From: American National Biography. Eds. John A. Garraty and Mark C. Carnes. New York: Oxford University Press, 1999.

cast, most notably in *Parables* (1925), *Branches of Adam* (1926), and *The Black Rock* (1928). He also wrote two biographical studies, *Paul Gauguin, His Life and Art* (1921) and *John Smith—Also Pocahontas* (1928), and a prescient comparison of Russia and the United States entitled *The Two Frontiers: A Study in Historical Psychology* (1930). By this time Fletcher was a widely published literary journalist with his work appearing in the leading magazines, and after befriending T. S. Eliot he became associated with the famed "*Criterion* gang."

While on a lecture tour in the United States in 1927, Fletcher spoke in Nashville, Tennessee, and there made the acquaintance of John Crowe Ransom and the Fugitive poets then clustered at Vanderbilt University. As a southern poet himself, Fletcher identified closely with the group and responded eagerly when they asked him to contribute an essay on education to the controversial Agrarian manifesto *I'll Take My Stand* (1930). Thereafter he remained a staunch advocate of the Agrarian agenda, which advocated the superiority of an agrarian economy over the economy of industrial capitalism, venerated southern culture and tradition, and in general asserted the superiority of the southern way of life over that of the Yankee North.

Fletcher returned to his native Arkansas permanently in 1933, and after divorcing Daisy, who had remained in England, he married the popular novelist Charlie May Simon in 1936. He reached the pinnacle of his fame when his *Selected Poems* won the 1938 Pulitzer Prize. The poetry of the final phase of his career—*XXIV Elegies* (1935), *South Star* (1941), and *The Burning Mountain* (1946)—is overtly regional in character and reflects Fletcher's increasing preoccupation with the South and southern themes. He also wrote his autobiography, *Life Is My Song* (1937), and a highly regarded history of his home state, *Arkansas* (1947). Nevertheless, Fletcher's bouts of depression became deeper and more frequent, and in 1950 he drowned himself in a small cattle pond near his home in Little Rock.

Although some of Fletcher's poetry seems today to be overly formal and flowery, at its best it is strikingly original and elegantly phrased. He is significant historically both as an Imagist and as a Fugitive-Agrarian; he was also the first southern writer involved in the modernist movement and the first important figure in the advent of the southern literary renaissance.

• Fletcher's correspondence, papers, and library are in the University of Arkansas Library. Charlie May Simon, *Johnswood* (1953), is an account of her life with Fletcher. A chronology of his life and a set of annotated bibliographies, primary and secondary, can be found in Bruce Morton, *John Gould Fletcher: A Bibliography* (1979). See also Lucas Carpenter, *John Gould Fletcher and Southern Modernism* (1990); Edmund S. de Chasca, *John Gould Fletcher and Imagism* (1978); Glenn Hughes, *Imagism and the Imagists* (1931); Amy Lowell, *Tendencies in Modern American Poetry* (1917); and Edna B. Stephens, *John Gould Fletcher* (1967).

LUCAS CARPENTER

FLEXNER, Abraham (13 Nov. 1866–21 Sept. 1959), educational reformer, was born in Louisville, Kentucky, the son of Moritz Flexner, a wholesale hat merchant who was ruined in the panic of 1873, and Esther Abraham. In 1884 a loan from his elder brother allowed Flexner to enroll at Johns Hopkins University, where he earned a B.A. in classics in two years, the most study he could afford. Flexner recalled his undergraduate study as "the decisive moment of my life." His subsequent career was an elaboration of the ideals of a new university (Hopkins was established in 1876) with very little formal administration and a zealous faculty training ambitious students.

Returning to Louisville, Flexner became a public high school teacher, a job he held until 1890 when he opened his own academy, "Mr. Flexner's School," with none of the conventional educational apparatus: no formal curriculum, no exams, no grades for classes taken. Flexner married a former student, Anne Laziere Crawford, after her graduation from Vassar; they subsequently had two daughters. The school's success in preparing students for admission to prestigious colleges brought some financial stability to Flexner and his extended family, but the production of one of his wife's plays on Broadway gave him financial independence.

In 1905 Flexner closed his school and enrolled in the psychology department at Harvard, earning an M.A. in 1906. He was soon dissatisfied with the focus on experimental psychology and left with his wife to spend a year at the universities of Berlin and Heidelberg, where he could study whatever and with whoever stimulated him. While in Germany, he wrote a caustic commentary on the deficiencies of most of American higher education that was published in 1908 as *The American College*. It caught the attention of Henry Smith Pritchett, the president of the new Carnegie Foundation for the Advancement of Teaching, who hoped that authoritative reports would help set the agenda for educational reform. He engaged Flexner to research and write the fourth report in this series, *Medical Education in the United States and Canada*, published in 1910 and later known as the "Flexner Report."

For two years, Flexner visited each of the 155 medical schools in the United States and Canada, contrasting their actual organization and facilities with the emerging ideals of university-based medical education. The report excoriated most schools and recommended closing 120 of them. Flexner cast himself in the report as exposing a "powerful and profitable vested interest [that] tenaciously resists criticism." These conclusions were not new to those active in medical education reform, but the comprehensive scope and investigatory style of the study brought it wide publicity and established Flexner as a tough-minded expert at just the moment such authority was highly prized. In 1910, Flexner returned to Europe to survey academic medicine for Bulletin no. 6 of the Carnegie Foundation for the Advancement of Teaching: *Medical Education in Europe*, a much more approving report.

At this time, Flexner also began working with the Rockefeller philanthropies. John D. Rockefeller, Jr., retained him in 1910 to research the regulation and suppression of prostitution in Europe. Flexner also prepared a special report for the Rockefeller Foundation on the Johns Hopkins Medical School, which resulted in a $1 million endowment grant. The thoroughness of both studies resulted in Flexner's appointment as assistant secretary to the Rockefeller-funded General Education Board in 1913.

During his tenure on the board from 1913 to 1928, Flexner became secretary and head of the Division of Studies and devoted most of his effort to primary education (laying the basis for the Lincoln School at Columbia Teachers College), the humanities, and, most important, medical education. He was determined that the future of medical education lie with universities and not with local medical elites. Flexner developed and oversaw a program of significant endowment grants to those universities which agreed to organize their medical schools on the basis of "the full-time plan," that is, paying salaries to clinical faculty rather than allowing them to earn fees for service. With practical command of Rockefeller medical philanthropy, Flexner directed more than $78 million to schools that adhered to his often quite detailed requirements, never hesitating to break old or to broker new relationships among medical schools, universities, hospitals, and local philanthropists. He specified the maximum salaries for different faculty ranks and dismissed all criticism because "the soundness of reform can never be left to a majority vote, else the human race would still be in the state of cave men." By restricting Rockefeller support to those schools, Flexner knit together a disjointed collection of institutionally weak medical schools into a fundamentally interrelated national system. Sometimes abrasive and always cocksure, he was for fifteen years the principal arbiter of the institutional development of American medical education.

The several Rockefeller philanthropies were reorganized in 1928, and the new leadership deliberately excluded Flexner from the new structure. His domineering style had become a threat to the public legitimacy of the foundations. Initially shocked, Flexner accepted a generous pension from John D. Rockefeller, Jr. Invited to Oxford to deliver the 1928 Rhodes Trust Memorial Lectures, Flexner used the opportunity to spend a year in England and Germany developing his lectures into an influential comparative study, *Universities: American, English, German* (1930), which proclaimed that unfettered research was the core function of the modern university. He particularly applauded the opportunities for postdoctoral study provided by German universities.

