

December 17, 1934.

Dear Dr. Flexner:

Frankfurter has recently sent me all his correspondence with you and written me a letter in that connection, copy of which I enclose. My mother's death and a beastly cold, which kept me in bed for several days, have delayed my reply until today. Indeed, this is dictated from bed though I am planning to be up and around this afternoon.

As I think the matter over, it seems to me that Frankfurter's difficulty is precisely what I said in my letter to him, i.e., that he confuses the function of a trustee a little bit with that of the administrator. Just as professors must be left in freedom, so far as teaching is concerned, so must the administrator be left in freedom as to the details of his work and be judged by results.

I am delighted to hear the news of your letter from Adams, and glad that we shall not need a meeting of the Executive Committee before the regular Board Meeting on January 14th.

With kindest regards, I am

Yours sincerely,

Dr. Abraham Flexner, Director
Institute for Advanced Study
Princeton, N. J.

FA

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY

December 12, 1934

Dear Aydelotte:

I have had a long letter from Adams of a most charming and cooperative kind. It appears from this letter that, if Marschak is to come over to the United States, the best time would be the spring vacation. Such being the case, there will be no need of an Executive Committee meeting to consider the matter in advance of the regular Board meeting which comes on January 14.

With all good wishes,

Ever sincerely,

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania



AF:ESB

November 27, 1934.

Dear Dr. Flexner:

I have your letter of November 23rd and shall do nothing until I hear from you after you have had a reply from the Warden of All Souls. I am taking up the question of Panofsky with members of the Faculty.

Yours sincerely,

Dr. Abraham Flexner, Director
Institute for Advanced Study
Princeton, N. J.

FA

*Erwin Panofsky 1892 born
Vint Prof of art U of NY
Lecturer Hamburg
Hamburg
Alte Rabenstrasse 34*

FA

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY

November 23, 1934

Dear Aydelotte:

As far as I can now see, December 18 would probably be a good date for the Executive Committee meeting, but I should prefer that no meeting be called until I have heard from the Warden of All Souls to whom I have written regarding Marschak.

When you write to Panofsky, you are free to mention that I have expressed to you the hope that he will accept the invitation.

With all good wishes,

Sincerely yours,

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

A. J.
—

AF:ESB

THE INSTITUTE FOR ADVANCED STUDY

(FOUNDED BY LOUIS HAMBURGER AND MRS. FELIX FULD, 1930)

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LOUIS HAMBURGER
MRS. FELIX FULD

November 20, 1934

My dear President Aydelotte:

I have received your letter of the seventeenth to Dr. Flexner while he is in Washington. I am sure that he will reply to you promptly upon his return in reference to the date of the meeting of the Executive Committee.

The title of Professor E. A. Lowe's book is Codices Latini Antiquiores. You may be interested to know that Professor Edward K. Rand, 107 Lake View Avenue, Cambridge, Massachusetts, has written an excellent review of the Codices. Unfortunately Dr. Flexner has not a copy at hand that I can send to you.

The professor, connected with the Warburg Library, is Dr. Erwin Panofsky, 114 Prospect Avenue, Princeton, New Jersey. Dr. Panofsky spends Tuesdays, Wednesdays, and Thursdays in New York City.

Very truly yours,

Esther S. Bailey

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

November 19, 1934.

Dear Dr. Flexner:

Since Mitraný sent me a copy of his pamphlet, I am returning the one you so kindly lent me. I read it with the keenest interest, and am passing it around to some of our men here.

With kindest regards, I am

Yours sincerely,

Dr. Abraham Flexner, Director
Institute for Advanced Study
Princeton, N. J.

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LIFE TRUSTEES

LOUIS BAMBERGER
MRS. FELIX FULD

November 2, 1934

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

My dear President Aydelotte

I am sending you herewith the Minutes of
the Regular Meeting of the Institute for Advanced Study,
held October 8, 1934. Please send me any corrections
which the Minutes seem to you to require.

Very truly yours,

Esther S. Bailey

Assistant Secretary

October 29, 1934.

Dear Dr. Flexner:

In reply to your letter of October 27th I am glad to send you my approval of the appointment of Professor Morse and of the invitation to Professor Marschak to visit Princeton.

I assume that this invitation to Professor Marschak will be made without any commitment on the part of the Institute to offer him a position or on his part to accept it.

Yours sincerely,

Dr. Abraham Flexner, Director
Institute for Advanced Study
Princeton, New Jersey

Swarthmore, Pa.

October 27, 1934.

Institute for Advanced Study
to Frank Aydelotte, Dr.

October 8th, trip to New York to attend meeting
of the Trustees:

Philadelphia to New York and return	\$7 98
Tips and taxis	1 60
Meals on train	<u>1 35</u>
Total	<u><u>\$10 93</u></u>

FA

THE INSTITUTE FOR ADVANCED STUDY

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Director of the Institute

October 27, 1934

Confidential

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LIFE TRUSTEES
LOUIS RAMBERGER
MRS. FELIX FULD

Dear President Aydelotte:

At the meeting of the Board held October 8th I stated in my report that the mathematical group of the Institute feel that there is a gap in their ranks which it is important to fill. They have been pondering the problem and considering men for the past six or eight months. The Board adopted the following resolution:

RESOLVED, That on the recommendation of the mathematical staff, the Director be and hereby is empowered to submit, in his discretion, to the Executive Committee the nomination of an additional professor to the School of Mathematics, provided the total budget of the School of Mathematics is not substantially increased by this appointment for the year 1935-1936.

The person chosen by the mathematical faculty is Professor Marston Morse of Harvard University. By discontinuing - at any rate, for the time being - the visiting professorship, practically the entire sum requisite to secure Professor Morse's acceptance of the post (\$12,500 a year) will be available without substantial increase in the budget.

Both Professor Morse and the Harvard faculty desire speedy action on the part of the Institute, and as I have ascertained that it is impossible for several members of the Executive Committee to be present at any meeting when I am free during the coming week, I am, at the suggestion of the Treasurer, asking by mail the informal ratification of the discretionary power given to the

October 27, 1934

- 2 -

Director in the above cited resolution. I shall be happy if you are willing to send me by wire or letter notice of your opinion.

I have also been authorized to submit to the Board a nomination in the field of economics. I am proceeding in this matter with the utmost caution. Professor von Neumann has been kind enough to read for me the publications of several young economists who have used, to some extent, mathematical methods. In his judgment the ablest of the group is Professor Marschak, now a Fellow of All Souls College, Oxford. On the other hand, those with whom I have spoken, including Professor von Neumann, are unwilling to give a final opinion until they have had an opportunity to speak with Professor Marschak in a leisurely way. It will require a relatively small sum to bring Professor Marschak and his wife to Princeton for four to six weeks. He could in this way get into personal contact not only with economists and mathematicians here, but with corresponding persons in certain other centers who are disposed to help me as they helped me in bringing together the mathematics group.

I should like an informal authorization to consummate the arrangement above suggested with the Warden of All Souls College and with Professor Marschak himself. As soon as it is possible to have a regular meeting of the Executive Committee, this informal action can be ratified.

I have endeavored constantly to avoid asking informal approbation, but in these two instances it seems unavoidable. In addition, the Board has in both instances already committed itself with respect to the essential steps.

Hoping for a prompt and candid communication by letter or telegram,

I am

Very sincerely yours,

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania
AF/MCE

Abraham Flexner

October 17, 1934.

Dear Dr. Flexner:

We are looking forward with great pleasure to visiting you Friday night. I plan myself to arrive between four and five o'clock, and have promised to to the Veblens to tea at five to meet Dr. Schoenberg, whom Veblen has recommended as a substitute for Dresden for one year, beginning February 1st. I shall then come back to the Inn immediately after tea, and Marie will be arriving about the same time. I shall probably have to go to New York to lunch with Lord Lothian, and shall come to Princeton by train, while Marie comes from Swarthmore in the Ford.

Yours sincerely,

Dr. Abraham Flexner, Director
Institute for Advanced Study
Princeton, N. J.

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY

October 10, 1934

Dear Aydelotte:

I wonder if you will get in touch with Mr. Maass and try to fix a date when he and you and your respective wives can come down for a week-end and golf. The 19th, 20th and 21st, or as much thereof as you can arrange, would suit us perfectly.

Didn't we have a good meeting the other day?

Remember me to Mrs. Aydelotte, and believe me,

Always sincerely,

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

AF/MCE

A. F.
P.S. Since dictating the above I have received your letter. Fine! I am sending the enclosed to Mr. Maass.

A.F.

October 10, 1934

Dear Mr. Maass:

I have just received the enclosed
from President Aydelotte. He is counting on having
you and Mrs. Maass down here the same time that he and
Mrs. Aydelotte propose to come in order that you and he
may have your golf game. We hope that you can come
either Friday afternoon or Saturday (October 19 or 20)
as you and your wife may prefer.

With kindest regards and all good wishes,

Always sincerely,

Mr. Herbert H. Maass
20 Exchange Place
New York City

ABRAHAM FLEXNER

AF:ESB

October 9, 1934.

Dear Dr. Flexner:

I find that Marie and I are free to spend Friday night, October 19th, with you in accordance with your suggestion. My plan would be to drive over sometime during the afternoon in good time for dinner, provided that fits in with your engagements.

Yours sincerely,

Dr. Abraham Flexner, Director
Institute for Advanced Study
Princeton, N. J.

FA

October 9, 1934.

Dear Mr. Maass :

I find that Saturday morning, October 20th, will suit me perfectly, and I will be glad to meet you at 9:30, either at the Princeton Inn or on the first tee as you prefer.

Yours sincerely,

Herbert H. Maass, Esq.
20 Exchange Place
New York City

FA.

May 23, 1934.

Dear Dr. Flexner:

Many thanks for your letter of May 22nd. I shall be glad to look up Professor Hulin if there is a possibility that we shall be able to make an appointment in Psychology for the academic year 1935-36.

I am glad the news is encouraging in regard to your being free at Commencement time. It would be a keen disappointment to us if you had to fail at the last moment. If any appointment should conflict, I wonder if it would not be reasonable for you to ask to be excused for that day in view of the fact that all the arrangements for our Commencement are now completed? I am at this moment reading proof of your diploma.

Yours sincerely,

Dr. Abraham Flexner, Director
Institute for Advanced Study
20 Nassau Street
Princeton, N. J.

May 7, 1934.

Dear Dr. Flexner:

I have your letter of May 5th and shall undoubtedly wait until the 12th. We want you so much more than anybody else that we are all egged on that policy. I hope very much you can arrange it so as to make your answer in the affirmative.

I am delighted with what you say about the prospects for next year. Marie and I are looking forward to a visit from you and Mrs. Flexner sometime in the near future. I think our wives are already in touch with each other on the subject of dates.

Yours sincerely,

Dr. Abraham Flexner, Director
Institute for Advanced Study
20 Nassau Street
Princeton, N. J.

FA

April 30, 1934

Dear Dr. Flexner:

I did not want to seem to press you over the telephone this morning, but am so eager that you should be here for Commencement that I hope you will manage it if you possibly can. Vincent is coming to give the Phi Beta Kappa Address, and I shall make no effort to get anyone else at Commencement until I hear definitely from you next week. Please let me know at the earliest convenient moment.

I told the Folds the other day that we are proposing to confer an honorary degree on you, and they accepted our invitation to drive over for the Commencement Exercises and for luncheon afterwards.

Yours very sincerely,

Dr. Abraham Flexner, Director
Institute for Advanced Study
Princeton, N. J.

FA

April 20, 1934.

Dear Dr. Flexner:

I have talked over with our Faculty Committee the question which I mentioned to you, of asking Einstein to give the Commencement address on June 4th, but I find that they are completely unanimous and very decided in preferring you, with which decision I need not say that I cordially agree. I am writing therefore to extend to you a very urgent invitation to give the Commencement address and hope very much that you will be willing to do it. I do not think you will find it a burden. The address should be anywhere between twenty and thirty minutes in length on any subject which you may wish to select. You can address your remarks directly to the Senior Class in the form of advice concerning their advancement in education or scholarship, or you can take the whole country for your audience and use this occasion to say anything you will concerning education in general. I am sure there is no danger that you will lack for matter. If you are willing and have any question about a topic, perhaps we can have a few minutes to discuss the matter on Monday.

With kindest regards, I am

Yours sincerely,

Dr. Abraham Flexner,
20 Nassau Street
Princeton, N. J.

April 14, 1934

Dr. Abraham Flexner
20 Nassau Street
Princeton, N. J.

Deeply grieved to hear of your brother's death Marie joins me in
heartfelt sympathy

FRANK AYDELOTTE

424

WY

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HONORARY TRUSTEES

LOUIS BAMBERGER
MRS. FELIX FULD

April 9, 1934

Dear President Aydelotte:

Following the last meeting of the Board, at which both the President and the Vice-President were unavoidably absent, Mr. Bamberger suggested that the By-Laws be so amended as to permit the election of two Vice-Presidents, thereby making as certain as possible that a regular officer would be in attendance to preside at the meetings of the Board. A change in the By-Laws to this effect will be submitted at the forthcoming annual meeting.

A further change in the By-Laws will be suggested, namely, that in place of the present Committee on Site, which is not a standing committee, a standing Committee on Buildings and Grounds be appointed, consisting of three members with the usual ex-officio members.

Sincerely yours,

Abraham Flexner

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

AF:ESB

April 8, 1934

Dear Dr. Flexner:

Many thanks for your letter of April 5th. It would be a keen disappointment to us if anything took you out of the country at the time of our Commencement in June, and if you do have to go to Europe, we hope you will find it possible to delay your sailing until after June 4th.

I have delayed writing to you about coming over to Princeton until I could figure out just when would be the most convenient time. Since you are to be away the first three days of next week, it looks to me as if tomorrow, Saturday, morning, or Thursday, June 12th, would work best. I shall try to telephone you later in the day to find out which of these days will be the more convenient..

The Oxford electors of the Eastman Professorship are eager to have Compton of Chicago for the next academic year, and have asked me to prepare suggestions for a meeting in June for the year following. I shall then propose to them the list of names which we discussed and ask them to make a choice based upon the particular needs of the different Schools. We plan to sail about the 13th of June, stopping for two or three weeks in England and then going on to Paris for my study in the Collège de France.

Yours sincerely,

Dr. Abraham Flexner
Institute for Advanced Study
Princeton, N. J.

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HONORARY TRUSTEES
LOUIS BAMBERGER
MRS. FELIX FULD


April 5, 1934

Dear President Aydelotte:

I am profoundly touched by your letter of April 4 informing me that the Executive Committee of the Board of Managers of Swarthmore College have approved the recommendation of the Faculty that the honorary degree of LL.D. be offered to me at your next Commencement. Should I be in this country, it would give me the keenest pleasure to accept this distinction. There is indeed no institution in the country which to my mind has developed a more important educational policy than Swarthmore College, and it is this fact that makes me so grateful for the honor which you and your associates propose to confer on me.

