletcher:

All the 4 mathematical professors here expressed themselves as strongly in favor of Morse, and Einstein, who does not know him, ^{not least was} is in favor of another American appointment. So I have no fear that I am enjoying anything personal. Also he is persona grata to the Princeton faculty. So much in defense of my enthusiasm.

I suspect I know already of the incident which gave you a shock. At least there was one which I thought it would be well to talk over with you later.

Best regards for E. myself,

Yours sincerely,

Oswald Veblen

Veblen

September 17, 1934

Dear Professor Veblen:

I find here at Princeton yours of the 13th, and I shall write Abbé Lemaitre at once. I am delighted that we are in a position to ask him to come.

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

I have seen Weyl, Eisenhart, Brauer, Schoenberg, and Bochner.

Most of this week I shall spend in New York clearing up some odds and ends, so that when I come here a week from today I shall be able to stay.

Remember me warmly to your wife, and believe me

Ever sincerely,

ABRAHAM FLEXNER

Professor Oswald Veblen
Brooklin
Hancock County, Maine

AF/MCE

Veblen

160 East 72nd Street
New York City
September 14, 1934

Dear Veblen:

I returned on the Olympic yesterday and found your letter of September 10th and a good deal of other correspondence.

I am glad to know that the outlook for the coming year is good. "One swallow does not make a summer", and being a very cautious person by nature, I am disinclined to assume that next year will be as beautiful as the year before, though, of course, I shall neglect nothing to make it even nicer.

Your letter raises a good many points that I would much rather not discuss in writing now. Generally speaking, you touch upon two different problems, one general and the other particular. As to the general problem, I imagine that no professor in the country feels more strongly than I do the importance of higher and more dignified salaries. It is a point that I have been urging for the last twenty-five years and only now have got an opportunity to put the thing into effect; so so far as that principle is concerned I am committed hand and foot. I cannot say, though, that it follows that every person in a professorial group should be on the same salary basis at the start. Age, experience, eminence and fertility are all factors that ought to be taken into consideration, and no one ought to be given a maximum salary to make it impossible for a man to receive a call from another institution unless we have absolutely decided that we want him for good and all. This distinction is by no means original with me. I imagine it exists in Princeton, and I know that it

Professor Veblen

September 14, 1934

- 2 -

exists in other places. On the other hand, when we do invite a man it ought to be, first, on the formal recommendation of the group and, second, after the matter has been laid before the Board, the authority and interest of which I greatly desire to strengthen. At the moment, therefore, my hands are tied, since though you and Alexander have talked to me about Morse no one else has, and the matter has not even been mentioned to the Board. I do not possess the authority "to bring the matter to a conclusion as soon as possible". I find faculties somewhat inconsistent in matters of this sort. In one moment they resent the unilateral action of the President, and at another they want him to cut off and ignore the constituted authorities. I do not want myself to do either.

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

I want more than anything to put the Institute where it will be an example and a stimulus to higher education, and the two things that are of most importance are (1) salary, (2) working conditions and freedom; but we have been running only one year and "Rome was not built in a day". Perhaps I am unduly cautious, but certainly in the present state of the world's finance a little extra caution is better than a little extra haste.

I am gratified by what you report to me about Birkhoff, especially as his visit to you and the promised visits of his son show that relations between the two groups are kindly and cordial.

Now, take another dip in the sea and let's leave the point until I have had a chance to talk with Morse and perhaps get Simon's judgment on the situation, for you must bear in mind that this is an entirely new job of mine, that I cannot

Professor Veblen

September 14, 1934

- 3 -

hope to hold it for many years, and that I am awfully anxious - even at the expense of somewhat slower progress - to make no blunder that may embarrass my successor.

I ought to add that I am terribly anxious, as soon as financial conditions warrant, to make a start in the way of a nucleus in one or two other fields, because I have the feeling that that is the kind of thing which I am equipped to do - much better perhaps than anything else connected with the conduct of an institution in America.

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

I am going to write Morse a note today telling him that I shall be glad to see him if we can arrange an appointment before the term begins.

I had a very successful summer as far as the Institute is concerned and feel quite clear that I know what to do when the time for action comes. After finishing with Institute affairs I got four weeks of the most perfect rest imaginable in Gastein. The few persons who have seen me since my return say I look better than I have looked in years.