On his return to the United States, Flexner was approached by Felix Bamberger and Caroline Bamberger Fuld, sibling department store owners, who offered to support the development of a postdoctoral institution in New Jersey. Flexner agreed to guide the creation of a center where prominent scholars could pursue their research without distractions, including that of teaching. The Institute for Advanced Study was founded in 1931 in Princeton with Flexner as director. In selecting subjects for the institute's "schools," Flexner focused first on mathematics as "both fundamental and severe." Together with Princeton mathematician Oswald Veblen, he selected and recruited its stellar initial faculty, including refugee scholars such as Albert Einstein and John Von Neumann. Flexner's leadership of the institute combined the great liberality of his vision with a contemptuous inflexibility in dealing with disagreements. He remained director of the institute until 1939, establishing a second school in economics and beginning the construction of an independent campus (the first offices of the institute were at Princeton University).

For the next twenty years, Flexner remained active writing books and maintaining an extensive and minatory correspondence with contemporary foundation executives, criticizing their emphasis on programs made up of small projects and their avoidance of the deep institutional support he had practiced. He died in Falls Church, Virginia.

Flexner's educational philosophy was grounded in highly particular, somewhat rarefied experiences—Johns Hopkins University in its early years and the glamorized German university—but his acerbic and direct rhetorical style made him one of the best-known educational reformers of his generation. His strategies for reform, though financially and politically costly, provided the new philanthropic foundations with the means to establish their visible role in American organizational life.

• Flexner's papers are in the Library of Congress. Other archival sources include the holdings of the Rockefeller Archive Center, Sleepy Hollow, N.Y.; the files of the Institute for Advanced Study at the Mudd Library, Princeton University; and the papers of Simon Flexner at the American Philosophical Society, Philadelphia. Flexner published two memoirs: *I Remember* (1940) and *Abraham Flexner: An Autobiography* (1960). During his retirement he wrote two biographies: *Henry S. Pritchett* (1940) and *Daniel Coit Gilman* (1946). His *Funds and Foundations* (1952) captures his distaste for all foundation methods but his own. Studies of his career include Steven C. Wheatley, *The Politics of Philanthropy: Abraham Flexner and Medical Education* (1988); Michael R. Harris, *Five Counter-Revolutionaries in Higher Education* (1970); Thomas Neville Bonner, "Searching for Abraham Flexner," *Academic Medicine* 73 (Feb. 1998): 160–66; Ronald F. Movrich, "Before the Gates of Excellence: Abraham Flexner and Education, 1866–1918" (Ph.D. diss., Univ. of Calif., Berkeley, 1981); and Laurie Smith Porter, "From Intellectual Sanctuary to Social Responsibility: The Founding of the Institute for Advanced Study, 1930–1933" (Ph.D. diss., Princeton Univ., 1988). The large literature on the "Flexner Report" and its implications is well summarized in Thomas Neville Bonner, "Abraham Flexner and the Historians," *Journal of the History of Medicine and Allied Sciences* 45 (1990): 3–10. See also Daniel M. Fox, "Abraham Flexner's Unpublished Report: Foundations and Medical Education, 1909–1928," *Bulletin of the History of Medicine* 54 (1980): 475–96.

STEVEN C. WHEATLEY

August 7, 1981

Mr. Bernard Magil
Ridge Lane
Hampton Bays, New York 11946

Dear Mr. Magil:

Thank you for your letter of 3 August 1981, concerning your brief biography of Abraham Flexner.

The information you have on the Institute for Advanced Study is correct, and Mrs. Fuld's first name was Caroline.

With all best wishes.

Sincerely yours,

Aida L. La Brutte
Secretary to the Director

Ridge Lane
Hampton Bays, N.Y. 11946

August 3, 1981

Public Information Department
Institute for Advanced Study
Princeton, N.J.

Gentlemen:

For a biographical dictionary of great American reformers, which is to be published by the H.W. Wilson Co., I am writing a brief biography of Abraham Flexner. In 1930 he founded the Institute for Advanced Study with the help of a $5,000,000 contribution by Louis Bamberger and his sister, Mrs. Felix Fuld. I have been unable to ascertain the first name of Mrs. Fuld. I therefore turn to you in the hope that you may be able to provide this information.

Thank you very much.

Cordially,

Bernard Magil

Bernard Magil

August 19, 1980

Mr. Ronald F. Movrich
Center for Studies in Higher Education
University of California
Berkeley, California 94720

Dear Mr. Movrich:

Thank you for yours of 13 August 1980. If Martin Trow saw reference to a collection of essays dealing with the history of the Institute for Advanced Study, he has seen something which I have not. I know of no such work, though we have announced the publication this October of a directory of former members, to celebrate our 50th anniversary this year. It is called A Community of Scholars, and I enclose a form letter announcing its publication should it interest you.

The Institute does not maintain a formal archive, nor does it have in its possession any significant papers dealing with the individuals who constitute its life blood. The distinguished members of the Institute have given their papers to various institutions, for example, J. Robert Oppenheimer's and John von Neumann's papers are in the Library of Congress. The Einstein papers are here, but they belong to the Einstein Estate and are being prepared for publication by the Princeton University Press. My guess is you will find more of the Abraham Flexner collection at the Library of Congress and elsewhere than here for all we have are rather routine business notes.

In any case, I am delighted to learn that you are doing a dissertation on Abraham Flexner, and if I can be of any other assistance please let me know.

Sincerely yours,

Harry Woolf

cc. Martin Trow

UNIVERSITY OF CALIFORNIA, BERKELEY

BERKELEY • DAVIS • IRVINE • LOS ANGELES • RIVERSIDE • SAN DIEGO • SAN FRANCISCO SANTA BARBARA • SANTA CRUZ

CENTER FOR STUDIES IN HIGHER EDUCATION BERKELEY, CALIFORNIA 94720

13 August 1980

Dr. Harry Woolf
Institute For Advanced Study
Princeton, New Jersey

Dear Dr. Woolf:

I am a Ph.D. Candidate at the University of California, Berkeley, writing a doctoral thesis on the life of Abraham Flexner. Professor Martin Trow, Director of the Center For Studies in Higher Education here at Berkeley, recently recalled seeing a notice of a publication--as he remembers, a collection of essays--dealing with the history of the Institute. But Professor Trow, whom I serve as a research assistant, could not recall the specifics of the publication. Nor could I find a lead to this work in Books In Print. Has the Institute published such a study? If so, I would be interested in it, particularly since it might shed light on my thesis topic.

This leads to another question which I would like to put to you. Does the Institute maintain an archive, or have in its possession papers or other manuscript materials? If it does, would these be open to scholarly research? I plan to visit the East Coast later this year to pursue my doctoral work and have already spent a good deal of time in the Abraham Flexner collection at the Library of Congress and the Simon Flexner collection in Philadelphia.

I would be grateful for any assistance that you can render.

Sincerely,

Ronald F. Movrich

Ronald F. Movrich

Flexner

Mrs. Paul Lewinson
1718 Army Navy Drive
Arlington, Virginia

Sept. 27, 1959

Dear Mr. Leidesdorf

My sister and I wish to send you our heartfelt thanks and appreciation for the telegrams from yourself and the institutions that you are connected with and for the beautiful flowers which added so much to the beauty of the services for my father in Louisville. Please express our gratitude to the Board of Trustees of the Institute for Advanced Study and to the Board of the New York University Belleview Medical Center and to its director Dr. Armstrong. We shall treasure these messages.

Sincerely yours,

Jean Flexner Lewinson

copied
Dr Oppenheimer

Flexner

23 October 1959

Dear Professor Bassi:

On behalf of the Director and the Faculty, this is to acknowledge and thank you for your letter of September 30th, and for your expression of sympathy on the death of Dr. Abraham Flexner.