May I beg you to express to the Faculty and to the Board of Managers my profound appreciation, and to believe me, with all good wishes,

Ever sincerely,



President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

AF:ESB

THE INSTITUTE FOR ADVANCED STUDY

(FOUNDED BY LOUIS RAMBERGER AND MRS. FELIX FULD, 1930)

OFFICE

20 NASSAU STREET

PRINCETON, NEW JERSEY

CABLE ADDRESS: VANINSTITUTE PRINCETON, NEW JERSEY

April 4, 1934

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HONORARY TRUSTEES

LOUIS RAMBERGER

MRS. FELIX FULD

Dear Aydelotte:

When I told Anne last night that I had asked you to drive over for a talk I got a very severe rebuke, and I confess I was stupid. We should infinitely prefer that you and Mrs. Aydelotte come over for dinner and spend the night. If this is at all possible within the next couple of weeks, call me by telephone and we can arrange a day. And how about that golf match over a week-end between you and Mr. Maass?

Ever contritely,

A.F.

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

AF/MCE

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April 3, 1934

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HONORARY TRUSTEES
LOUIS BAMBARGER
MRS. FELIX FULD

Dear Aydelotte:

I was very glad to know that you and your wife had gotten a little bit of a vacation. I think I might have done well to follow your example, but somehow this first year I have felt that I ought to stay on the ground, for, though there has not been a great deal to do, there has been a lot to observe and to think about.

I wonder whether it would be possible for you to drive over one of these fine days, take either lunch or dinner with us, and give me a chance to canvass with you some of the subjects which will probably come up at the annual meeting. The only impossible days are Monday, Tuesday, and Wednesday of next week, when I shall have to be away.

I am delighted to know that Dresden received a Guggenheim grant. I hope that he can arrange matters with Veblen and his associates so that he can be here for part of the time. I am leaving the matter entirely to the mathematical group in this case, as I have done in other cases, which is, I am sure, the procedure you would yourself endorse.

With warm greetings and best wishes,

Ever sincerely,

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania
AF/MCE

A. F.

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY

March 24, 1934

sent
4/3/34

Dear Aydelotte:

Many thanks for the copy of your letter to Valentine. I hope you can succeed in getting for me a copy of Mrs. Collins's letter. It is certainly discouraging to have to deal with such lumpkins in high position. Eleanor, by the way, if I remember correctly, sized Mrs. Collins up quite accurately some years ago.

Ever sincerely,

A. J.

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

22 March 1934

Dear Dr. Flexner:

I have a choice bit of literature for you if I can get hold of an extra copy.

I have just written the enclosed letter to Valentine about it, and hope that he will manage a little article in the American Oxonian. Truly, we have an astonishing civilization!

Yours sincerely,

Dr. Abraham Flexner, Director
Institute for Advanced Study
20 Nassau Street
Princeton, New Jersey

Chicago Tribune
June 26.

Front page

They Teach This Game in Colleges Now!

George Edward McCandlish, 18 years old, left his room in the Congress hotel Saturday evening for a stroll about the loop. McCandlish, a sophomore at Swarthmore college, Swarthmore, Pa., had stopped in the city to visit A Century of Progress en route to his home in Seattle for the summer vacation.

As he paused in front of the hotel an affable middle aged man engaged him in conversation. The youth told him of his visit to the city and that he was leaving on a midnight bus for his home.

Almost an Old Friend.

"This is a coincidence," the man exclaimed. "I lived in Philadelphia for many years and know Swarthmore well. My name is John Coughlin. I should be delighted to walk about with you. I shall show you Buckingham fountain, one of our many sights."

As the two watched the play of lights on the jetting water a well dressed man asked them, in a marked English accent, to direct him to "the building of the British orders" at the Fair. Coughlin said there was no such structure. The stranger opened a tirade on things American.

Coughlin, awaiting a proper chance, drew McCandlish aside and said: "Let's take some of the cockiness out of this Britisher. I'll suggest matching pennies. You always show heads and I'll show tails. We can't lose." McCandlish agreed. The stranger, who gave his name as Joseph Davis, said he did not know the game, but would play.

Sent Away for Money.

The game went on till Davis lost \$100 to the youth. "I'm willing to pay," said the Britisher, "but I'd like to see the color of your money first. I'm not playing unless you could have paid me if you had lost."

"O. K.," replied McCandlish. "Just wait here till I go to my hotel and get the money."

A short time later the student appeared in the South State street police station. "Are you interested in catching two petty racketeers?" he asked of Sergts. Benjamin Benson and Michael Morley. After hearing his story they accompanied him to the fountain, where they arrested Davis and Coughlin.

At the detective bureau Davis was revealed to have been arrested 50 times since 1916 and Coughlin as many times since 1917 for operating confidence games.

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LOUIS BAMBERGER

MRS. FELIX FULD

March 21, 1934

Dear Aydelotte:

Thank you for the time and thought you have given to the correspondence with Frankfurter. After further reflection I have decided to send it, because, as it seems to me, though we do not want "Yes-men" on the board, we do not want cantankerous men, and I think he ought to understand that once and for all. Though his letter was not the first of the kind I have seen, it seems so unprovoked and needless, not to say ungentlemanly, that I believe that the air should be cleared before needless unpleasantness results.

With all good wishes,

Ever sincerely,

A. F.

Phila - NY & return 7.98
 Typ & Taxis 1.80
 lunch a la carte 1.15
 TUA 10.93

P.S.

Mrs. Bailey will be glad to send you a check for your traveling expenses in attending the Executive Committee on March 12, if you will send her a memorandum.

A.F.

President Frank Aydelotte
 Swarthmore College
 Swarthmore, Pennsylvania

If you will note this on back of letter
 I'll make out statement & forward it. a.u.a.

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HONORARY TRUSTEES
LOUIS BAMBERGER
MRS. FELIX FULD

March 14, 1934

Dear Aydelotte:

Thank you for yours of the 13th. I have made some minor changes in the minutes and added a few words on the subject of mathematical physics and Dirac's acceptance.

My long talk with you was very heartening and helpful, and I want you to realize how I appreciate your constant and willing cooperation.

Mrs. Flexner and I will come to you for a week-end or have you here just as soon as the spring makes its appearance in authoritative fashion. I see that we are threatened with another drop in temperature this evening.

Eleanor's play went off very smoothly and was highly amusing.

With all good wishes,

Sincerely yours,

A. F.

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

AF:ESB

P.S.

Since dictating the above, I have told Veblen what you said to me the other day about Dresden. Inasmuch as

the grants-in-aid are now being made, it might be prudent for Dresden to get in touch with Veblen rather promptly.

A.F.

March 5, 1934.

Dear Dr. Flexner:

There is a touch of spring in the air this morning, and, unless we have another blizzard, I should like very much to drive up to talk with you Thursday afternoon, March 8th, provided that time is convenient for you. My plan would be to leave here after lunch, reaching Princeton about 3:30 or 4:00 and leaving at 6:00 or 6:30. If some other hour would suit you better, however, I can easily adjust my arrangements to yours.

Yours sincerely,

Dr. Abraham Flexner, Director
Institute for Advanced Study
20 Nassau Street
Princeton, N. J.

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY

February 24, 1934

Dear Aydelotte:

I am sorry to learn that you have had a slight relapse. Dr. Martin is quite right to keep you indoors in this absolutely atrocious and unprecedented weather. Do wait until there is some touch of Spring in the atmosphere before you try to motor over here, though, as you know, you are always welcome.

With all good wishes to you and your wife from Anne and myself,

Ever sincerely,

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

A. J.

AF/MCE

February 23, 1934.

Dear Dr. Flexner:

Many thanks for your note. I have been hoping every day to be able to propose to motor over to see you, but the roads have been so bad that I have not liked to try it. I was troubled furthermore with a little relapse after an attack of grippe, which enabled Dr. Martin to plant his foot firmly on my neck and keep me in doors. I am all right now, however, and if the snow melts in the next few days, I shall telephone to find out when you will have a little time free to talk with me.

Marie joins me in warmest regards to you both.

Yours sincerely,

Dr. Abraham Flexner, Director
Institute for Advanced Study
Princeton, New Jersey

FA

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY

February 20, 1934

Dear Aydelotte:

 had
I have/no word of you for the last few days, though our latest news from Miss Abbett was to the effect that you are recuperating. I wish you would drop me a line and let me know how you are.

 This continued cold keeps me practically housebound. I have never known such an infernal winter.

 Anne joins me in warmest greetings to you and Mrs. Aydelotte.

Ever sincerely,

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

A. J.

AF:ESB

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LOUIS BAMBARGER
MRS. FELIX VULD

February 6, 1934

Dear Aydelotte:

Many thanks for your letter of the fifth.

On general principles I think you are right to reduce the number and variety of your activities, just as I have been reducing mine gradually for the last ten years.

I am sorry to say that I shall be in New York Thursday afternoon, February 8, but I expect to be back sometime Friday, though perhaps not until late in the afternoon. If you can drive over any other time in the afternoon, I will be glad to see you.

With all good wishes,

Very sincerely yours,

u. J.

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

AF:ESB

February 5, 1934.

Dear Dr. Flexner:

Many thanks for your kind letter of January 31st. I returned this morning, leaving my mother quite as well as could be expected. She will probably continue living in the house at Sullivan, at least for the near future, with a cousin of mine staying there to take care of her.

I want very much to talk over the Eastman Professorship problem with you. If you are going to be free on Thursday afternoon, February 8th, I shall be glad to drive over to Princeton for that purpose. I could get there by three o'clock and would have to leave in time to keep a dinner engagement in Swarthmore.

I think your suggestion an excellent one, to rearrange the Nominating Committee and make Mr. Leidesdorf Chairman with Mr. Straus and Mr. Stewart as the other two members plus the members ex-officio provided in the By-Laws.

With kindest regards, I am

Yours sincerely,

Dr. Abraham Flexner, Director
Institute for Advanced Study
20 Nassau Street
Princeton, N. J.

FA

January 11, 1934

Dear Dr. Flexner:

Many thanks for your letter of December 15th concerning Miss Sharaff. I am very much interested in what you say about her and shall report it to the Committee of Selection. I am delighted with all the personal good news of your letter and look forward to seeing you January 29th if not before.

If you have not read Livre Jubiliare of the Collège de France, I think you would be interested to look at it sometime. It is a thrilling story and very suggestive, to me at any rate, for the Institute.

With kindest regards, I am

Yours sincerely,

Dr. Abraham Flexner, Director
Institute for Advanced Study
20 Nassau Street
Princeton, N. J.

FA

150 East 72nd Street
New York City

January 6, 1934

Postscript:

The above letter was held because I was under the impression that you would not be back in Swarthmore until the end of the first week of January. It is now only of historic interest. Professor and Mrs. Einstein were here for tea yesterday and expressed themselves as thoroughly happy.

The book I had in mind is the Annuaire, and my copy is not now up to date. If we can make the Institute an American College de France, we will have made a signal contribution to learning.

A.F.

January 6, 1934

Dear Mrs. Bailey:

I am not quite clear from your letter of December 22nd whether the meeting of the Trustees of the Institute for advanced Study on January 29th will be held in Princeton or in New York. I should appreciate it if you would let me know by return mail so that I can make my plans accordingly. It would suit me much better this time if the meeting were to be held in New York since I have an engagement there at five o'clock. If the meeting is to be held in Princeton, would there be any possibility of calling it a little earlier, say at twelve o'clock?

I hope everything goes well with you.

Yours sincerely,

Mrs. Esther S. Bailey
Institute for Advanced Study
20 Nassau Street
Princeton, New Jersey

January 3, 1934

Dear Dr. Flexner:

When we were talking about the Collège de France in Canada last summer you promised to lend me a book on the subject. I have, meanwhile, been looking up the subject myself, and during the Christmas Vacation I read with fascinating interest the Livre Jubilaire from cover to cover. It is the most honorable and dramatic record imaginable of the contribution of a single institution to science and scholarship. I am now ordering Abel Lefranc's Histoire du Collège de France, and I have already ordered their new Annuaire. If the book which you had in mind is one of these, please do not trouble about it further, but if it is something different, I should be extremely glad to have a sight of it.

We had a most delightful holiday in Florida and are back, with batteries fully charged, on the job at Swarthmore. Marie joins me in warmest good wishes to Anne and yourself for a very happy New Year.

Yours very sincerely,

Dr. Abraham Flexner, Director
Institute for Advanced Study
Princeton, N. J.

FA

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December 15, 1933

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MRS. FELIX FULD

Dear Aydelotte;

Moe sent me the other day two blanks asking my opinion concerning two applicants for Guggenheim fellowships.

To one of them I should like to call your especial attention; that of Miss Irene Sharaff, a young woman in the early 20's who designed all the sets, masks, etc., for Miss Le Gallienne's performance of Alice in Wonderland. She is desirous of studying dramatic effects, etc., in Germany and Russia, and I am told that what the Russians are now doing in this field is far and away the best thing in the world. Miss Sharaff is not only gifted as a dramatic artist but is a girl of extraordinary intelligence and concentration; though I do not wish ~~unduly~~ to sway your judgment, she is the kind of person that I would bet on.

I can tell you confidentially that I have had a long talk with Einstein and that all the trivialities that kept him away from the dinner have been successfully smoothed out. Anne and I dined with them the other evening, and last night they went to the Philharmonic in New York with us in the box of Mr. Bamberger and Mrs. Fuld. Some day I will tell you the details, none of which is important enough to record.

With all good wishes,

Sincerely yours,

A. F.

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

AF:ESB

November 18, 1933

Dear Dr. Flexner:

I am very glad to approve the recommendation for the payment of \$431.25 for a calculating machine, and hope that you will order it at once. It would be most uneconomical to delay the work of a high salaried group of professors until we could have a meeting of the Executive Committee.

Yours sincerely,

Dr. Abraham Flexner, Director
Institute for Advanced Study
20 Nassau Street
Princeton, N. J.

FA

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HONORARY TRUSTEES

LOUIS BAMBERGER
MRS. FELIX FULD

November 14, 1933

Dear President Aydelotte:

The members of the School of Mathematics inform me that, after discussion and investigation, they require a calculating machine which will aid them in their investigations in atomic structure, theory of statistics, number theory, and other topics. On investigation they find that the most suitable machine is known as the Marchant Calculating Machine, and that with a discount it will cost \$431.25. In addition, the manufacturers agree to keep it in perfect condition at a cost not to exceed \$25 a year.