Mrs. Flexner and Eleanor are spending another ten days abroad, for Eleanor had been invited to take a walking trip in Devon and I wanted Mrs. Flexner to be in reach while she was doing it.

I shall run down to Princeton some day this week, and I have to pay an overnight visit to one brother and sister in Mt. Kisco, as well as to Simon and Helen at New Canaan, and spend a week-end with Jean in Washington.

I spoke to Mr. Bamberger and Mrs. Fuld over the telephone last night and they have had an excellent summer and are in the best possible physical condition - so they say.

Give my warmest regards to Mrs. Veblen, and believe me

Professor Oswald Veblen
Brooklin
Hancock County, Maine
AF/MCE

Always sincerely your friend,

ABRAHAM FLEXNER

September 14, 1934

Dear Professor Veblen:

I returned on the Olympic yesterday and found your letter of September 10th and a good deal of other correspondence.

I am glad to know that the outlook for the coming year is good. "One swallow does not make a summer", and being a very cautious person by nature, I am disinclined to assume that next year will be as beautiful as the year before, though, of course, I shall neglect nothing to make it even nicer. Your letter raises a good many points that I would much rather not discuss in writing now. Generally speaking, you touch upon two different problems, one general and the other particular. As to the general problem, I imagine that no professor in the country feels more strongly than I do the importance of higher and more dignified salaries. It is a point that I have been urging for the last twenty-five years and only now have got an opportunity to put the thing into effect; so so far as that principle is concerned I am committed hand and foot. I cannot say though that it follows that every person in a professorial group should be on the same salary basis at the start. Age, experience, eminence and fertility are all factors that ought to be taken into consideration, though they ought not to be given a maximum salary to make it impossible for a man to receive a call from another institution unless we have absolutely decided that we want him for good and all. This distinction is by no means original with . I imagine it exists in Princeton, and I know that

February 23, 1934

My dear Professor Veblen:

The Treasurer of the Institute for
Advanced Study has just informed me that he has
reported to the Collector of Internal Revenue at
Trenton, New Jersey, your salary for the year 1933
to the amount of \$15,000.

Very truly yours,

ESTHER S. BAILEY
Assistant Secretary

Professor Oswald Veblen
Princeton University
Princeton, New Jersey

ESB/MCE

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VEBLEN

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POSTAL TELEGRAPH-CABLE COMPANY

February 2, 1934

Dear Professor Veblen:

I have somewhat modified your letter to Walsh in order to avoid any appearance of taking the initiative. The other two letters were satisfactory, but I erased the word "Director" which you wrote at the end.

Sincerely yours,

ABRAHAM FLEXNER

Professor Oswald Veblen
Fine Hall
Princeton, New Jersey

AF/MCE

P. S. Since dictating the above I have received the enclosed from President Robinson, and I send you a copy of my reply. I wonder what you and Eisenhart think of the points he makes, and whether you two could not invite him down for luncheon to talk the matter over with him, illuminating him, if he needs it, just as you and your associates have illuminated me.

January 30, 1934

Memorandum for Professor Veblen

At its meeting yesterday the Board took the following actions:

- (1) Appropriated \$10,000 as a salary for Professor Dirac as visiting professor for 1934-1935
- (2) Appropriated a sum not to exceed \$1,000 for occasional lectures
- (3) Appropriated a sum not to exceed \$20,000 for grants-in-aid
- (4) Appropriated a sum not to exceed \$10,000 to be used in the domain of theoretical or mathematical physics

I assume that in arriving at decisions respecting the disposition of these funds you will confer with your associates from time to time.

I hope very much that the appropriation for theoretical physics may be utilized like the grants-in-aid to persons like Albert and Wilder, whose own institution gives them leave of absence on half pay, so that the entire sum may not be required.

ABRAHAM FLEXNER

AF:ESB

January 22, 1934

Dear Professor Veblen:

In Bulletin No. 2 of the Institute, issued some months ago, the enclosed statement was made in reference to what you and your associates proposed to do this year. I wonder if you would be good enough to read this passage and send me a statement regarding the work which you contemplate in 1934-1935, which can be included in Bulletin No. 3, which I am now preparing.

Sincerely yours,

ABRAHAM FLEXNER

Professor Oswald Veblen
Fine Hall
Princeton, New Jersey

AF/MCE