Sincerely yours,

Mrs. Wilder Hobson
Secretary to the Director

Professor Achille Bassi
Escola de Engenharia de Sao Carlos
Rua 9 de Julho, 1227
Sao Carlos, Sao Paulo
Brazil

UNIVERSIDADE DE SÃO PAULO
ESCOLA DE ENGENHARIA DE SÃO CARLOS
RUA 9 DE JULHO, 1227 — FONE, 98 — SÃO CARLOS — SÃO PAULO

odru

DM-128/59
AB/adn

São Carlos, September 30, 1959

Dear Sir:

I was informed that Professor Abraham Flexner died recently.

I have met him in 1936, at Princeton, and greatly appreciated his personality.

I am aware how much is indepted to him the high American scientific and humanistic culture and in particular the Institute of Advanced Study..

Please transmit my regrets and those of all professors of this department to his family and to the scientific family of the Institute.

Achille Bassi

Achille Bassi

Old Professor of the University of Bologna.

Head of the Department of Mathematics of the Escola de Engenharia de São Carlos da Universidade de São Paulo.

Member of the Institute in 1936.

Flexner

PHILOSOPHICAL LIBRARY

Publishers

Telephone MUrray Hill 3-2945
15 EAST FORTIETH STREET
NEW YORK 16, N. Y.

March 8, 1958

Institute for Advanced Study
Princeton
New Jersey

Gentlemen:

The city of Ramat Gan, in Israel, is setting up a Museum and Gallery of Great Jews, along the lines of my book "The Hebrew Impact on Western Civilization." The mayor of the city, Mr. Krinizi, has set aside two acres atop a hill, surrounded by a park and overlooking both cities, Ramat Gan and Tel Aviv. A consulting committee of Israeli, American and European scholars has been appointed to act in advisory capacity. I feel gratified to have been honored with the request to join the Committee.

The Municipality of Ramat Gan has decided to arrange for a public laying of the cornerstone of the edifice on the day of the celebration of the tenth anniversary of Israel's independence.

The Museum and Gallery will contain portraits of the great men of Jewish faith of all times; under each portrait will be a very brief interpretation of the individual's contribution to Western Civilization.

In connection with the above, and after careful deliberation, I have suggested to the Committee the inclusion of Abraham Flexner's name. I have no doubt that my suggestion will be accepted.

May I request you to send me a photograph of Mr. Flexner which will be forwarded to Ramat Gan?

I should like to thank you in behalf of the municipality of Ramat Gan as well as in behalf of the Committee for your kind cooperation.

Sincerely yours,

Dagobert D. Runes

ddr/mm

Dagobert D. Runes, Ph.D.

רמת־גן עיריית
RAMAT GAN MUNICIPALITY

No.24103

17th January, 1958

Copy

Professor Dagobert D. Runes,
Philosophical Library,
15 East Fortieth Street,
New York 16,N.Y.

Dear Prof. Runes,

Thank you ever so much for your kind guidance and generous cooperation.

Our Great Poet Zalman Shneur, Professor Joseph Klausner and Professor Nahum Slouschz have all most enthusiastically endorsed the project of setting up the Museum and Gallery of Great Jews along the lines of THE HEBREW IMPACT ON WESTERN CIVILIZATION and agreed to act as an advisory council.

It is the ambition of this Municipality to erect an edifice worthy of the lofty cause it is to serve.

The Museum and Gallery of Great Jews of all times is designed to give our people in Israel a true perspective of the magnitude of the contribution our race has made to civilization and to serve as a beacon for our youth pointing the way they should follow.

Sincerely yours,

A. KRINIZI
Mayor

ABRAHAM FLEXNER
522 FIFTH AVENUE
NEW YORK 36, N. Y.

ROOM 628 MURRAY HILL 7-0674

May 10, 1957

Dear Dr. Oppenheimer:

I hope you have not been uneasy for fear that I have been careless with the accounts you sent me of Professors Einstein, von Neumann, and Weyl. I have turned them over to the editor of my publishers, Simon and Schuster, and they will come back to me as soon as he has finished with them. I shall take good care to see that they are returned to you before I leave for the summer a month hence.

Very sincerely your friend,

Abraham Flexner

Dr. Robert Oppenheimer
The Institute for Advanced Study
Princeton, New Jersey

AF:ESB

Flexner

DOMESTIC SERVICE
Check the class of service desired; otherwise this message will be sent as a full rate telegram

FULL RATE TELEGRAM		SERIAL	
DAY LETTER		NIGHT LETTER	

WESTERN UNION

W. P. MARSHALL, PRESIDENT

1206

INTERNATIONAL SERVICE
Check the class of service desired; otherwise this message will be sent at the full rate

FULL RATE		LETTER TELEGRAM	
VICTORY LETTER		SHIP RADIOGRAM	

NO. WDS.-CL. OF SVC.	PD. OR COLL.	CASH NO.	CHARGE TO THE ACCOUNT OF	TIME FILED

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

To Trustees:

~~Regret to inform you that~~ Mrs. Flexner died last Tuesday in Providence, Rhode Island, after a long illness.

Robert Oppenheimer

March 1, 1949

Dear Dr. Flexner:

At the recent meeting of the Executive Committee of the Board of Trustees formal acknowledgment was recorded of the four handsome Japanese prints you presented to the Institute in the name of Anne Crawford Flexner. As you already know and as you suggested, the prints are now in the Gest Oriental Library in its new home at the Princeton University Library.

The Trustees have asked me to express their gratitude in the name of the Institute. I am, of course, only too happy to do this; I hope this short note will carry with it our deep appreciation of your thought.

Yours faithfully,

Robert Oppenheimer

Dr. Abraham Flexner

Copy: Mr. Maass

January 18, 1949

Dear Mr. Boyd:

Thank you for your good note and for sending me the copy of the letter to Flexner. I am quite content to leave the acknowledgement forms entirely to your own good taste.

I am sending you a letter from Duyvendak, which you may wish to read and return.

Yours sincerely,

Robert Oppenheimer

Mr. Julian Boyd, Librarian
Princeton University Library
Princeton, N. J.

PRINCETON UNIVERSITY
THE LIBRARY
PRINCETON NEW JERSEY

JULIAN P. BOYD, *Librarian*
LAWRENCE HEYL, *Associate Librarian*

January 14, 1949

Dr. J. Robert Oppenheimer
Institute for Advanced Study
Princeton, New Jersey

Dear Dr. Oppenheimer:

I am enclosing a copy of a letter I have just written to Dr. Flexner. Since we occasionally receive gifts of books for the Gest Oriental Library, I shall have some appropriate acknowledgement forms printed and I shall assume that you have no objection to my acknowledging such gifts, as custodian, in behalf of the Trustees of the Institute. Would you like to see a proof of the acknowledgement before it is printed?

Cordially yours,

Julian P. Boyd

Julian P. Boyd

Enclosure

PRINCETON UNIVERSITY
THE LIBRARY
PRINCETON NEW JERSEY

JULIAN P. BOYD, *Librarian*
LAWRENCE HEYL, *Associate Librarian*

January 14, 1949

Dr. Abraham Flexner
522 Fifth Avenue
New York 18, New York

My dear Dr. Flexner:

Dr. Oppenheimer has transmitted to the Library the four beautiful Japanese prints that have been so generously presented to the Gest Oriental Library through you as a gift from Anne Crawford Flexner. I have shown these to Professors Rowley and Levy and they are particularly appreciative.

I am acknowledging these in this informal way since the formal Library acknowledgements are phrased to cover gifts to the Princeton University Library and the ownership of the Gest Oriental Library still vests in the Institute for Advanced Study. I hope you will accept this informality in the knowledge that it conveys a very sincere expression of gratitude for your kindness.

With warm regards, I am

Cordially yours,

Julian P. Boyd

December 31, 1948

Dear Dr. Flexner:

This is to acknowledge the receipt of the four lovely panels at the Institute.