Though I hesitate to ask the Executive Committee to act informally, I am persuaded that the loss of time which would ensue if we were to await a regular meeting of the Executive Committee or of the Board, is more serious than the informal action which I recommend. The Committee of the Board would ratify any action that is taken, at its next meeting. As a member of the Committee I should myself vote "aye," and I should be happy to have your opinion at your earliest convenience.

Sincerely yours,

Abraham Flexner

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania
AF:GB

November 14, 1933.

Dear Dr. Flexner:

Many thanks for the sight of Frankfurter's opening remarks, which I return herewith. I took the liberty of cabling him to ask whether he would be willing to have them printed in the American Oxonian, and have his consent. I have accordingly kept a copy to send to the editor.

Yours sincerely,

Dr. Abraham Flexner, Director
Institute for Advanced Study
20 Nassau Street
Princeton, N. J.

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HONORARY TRUSTEES
LOUIS SAMBERGER
MRS. FELIX FUJD

November 14, 1933

Dear Aydelotte:

Returning to town after almost a week's absence, I find several brief letters from you. In my judgment you are right to withdraw from boards of trustees, including the Institute of International Education. All these boards do some good, but it is absolutely impossible for a man to do his job and grow in it, unless he restricts very carefully the number of other activities in which he is interested. Now you are President of Swarthmore, head of the American Rhodes Scholars, adviser to the Guggenheim Foundation, Trustee of the Institute, - and a golf player! In these circumstances, I am surprised that you do not forget your wife and son. I have this little puny Institute on my hands, and am temporarily on the Board of Howard University, a post which I shall give up as soon as I have reconstituted the membership of the Board this coming spring. I marvel at the way other men can handle a dozen different jobs outside their own.

I am very happy indeed that you all enjoyed the Institute dinner. We hear nice things about it from all who were present. I wish I could have come down to hear Weyl's lecture on the 10th, but it was absolutely impossible. Please thank Mrs. Aydelotte for her hospitality, even though I was unable to enjoy it. With all good wishes to you both,

Yours sincerely,

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

THE INSTITUTE FOR ADVANCED STUDY

~~1100 BRASSERIE STREET~~

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~~NEW YORK, N. Y.~~

OFFICES
20 NASSAU STREET
PRINCETON
NEW JERSEY

November 8, 1933

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

My dear President Aydelotte:

I spoke to Dr. Flexner over the long distance telephone today regarding your invitation for Friday evening. He asked me to thank you and to tell you how very sorry he is that he will not be able to be in Swarthmore for Professor Weyl's lecture and to stay with you at that time.

Very truly yours,

Esther S. Bailey

November 13, 1933.

Dear Mrs. Bailey:

Many thanks for the minutes, which seem to me entirely all right. Please tell Dr. Flexner we were sorry not to have him here on Friday night. There is just a chance we may get over to lunch with the Veblens on the 27th, in which case we hope we may get a glimpse of Dr. Flexner.

Yours sincerely,

Mrs. Esther S. Bailey
Institute for Advanced Study
20 Nassau Street
Princeton, N. J.

November 7, 1933.

Dear Dr. Flexner:

I am resigning from a great many organizations of one kind or another and should like very much to get your advice about the question of the Board of Trustees of the Institute of International Education. I think I should resign from the Board. On the other hand, the organization is a useful one in directing foreign students to the United States, and the question has just arisen as to whether, on the interlocking directorate principle, my membership on the Board of the Institute of International Education might be useful to me as a trustee of the Institute for Advanced Study. I doubt whether the matter is of any importance, but I thought I would get your advice before resigning definitely. I enclose a letter-head of the I.I.E. which will give you the membership of its Board of Trustees.

Yours sincerely,

Dr. Abraham Flexner
Institute for Advanced Study
20 Nassau Street
Princeton, N. J.

November 4 1933 *Scr*

Dear Dr. Flexner:

I send you our warmest thanks for a most delightful visit in Princeton. The dinner was a great success, and you are to be congratulated on such a charming inauguration of the Institute on its social side.

We had a delightful night with Mr. Bamberger and Mrs. Fuld in South Orange, going with them to the Philharmonic Concert and returning to Swarthmore Friday morning.

I can't tell you how much they enjoyed the dinner in Princeton. Mrs. Fuld said she felt as if she had known Einstein all her life, and Mr. Bamberger was bubbling over with enthusiasm for the "high brow" society in which he has recently been moving. I feel sure from their conversation that last Friday night in Swarthmore and Wednesday night in Princeton gave them both a more vivid conception of what you are trying to do and, if possible, still further increased their enthusiasm for the whole idea.

While we were in Princeton you dropped a word to the effect that you might try to come down to Weyl's lecture on Friday night, November 10th. The Veblens are coming, and this is just to say that we shall have room for you and shall be delighted to have you if you find you can get away.

With warmest regards, I am

Yours sincerely,

Dr. Abraham Flexner,
20 Nassau Street
Princeton, N. J.

more use of popular illustrations in future lectures. He is
very skillful in his illustrations; immediately got the point

Dear Dr. Flexner: It is a little bit surprising to see that he was working as all a little bit

and I am looking forward with great pleasure to dining
with you tomorrow night and spending the night in Princeton.

Marie and I plan to arrive at the Princeton Inn about six

o'clock. We thought we would bring our golf clubs and play
around the course the next morning, thus combining a pleasant

outing with the opportunity to get a little more intimately
acquainted with the topography of the land for the sake of

of future deliberations of the Site Committee. Mrs. Flexner

has half-promised to play a round with us. We then plan to

I drive on Thursday afternoon to South Orange to spend the night
with Mrs. Fubb and Mr. Basberger. It is delightful to get a

little break this way in the middle of the week, especially as
there is a series of Weyl's lectures on Friday nights and some lectures

on which our Economics Department are having on the NRA on Sunday
nights completely fill the week-ends for an indefinite time to

come. I have enjoyed having the Weyls with us more than I
can tell you. I have very much enjoyed the Weyls and I have

both of them and have become very fond of them personally. Weyl's
first lecture was a brilliant affair, a trifle over the heads

of the audience but very much admired by all those who could
understand it, which included, I am glad to say, a great many

Swarthmore undergraduates who have more mathematics than the
President. Incidentally, Weyl has decided to make somewhat

Institute for Advanced Study
30 Nassau Street
Princeton, N. J.

more use of popular illustrations in future lectures. He is very skilful in his presentation and immediately got the point that he was working us all a little bit too hard. Mrs. Weyl went down to Princeton yesterday to look after Michael, and Weyl, himself, will go nearly in the day on Wednesday and not wait to drive down with us. The other son, Joachim, is enrolled as a student at Swarthmore College and is going strong, both socially and intellectually. He and his parents have both become acquainted with a great many undergraduates already, and have been to Freshmen Table Parties, college dances, and other things. Weyl is now entering upon a round of visits to honors seminars in scientific subjects, which will mean a great deal to the students and professors concerned. Altogether I think his tenure of the Cooper Foundation Lectureship is going to be one of the most successful we have ever had.

We were all of us extremely sorry not to have you here on Friday night. The Veblens came and plan to come again on November 10th, bringing the Einsteins. They will spend the night with us and listen to Weyl's lecture, provided that it is not interfering with the necessary discipline which you are enforcing in Princeton. I specified to Veblen that he should speak to you first.

Looking forward with pleasure to the celebration in Princeton tomorrow evening, I am very much yours sincerely,
 I am glad to say, a great many Swarthmore undergraduates who have more mathematics than the

Dr. Abraham Flexner, Director
 Institute for Advanced Study
 20 Nassau Street
 Princeton, N. J.

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*For information
of Dr. Aydelotte.
Please return
a copy*

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HONORARY TRUSTEES

LOUIS BAMBERGER

MRS. FELIX FULD

October 13, 1933

Dear Aydelotte:

I was very sorry indeed that you were prevented by the death of your brother-in-law from attending the meeting last Monday. I hope you received the telegram which we sent conveying to your wife and yourself Anne's and my sympathy.

The Board was greatly pleased to learn that Weyl had accepted the post in the Institute. He has wired me that he and his family are sailing on the S.S. Laconia from Liverpool tomorrow, October 14. Professor Veblen will meet him on his arrival and help him to make the proper disposition of his two boys. Whether they will spend the night in New York or not depends upon the hour of their landing.

Would you believe that we have in the School of Mathematics twenty workers, almost without exception persons who hold rank as assistant or associate professor in this country or abroad? One of them, who is the husband of a granddaughter of Ehrlich, was expecting to go to Harvard. When he came to Princeton and saw what was offered, he sent for his wife and child and settled here. No salesmanship was employed to get him to do this - quite the reverse! He told me himself at tea the other day that he knew of no such opportunities in mathematics anywhere in the world as exist now in Princeton.

Remember us warmly to Mrs. Aydelotte, and believe me

Ever sincerely,

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania
A.F. WSR

A. F.

THE INSTITUTE FOR ADVANCED STUDY

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HONORARY TRUSTEES
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MRS. FELIX FULD

October 3, 1933

Dear Aydelotte:

Many thanks for yours of the second. We made a peaceful, quiet, and promising start yesterday. I have seen the workers one by one in the past week, and they are certainly an earnest group. They are making their own individual arrangements with the members of the faculty who are here.

I am delighted to have that clipping from the Spectator. I shall show it to Professor and Mrs. Einstein by way of convincing them that they have made themselves ridiculous. Meanwhile, I have a letter from Mrs. Einstein which shows that my repeated cables and letters have at last brought them to their senses. They asked to be protected from reporters and to avoid New York.

With all good wishes,

Sincerely yours,

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

AF:ESB

A. J.

October 2, 1933.

Dear Dr. Flexner:

I was very much interested in Mrs. Barnard's article in yesterday's New York Times, and hope that the Institute is making a peaceful and promising start today, as I am sure it is. You will be amused at the enclosed clipping from the London Spectator.

With warmest regards, I am

Yours sincerely,

Dr. Abraham Flexner, Director
Institute for Advanced Study
20 Nassau Street
Princeton, New Jersey

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September 26, 1933

HONORARY TRUSTEES
LOUIS SAMBERGER
MRS. FELIX FUJD

Dear Aydelotte:

This morning comes the following from Weyl, dated Zurich:

"THANKS FOR ALL YOUR ASSISTANCE IMMIGRATION PRESENTS NO DIFFICULTY
SHALL WIRE FORMAL ACCEPTANCE AS SOON FAMILY IS SAFELY OUT OF GERMANY"

I went to Washington last Friday in order to see the State Department regarding problems of visa and immigration. They were extremely helpful, and undertook in Weyl's case to cable the Consul in Zurich immediately to make no difficulty about him and his family. But what a situation this cable reveals!

Many thanks for the renewal of your invitation, which Mrs. Flexner and I will accept just as soon as things are moving smoothly here. Meanwhile I have written Mr. Maass to remind him that you and he must have your golf game down here - else, why should you be trustees of the Institute?

President Frank Aydelotte
Swarthmore College
Swarthmore, Pa.
AF:GB

Sincerely yours,

A. J.

P.S. Poll, whose original training was general biology, has been pensioned. If you have not filled your chair, you will not be likely to get a man of his wide range of interest, of his eminence in research and his skill as a teacher, in this country. Whether he is obtainable, of course I do not know.

September 25, 1933.

Dear Dr. Flexner:

I am delighted to hear Weyl's reply, which I take it, he means as an unqualified acceptance.

I will send you Habeler's book tomorrow, or next day. The truth is that I presented this copy to Scholz in return for reading it, ordering another from Germany, which has not yet arrived, but meanwhile I will borrow Scholz's and send it on to you.

We are sorry not to see you and Mrs. Flexner before term begins, but we hope for that pleasure a little later.

Yours sincerely,

Dr. Abraham Flexner
100 East 42nd Street
New York City

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LEWIS H. WEED

HONORARY TRUSTEES
LOUIS BAMBERGER
MRS. FELIX FULD

September 14, 1933

Dear Aydelotte:

I do not yet know definitely whether Courant has or has not accepted the Cambridge offer, but Weaver of the Rockefeller Foundation has cabled to Paris in order to find out for me. The difficulty about Neugebauer I now find is that he is the editor of a German journal and that he continues to hold this post. Whether he could find a substitute for a year I do not know. I agree with you that the Executive Committee would make no difficulty should Courant be unavailable. I have written Veblen and shall keep you informed.

I thoroughly agree with you about Einstein. There is nothing to be done until he reaches Princeton and recovers his equilibrium.

With all good wishes,

Sincerely yours,

A. F.
7

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

AF:ESB

Ex Com Sept 6

Weyl
Cowan / no typed agenda

Fri.

Weyl saw lectures, Oct 27, 3, 10, 17, 23 (Thurs)

Saw fund for Cowan's impossible

Ent-geend
Pension
site

- ✓ in Bowler
- ✓ in Field
- ✓ Dr. Sabier
- ✓ Dr. Flexner
- ✓ in Mass
- ✓ in Keesdorf
- in Hampton
- in Frankfurt
- ✓ TP

I return all the materials which you enclosed,

together with an extra copy of the bulletin of the Econometric

Society, which I got last week "used" copy, but he

promises me new ones as soon as they are off the press.

Dear Dr. Flexner:

Yours sincerely,

Many thanks for your letter of September 8th.

I am enthusiastic over the idea of bringing Neugebauer to the Institute next year in the place of Courant. Sarton's letter is very impressive, and it seems to me extremely likely that Neugebauer will make a more interesting addition to our group than Courant would have done. I do not think there would be the slightest difficulty in getting the consent of the Executive Committee to this use of the funds appropriated for Courant. I cannot make out from your sentence whether you have said anything to the other members of the committee, but if you do, you can quote me as warmly in favor of the proposal. If for any reason you would prefer to have me circularize the committee rather than to speak to them yourself, I shall be glad to do so.

We should love to have you at Swarthmore whenever you can get away and for as long as you can stay. I stand ready to send the car to meet you at the 30th Street Station at any moment.

Strangely enough when I read this rumor about an attempted assassination of Einstein my mind leaped to you. I am relieved to know that you are, so far, innocent. What a fool he is not to come over here at once, and get settled into life at Princeton before the opening of the university year.

I return all the materials which you enclosed,
together with an extra copy of the bulletin of the Econometric
Society, which I got from Ross. It is a "used" copy, but he
promises me new ones as soon as they are off the press.

Dear Dr. Flexner:

Yours sincerely,

Many thanks for your letter of September 28th.

I am enthusiastic over the idea of bringing Neugebauer to the
Institute next year in the place of Courant. Barton's letter
Dr. Abraham Flexner
150 East 72nd Street
New York City
Neugebauer will make a more interesting addition to our group

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slightest difficulty in getting the consent of the Executive Com-
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the other members of the committee, but if you do, you can quote
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PERCY S. STRAUS
LEWIS H. WEED

150 East 72nd Street
New York City
September 8, 1933

HONORARY TRUSTEES
LOUIS BAMBERGER
MRS. FELIX FULD

Dear Aydelotte:

Many thanks for yours of the seventh containing the pathetic letter which Weyl wrote to Dresden. I have cabled to Weyl's friend in Zürich and also to Weyl himself at the Italian address, and I hope that by this time his anxieties are relieved forever.

Veblen has word that Courant has a post at Cambridge. If this be true, I hope the Executive Committee will allow me to use the same sum, in which event we should, I think, bring Neugebauer, who has been Professor of the History of Mathematics at Göttingen. I have been wishing to do this for some time because it gives a humanistic turn to our mathematical group. Curiously enough, the morning's mail brings me the enclosed letter ^{and memo} from Sarton, Editor of Isis, which please return after you have read them.

In view of these complications I cannot plan to return to Canada now. I think it best to stay quietly here. Nobody knows I am here, and I can attend to business connected with the Institute. I should love to come down to Swarthmore and will do so if I get these Weyl-Neugebauer matters arranged. I think we could get an informal consent of the Executive Committee to use the \$3,000, which was voted for Courant, for some other dispossessed German professor.

Did you notice that there are rumors that they are trying to assassinate Einstein? He would come here at once if he knew what was good for him. It may look to you and the Executive Committee as if I had instigated this assassination for the purpose of hustling him over here, but I am innocent!

Ever sincerely,

President Frank Aydelotte

A. J.

September 7, 1933

Dear Dr. Flexner:

Here is the letter from Weyl, about which I spoke to you on the telephone this morning. I shall be grateful if you will return it to me for Dr. Dresden when you have finished with it, but there is no hurry. If by any chance you want a copy to keep, please feel free to make one.

I was delighted with the way things went off yesterday, and look eagerly for news in response to your cables. If you do not return to Canada, we should love to see you here for a day or two before college opens.

With kindest regards, I am

Yours sincerely,

Dr. Abraham Flexner
150 East 72nd Street
New York City

September 2, 1933

Dear Dr. Flexner:

Many thanks for your letter of yesterday. We are both sorry that you and Eleanor cannot come down for the week-end with us. I look forward with pleasure to seeing you Wednesday at one o'clock at the meeting of the Executive Committee.

I am asking Roos for an extra copy of the booklet on the Econometric Society, and I hope to have some opinions for you soon on Habeler's book. A very keen economist here in Philadelphia is now reading it for me, and I have ordered a second copy from Germany to give to another man whose opinion would be worth having.

With warm regards to Eleanor and yourself, I am

Yours sincerely,

Dr. Abraham Flexner
150 East 70th Street
New York City

Hotel Plaza, New York City

September 1, 1933

Dear Aydelotte:

Many thanks for yours of August 31 and for the subsequent note regarding Miss Sabin. I shall be present at one o'clock, September 6, at the Uptown Club. Thank you for the trouble you have taken.

I thoroughly appreciate Dresden's point of view and think he is right. I have an appointment to see Weaver on Tuesday, and I will be able to report to the Executive Committee the attitude of the Foundation.

Thank you for the booklet which I read with interest, and which I herewith return. It is interesting to find that Haberler is the one Austrian who is a Fellow of the Econometric Society. I now await with interest some competent verdict about his book.

Eleanor is due on Saturday evening. I am afraid, however, that she is going to be too busy to visit Swarthmore at this time. Should I stay in New York, I shall take things as easily as possible, for I find that deserted New York is almost as unexacting as Lake Ahmic, and the weather has been delightful.

With warmest regards, *and thanks*

Sincerely yours,

A. J.

P.S.

Could you ask Roos to send me a copy of the pamphlet?

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

Enclosure 1

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Received at

PU163 7=DENVER COLO AUG 31 934A

PRESIDENT AYDELOTTE=

SWARTHMORE COLLEGE SWARTHMORE PENN=

GLAD TO ATTEND MEETING ON SEPTEMBER SIXTH=

FLORENCE R SABIN.

1220P.

MINUTES IN TRANSIT	
FULL-RATE	DAY LETTER

THE QUICKEST, SUREST AND SAFEST WAY TO SEND MONEY IS BY TELEGRAPH OR CABLE

Duggan's committee the Rockefeller Foundation is paying the
entire stipend. It might be worth while seeing whether they
would care to do that for Courant. I believe their stipends
August 31, 1933.

Dear Dr. Flexner:

I received your letter this morning and immediately
communicated with all the members of the Executive Committee
whom I could reach by telephone. I feel practically certain
of a quorum for a meeting Wednesday, September 6th, at one
o'clock at the Uptown Club, 60 East 42nd Street. By the time
this letter is typed I hope to be able to add a line at the
bottom making this absolutely definite and giving you the
names of the people who will attend.

I am sorry to say that it does not seem possible for
Swarthmore College to join with the Institute in bringing
Courant to this country. I put it up to the faculty committee
concerned, of which Dr. Dresden is Chairman, and he feels him-
self, much as he would like to have Courant, that in view of
the sacrifices which the faculty are making from their salaries
for scholarships this year, it would not be right to appropriate
funds for this purpose, especially as we are having Weyl and
shall have comparatively few students who could profit by
Courant's work. As I think the matter over I feel myself that
it might be better for the Institute, if we are to have him at
all, to have him at Princeton for the entire year. The amount
involved is not large, and all the Trustees with whom I have
talked seem most favorably inclined to the idea.

Incidentally, Dresden tells me that it is his understand-
ing that in the case of the other professors brought over under

Duggan's committee the Rockefeller Foundation is paying the entire stipend. It might be worth while seeing whether they would care to do that for Courant. I believe their stipends are limited to \$4000.

Roos, whom I asked about Habeler, sends me the enclosed letter in reply, calling my attention to the fact that Habeler is the Austrian Fellow of the Econometric Society. You will be interested in their booklet, which I enclose. I should appreciate it if you would return the booklet to me when you have finished with it since I want to make inquiries about one or two people who are mentioned.

If by any chance you and Eleanor found it convenient to run down to Swarthmore for the week-end with us, my wife and I should be only too happy to have you.

With kindest regards, I am
Yours sincerely,

Dr. Abraham Flexner
% Plaza Hotel
5th Ave. and 59th St.
New York City

As I think the matter over I feel myself that it might be better for the Institute, if we are to have him at all, to have him at Princeton for the entire year. The amount involved is not large, and all the Trustees with whom I have talked seem most favorably inclined to the idea.

Incidentally, Wresler tells me that it is his understanding that in the case of the other professors brought over under

With warmest greetings to you
and your wife,

Ever sincerely,

A.F.

P.S.

I shall be here at the Plaza till Saturday,
after that at 150 East 72nd Street, New York City,
because Eleanor returns to town Saturday or
Sunday.

A.F.

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

THE PLAZA
NEW YORK

August 30, 1933

Dear Aydelotte:

I have had quite unexpectedly to
come down to New York, though I have not told a
human being about it, so that no one knows that
I am here except those I have had to see. Now
that I am here and will have to be here until
after Labor Day - for I have an appointment with
Weaver regarding Courant next Tuesday - I wonder
if our Executive Committee meeting could be held
about the middle of next week, say Wednesday or
Thursday, September 6 or 7. You doubtless know
who is available. Won't you get them by long
distance and tell them that I will be in town
next week and hence can attend the meeting if it
can be arranged for that time?

Don't tell anyone that I am in
town this week, for I want to keep quiet and
attend exclusively to the matters that brought
me here.

As I left, your note containing
a copy of Cox's letter was put in my hands. Of
course, Cox says what everybody says except a
section of the Germans who are destined to a rude
awakening.

S. D. LEIDESDORF & CO.

CERTIFIED PUBLIC ACCOUNTANTS

125 PARK AVENUE

AT 42ND STREET

NEW YORK

TELEPHONE ASHLAND 4-0948

NEW YORK
CHICAGO
WASHINGTON
ST. LOUIS

August 30, 1933

Swarthmore College,
Swarthmore,
Pa.

Attention - Mr. Aydelow

Dear Mr. Aydelow:

At the request of Mr. Leidesdorf, I wish to state that he will attend the meeting to be held on Monday, September 18th, at 1 o'clock of the Executive Committee of The Institute for Advanced Study.

If you will advise me as to the expected number of attendants at the meeting, I shall make reservations at the Uptown Club, 60 East 42nd Street, New York City, on that date.

Mr. Leidesdorf wishes me to express his kindest personal regards.

Very truly yours,

H. J. Williams.

August 29, 1933.

Dear Dr. Flexner:

You will be interested to know that Haberler is the Austrian Fellow of the Econometric Society. You will also, I think, be interested in their booklet, which I enclose. I shall appreciate it if you will return it to me when you have finished with it as I want to look up various people who are mentioned. Everything about it looks very fine, except the President.

Yours sincerely,

Dr. Abraham Flexner
Magnetawan via Burks Falls
Ontario, Canada

Dicks 4-6151

Maass & Davidson
Attorneys

Cable Address "Maasherb"

Herbert H. Maass
Wilbur C. Davidson

20 Exchange Place

New York, August 28, 1933.

Re: The Institute for Advanced Study.

W/low Clerk
60 E 42nd St.

Dr. Frank Aydelotte,
Swarthmore College,
Swarthmore, Pa.

Dear Dr. Aydelotte:-

Yours of the 26th at hand.

It will be quite agreeable to me to have a meeting of
the Executive Committee on September 18th, as indicated in your
letter, and I am putting the engagement in my diary subject to
change if you find it necessary to alter the date.

Sincerely yours,



HFM:JR

6th

Mr. B. ...	18 th	-	OK prev. (2)
Maass -	OK	-	OK
Dr. Sobel		?	
Leidesdorf -	OK		OK
Fraustjeter			
Houghton			
Alexander -	OK	-	OK
VO -	OK	-	OK

question clear in his own mind.

The Finance Committee was unable to meet last Thursday

August 26, 1933

Dear Dr. Flexner:

Many thanks for your letter of August 22nd, which reached me this morning. I shall take up the question immediately of a meeting of the Executive Committee at the Uptown Club on Monday, September 18th, and shall call it if I find that Mr. Bamberger and a majority of the members will be able to attend.

I had a most satisfactory discussion with Mr. Maass in New York yesterday. He was pleased to hear Mr. Bamberger's attitude on the question of Weyl and Courant. He is himself heartily in favor of both appointments.

Mr. Maass did raise the question with me as to whether there was danger of our involving ourselves in too large an expenditure for the subject of Mathematics. His feeling was that we might be going in for a greater expense in Mathematics than we could match in other subjects unless the Institute were able to secure gifts from other sources. I pointed out to him that, in my opinion, the best chance of our securing gifts from other sources would lie in our making such departments as we did set up absolutely first-rate and clearly the best of their kind in the country or, if possible, in the world, and that it would be better, if necessary, to curtail the number of departments rather than to be content with less eminent groups in the subjects we did teach for the sake of spreading our funds around the whole circle of human knowledge. On the whole, I think Mr. Maass came to agree with me, and really was only anxious to have the

question clear in his own mind.

The Finance Committee was unable to meet last Thursday on account of the storm, which made it impossible for Mr. Bamberger to go up from the Jersey Coast. They are meeting in New York today and will discuss further all these problems. You will doubtless hear the results from them direct.

We saw Bill off on the steamer Thursday night, and I left Marie in New York to spend the week-end with her brother, whose condition is much improved.

With warm regards to you and all your family, I am
Yours sincerely,

Dr. Abraham Flexner
Magnetawan, via Burks Falls
Ontario, Canada

TA
rather than to be content with less eminent groups in the subjects
we did search for the sake of spreading our funds around the
whole circle of human knowledge. On the whole, I think Mr. Masses
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20 NASSAU STREET
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Magnetawan, via Burks Falls
Ontario, Canada
August 22, 1933

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HONORARY TRUSTEES
LOUIS BAMBERGER
MRS. FELIX FULD

Dear Aydelotte:

Yours of the 18th came yesterday and was thoroughly satisfactory. I hope you received my telegram conveying my thanks and appreciation several days ago.

I shall certainly be in New York by September 18, so that a luncheon meeting of the Executive Committee to deal with Weyl, Courant, etc. on that day at the Uptown Club could be called, if it ^{is} convenient to you, Mr. Bamberger and a quorum. Professor Frankfurter is excused, likewise Mr. Houghton. Will you please arrange the date and in the interest of time (Canada being so far away) send out the notices, letting me know in good time what you have done, so that I can arrange to be on hand?

Once more accept my best thanks for your good offices.

We continue our quiet life with the weather just as delightful as when you were here. Paul and Jean are with us now.

I am sorry that Bill has had to sail so soon.

Remember us very warmly to Mrs. Aydelotte, and believe me

Ever sincerely,

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

A. F.

AF:ESB

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Magnetawan, via Burks Falls
Ontario, Canada
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ALANSON B. HOUGHTON
SAMUEL D. LEIDESDORF
HERBERT H. MAASS
FLORENCE R. SABIN
WALTER W. STEWART
PERCY S. STRAUS
LEWIS H. WEED

HONORARY TRUSTEES
LOUIS BAMBERGER
MRS. FELIX FULD

Dear Aydelotte:

Yours of the 18th came yesterday and was thoroughly satisfactory. I hope you received my telegram conveying my thanks and appreciation several days ago.

I shall certainly be in New York by September 18, so that a luncheon meeting of the Executive Committee to deal with Weyl, Courant, etc. on that day at the Uptown Club could be called, if it ^{is} convenient to you, Mr. Bamberger and a quorum. Professor Frankfurter is excused, likewise Mr. Houghton. Will you please arrange the date and in the interest of time (Canada being so far away) send out the notices, letting me know in good time what you have done, so that I can arrange to be on hand?

Once more accept my best thanks for your good offices.

We continue our quiet life with the weather just as delightful as when you were here. Paul and Jean are with us now.

I am sorry that Bill has had to sail so soon.

Remember us very warmly to Mrs. Aydelotte, and believe me

Ever sincerely,

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

A. F.

AF:ESB

August 22, 1933

Dear Dr. Flexner:

One of the members of our Chemistry Department, Professor Cox, is on leave of absence this year in Germany and happens at this time to be staying with the same family in Freiburg with whom we lived last year. I thought you might be interested in a letter which I have just received from him, both for the sake of its description of conditions and for the reference to Weyl.

Yours sincerely,

Dr. Abraham Flexner
Magnetawan via Hurks Falls
Ontario, Canada

PATRONS ARE REQUESTED TO FAVOR THE COMPANY BY CRITICISM AND SUGGESTION CONCERNING ITS SERVICE

12019

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SIGNS

- DL = Day Letter
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NEWCOMB CARLTON, PRESIDENT

J. C. WILLEVER, FIRST VICE-PRESIDENT

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Received at **SWARTHMORE, PENN**

PB46 9 VIA BURKSFALLS ONT=MAGNETAWAN ONT AUG 19 1120A

FRANK AYDELOTTE=
SWARTHMORE PENN=

MINUTES IN TRANSIT	
FULL-RATE	DAY LETTER

VERY GRATEFUL FOR YOUR SKILFUL AND FINE WORK GREETINGS=.