Dr. Oppenheimer has spoken to the Librarian at the University about them, and they are being sent to him to see whether there is place for them in the Gest Oriental Library. In the meantime, I just wanted you to know they had arrived.

Yours sincerely,

(Mrs. John D. Leary)
Aide to the Director

ABRAHAM FLEXNER
522 FIFTH AVE.
NEW YORK 18, N. Y.

JM

December 20, 1948

Dear Dr. Oppenheimer:

I wish to confirm our telephone conversation held a few moments ago. I shall have sent to the Institute the four panels. I stipulate only that the Institute should mark each in an artistic way as gift of

Anne Crawford Flexner

If the Gest Oriental Library has no place for them, perhaps Dr. Dewald would be glad to have them in the Art Museum.

With every good wish,

Sincerely yours,

Abraham Flexner

Dr. Robert Oppenheimer
The Institute for Advanced Study
Princeton, New Jersey

AF:ESB

Fr # Flexner
5.7.

November 24, 1948

Dear Miss Jordan:

I have your letter of November 17th in which you request photographs of Dr. Abraham Flexner. Dr. Flexner retired as Director of the Institute for Advanced Study in 1939 and his files are no longer available at the Institute. I suggest that you write to Dr. Flexner's office in New York at 522 Fifth Avenue. I am sure that he or his secretary will be pleased to consider your request.

Yours sincerely,

Katherine Russell,
Director's Office

Miss Sarah Jordan
Press and Publications Division-OII
Department of State
250 West 57th St.
New York, N. Y.

DEPARTMENT OF STATE
250 West 57th Street
NEW YORK, N. Y.

572, 5th ave.

November 17, 1948

Director of Public Relations
Institute of Advanced Study
Princeton, New Jersey

Dear Sir:

As part of the government's overseas information program, we are preparing an article on the development of medical education in the United States and would like to obtain any photographs you may have on the activities of Dr. Abraham Flexner.

The effectiveness of the overseas information program has been largely the result of the very generous aid extended by publishers, industries, and scientific and educational institutions throughout the United States, and we hope that we may enlist your cooperation.

As our deadline is near, I will be grateful to hear from you as soon as possible. Thank you in advance for any assistance you are able to give us.

Cordially yours,

Sarah Jordan

Sarah Jordan, Picture Editor
PRESS AND PUBLICATIONS DIVISION-OII

ABRAHAM FLEXNER
522 FIFTH AVE.
NEW YORK 18, N. Y.

G-7
57. Flexner

November 17, 1948

Dear Dr. Oppenheimer:

I have your kind congratulatory note of November 11. I should have replied to it more promptly, but I spent the birthday week-end with my daughter in Arlington, Virginia, and did not return until yesterday.

At the moment I see no chance of visiting Princeton, but I shall not hesitate to ask the privilege when I have an opportunity.

With every good wish,

Sincerely yours,

Abraham Flexner.

Dr. J. Robert Oppenheimer
The Institute for Advanced Study
Princeton, New Jersey

AF:ESB

ABRAHAM FLEXNER
522 FIFTH AVE.
NEW YORK 18, N. Y.

March
26th
1948

Dear Doctor Oppenheimer:

I have been pondering over your letter of March 22nd. I do not find it easy to answer, for it fills me with a certain kind of fear for your future and that of the Institute. I cannot but wonder whether a precedent has not been created which may be embarrassing in the future. On the other hand, I am more and more persuaded that I must do nothing that will increase or anticipate difficulties for you or your associates.

I should not blame you if my previous letters have given you grave concern. May I ask you to cancel anything in them that may trouble you?

With my best wishes for you personally and for the Institute, believe me

Ever sincerely,

Abraham Flexner

Abraham Flexner

Dr. Robert Oppenheimer
The Institute for Advanced Study
Princeton, N. J.

AF/e

File Flexner
cc in de Tolnay file

March 22, 1948

Dear Dr. Flexner:

When we had our long talk many weeks ago I promised to write to you when the de Tolnay decision was made. It is time that I do that.

After our talk I again discussed with de Tolnay's colleagues throughout the Institute their willingness to reopen the decision so firmly expressed by them last year. In the nature of the case only Panofsky would be in any way professionally qualified to evaluate de Tolnay's work, though most of us - as a lay public - have read and examined it. Panofsky was quite unwilling to become involved in any way because of the bitterness which attaches to this relationship. The other members of the Faculty were, however, unwilling to reopen the case and requested me to accept their earlier recommendation as a binding one.

Quite apart from whether it will in the future be necessary or desirable to follow such a procedure of inviting Faculty concurrence on problems of this kind, I recognize that in this situation I had no option which would not meaninglessly and gravely offend my colleagues. And this more particularly since nothing was available to me in the way of professional insight or special information which would establish my competence as compared to theirs.

I therefore informed de Tolnay that it would not be possible to continue his relations with the Institute, at the same time expressing my profound regret that we were abandoning in mid-air a project so hopefully inaugurated. I know that you will share this regret and I also know that at other times in other hands the matter would have found a different disposition. It is my understanding that de Tolnay would with high probability find his work supported by a Guggenheim Fellowship. It is my hope that this will be the case and that however inadequate and ludicrous our performance, his own work will not suffer from it.

In most other ways the Institute is prospering and I have a not unhopeful feeling for its future. When some of the hopes are translated into history I shall want very much to talk to you.

With all cordial and warm good wishes,

Robert Oppenheimer

Dr. Abraham Flexner
Room 518
522 Fifth Avenue
New York 18, New York

J N copy for

S.F. Flexner

The Rhodes Scholarship Trust.

OFFICE OF THE
AMERICAN SECRETARY.

SWARTHMORE COLLEGE,
SWARTHMORE, PA.

Dec. 11,1947

Dear Robert:

What do you think of this draft of a letter to Dr. Flexner? It is a difficult letter to write, but this seemed to me the line to take. If there is anything you think ought to be changed, please let me know.

Yours sincerely,

Frank Aydelotte

Dr. Robert Oppenheimer

ABRAHAM FLEXNER
522 FIFTH AVE.
NEW YORK 18, N. Y.

December 16th, 1947

Dear Dr. Oppenheimer:

Aydelotte wrote me a note which I received yesterday. He has probably shown you my reply dated December 15th.

This morning, I re-read my letter to you and Aydelotte's reply to me. May I venture, in all kindness, to say that I am afraid you are making a second mistake? Aydelotte writes: "I believe that Dr. Oppenheimer intends to review the matter with the faculty".

I wonder if you have ever heard of a faculty that has actually been intelligent, courageous, and wise? I have been dealing with institutions of learning for over forty years. My experience with faculties leads me to distrust their wisdom, generosity or farsightedness. While I hate to refer you to my own books, may I call your attention to the chapter on the Institute for Advanced Study in I REMEMBER (p.356), especially pages 363 and the paragraph beginning on the last line of page 365 and concluding on page 366?

Do not be offended....do not misunderstand me.....if, in all kindness, I say to you what I think a man of my years ought to be able to say, without offense, to a young and brilliant man like yourself: no faculty could act wisely or farsightedly in the mess in which the Institute has become involved with de Tolnay. Only a leader can cure that. If I were in your shoes, I should not give a pin for the advice of any man on the Institute faculty. I should see for myself what needed to be done and I should do it, seeking only the approbation of the Trustees, whose word must necessarily be final.