ABRAHAM FLEXNER.

1223P

WESTERN UNION GIFT ORDERS ARE APPROPRIATE GIFTS FOR ALL OCCASIONS.

could not really replace him.

Through all this discussion I made, of course, no

August 18, 1933.

Dear Dr. Flexner:

I have just sent you the enclosed telegram. My wife and I drove over to Avon yesterday afternoon to dine and spend the night with Mr. Bamberger and Mrs. Fuld. There was a fine opportunity during the evening for a full discussion of all the problems on which I wanted to get their opinion, and I was more than pleased with the attitude which they took.

In regard to Courant I was compelled to say to them that it would be impossible for me to give a definite undertaking in regard to Swarthmore until I had the opportunity of discussing the matter with Dresden. They saw the point perfectly, and they were at the same time so much impressed with what other universities are doing for dismissed German Professors that they thought we should undertake to engage Courant in any case, the Institute taking him for the full year at \$5000 if Swarthmore could not participate, otherwise, following the plan of \$1500 from each institution upon which we agreed.

Weyl's case we discussed very fully from all its angles. I made it quite clear that we were engaging him, not as a business man nor as an executive, but as a mathematician; that his vacillations had been due partly to illness, and that in any case they did not affect his eminence as a mathematician nor his value to the Institute. I emphasized the high opinion in which Weyl is held by the greatest scholars in his field everywhere and made the point that while we might get on without him, we

could not really replace him.

Through all this discussion I made, of course, no effort to overpersuade them, but at the end of it they said most cordially and sincerely that they were not prepared to object and instead would approve your making Weyl a definite offer.

Mr. Bamberger did feel, however, that it would be better to lay both these matters before the Executive Committee at a meeting to be held immediately upon your return in September before definite offers were made. Mr. Bamberger also felt that the offer to Weyl ought not to include the various extras which were offered him previously, and I said that I was quite sure you were in thorough agreement on this point. The matter was left then that I should consult you as to a convenient time and place for a meeting of the Executive Committee and arrange for notices to be sent, either by Mrs. Bailey or from my office here. Since I imagine Mrs. Bailey is on her vacation it will probably be more convenient to have the notices sent out from this office.

I took the occasion to tell Mr. Bamberger and his sister exactly what is my own salary at Swarthmore and to explain to them the entertainment fund and the uses to which we put it. I said that I thought something of the kind would be indispensable for you if you were to do the entertaining which you would probably find necessary in Princeton and which would, indeed, be valuable from the point of view of the Institute as well. I feel sure that the matter will be satisfactorily arranged.

Mr. Bamberger and Mrs. Fuld asked affectionately after your health, and I was able to tell them I thought you would

be feeling thoroughly fit again by the time you came back to New York. I took the liberty of repeating to them that I thought there was no point of your trying to return before the middle of September at the earliest.

I am to see Mr. Maass one day next week. There is a meeting of the Finance Committee of the Institute on Thursday, August 24th. Mr. Bamberger will attend, and he said he would be glad to have me come up and explain to the members of the Committee the various points which I had made to him, or he offered, if I would make some notes for him, to explain the matters himself to the Finance Committee. I thought the latter plan much better, and I shall make an engagement to see Mr. Maass after the Committee has met rather than before, thus leaving it to Mr. Bamberger to arrange all these questions first.

We are all well. Bill returns to England next week. We shall stay here, except for occasional days away, since I find myself fully occupied with various matters connected with the opening of College.

With kindest regards to all of you from all of us,

I am

Yours sincerely,

Dr. Abraham Flexner
Magnetawan via Burks Falls
Ontario, Canada

14 August 1933

Dear Dr. Flexner:

I have your telegram, and shall not fail to wire you collect the result of my interview with Mr. Bamberger and Mrs. Fuld. I wrote to them immediately upon my return to Swarthmore August 9th, offering to drive down to see them as soon as it was convenient for them to have me. I sent the letter in care of L. Bamberger and Sons in Newark, as you suggested, but have so far not had a reply. I am this morning telegraphing Mr. Edgar Bamberger to ask for Mr. Louis Bamberger's summer address, and I shall write him again immediately, on the chance that my first letter was not forwarded.

I found on my return from Canada that Mr. Maass had decided to take a longer vacation than he had first contemplated; he had already left New York and will not return until the 21st, so there will be no opportunity of talking with him until then.

Dr. Dresden has also unluckily gone off on a motor trip of a couple of weeks. He left just before my return, and I have so far not been able to get in touch with him to consult him about Courant. I can, of course, take no definite action about Courant until I see Dresden, since our share of his salary would have to come out of the Mathematics Department fund.

I am, therefore, condemned to inactivity for the moment, until I can get an appointment with Mr. Bamberger and Mrs. Fuld, and until I can see Maass and Dresden, but I hope these delays will not last longer than another week.

With kindest regards, I am

Yours sincerely,

Dr. Abraham Flexner
Magnetawan
via Berks Falls
Ontario, Canada

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PW132 17 VIA BURSFALLS ONT=MAGNETAWAN ONT AUG 12 210P

ANSIT

FULL-RATE	DAY LETTER
-----------	------------

FRANK AYDELOTTE=
 SWARTHMORE PENN=

ROCKEFELLER FOUNDATION WILL COOPERATE REGARDING COURANT
 FOR ONE YEAR PLEASE WIRE ME RESULTS OF YOUR INTERVIEW
 GREETINGS=

ABRAHAM FLEXNER.

258P...

WESTERN UNION MESSENGERS ARE AVAILABLE FOR THE DELIVERY OF NOTES AND PACKAGES.

Back of 8-12-3
telegram

Conrad
FV Com - left - which is
to be used to.

9 August 1933

Dear Mr. Bamberger:

I am just back in Swarthmore, after spending a delightful week in Canada with Dr. and Mrs. Flexner, which we devoted to continuous discussion of the problems of the Institute.

If it is convenient for you and Mrs. Fuld, I should like very much to run down to Asbury Park to see you sometime soon to continue the discussion, and especially to get your advice on one or two new matters which have come up. I could drive down almost any day, but the 14th or 15th, or the 17th or 18th would be most convenient for me, if equally so for you and Mrs. Fuld.

I found Dr. Flexner still rather under the weather as the result of the removal of his tonsils in June. His voice is still not very strong, and he has not fully recovered from the operation, though he is improving daily. I insisted very strongly to Mrs. Flexner and to him that he should remain in Canada at least until the middle of September, leaving it to me to attend to any matters concerning the Institute which might need personal attention before that time.

Our family had a very pleasant month in the country at Old Chatham, New York, and are now back in Swarthmore. My wife and I had the pleasure of having our son Bill home, but only for a short time, since he must go back to the British Museum at the end of this month.

I hope you and Mrs. Fuld are having a pleasant summer.

With kindest regards, I am

Yours sincerely,

Louis Bamberger, Esq.
care L. Bamberger and Sons
Newark, New Jersey
Please forward

8 August 1933

Dear Veblen:

I am just back from Canada, and am going to see various people about the Weyl matter as rapidly as I can.

I feel myself very strongly the importance of securing Weyl at once, and it is simply a question of discussing the matter with various Trustees and securing their agreement. I hope to see Mr. Maass on Thursday, and Mr. Bamburg and Mrs. Fuld as soon thereafter as possible.

I shall be glad to keep you informed of the developments.

Yours sincerely,

Professor Oswald Veblen
Brooklin
Hancock County, Maine

~~MOUNTAIN ASH INN~~
~~J. MARVET POE, MGR.~~
BROOKLIN, MAINE

Hancock County

4 Aug. 1933

Hancock,

Dear Aydelotte :-

Flexner wrote me that you are going to try to expedite the Weigl decision. I think it is really important to do so, if there is any possibility. Yesterday there came another message from W., via Zurich, saying that conditions have been getting worse since he went back to Göttingen after his last visit to Zurich. He would like to get away from Germany "today rather than tomorrow". This agrees with all I hear from other sources.

It would be a favor if you would drop me a line as to how the matter gets on.

In haste,

Oswald Veblen

August 21, 1933

Dear Veblen:

I have your letter of August 4th and am delighted to say that I had a very satisfactory conversation with Mr. Bamberker and Mrs. Fuld about Weyl. I think the ground is all clear now for Dr. Flexner to raise the question at a meeting of the Executive Committee in September. You will doubtless hear from Dr. Flexner soon as to just how and when he plans to bring the matter up.

When do you return to Princeton? I am looking forward with keen interest to the opening of the Institute October 1st.

Yours sincerely,

Professor Oswald Veblen
Brooklin, Hancock County
Maine

THE POPLARS
OLD CHATHAM
NEW YORK

August 2, 1933.

Dear Mr. Maass:

I am just back from a week with Dr. Flexner in Canada, during which we talked over very fully the various problems of the Institute, and especially the question of making an offer to Weyl about which Dr. Flexner wrote you. I saw your letter in reply, thoroughly agree with the position you have taken, and Dr. Flexner has asked me to discuss the question with Mr. Bamberger and Mrs. Fuld.

I should like very much to see you before I talk to them. I note that you were going off for a vacation of a week or ten days. We return to Swarthmore on Monday, August 7th, and if you will let me know when you get back to your office, I shall be glad to run over and see you to talk about this and other problems connected with the Institute. Thursday, August 10th, would suit me,

THE POPLARS
OLD CHATHAM
NEW YORK

if that date is convenient for you.

With kindest regards, I am,

Yours sincerely,

Herbert H. Maass, Esq.,
44 Wall Street,
New York City.

CLASS OF SERVICE DESIRED	
DOMESTIC	CABLE
TELEGRAM	FULL RATE
DAY LETTER	DEFERRED
NIGHT MESSAGE	NIGHT LETTER
NIGHT LETTER	WEEK END LETTER

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WESTERN UNION

NEWCOMB CARLTON, PRESIDENT

J. C. WILLEVER, FIRST VICE-PRESIDENT

1206-A

CHECK
ACCT'G INFMN.
TIME FILED

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

Received from NYC August 31, 1933

F A

WEDNESDAY SEPTEMBER SIXTH AGREEABLE TO ME FOR MEETING
REGARDS

HERBERT H. MAASS

WESTERN UNION GIFT ORDERS ARE APPROPRIATE GIFTS FOR ALL OCCASIONS.

August 21, 1933

Dear Mr. Maass:

I am very glad to have a telegram from your secretary saying that it will be convenient to you to alter our engagement to Friday, August 25th. I shall be glad to telephone you at your office somewhere around ten o'clock Friday morning.

Yours sincerely,

Herbert H. Maass, Esq.
20 Exchange Place
New York City

C O P Y

CONFIDENTIAL MEMORANDUM
GERMAN SCHOLARS APPOINTED

Monday
July 24, 1933

	Born (Physics)	Cambridge
	Franck (Physics)	Johns Hopkins
xx	Szasz (Mathematics)	Massachusetts Institute of Technology
xx	Franck (Physics)	Massachusetts Institute of Technology
xx	Melchior Palyi ^v	University of Chicago
	Neisser ^v (Economics)	University of Pennsylvania
	Bonn ^v (Economics)	London School of Economics
	Mannheim ^v	" " " "
	Kontorowicz ^v	" " " "
	Altschul ^v (Statistics)	" " " "
	Freundlich (Chemistry)	Donnan Laboratories--London
xx	Schucking ^v (International Law)	Yale
xx	Emmy Noether ^v (Mathematics)	Bryn Mawr
xx	Spitzer ^v (Romance Languages)	Princeton
xx	Bonn ^v (Economics)	University of California
	Berl	Carnegie Institute of Technology
	Stern ^v (Psychology?)	" " " "
	Zinsheimer	Leiden
xx	Bernstein (Mathematics)	Columbia
	Wolfers (Hochschule für Politik)	Yale (appointed prior to his dismissal)
	Polanyi (Physics)	Manchester

^v These men have not accepted as yet. In most instances there is reason to believe that they will do so.

xx Indicates grant by Emergency Committee in Aid of Displaced German Scholars.

--E. R. Murrow

C O P Y

Confidential Memorandum

GERMAN SCHOLARS APPOINTED

Monday
July 24, 1933

Born (Physics)	Cambridge
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xx Melchior Palyi *	University of Chicago
Neisser* (Economics)	University of Pennsylvania
Bonn* (Economics)	London School of Economics
Mannheim*	" " " "
Kontorowicz*	" " " "
Altschul* (Statistics)	" " " "
Freundlich (Chemistry)	Donnan Laboratories - London
xx Schucking* (International Law)	Yale
xx Emmy Noether* (Mathematics)	Bryn Mawr
xx Spitzer* (Romance Languages)	Princeton
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-- E. R. Murrow

ABRAHAM FLEXNER
MAGNETAWAN, VIA BURKS FALLS
ONTARIO, CANADA

July 24, 1933

Dear Aydelotte:

Welcome to Canada! But we do regret that you found it necessary to take a train that brings you to Burks Falls in the early hours of the morning.

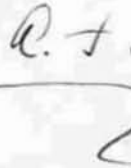
Bill Dauncey, who will hand you this, will bring you to the camp. I should suppose you would reach camp somewhere between five and six, when you will find it in the arms of Morpheus. Bill will take you to the boat-house where you will find a thermos of hot coffee and a bed. Get to bed, and sleep as late as you will. We won't ring any bells or do anything to arouse you. Have your sleep out, and we will be strewn around the place whenever you come down to join the gang.

I hope Mrs. Aydelotte's brother is better. My own oldest brother is ill of the same complaint and keeps me anxious all summer.

We have had superbly beautiful weather, and I have recovered my strength completely, though I am still proceeding cautiously. There is lots to talk about.

Heartiest greetings!

Ever sincerely,



President Frank Aydelotte
Burks Falls

AF:ESB

ABRAHAM FLEXNER
MAGNETAWAN, VIA BURKS FALLS
ONTARIO, CANADA

July 11, 1933

Dear Aydelotte:

I am so sorry to learn that Mrs. Aydelotte's brother has been seriously ill. I hope very much that he will improve and that you and Mrs. Aydelotte may be able to get off to Canada.

As far as I now know, the Woodwards sail on the 16th, which will bring them here, perhaps a week later. They plan to stay two weeks. I think Mrs. Flexner was in hopes that your visit would coincide with theirs. That would be very jolly.

I am curious to know what Weyl's letter contained. I judge from letters of friends of his from Zürich that he has been very unhappy.

Meanwhile, the Institute goes its way enrolling an acceptable student now and then, so that all is in shape for a quiet start in the autumn.

My bout with the surgeons took more out of me than I thought. Physically, however, I am pretty well myself. Just why my mind should not be functioning very actively I do not know, but Simon warned me that I would find that to be the case. It will do me good to see you and your wife and the Woodwards.

Anne is due any day this week.

I hope that Philadelphia and its environment are not proving too hot for comfort.

With all good wishes to you and your wife and for her brother,

Sincerely yours,

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

A.F.

AF:ESB

P.S.

Since dictating the above I have, I am sorry to say, received the following cablegram from the Woodwards:
"Very sorry cannot come. Have written"

A.F.

THE PLAZA
NEW YORK

July 2, 1933

Dear Miss Abbett:

Dr. Flexner disappeared in order to go through a surgical operation that was not serious but did lay him up for almost a month. He is passing through New York today on his way to Canada. I did not answer your note earlier because his plans have been uncertain until now.

On account of the death of the Warden of All Souls, the Woodwards had to postpone their sailing until the middle of July. Dr. and Mrs. Flexner will be happy if the Aydelottes can come up about the same time, say, July 20 or thereabouts. It is possible that Mrs. Flexner has herself written to Mrs. Aydelotte.

I hope you will have a pleasant vacation.
With all good wishes,

Sincerely yours,

Miss Emma M. Abbett
Swarthmore College
Swarthmore, Pennsylvania

Arthur S. Bailey

*See Dr. Flexner's folder
for letter replying to this.*

June 27, 1933.

My dear Mrs. Bailey:

President Aydelotte would like to know whether Dr. Flexner is still in this vicinity or whether he has gone to Canada, and also when Mr. Woodward is expected to arrive.

I trust you are going to have a pleasant vacation this summer.

Yours sincerely,

Mrs. Esther S. Bailey
Institute for Advanced Study
Princeton, New Jersey

May 20, 1933

Dear Dr. Flexner:

I have read over this amazing correspondence from Dr. Coar very carefully and return it to you herewith. I have made a note of his references, but do not see any possibility of our considering him seriously. We are not in a position to make an appointment in biology and shall not be until times are better and the donor of the fund is able to complete it. When this happens I have a list of several extraordinarily promising men, obtained from the Rockefeller Institute and other places, whom I want to consider. Two of them especially seem just the sort we ought to appoint, and I should not on that account wish to hold out anything in the shape of a hope to Dr. Coar.

The whole correspondence, I must say, reflects a point of view which I think you will find more widespread among the colleges than you dream. If we could really make Swarthmore a place where undergraduate teaching could be combined with real facilities for research and real encouragement of it, it would be almost unique among small colleges in the country.

Yours sincerely,

Dr. Abraham Flexner, Director
Institute of Advanced Study
100 East 42nd Street
New York City

D. F. F. Mark

Harvard

Dr. W. A. Patten

Swarthmore

THE INSTITUTE FOR ADVANCED STUDY

TEMPORARY OFFICES

100 EAST 42ND STREET

NEW YORK, N. Y.

May 18, 1933

Dear Aydelotte:

You may be interested in reading the enclosed correspondence, which is quite amazing. Please regard it as confidential and return it to me. I do not know whether you have found a biologist or not, nor do I know anything of Dr. Coar's equipment, but he gives abundant references should you care to investigate them.

Very sincerely,

A. J.

President Frank Aydelotte
Swarthmore College
Swarthmore, Pa.
AF:GB

SWARTHMORE COLLEGE
SWARTHMORE, PENNSYLVANIA
MATHEMATICS AND ASTRONOMY

May 4, 1933

President Aydelotte
College

Dear President Aydelotte:

Thank you for showing me Dr. Flexner's
letter; I am returning it herewith. I expect
to see Veblen next Sunday and to talk the matter
over with him.

Yours sincerely,



~~Arnold Dresden~~

AD:AR

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Director of the Institute

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HERBERT H. MAASS
FLORENCE R. SABIN
PERCY S. STRAUS
LEWIS H. WEED

May 1, 1933

Dr. Aydelotte

Dear Aydelotte:

Many thanks for letting me see Weyl's letter to Dresden. I have sent it to Veblen, who will return it either to me or to Dresden. Veblen agrees with me that while it would be in the highest degree advantageous for the Institute to have Weyl if his health is really good, it would be a mistake to make him any offer until you and I and he have had the opportunity to see him. I do not see that there is anything at all we can do now, for if he cannot get out of Germany to deliver the Cooper Lectures, he cannot get out for any other purpose.

Always sincerely,

A. J.

Dr. Frank Aydelotte, President
Swarthmore College
Swarthmore, Pennsylvania
AF:GB

April 18, 1933

Dear Dr. Flexner:

My wife and I were a little delayed about answering yours and Mrs. Flexner's invitation for July, owing to a misunderstanding by which my wife first thought it was June. There is a certain amount of complication about July, because we have arranged to take a house at Chatham and have also arranged for Bill to come home at that time. The whole business is, however, not finally settled, and I am writing to say that you can in any case count on my coming to Canada at the time set. And since Mrs. Flexner was kind enough to include Bill in the invitation, Marie and Bill will come also if it turns out that that is possible. We shall know pretty soon what his plans are and just how we shall be fixed.

Yours sincerely,

Dr. Abraham Flexner
Institute for Advanced Study
100 East 42nd Street
New York City

April 5, 1933.

Dear Mrs. Bailey:

President Aydelotte asks me to thank you for
your letter of April 4th enclosing copies of correspondence
he desired.

Yours sincerely,

Mrs. Esther S. Bailey
Institute for Advanced Study
100 East 42nd Street
New York City

THE INSTITUTE FOR ADVANCED STUDY

TEMPORARY OFFICES

100 EAST 42ND STREET

NEW YORK, N. Y.

April 4, 1933

My dear President Aydelotte;

I am sending you copies of two letters
to be added to the correspondence recently sent
you, names being omitted.

Sincerely yours,

Esther S. Bailey

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

C O P Y

March 31, 1933

Dear _____:

You realize, of course, that I can take your candid statements very philosophically because I have no responsibility whatever for the conduct of the institution proper. Some of my colleagues in that division might not be so calm about them.

I think you are correct that none of the people on the Survey have made a first-hand investigation of foreign universities. At least two of them, though, have been very close students of the literature in the field at least and are conversant with what is going on.

Sincerely yours,

April 3, 1933

Dear _____:

Thank you for your kind note. Of course I realize that you are in position to take criticism philosophically, but somehow it ought to be known upon the Campus of _____ that no man can study an American university, who does not know thoroughly universities and research institutes in other countries. Ambulando discimus. If your own Latin is rusty, ask _____.

Sincerely yours,

THE INSTITUTE FOR ADVANCED STUDY

TEMPORARY OFFICES

100 EAST 42ND STREET

NEW YORK, N. Y.

March 27, 1933

My dear President Aydelotte:

I am sending you herewith copies
of the letters you wished, omitting names.

Sincerely yours,

Esther S. Bailey

President Frank Aydelotte
Swartmore College
Swartmore, Pennsylvania

THE INSTITUTE FOR ADVANCED STUDY

(FOUNDED BY LOUIS BAMBERGER AND MRS. FELIX FULD, 1930)

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HERBERT H. MAASS
FLORENCE R. SABIN
PERCY S. STRAUS
LEWIS H. WEED

March 27, 1933

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

My dear President Aydelotte:

At the meeting of the Trustees of the Institute for Advanced Study held January 9, 1933, it was decided that the next meeting of the Board should be held on April 24, 1933, instead of April 10, 1933, as provided by the By-Laws. The present notice that a meeting will be held at the office of the Institute, 100 East 42nd Street, New York City, at 11:00 a.m. on April 10, is merely sent in accordance with the By-Laws and may be disregarded. As a quorum will not be present on April 10, the meeting will be called for April 24, 1933, and definite notice will be sent to you two weeks in advance.

Very truly yours,

Esther S. Bailey
Assistant Secretary

March 24, 1933

Dear Mr. _____:

I also "hate to say it", but I don't think that you gave _____ the "intensive scrutiny" which it deserves. Otherwise in Chapter _____ of Volume _____ you would have found at least one chapter which was the very antithesis of exact measurement. I inclose a reprint for fear that you may overlook it.

I hope that the remaining volumes in the series may, to some extent, correct your impression that the Survey gentlemen have studied the University entirely from the wrong point of view. They would be flattered by your statement that the Survey was too systematic and too detailed because I think, rightly or wrongly, they are under the impression that there are certain factors which can be measured scientifically and that doing so requires some system and some detail. But I am only the publisher and shall not undertake a defense of this project.

As usual you have put your finger on the right things which should be emphasized, and on other things which are apt to be overemphasized, and, as usual, I am instructed and grateful.

Sincerely,

March 27, 1933

Dear Mr. _____:

Thank you very much for yours of the 24th with its enclosure. Of course, I did not mean to imply that the surveyors of the University were entirely oblivious of research, but after all the little reprint which you were able to send me forms but an extremely small part of the four volumes.

You will be amused to know that this very morning a foreign scholar who has in the last year spent some time at the University of _____ called on me to talk about the University of _____ and certain other universities which he has visited. He is a man of real distinction. His one criticism was that he thought I understated the absurdities to which I have been calling attention, lo, these many years. I do not believe that the Trustees of the University of _____ or the executive officers who have charge of the institution really know what a university is or ought to be.

Thank you for the good humor with which you take my plain statements, but, as one nears the grave, it becomes one to be either candid or silent!

Very sincerely yours,

P.S.

You neglected to tell me how many of the surveyors have studied universities outside of the United States.

THE INSTITUTE FOR ADVANCED STUDY

(FOUNDED BY LOUIS BAMBERGER AND MRS. FELIX FULD, 1930)

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March 8, 1933

Dear Aydelotte:

I leave to you and Dresden the question of doing anything about the Scripta Mathematica. I cannot think very highly of a scientific journal which prints such rubbish without taking the pains to inquire what the facts are. I should very much like Dresden to communicate this opinion to Archibald if Archibald sees him.

I know that Eleanor will be glad if the Student Government Association confirms the vote abolishing fraternities. They have no business in a democratic community.

With all good wishes,

Sincerely yours,

U. J.

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

AF:ESB

March 7, 1933

Dear Dr. Flexner:

I gave Dr. Dresden the facts about Birkhoff and have had a little conversation with him as to the question of communicating them to Scripta Mathematica. Dr. Dresden and I agree that would be taking a little too much notice of an irresponsible report. Dr. Dresden is to see Archibald soon and will informally tell him what the facts are, and, incidentally, ask him how he happened to print the report and just what was the source of his information. The matter is of no importance, but I feel a certain curiosity as to just how it happened to get printed in that form.

You may tell Eleanor that the question of the moment at Swarthmore is, whether the Student Government Association may possibly reverse their vote abolishing fraternities. I believe that pro-fraternity students and Alumnae are advocating that course, and it is inevitable that they should be much more vocal and active than those on the other side. I have no idea at this moment how the thing is likely to turn out.

Yours sincerely,

Dr. Abraham Flexner, Director
Institute for Advanced Study
100 East 42nd Street
New York City

FA

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March 3, 1933.

Dear Aydelotte:

Many thanks for yours of March 1. I have not seen the December number of Scripta Mathematica. Professor Birkhoff has never been offered the position of Director of the School of Mathematics. There is no such post. He was offered a professorship, accepted it, and subsequently - for reasons I do not care to discuss - asked to be released, which I did without a moment's hesitation. You are at liberty to write these facts to the Editor of the journal if you so choose, saying that you do so after conference with me.

I was profoundly gratified when I saw in the morning paper the news that the girls of Swarthmore had decided to abolish fraternities. Hurrah for them and infinite praise for your patient and statesmanlike handling of the situation. Eleanor will give a whoop.

I whisper to your secret ear that Mr. Walter Stewart has agreed to come on the Board of Trustees. After a fortnight's reflection, he has decided that the way in which we are approaching the subject of economics is the most hopeful in the entire field today.

Remember me to Mrs. Aydelotte, and believe me

Always sincerely,

A. F.

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

AF/MCE

March 1, 1933

Dear Dr. Flexner:

Have you seen a rather extraordinary note about the Institute in the December number of Scripta Mathematica? The article is signed with Archibald's initials and says, among other things, that "In the spring of 1932 the position of director of the School of Mathematics was offered to Professor George David Birkhoff but he decided to remain at Harvard University." Do you suppose that Professor Birkhoff gave out this item for publication?

Yours sincerely,

Dr. Abraham Flexner, Director
Institute for Advanced Study
100 East 42nd Street
New York City

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February 8, 1933

Dear Aydelotte:

Mr. Straus informs me that there is to be a meeting of the Nominating Committee at his office at five o'clock Friday afternoon. I wonder if I could see you to talk over Institute matters before the meeting for a half hour or so. I could meet you at the Pennsylvania Station or here at my office at any hour you appoint. Macy's is of course very close to the Pennsylvania Station.

Please remember me to Mrs. Aydelotte, and believe me

Always sincerely,

A.F.

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

AF:ESB

February 28, 1933

Dear Mr. _____:

I am sending to you, under separate cover, advance copies of five volumes of intensive scrutiny of organization, instruction, and physical facilities of this University. I know that this represents the type of scrutiny which you are primarily interested in. In other words, we have not entirely forsaken the straight and narrow path. If you have time, I wish you would let me have your comments about these books and let me know whether you would like to see the rest of the series.

I am sorry that the shift in our plans in January made it impossible for you to get over to the meeting of the university presses. I hope you are still reserving your judgment on the movie question until I can show them to you.

Sincerely yours,

March 17, 1933

Dear Mr. _____:

Thank you for yours of February 28 and for the volumes representing what you call the "intensive scrutiny" of the University. I hate to say it, but I do not believe that examinations of this kind are likely to be in any wise fruitful. They are entirely too systematic and detailed. The way to make a university is to have some men and to let them alone. It seems to me absolutely immaterial whether the teaching burden of one man equals that of another, whether there is any relationship whatsoever between the respective number of their pupils, etc., etc. A man who teaches one hour a week to one student may overturn the universe, whereas a man who teaches fifteen hours a week to 3,000 students may not leave his mark. In my judgment, these gentlemen have studied the University from the wrong point of view. I just wonder to what extent they are acquainted with universities other than those that exist in the United States.

With all good wishes,

Sincerely yours,

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January 21, 1933

Dear Aydelotte:

Thank you for your notes of January 19 and 20.

You mustn't think of bothering to come to the Executive Committee meeting on January 28. I am delighted that you and your wife are going to get away for a breathing spell. Anne's stay in the South has been of priceless value to her.