Who have been the great educational creators in American education? President Eliot - who led! President Gilman - who led! Dr. Welch - who led! George Hale - who led! My brother, Simon - who led! My brother has told me - not once but many times - that he never summoned the members of the Institute to consult on questions of policy. I reorganized American medical education but I led. Of course, I consulted. I have traveled all over the western world getting advice from those who knew things that I did not know. Then I trusted my own faculties and proposed to the General Education Board as I did to the Trustees of the Institute for Advanced Study. Of course I made mistakes - and if you are interested to know what they were, I shall be happy to tell you - but I should have made many more if I had summoned the faculty and asked for their advice. The judgment of Gilman, Eliot, Welch, Mall, Halsted and Hale, and the leading thinkers and investigators in England, France, Scandinavia, Germany and Italy all counted. I deserve no credit for originality. Perhaps I deserve some credit for courage - which is all I deserve in connection with the bulletins on medical education. Professor Royce once said to me: "I have no difficulty in understanding Hegel's Absolute....what I can't understand is the talk that takes place at faculty meetings!" During my time at Princeton, Professor Morse said to me one day: "At Harvard the faculty would have spent two days on that agenda and you spent twenty minutes!"

More than ever I am anxious to meet you and I am not ashamed to say it. I will listen to anybody, but I will not abide by a vote. If I haven't the in-

telligence, surely the intelligence doesn't reside in a majority vote of persons who - whatever their individual merits in their own subjects - know very little of the history of thought and progress.

Forgive my concern. I am concerned for you - very deeply.....and concerned for the Institute - very deeply concerned....and I know that if Mr. Bamberger and Mrs. Fuld were alive, they would approve the steps which I have taken.

I hope you will see your way to get through all manner of red tape and, regardless of the approval or disapproval of the faculty, do what your own sense of justice tells you to do in dealing with a young scholar whose whole work and whole career will be ruined if his work at the Institute is terminated next June.

With every good wish,

Sincerely your friend,

Abraham Flexner

Dr. J. Robert Oppenheimer
The Institute for Advanced Study
Princeton, New Jersey

AF FTJ

ABRAHAM FLEXNER
522 FIFTH AVE.
NEW YORK 18, N. Y.

December 10, 1947

Dear Dr. Oppenheimer:

On April 15 I wrote you the following note:

> "Doctor Aydelotte has written me a confidential letter, informing me that you have been chosen to be his successor.
>
> I can hardly find words to express my gratification. The Institute offers a superb opportunity for American scholarship and science. In my opinion, you are ideally qualified to accept the Directorship. Not since Gilman was made President of Johns Hopkins has a more fortunate choice been made!
>
> I am extremely eager to meet you when you come East. Please let me know, so that I can see you and make your acquaintance either in New York or Princeton."

A week later you replied to me as follows:

> "It gave me the greatest pleasure to have your little note of April 15. I know to what extent the Institute at Princeton was conceived and nurtured by you, and it is a great source of comfort to me that you should think my hands appropriate for carrying on the work. I shall often wish to have your counsel.
>
> I know that I come to this position rather woefully ill-qualified for it, but your note gives me confidence that you will be glad to advise me on the many occasions when I shall have need for that."

We are now approaching Christmas, and I have not heard from you. Meanwhile, two or three members of the faculty of the Institute have spoken to me frankly and in unpleasant terms about what is happening there. I have said nothing to anyone, but yesterday Dr. de Tolnay came to see me and told me that he had been notified by you and Dr. Aydelotte that on the first of June, 1948, his connection with the Institute would cease.

I owe a very great debt to the memory of Mr. Bamberger and Mrs. Fuld. When they first approached me in 1930, they told me that they wished to establish a medical school at Newark. I persuaded them that that was impracticable and undesirable and that it would be far more to their credit and the credit of American scholarship and science if they established the Institute for Advanced Study. They followed my advice and gave me every possible opportunity.

I had at one time thought that having retired from the Directorship my duty to them ceased. I no longer hold this opinion. I think I am under an absolute obligation to them and to American scholarship to bring the Institute back to the ideal, the realization of which was their object, and I propose to use every honorable means of doing this. The termination of de Tolnay's work on Michael Angelo, which has been as creditable a performance as anything done by any other member of the

Institute, is an outrage. The first volume has had to be reprinted. The second volume is going to be reprinted. The third volume is going through the press. Three volumes remain, for which de Tolnay has the material in hand. For years Professor Panofsky has been insanely jealous of a younger man, whose career he should have encouraged in every possible way. This is not the only time when Panofsky's smallness as a man has been made evident. He told me on one occasion that he would never again enter the Morgan Library because of something Miss Belle Greene had said or done. I said to him,

"Professor Panofsky, you need the Morgan Library. I am going to make an appointment for you to call on Miss Belle Greene. If you fail to keep that appointment, I shall bring the matter before the Trustees and urge your dismissal."

Needless to say, Panofsky called on Miss Greene at the appointed time.

About two years ago Panofsky came to see me in my office here. In the course of our conversation I mentioned de Tolnay's work. He said,

"I have not spoken to de Tolnay for several years, and I will never speak to him as long as I live."

I replied, "Professor Panofsky, if I were Director, I would serve you with an ultimatum. You would speak to de Tolnay and coöperate with him or I would urge the Trustees to drop you from the faculty."

He rushed out of my office like a mad man, and I have not seen him or heard from him since.

De Tolnay's work on Michael Angelo and similar subjects must be completed. A university or a research institute cannot drop a man doing work of this kind without suffering the consequences. Unless the Trustees reverse their action and continue the support of de Tolnay, which is far too niggardly, I shall bring the matter to the attention of the whole American public, for the Institute has violated freedom of learning, and it cannot do that with impunity. My voice still carries weight, and the American academic public knows me too well to believe that I would criticise adversely you or the Trustees or the Institute unless you had done something which you and they should never have done. I shall give you the benefit of every doubt, for I cannot believe that you are familiar with what has happened and what is involved. I shall not act hastily, for such is not my nature, but I shall expect a reply within a reasonable time.

If you desire to discuss the situation with me rather than to write about it, I shall be very happy to see you. I would be willing to come to Princeton, but I have had an attack of laryngitis, which makes traveling inadvisable at this moment.

With every good wish,

Sincerely yours,

Abraham Flexner

Dr. J. Robert Oppenheimer
The Institute for Advanced Study
Princeton, New Jersey

AF:ESB

January 28, 1946

Dr. Abraham Flexner
522 Fifth Avenue
New York 18, New York

Dear Dr. Flexner:

Thank you for your letter of January 23rd which I found on my desk when I returned from a week's holiday this morning. Enclosed herewith are excerpts from the Minutes of the Board concerning your retiring allowance. I hope this will give you the information you need and that the delay in sending it has not seriously inconvenienced you.

Yours sincerely,

Jane S. Richardson
Secretary to Dr. Aydelotte

FA:jsr

EXCERPT FROM THE MINUTES OF THE MEETING OF THE EXECUTIVE COMMITTEE OF THE

INSTITUTE FOR ADVANCED STUDY - NOVEMBER 24, 1939

"The matter of Dr. Flexner's salary, pension, and title having been left by the Trustees to the Executive Committee with power, it was voted that Dr. Flexner receive full salary for the remainder of the calendar year, 1939. It was voted that the resolution passed on January 9, 1933, that upon his retirement Dr. Flexner receive a pension of $8,000.00 per year and that in the event of his death there be paid to his wife, Anne Crawford Flexner, should she survive him, during the period of her widowhood, a pension of $5,000.00, be amended in respect to the amounts mentioned and that Dr. Flexner's pension be fixed at $12,000.00 per year beginning January 1, 1940, and that his wife, Anne Crawford Flexner, in the event that she survives her husband should receive a pension of one half the amount, that is, $6,000.00 per year, during her widowhood."

EXCERPT FROM THE MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF THE

INSTITUTE FOR ADVANCED STUDY - JANUARY 22, 1940

"Mr. Maass stated that the minutes of the meeting of the Executive Committee held on November 24, 1939, had been distributed, and, on motion, they were ratified."