I am very glad that you agree with me about the abolition of the offices of president and vice-president. I had a further talk with Mr. Maass yesterday and suggested the creation of an office of vice-chairman, so that we could have someone here authorized to sign documents, etc., in Mr. Houghton's absence in Washington or abroad. Mr. Maass agreed that this would fill the bill.

With all good wishes and warmest greetings,

Sincerely yours,

A. F.

President Frank Aydelotte
President's House
Swarthmore College
Swarthmore, Pennsylvania

AF:ESB

Just

January 20, 1933.

Dear Dr. Flexner:

I have your letter of January 19th, which crossed one from me to you, asking to be excused from the Executive Committee meeting on January 28. I hate to give up the short vacation which I had planned and could make good use of in eradicating certain germs of grippe.

As to the question about a Chairman and President, I am quite clear in my own mind that such a board as ours does not need both officers, and I hope very much that the Executive Committee will vote to abolish the offices of President and Vice-President in view of the resignation of Mr. Bamberger and Mrs. Fuld, keeping only the office of Chairman.

Yours sincerely,

Dr. Abraham Flexner, Director
The Institute for Advanced Study
100 East 42nd Street
New York City

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LEWIS H. WEED

January 19, 1933

Dear Aydelotte:

I find now that one or two additional matters will come before the Executive Committee at the meeting on January 28 - among them the question as to whether a Board of our kind needs both a Chairman and a President. Your experience and knowledge may throw light on that question. Though I would not urge you unduly to attend the Executive Committee meeting, I know your presence would be helpful.

Always sincerely,

A. F.

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

AF:ESB

January 19, 1933.

Dear Dr. Flexner:

I should be grateful if I could be excused from the meeting of the Executive Committee on January 28th. It comes in the middle of a little vacation which we have between semesters, and my wife and I had planned to run away for a breathing spell at that time. I am very glad to serve on the Nominating Committee in accordance with your notice.

With kindest regards, I am

Yours sincerely,

Dr. Abraham Flexner, Director
Institute for Advanced Study
100 East 42nd Street
New York City

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January 18, 1933

Dear Aydelotte:

The meeting of the Executive Committee, notice of which is enclosed, will deal with one or two appointments prior to the departure of Mr. Bamberger and Mrs. Fuld for Arizona. We shall be delighted to have you present, but we shall also thoroughly understand if you do not take the trouble to make the railroad journey.

With all good wishes,

Sincerely yours,

A. F.

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

AF:ESB

January 17, 1933.

Dear Dr. Flexner:

This last performance of Weyl's caps the climax! This settles the matter of course, and there is nothing further to do.

I am delighted to hear that Mrs. Flexner is so much improved. We are all flourishing, except that I brought back a germ of grippe from New York and have had a little difficulty in eradicating it from my system though I think I have now done that. It was a very curious one. It did not involve any cold but only most violent fluctuations of temperature.

I am making a very thorough revision of the Christian Science article, and want to send it to you for your comments before I submit it to them. This beastly grippe has put me back a little, but I shall hope to get it into final form wometime within the next few days.

With kindest regards, I am

Yours sincerely,

Dr. Abraham Flexner, Director
Institute for Advanced Study
100 East 42nd Street
New York City

Aydelotte
This is the final
copy - of the way to
Furcs
12/33
See P. 4
1533
11/2/37

A Belgian University review begins an article about The Institute for Advanced Study, which is soon to open its doors in Princeton under the direction of Dr. Abraham Flexner, with the title "Einstein au Paradis des Chercheurs." The phrase is a translation of the expression which has been used by many American periodicals to describe the Institute, and, indeed, it exactly expresses the aims of the new institution of learning. The Founders, the Director, and the Trustees have embarked on a deliberate attempt to construct an educational utopia, to bring together a small group of the most eminent scholars and the ablest students and to surround them with ideal conditions for scholarly work.

The Institute will be unlike any existing American university in that it will be entirely for post-graduate study and research. Every other consideration will be subordinated to the quality of its faculty and of its small body of students. There will be a minimum of machinery and organization, the fewest possible regulations, and the greatest possible freedom. The plan is a bold one in its very simplicity.

The origin of the Institute was as dramatic as its plan is daring. A few years ago, just before his retirement from the general Education Board, Dr. Flexner gave the Rhodes Memorial Lectures at the University of Oxford on the subject of "Universities." The lectures were later published by the Oxford University Press and have attracted wide attention in university circles, because of the frankness of Dr. Flexner's

comments on the universities of England, Germany, France, and especially of the United States. As he was engaged in correcting the proofs of his volume, Dr. Flexner received a visit from the legal representative of two persons, whose names were not mentioned, who had formed the intention of devoting their fortune to some philanthropic purpose, and who were in search of advice as to precisely what purpose would be most useful. By way of reply Dr. Flexner handed over the proofs of one or two pages, in which he discusses what might be done to remedy certain defects of our American educational system to which he had drawn attention. In the course of his argument Dr. Flexner said:

"Progress might be greatly assisted by the outright creation of a school or institute of higher learning, a university in the postgraduate sense of the word. It should be a free society of scholars--free, because mature persons, animated by intellectual purposes, must be left to pursue their own ends in their own way. Administration should be slight and inexpensive. Scholars and scientists should participate in its government; the president should come down from his pedestal. The term 'organization' should be banned. The institution should be open to persons, competent and cultivated, who do not need and would abhor spoon-feeding--be they college graduates or not. It should furnish simple surroundings--books, laboratories, and above all, tranquillity--absence of distraction either by worldly concerns or by parental responsibility for an immature student body. Provision should be made for the amenities of life in the institution and in the private life of the staff. It need not be complete or symmetrical: if a chair could not be admirably filled, it should be left vacant. There exists in America no university in this sense--no institution, no seat of learning devoted to higher teaching and research. Everywhere the pressure of undergraduate and vocational activities hampers the serious objects for which universities exist. Thus undergraduate training is less efficient than it might be, if left to itself.

"What could be expected, if a modern American university were thus established? The ablest scholars and scientists would be attracted to its faculty; the most earnest students would be attracted to its laboratories and seminars. It would be small, as Gilman's Johns

Hopkins was small; but its propulsive power would be momentous out of all proportion to its size. It would, like a lens, focus rays that now scatter. The Rockefeller Institute for Medical Research is limited in scope; its hospital contains less than fifty beds. But its uncompromising standards of activity and publication have given it influence in America and Europe throughout the entire field of medical education and research. A university or a school of higher learning at the level I have indicated would do as much for other disciplines and might thus in time assist the general reorganization of secondary and higher education."

The suggestion appealed to the prospective donors. Interviews were held, the plan was elaborated, and finally adopted, subject to one condition--that Dr. Flexner himself should consent to become the Director of the new Institute and launch it upon its career. It is not often that a critic of existing institutions has so immediate an opportunity to put his ideas constructively into practice. The offer was a challenge which could not be refused. And on May 20, 1930, the new Institute was formally incorporated, the Board of Trustees received a preliminary gift of \$5,000,000, and the work of organization began.

In a statement in which he "drafted the intellectual charter of the new university," Dr. Flexner emphasized the following points: The new institution is to be devoted to post-graduate study and research, divorced from what Dr. Flexner has called "the charms and diversions" of undergraduate work. It is to be small in size, plastic in its organization, and severely limited, at least in the beginning, as regards the subjects with which it will undertake to deal. Salaries will be generous, and no man will be appointed to a professorship who has not, in the opinion of the Director and his advisers, achieved eminence in his field, or who does not show

promise of attaining such eminence. This limitation means that the teaching staff will always be small, and inevitably so at the beginning. The number of students will likewise be limited. Only those individuals will be admitted who show the greatest promise in their chosen fields. The Institute will grant but one degree--the Ph. D.--and it seems probable that the greater number of its students will be interested not in degrees but in the opportunity for research under stimulating guidance.

So far as subjects of study are concerned the policy of the Director and Trustees is to attempt only those disciplines which are fundamental, omitting all subjects which are merely applications of fundamental knowledge to professional or utilitarian needs. The plan is to proceed slowly, to attempt no subject for which eminent teachers are not procurable, and to begin, so far as possible, with those which are less adequately represented in American universities.

In accordance with these principles it has been decided to begin with a School of Mathematics. In this subject two professors have already been appointed: Einstein of Berlin and Veblen of Princeton. Professor Veblen has been at work since October 1932, and Professor Einstein will take up his duties in October 1933. It seems probable that the next school to be launched will be Economics. In each case the subject will be broadly interpreted. Einstein will be Professor of Mathematical Physics, and in the School of Economics there might well be a Professor of Statistics who would in a sense unite the two schools, or a Professor of Political Science or Social History, who would point the way to other fields. Further developments have not yet been resolved upon, and they

will in every case be slow. It will be a principle of the Institute to make no step forward which has not been long and carefully considered, to inaugurate no new subject of study in which the promise of usefulness is not great, and to leave any chair vacant unless a man of high ability can be found to fill it.

It was stipulated by the donors that the Institute should be located in New Jersey. For the sake of access to adequate library facilities and for the sake of avoiding the isolation of so small a group of professors and students a site near an established university was obviously desirable. For these reasons it has been decided to select for the new institution a location in or near the town of Princeton. No plot of ground has as yet been purchased, and the Professors of Mathematics will, through the kindness of the authorities of Princeton University, begin their work in Fine Hall. The Institute will in no sense become a part of Princeton University. It will have its own grounds and buildings, its own trustees, its own staff of teachers, and its own students. But it will gain much, thanks to the generous hospitality and the spirit of co-operation of the Princeton authorities, from access to the library and other university facilities; it should be able to make a contribution to the intellectual atmosphere and resources of the University in return.

In formulating the plan for the new Institute Dr. Flexner has consulted a long list of eminent scholars in various fields, both in America and Europe. In addition to the men whom he was able to consult personally, a large number

of others were consulted by letter. The questions asked in each case were much the same. What type of institution would make the greatest contribution to the intellectual life of the United States? What type of organization would most certainly produce the best results? What features of our American universities should be avoided and what ones imitated?

The answers from American scholars are most illuminating. Everywhere the tentative plans of the new Institute were hailed with enthusiasm. Not many novel ideas for its organization were suggested. Indeed, in the opinion of the majority, the precise features of the organization were unimportant. The three things most insisted upon were adequate salaries and allowance for books and assistance, small numbers, both of teachers and students, and the maximum freedom in which to work. The last point was the one most frequently insisted upon. Dr. Flexner has made the statement that the ideal conditions for the highest intellectual work are identical with those which might make possible complete idleness. On the mediocre level careful regulations are useful and perhaps necessary. They will serve to prevent waste of time, to distribute burdens equally and to increase the amount of work done even if they cannot improve its quality. But the best minds work best in freedom. Regulations may hamper them but they cannot help. Their output must be measured not in quantitative but rather in qualitative terms. This fact has been too much ignored in American education. The problem of large numbers of mediocre students (inevitably mediocre because in any nation there are and can be only a few of high quality) and too frequently

mediocre teachers, has driven us to put too much faith in system and organization and to apply to all students and professors a multitude of petty regulations which, while they may have some value for the average, are a sad hindrance to the best.

"Freiheit und Gefahr sind nicht zu trennen," says Paulsen in discussing the question of Lehrfreiheit in his book on the German Universities. Freedom has its dangers, but those dangers must be faced by the institution which is searching for the highest excellence. For The Institute for Advanced Study no other course is possible than, first of all, to search for the best, both in professors and students, and then to leave them in freedom to work out their own salvation.

The Institute for Advanced Study will be small and, on that account, necessarily expensive. It can make no use of the methods of mass production. Its expenses, however, will be almost entirely in salaries and in facilities for work. Grounds and buildings will be modest--barely sufficient to provide comfortably for the work which is to be done in them. In the beginning there will be no laboratories and only working libraries for the various subjects undertaken. Administration will likewise be reduced to the simplest possible level. There should be no need for discipline nor even for examinations, except in the case of those students (probably a small minority) who will be candidates for degrees. The admission of students (subject to the limitations of the capacity of the Institute) will be determined largely by the professors with whom they are to do their work. Nine-tenths of the problems

with which most administrative officers have to deal will, for the Institute, simply not exist, and nine-tenths of the regulations under which university work is ordinarily done and degrees granted will be unnecessary.

The problem of the Institute will in these respects be simple and easy to solve. Its central aim, however, will not be easy to achieve. That aim is the production of important contributions to knowledge and the adequate training of a few really first-rate young scholars. For success in that high adventure no individual and no institution can give guarantees. By that success and by that alone will the new Institute justify the faith of the Founders, the Director, and the Trustees. If it succeeds, it should point the way for other institutions of learning and do its part in raising the intellectual standard of American post-graduate work. It is an experiment, in the outcome of which the whole educational world will have an interest.

2 Conf. 1933

~~Scholarship Institute at Princeton~~

Scholarship Institute

B. Belgian Univ review begins an article about
the Trust for Adv Study, seem to open its doors
in Princeton under the direction of Dr. Ch. Flew with
the title "Fundation au Paradis des Chercheurs."

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institution & bearing. It is a deliberate attempt
to construct a utopia, to bring together a
small group of the most eminent scholars
and the ablest students, and to surround
them with ideal conditions for scholarly work.

It is a bold plan, for it requires that your
highest successes will be failures. ~~to~~ The more
the new institution is drawn on its
plan is bearing.

The Trustees will to ~~submit~~ for ~~first~~ ~~part~~ ~~with~~ ~~with~~ ~~any~~
 records are less in that it will to submit for ~~first~~
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The ~~my~~ ~~is~~ ~~not~~ ~~in~~ ~~a~~ ~~drawings~~
 of ~~the~~ ~~plan~~ ~~is~~ ~~drawn~~.

Brooks & Dickinson

The editor of the Christian Science Monitor has asked me, as a Trustee of the Institute for Advanced Study, to outline the plan and purpose of that newly established addition to our national facilities for higher education. I am glad to comply because of my interest in the Institute-- its dramatic origin, its daring plan, and its extraordinary promise of future usefulness.

A few years ago, ^{just before} ~~shortly after~~ his retirement from the General Education Board, Dr. Flexner gave the Rhodes Memorial Lectures at the University of Oxford on the subject of "Universities." The lectures were later published by the Oxford University Press and have attracted wide attention in university circles, because of ^{the frankness of a Flexner comment on the University} ~~their drastic criticisms~~ of England, Germany, France, and especially of the United States, ~~of America~~. As he was engaged in correcting the proofs of his volume, Dr. Flexner received a visit from the legal representative of two persons, whose names were not mentioned, who had formed the intention of devoting their fortune to some ^{philanthropic} ~~educational~~ purpose, and who were in search of advice as to precisely what purpose would be most useful. By way of reply Dr. Flexner handed over the proofs ^{one or two} of ⁽²⁾ pages in which he said:

"Progress might be greatly assisted by the outright creation of a school or institute of higher learning, a university in the post-graduate sense of the word. It should be a free society of scholars--free, because mature persons, animated by intellectual purposes, must be left to pursue their own ends in their own way. Administration should be slight and inexpensive. Scholars and scientists should participate in its government; the president should come down from his pedestal. The term 'organization' should be banned. The institution should be open to persons, competent and cultivated, who do not need and would abhor

and references

*Frank Aydelotte
- prominent
- Oxford University*

*in discussion
what would be done
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*in the course
of discussion
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J. U. Crow
Account + Rev!

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should be banned. The institution should be open to persons
competent and cultivated, who do not read and would abhor

spoon-feeding--be they college graduates or not. It should furnish simple surroundings--books, laboratories, and above all, tranquillity--absence of distraction either by worldly concerns or by parental responsibility for an immature student body. Provision should be made for the amenities of life in the institution and in the private life of the staff. It need not be complete or symmetrical; if a chair could not be admirably filled, it should be left vacant. There exists in America no university in this sense--no institution, no seat of learning devoted to higher teaching and research. Everywhere the pressure of undergraduate and vocational activities hampers the serious objects for which universities exist. Thus science and scholarship suffer; money is wasted; even undergraduate training is less efficient than it might be, if left to itself.

"What could be expected, if a modern American university were thus established? The ablest scholars and scientists would be attracted to its faculty; the most earnest students would be attracted to its laboratories and seminars. It would be small, as Gilman's Johns Hopkins was small; but its propulsive power would be momentous out of all proportion to its size. It would, like a lens, focus rays that now scatter. The Rockefeller Institute for Medical Research is limited in scope; its hospital contains less than fifty beds. But its uncompromising standards of activity and publication have given it influence in America and Europe throughout the entire field of medical education and research. A university or a school of higher learning at the level I have indicated would do as much for other disciplines and might thus in time assist the general reorganization of secondary and higher education."

The suggestion appealed to the prospective donors.

Interviews were held, the plan was elaborated, and finally ~~were~~

adopted, subject to one condition--that Dr. Flexner himself

^{should} ~~must~~ consent to become the Director of the new Institute and

launch it upon its career. It is not often that a critic of

existing institutions has so *immediate* and ~~so dramatic~~ an

opportunity to put his idea^s constructively into practice.

The offer was a challenge which could not be refused. And

^{on} ^{20,} ~~in~~ May, 1930, the new Institute was formally incorporated,

the Board of Trustees received a preliminary gift of \$5,000,000,

and the work of ^{organization} ~~inauguration~~ began. ~~It is obvious~~

must

Over

that the criticism out of which the new
Institute for Advanced Study springs

will supply a large group of interested persons who will watch
every step of its development with the most careful
~~critical~~ attention.

Dr. Flexner's statement "which he brought the intellectual character of the new learning" Dr. Flexner supported it

3. The new institution is to be ~~developed~~ devoted to
post-graduate
first, ~~good~~ study and research, divorced from what Dr. Flexner
has called "the charms and diversions" of undergraduate
work. It is to be small in size, plastic in its organization,
and severely limited, at least in the beginning, as regards
the subjects of ~~study~~ *with* which it will *undertake* to
deal. Salaries will be generous, and no man will be appointed
to a professorship who has not, in the opinion of the Director
and his advisers, achieved eminence in his field, or who does
not show promise of attaining such eminence. This limitation
means that the teaching staff will always be small, and *inevitably*
so at the beginning. The number of students will likewise be
limited. Only those individuals will be admitted who show
the greatest promise in their chosen fields. The Institute
will grant but one degree--the Ph.D.--and it seems ~~at least~~
probable that the greater number of its students will be
interested not in degrees but in the opportunity for research
under stimulating ~~xxx~~ guidance. ~~It is interesting to note that~~
~~the first four students with whom the Institute began its work~~
~~this year have already taken their doctor's degrees and have~~

ftk

Flexner supported it

~~fellowships awarded by the National Research Council.~~

So far as subjects of study are concerned the policy of the Director and Trustees is to attempt only those ^{disciplines} subjects which are fundamental, omitting all subjects which are merely applications of fundamental knowledge to professional or utilitarian needs. The plan is to proceed slowly, to attempt no subject for which eminent teachers are not procurable, and to begin, so far as possible, with ~~subjects~~ ^{those} which are less adequately represented in American universities.

In accordance with these principles it has been decided to begin with a School of Mathematics. In this subject ^{two} ~~three~~ professors have already been appointed: Einstein of Berlin ^{and} Veblen of Princeton, and ~~Weyl of Göttingen~~. Professor Veblen has been at work since October 1932, and Professor ~~Einstein and Weyl~~ ^{will} take up ^{his} their duties in October 1933. It seems probable that the next ^{school} ~~subject~~ to be ^{launched} ~~undertaken~~ will be economics. In ^{each} ~~that~~ case ~~that~~ the subject ^{of} ~~is~~ ^{will be broadly} interpreted. Einstein ^{will be Professor of} ^{Mathematical Physics} and in the School of Economics there might well be a Professor of ^{statistics} ~~Political Science~~ who would in a sense ^{unite} the ^{two} ~~new~~ schools, or a Professor of Political Science or Social History, who would point the way to other fields. Further developments have not yet been resolved upon, and they will in every case be slow. It will be a principle of the Institute to make no step forward which has not been long and carefully considered, to inaugurate no new subject of study in which the promise of usefulness is not great, and to leave any chair vacant unless a man of high ability can be found to fill it.

It was stipulated by the donors that the Institute should be located in New Jersey. For the sake of access to adequate library facilities and for the sake of avoiding the isolation of so *small* a group of professors and students a site near an established university was obviously desirable. For these reasons it has been decided to select for the new institution a ^{location} ~~site~~ in or near the town of Princeton. No plot of ground has as yet been purchased, and the Professors of Mathematics will, through the kindness of the authorities of Princeton University, begin their work in ~~the~~ *Five* Hall. The Institute will in no sense become a part of Princeton University. It will have its own grounds and buildings, its own trustees, its own staff of teachers, and its own students. But it will gain much, thanks to the generous *hospitality and* *the spirit of cooperation* of the Princeton authorities, from access to the library and other ^{university} ~~facilities of the University~~; and it should be able ~~in return~~ to make a contribution to the ^{intellectual} ~~interesting~~ atmosphere and resources of the University, *in return,*

W. F. Flexner *Quinn*

In formulating the plan for the new Institute Dr. Flexner has consulted a long list of eminent scholars in various fields, both in America and Europe. In addition to the men whom he was able to consult personally, a large number of others were consulted by letter. The questions asked in each case were much the same. What type of institution would make the greatest contribution to the intellectual life of the United States ~~of America~~? What type of organization would most certainly produce the best results? What features

of our American universities should be avoided and what ones imitated?

The answers from American scholars are most illuminating. Everywhere the tentative plans of the new institute were hailed with enthusiasm. Not many novel ideas for ^{its} ~~the~~ organization of ~~the Institute~~ were suggested. Indeed, in the opinion of the majority, the precise features of the organization were ~~considered~~ unimportant. The three things most insisted upon were adequate salaries and allowance for books and *assistance*, small numbers, both of teachers and students, and the maximum freedom in which to work. The last point was the one most frequently insisted upon. Dr. Flexner, ~~too~~, *has* made the statement that the ideal conditions for the highest intellectual work ^{are} ~~were~~ identical with those which might make possible complete idleness. On the mediocre level careful regulations are useful and perhaps necessary. They will serve to prevent waste of time, to distribute burdens equally and to increase the amount of work done even if they cannot improve its quality. But the best minds work best in freedom. Regulations may hamper them but they cannot help. Their *output* must be measured not in quantitative but rather ⁱⁿ qualitative terms. This fact has been too much ignored in American education. The problem of ~~our~~ large numbers of ~~inevitably~~ mediocre students, and too frequently mediocre teachers, has driven us to put too much faith in system and organization and to apply to all students and professors a multitude of petty regulations which, while they may have some value for the average, are a sad hindrance to the best.

*because this is
in our nature
not a few of
high quality*

(4)

(5)

Freedom and gifts

that will be freedom

Freedom has its dangers, but those dangers must be
says Paulson in discussing the present, freedom, teachers & others

faced by the ~~person, or~~ institution, ^{which} ~~who~~ is searching for the highest excellence. For the Institute for Advanced Study no other course is possible than, first of all, to search for the best, both in professors and students, and then to leave them in freedom to work out their own salvation.

The Institute for Advanced Study will be small and, on that account, necessarily expensive. It can make no use of ^{the} methods of mass production. Its expenses, however, will be almost entirely in salaries and in facilities for work. Grounds and buildings will be modest--barely sufficient to provide comfortably for the work which is to be done in them. In the beginning there will be no laboratories and only working libraries for the various subjects undertaken. Administration will likewise be reduced to the simplest possible level. There should be no need for discipline nor even for examinations, except in the case of those students (probably a small minority) who will be candidates for degrees. The admission of students (^{subject to the limitations} of the capacity of the Institute) will be determined largely by the professors with whom they are to do their work. Nine-tenths of the problems with which most administrative officers have to deal will, for the Institute, ^{simply} not exist, and nine-tenths of the regulations under which university work is ordinarily done and degrees granted will be unnecessary.

The problem of the Institute will in these respects be simple and easy to solve. Its ^{central} aim, however, will not be easy to achieve. That aim is the production of important contributions to knowledge and the adequate training

of a few really first-rate young scholars. For success in that high adventure no individual and no institution can give guarantees. By that success and by that alone will the new Institute justify the faith of the founders, the Director, and the Trustees.

(6)

point the way for other institutions & seem to raise the int. standard of work. If it fails it will show the way in which they should not go. Perhaps to

To that extent an adventure
is still an adventure
has an interest.

had that the work was an unsuccessful experiment.

To that extent it is an up
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THE INSTITUTE FOR ADVANCED STUDY

OFFICERS

(FOUNDED BY LOUIS BAMBERGER AND MRS. FELIX FULD, 1930)

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PERCY S. STRAUS
LEWIS H. WEED

January 16, 1933

Dear Aydelotte:

I have just wired you as follows:

"Please hold up Monitor article until you receive my letter written today."

The reason is simple. You will remember cabling me last summer for terms for Weyl. I sent them. He accepted by cable "in principle". Shortly afterwards he declined. Soon after that he reconsidered and accepted. Not long after that he declined and three hours later accepted, saying that this time his decision was "irrevocable". On the basis of the "irrevocable" decision I brought the thing before the Board, having previously told Veblen and Mr. Bamberger and Mrs. Fuld of the various ups and downs. He is plainly a neurotic person, not in good health, and probably suffering somewhat from the foolishness of his wife. A few days after the Board meeting he sent frantic cablegrams to Veblen and to me asking to be released, his ill health and his fear of the language, and God knows what else, being at the bottom of it. I cabled him accepting his resignation and I have since written him a kind letter. I do not wish to disturb his peace of mind or to prejudice him in the eyes of his fellow-mathematicians, but he is a d--- fool!

I all along have had up my sleeve a second choice - a younger man,

President Aydelotte

Jan. 16, 1933

2

who has been in America both at Yale and at Princeton and who probably would have been offered Weyl's post at Göttingen. He wants, however, to come to America and has already taken out his first citizenship papers, so that on the whole I have no regrets. I wished, however, that you should have the facts in the writing of your article for the Monitor - just omit Weyl altogether.

I have excellent news from Mrs. Flexner, who starts home at the end of this week. Eleanor and I are both fine.

With love to you and Mrs. Aydelotte,

Ever sincerely,

A.J.

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania

AF:ESB

Published

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The suggestion appealed to the prospective donors. Interviews were held, the plan was elaborated, and finally was adopted subject to one condition--that Dr. Flexner himself must consent to become the Director of the new Institute and launch it upon its career. It is not often that a critic of existing institutions has so and so dramatic an opportunity to put his idea constructively into practice. The offer was a challenge which could not be refused. And in May, 1930, the new Institute was formally incorporated, the Board of Trustees received a preliminary gift of \$5,000,000, and the work of inauguration began. It is obvious

will supply a large group of interested persons who will watch every step of its development critical attention.

The new institution is to be ~~devoted~~ devoted to, first, ^{graduate} ~~grad~~ study and research divorced from what Dr. Flexner has called "the charms and diversions" of undergraduate work. It is to be small in size, plastic in its organization, and severely limited, at least in the beginning, as regards the subjects of study *with* which it will *undertake to* deal. Salaries will be generous, and no man will be appointed to a professorship who has not, in the opinion of the Director and his advisers, achieved eminence in his field, or who does not show promise of attaining such eminence. This limitation means that the teaching staff will always be small and *inevitably* so at the beginning. The number of students will likewise be limited. Only those individuals will be admitted who show the greatest promise in their chosen fields. The Institute will grant but one degree--the Ph.D.--and it seems at least probable that the greater number of its students will be interested not in degrees but in the opportunity for research under stimulating ~~xxx~~ guidance. It is interesting to note that the first four students with whom the Institute began its work this year have already taken their doctor's degrees and have

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NEWCOMB CARLTON, PRESIDENT

J. C. WILLEVER, FIRST VICE-PRESIDENT

1206-A

CHECK
ACCT'G INFMN.
TIME FILED

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

Received from New York Jan. 7, 1933

President Aydelotte

WILL EXPECT YOU MONDAY MORNING ABOUT
 QUARTER TO ELEVEN MANY THANKS
 ABRAHAM FLEXNER

WESTERN UNION MESSENGERS ARE AVAILABLE FOR THE DELIVERY OF NOTES AND PACKAGES.

January 5, 1933.

Dear Dr. Flexner:

I am coming over to the meeting on Monday, and I shall be delighted to look in at your office early as you suggest. I can take a late train Sunday evening, sleep at the Harvard Club, and thus have the entire morning in New York. I will telephone to Mrs. Bailey sometime between nine and ten.

With warmest good wishes for the New Year to you and your family, I am

Yours sincerely,

Dr. Abraham Flexner, Director
Institute for Advanced Study
100 East 42nd Street
New York City

THE INSTITUTE FOR ADVANCED STUDY

TEMPORARY OFFICES

100 EAST 42ND STREET

NEW YORK, N. Y.

January 3, 1933

Dear Aydelotte:

As you are coming to the meeting next Monday, I am wondering if it would be possible for you to come a little earlier in order that you and I may discuss matters which may have a bearing on the Institute. I have wanted an opportunity of this kind during the entire autumn, but I have been so busy that I have been unable to get a week-end at Swarthmore.

With best wishes for the New Year,

Ever sincerely,

President Frank Aydelotte
Swarthmore College
Swarthmore, Pennsylvania



AF:ESB