January 23, 1946

Dear Dr. Flexner:

I take pleasure in sending you a copy of Bulletin No. 11, our latest, under separate cover. You probably already have this bulletin, since you are of course on our permanent mailing list, but I send No. 11 along in case there may have been a slip-up. The new bulletin is being prepared but will not appear for some weeks. You may be sure that we shall send it to you as soon as it comes from the printers.

Hoping that we may have the pleasure of a visit from you at the Institute soon,

Yours very sincerely,

Secretary to Dr. Aydelotte

P.S. I take the liberty of answering your letter in Miss Richardson's absence. KK

Dr. Abraham Flexner
Carnegie Foundation
522 Fifth Avenue
New York 18, N. Y.

FA:KK

January 23, 1946

Dear Dr. Flexner:

I take pleasure in sending you a copy of Bulletin No. 11, our latest, under separate cover. You probably already have this bulletin, since you are of course on our permanent mailing list, but I send No. 11 along in case there may have been a slip-up. The new bulletin is being prepared but will not appear for some weeks. You may be sure that we shall send it to you as soon as it comes from the printers.

Hoping that we may have the pleasure of a visit from you at the Institute soon,

Yours very sincerely,

Secretary to Dr. Aydelotte

P.S. I take the liberty of answering your letter in Miss Richardson's absence. KK

Dr. Abraham Flexner
Carnegie Foundation
522 Fifth Avenue
New York 18, N. Y.

FA:KK

ABRAHAM FLEXNER
522 FIFTH AVENUE
NEW YORK 18, N. Y.

May 8th, 1945

Dear Frank:

Your telegram reached me the day it was sent. Now, for the first time since Ben passed away, I have spent the morning dictating replies to letters and telegrams.

I told my sister that I had heard from you and that you and Marie sent us an expression of heartfelt sympathy. She asked me to express her appreciation as I do mine.

Ever sincerely,

A. F.

Dr. Frank Aydelotte
Olden Lane
Princeton, New Jersey

ABRAHAM FLEXNER
522 FIFTH AVENUE
NEW YORK 18, N. Y.

January 22, 1946

Miss Jane Richardson
Institute for Advanced
Study
Princeton, New Jersey

Dear Miss Richardson:

I should like very much to have a copy of your latest bulletin, and I wish very much that you would put me on your regular mailing list.

With every good wish,

Sincerely yours,

Abraham Flexner.

AF:GH

April 17, 1945

"Dear Mr. Moe:

"I am greatly relieved to receive this morning your letter of April 16th. I think the position which your committee has taken in considering the question of my renomination is perfectly sound. I understand and I approve.

"If in the future I can be of any service to you or to the Trustees, do not hesitate to consult me, but I do not wish any responsibility for the future of the Institute, and I do appreciate the respect which I have received.

"With all good wishes for the Institute and the Trustees, I am

Sincerely yours,

ABRAHAM FLEXNER"

Jane - I left this for you. IC

ABRAHAM FLEXNER
522 FIFTH AVENUE
NEW YORK 18, N. Y.

January 23, 1946

Miss Jane Richardson
Institute for Advanced
Study
Princeton, N. J.

Dear Miss Richardson:

I wrote to you yesterday, but neglected to say that I should like a copy of the resolution passed by the Board fixing my retiring allowance.

I should be greatly obliged if you would send this to me.

Sincerely yours,

Abraham Flexner.

AF:GH

copy

April 16, 1945

Dear Dr. Flexner:

It is my turn this year to be chairman of the nominating committee of the Institute for Advanced Study. The committee had a meeting last Friday and, continuing a line of thinking that has been under discussion during the years I have served on the committee, it was decided that the nominating committee had a duty to make a start by its recommendations toward reducing the average age of the Board of Trustees. It was felt that for continuity of policy and for understanding of the future of the Institute in the light of knowledge of its founders' purposes, comparatively young men now should be added to the Board, who by association, in and out of meetings, with those who have the vision of the founders will catch that vision and carry it on. I trust that you will agree with that position. I remember discussing much the same thing with Senator Guggenheim a few years before his death and that he took steps to add younger Trustees to the Board of Trustees of the John Simon Guggenheim Memorial Foundation.

It is in this spirit and with this purpose that the nominating committee decided not to renominate you to the Board but rather to nominate a younger man for the ensuing five-year term. We trust that you will both understand and approve of this action. We want you to know in advance what our recommendation is to be; for the man who was the Institute's organizing Director has most special claims to our courtesy and consideration.

With the respect I have always had for you since I, as a very young foundation officer, met a great one.

Sincerely yours,

Henry Allen Moe

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

M:1

ABRAHAM FLEXNER
522 FIFTH AVENUE
NEW YORK 18, N. Y.

December 20, 1944

Dear Frank:

I have received your letter of December 18 enclosing a copy of the request of Dr. Erhardt. I am sure that Dr. Warren can be of great service to the Office of Foreign Service, and I thoroughly approve an indefinite leave of absence.

Very sincerely yours,

Abraham Flexner

Dr. Frank Aydelotte
The Institute for Advanced Study
Princeton, N. J.

AF:ESB

ABRAHAM FLEXNER
522 FIFTH AVENUE
NEW YORK 18, N. Y.

November 21, 1944

Dear Frank:

When writing yesterday I should have thanked you for the notice that Professor Rabi had won a Nobel Prize. I am delighted for his sake and for the sake of the Institute. It is distinction of this sort that led to the establishment of the Institute.

With best wishes,

Sincerely yours,

A.F.

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

AF:ESB

November 21, 1944.

Dear Dr. Flexner:

I am delighted to hear that you can attend the meeting on the twenty-eighth and I am informing everybody concerned. I hope we shall have better weather than we have today.

With kindest regards, I am

Yours sincerely,

Frank Aydelotte

Dr. Abraham Flexner
522 Fifth Avenue
New York 18, N. Y.

FA:KK

ABRAHAM FLEXNER
522 FIFTH AVENUE
NEW YORK 18, N. Y.

November 20, 1944

Dear Frank:

I had not expected to come to the Board meeting called for the 28th, but my appointments have now changed, and I find that I shall be able to come. I assume that Edgar and Miss Richardson should be notified of this change of plan.

This is a vile day here, and we are promised sleet and snow this afternoon and evening. I hope that you are warm at home and at Fuld Hall and that all is well with you and Marie and Bill.

Ever sincerely,

A. F.

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

AF:ESB

CLASS OF SERVICE DESIRED			
DOMESTIC		CABLE	
TELEGRAM		ORDINARY	
DAY LETTER		URGENT RATE	
SERIAL		DEFERRED	
NIGHT LETTER		NIGHT LETTER	

Patrons should check class of service desired; otherwise the message will be transmitted as a telegram or ordinary cablegram.

WESTERN UNION

1207

A. N. WILLIAMS
PRESIDENT

$	CHECK
S	ACCOUNTING INFORMATION
F	TIME FILED

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

Received July 19, 1944

FOR VICTORY BUY WAR BONDS TODAY

To Dr. Frank Aydelotte

Care of or Apt. No. Institute for Advanced Study

Street and No.

Place Princeton, New Jersey

Thank you for telegram. Sorry I cannot reach New York for funeral.
Deeply grieved by Mrs. Fuld's death.

Signed: Abraham Flexner
Burks Falls
Ontario, Canada

Sender's name and address
(For reference only)

Sender's telephone number

Waterford, Connecticut
July 17, 1944

Dear Dr. Flexner:

Many thanks for your letter of July twelfth. You will be invaluable on this Committee on Resolutions.

I am sorry to report to you that we hear disturbing news about Mrs. Fuld. Marie and I dined with her just before she left for Lake Placid and she did not seem too well then. We heard that she stood the trip (which she made in an ambulance) as well as could be expected, but during the last few days she has taken a turn for the worse and Mr. Edgar Bamberger and Mr. Farrier have been sent for. I will send on to you any later news we may receive and earnestly hope that it may be good.

We are settled here in a house belonging to some relatives of ours in a quiet place near New London. We hope to get a six weeks' holiday, though my stay will have to be interrupted by one or two trips down to Princeton on Institute business. Our address is simply Waterford, Connecticut, and our telephone is New London 2-1983.

With affectionate regards in which Marie joins to Anne and yourself, I am

Yours sincerely,

Frank Aydelotte

Dr. Abraham Flexner
Magnetawan
via Burk's Falls
Ontario, Canada

FA:KK

ABRAHAM FLEXNER
MAGNETAWAN, VIA BURKS FALLS
ONTARIO, CANADA

July 12/44

Dear Frank:

Have yours of the 8th informing me that Mr. Hardin has designated me a member of the Committee to draft resolutions regarding Mr. Bamberger. I shall be happy to serve. I shall return to New York early in September.

We have had an unusually dry & warm week, broken up last night by a storm. We often look at Kelly's Point & wished you had acquired it; it has lately been sold & a new dock is in

process of building.

Dear Jonnie, all in best wishes to you

fam, Marie & Bill.

always sincerely

A. F.

June 26, 1944

Dr. Abraham Flexner
150 East 72d Street
New York, New York

Dear Dr. Flexner:

I am enclosing the two autographs you requested, and Dr. Aydelotte has asked me to tell you that he is writing to you himself this week in answer to your letter.

Yours very truly,

Secretary

June 21, 1944

Dr. Abraham Flexner
522 Fifth Avenue
New York 18, New York

Dear Dr. Flexner:

This is to acknowledge your letter of June nineteenth which has come in Dr. Aydelotte's absence. He has gone to Buck Hill for two weeks, and I shall forward your letter to him there.

Very truly yours,

Secretary

January 19, 1944

Dear Dr. Flexner:

I am just back from the South and find your letter of January 17th. I am delighted that you intend to come to the next Board Meeting. I am going over to see Mr. Bamberger either on Saturday, the 22nd, or on Monday, the 24th, and shall be glad to go on to New York to see you. I suppose you will be at your apartment in the afternoon. I could go there sometime in the neighborhood of four o'clock or at any rate between four and five. I am going to telephone Mr. Bamberger late this afternoon and shall put a postscript at the end of this letter saying whether it suits him better to have me come on Saturday or on Monday.

We have had a delightful holiday and feel much better for it.

Yours sincerely,

FRANK AYDELOTTE

Dr. Abraham Flexner
Carnegie Foundation
522 Fifth Avenue
New York 18, N. Y.
FA/MCE

ABRAHAM FLEXNER
~~PRINCETON, NEW JERSEY~~
522 Fifth Avenue
New York 18, N.Y.
January 17, 1944

Dear Frank:

As the Board meets next week, I judge that you and Marie will be returning sometime during the present week. I hope you have both had a thoroughly good time and that the weather was favorable. You have missed some unpleasant weather, one snowfall followed by slush, and a good many days when the thermometer fell to twenty in the morning. On the whole, however, the weather has not thus far been severe. I hope for your sake as well as for the rest of us that mild weather will continue.

I received last week the minutes of the Executive Committee meeting. I do not understand the considerations which led to some of the actions taken. Mr. Bamberger told me some weeks ago that he wanted me to attend the Board meetings, and I agreed to do so. I have never been in the position of differing with you at a meeting of the Board and I do not wish to do so if it can possibly be avoided. I suggest that you and I try to meet towards the end of this week - in New York, if you should be coming here, or in Princeton, if you are not coming to New York on any errand. If in Princeton, I prefer to come down on a late evening train and to see you at your office the following morning. I can be reached by telephone at the Carnegie Foundation, if that is necessary, or by mail.

Anne and the girls are fine, as I am myself. Were she here, Anne would ask to join me in best wishes to you and Marie and Bill.

Ever sincerely,

A. F.

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

AF:ESB

December 14, 1943

Dear Dr. Flexner:

Dr. Aydelotte is back from Newark. He has just called me from his house and asked me to tell you that he saw Mr. Leo Chase, but got nothing from him at all. Mr. Chase would not even put his name down short of anything after January 14th. He confessed that he knew Betty Ramalo, but she apparently did not have much influence with him. Dr. Aydelotte was unable to convince Mr. Chase that he had any claim. He wants to report this to you in case you think of anything else to do.

Yours sincerely,

~~FRANK AYDELOTTE~~

MARIE C. EICHELSER

Dr. Abraham Flexner
Carnegie Foundation
522 Fifth Avenue
New York 18, N. Y.

December 13, 1943

Dear Dr. Flexner:

The book arrived from the Carnegie Foundation Saturday and I read part of it last night with the keenest interest. I shall finish it immediately, but I have already gone far enough to see what an extraordinarily interesting story you have made not merely of Pritchett personally but also of the significant educational and philanthropic movements with which he was concerned. I was amused to see that President Butler had warmly endorsed your work.

Yours sincerely,

FRANK AYDELOTTE

Dr. Abraham Flexner
Carnegie Foundation
522 Fifth Avenue
New York 18, N. Y.

FA/MCE

November 22, 1943

Dear Dr. Flexner:

I am just back and have brought you very hearty greetings and warm regards from any number of people in Oxford and especially from the Warden of All Souls and from G. N. Clark. Had you heard that Clark is to be Trevelyan's successor at Cambridge?

I heard a good deal of talk about Nuffield College. As you probably know, Harold Butler has resigned, and I think Cole is giving up as acting head. A good many people in Oxford think that Nuffield should take more of the line which we are following at the Institute, in which I myself thoroughly agree.

I had a great deal of talk about Institute problems, not merely with Riefler and Mitrany but also with many English scholars, notably at a dinner of the Royal Society Club and with various similar groups. I had two or three conversations with Niels Bohr. He is coming to the United States soon and if he can properly do so he would like to make the Institute his headquarters, though he will for the present be almost entirely engaged in war work. His brother Harald will stay in Sweden.

I was sorry to miss T. J., but my time was not my own and I found it impossible to make connections with him. The Wylies are well and asked to be remembered to you. I dined with the Beveridges the night before I left and have brought back with me the outline of a plan which Beveridge is soon going to publish on how to secure full employment in a free economic system. This was the subject of a conference which Stewart and Joe Willits arranged at the Institute for Beveridge last summer. Beveridge did not then know the answer. Whether these documents give it I do not know, but I shall be very much interested to see what Stewart and Warren think.

With affectionate regards to Anne and yourself,

I am

Yours sincerely,

FRANK AYDELOTTE

ABRAHAM FLEXNER
~~PRINCETON, NEW JERSEY~~

522 Fifth Avenue
New York (18), N.Y.
June 30, 1943

Dear Frank:

May I answer informally the kind invitation from you, Marie, and the Faculty of the School of Economics to have tea at Fuld Hall on July 2 in order to meet Sir William and Lady Beveridge?

Unfortunately, a fortnight ago we arranged to go to Canada on the evening of July 1 and, as you know, it is impossible to make a change in reservations. We greatly regret that we cannot be present. I should love to meet Beveridge and Lady Beveridge if only for the sake of renewing a long-standing friendship. May I ask you to give them both our warmest greetings and to express the hope that we may all live to meet again in Oxford?

With every good wish for you, Marie, and Bill for the summer,

Ever sincerely,

A. F.

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

AF:ESB

Charge to the account of Institute for Advanced Study $

CLASS OF SERVICE DESIRED			
DOMESTIC		CABLE	
TELEGRAM		ORDINARY	
DAY LETTER		URGENT RATE	
SERIAL		DEFERRED	
NIGHT LETTER		NIGHT LETTER	
SPECIAL SERVICE		SHIP RADIOGRAM	

Patrons should check class of service desired, otherwise the message will be transmitted as a telegram or ordinary cablegram

WESTERN UNION

1217-B

R. B. WHITE
PRESIDENT

NEWCOMB CARLTON
CHAIRMAN OF THE BOARD

J. C. WILLEVER
FIRST VICE-PRESIDENT

CHECK

ACCOUNTING INFORMATION

TIME FILED

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

May 29, 1943

Dr. Abraham Flexner
The Sulgrave
Park Avenue & 67th Street
New York City

Could you see me Carnegie Foundation Tuesday morning about eleven

Frank Aydelotte

June 19, 1943

Dear Dr. Flexner:

I hope you will agree with me that the Board of Trustees of the Institute reached a satisfactory solution in the matter of pensions and one which is as generous as our means allow. You will find all the details in the minutes which are being sent out under separate cover.

I have informed all the individuals concerned except those who are out of the country and find that they all take the position that the arrangements are wise and generous - all, that is, except Lowe and Herzfeld, who are disappointed at having to retire at sixty-five. Both men feel that they had assurances from you that the sixty-five age limit would not apply to them, but on looking over the terms of your letters of appointment to them I think they are both convinced that they had construed what you said was a possibility as a promise. I pointed out to them that in view of the present financial condition of the Institute we had no choice but to insist upon their retirement at the statutory age and that they had both been treated extremely generously so far as annuities are concerned. We are, of course, doing more for Herzfeld than for any member of the faculty.

I had been in hopes that both Lowe and Herzfled would feel that they could keep right on with their work in their present quarters. I hope we can do something to find additional support for Lowe from the Carnegie Institution, the Carnegie Corporation, or the Rockefeller Foundation. The Carnegie Institution is, I think the best prospect, and it would solve Lowe's problem if they would resume for a limited number of years their former subsidy to him.

Herzfeld's case is more difficult. He feels that he cannot live in Princeton on $4000, but I hope to be able to persuade him that this is definitely within the realm of possibility. When one considers the

savings he would have in income tax, insurance, contribution to T.I.A.A., etc., the difference is much less than would appear at first sight.

I am happy to say that Mr. Bamberger, who was a little appalled at the magnitude of the pension problem at first, has expressed himself to me as very well satisfied with the solution reached. I feel myself that we have taken a long step forward in the direction of putting the Institute finances on a sound basis.

You know, of course, that Wes has secured his reentry permit. I hope you will have a very good summer in Canada and that the trouble with your voice will be entirely ended by the time you return in September.

With affectionate regards, in which Marie joins, I am

Yours sincerely,

FRANK AYDELOTTE

Dr. Abraham Flexner
Carnegie Foundation
522 Fifth Avenue
New York City

FA/MCE

May 18, 1943

Dear Dr. Flexner:

The special committee on pensions reached, I think, a very satisfactory conclusion. I enclose herewith a draft of their report, and if you are to be in your office at 522 Fifth Avenue on Thursday morning about 11 o'clock I should like to drop in to see you for a few minutes to get your comments. I hope you will be as pleased with it as I am.

Don't trouble to answer this letter or to stay in for me Thursday morning. If I miss you then I will try to find you another day.

Yours sincerely,

FRANK ANCHORETTI

Dr. Abraham Flexner
Carnegie Foundation
522 Fifth Avenue
New York City

FA/MCE

5 May 1943

Dear Dr. Flexner:

I have to be in New York on Friday and shall look in at the Carnegie Foundation some time between ten and eleven in the hope of finding you and of getting your advice on our pension plans about which I wrote to you the other day.

With kindest regards, I am

Yours sincerely,

FRANK AYDELOTTE

Dr. Abraham Flexner
Carnegie Foundation
522 Fifth Avenue
New York City

STANDARD TIME INDICATED

RECEIVED AT
54 NASSAU STREET
PRINCETON, N. J.
TEL. 2273

TELEPHONE YOUR TELEGRAMS TO POSTAL TELEGRAPH

Postal Telegraph

Mackay Radio | All America Cables
Commercial Cables | Canadian Pacific Telegraphs

(59)

THIS IS A FULL RATE TELEGRAM, CABLEGRAM OR RADIOGRAM UNLESS OTHERWISE INDICATED BY SYMBOL IN THE PREAMBLE OR IN THE ADDRESS OF THE MESSAGE. SYMBOLS DESIGNATING SERVICE SELECTED ARE OUTLINED IN THE COMPANY'S TARIFFS ON HAND AT EACH OFFICE AND ON FILE WITH REGULATORY AUTHORITIES.

Form 16

MY35N (FIVE) 6=MY NEWYORK NY 29 258P=
DR FRANK AYDELOTTE=
OLDEN MANOR(PRINCETON NJ)=

GLAD TO SEE YOU TUESDAY MORNING=

ABRAHAM FLEXNER

19 March 1943

Dear Dr. Flexner:

Many thanks for your note and for your clipping from the Manchester Guardian. I had already suggested to the editor of the American Oxonian that he get somebody in Oxford to prepare an article on this bequest of Wytham Abbey, which offers most interesting possibilities. I am glad to have the clipping to send on to the Oxonian in this connection.

I shall be coming to New York some time in the near future and hope I may be blessed with a good day to come to see you. It has been a trying winter, and I am not surprised that you feel the effect of some of the bad weather we are having. As a matter of fact we are pretty likely to have more during the next month or six weeks and I wonder if it would not do you and Ann good to run off to some place in the near South to see the azaleas and get a kind of advanced taste of spring.

Yours sincerely,

FRANK AYDELOTTE

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

THE INSTITUTE FOR ADVANCED STUDY
Founded by Mr. Louis Bamberger and Mrs. Felix Fuld
PRINCETON, NEW JERSEY

March 18, 1943

Dear Dr. Flexner:

It has been found necessary to change the date of the meeting of the Executive Committee from Monday, March 22, to Friday, March 26th, to be held at the Downtown Club, Newark, at one o'clock. We should all be glad to have you come, but I know that Mr. Bamberger and everyone else would understand if you feel that doing so would be a strain on your voice.

Yours sincerely,

Frank Aydelotte

Dr. Abraham Flexner
Carnegie Foundation
522 Fifth Avenue
New York City

FA/MCE

March 12, 1943

Dear Dr. Flexner:

I have your letter and shall be glad to get from Mr. Leidesdorf the exact information about these gifts, both as to time and amount. I telephoned him about the matter this morning, to find that he is going to be very busy until after the 15th of March, so the information may be a little delayed. When I have these facts in hand I want to come over and see you about your letter. I have several other suggestions for it which I should like to talk over with you.

Yours sincerely,

FRANK AYDELOTTE

Dr. Abraham Flexner
Carnegie Foundation
522 Fifth Avenue
New York City

FA/ACE

ABRAHAM FLEXNER
150 EAST 72ND STREET
NEW YORK CITY

March 16, 1943

Dear Frank:

I have your note of the twelfth I shall be glad to see you any time at your convenience, only don't come on a rainy or snowy day, for my voice troubles me a good deal in damp weather.

I am enclosing a clipping from the recent issue of the Manchester Guardian, which will interest you.

Very sincerely yours,

A. F.

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

AF:ESB

ABRAHAM FLEXNER
150 EAST 72ND STREET
NEW YORK CITY

February 1, 1943

Dear Frank:

I found the enclosed clipping in a copy of The Manchester Guardian which was waiting for me when I reached home yesterday. I know how deeply you are interested in this subject.

I found Anne and Eleanor both well, and I confess I am happy to be at home where I shall continue my quiet life as long as this miserable weather lasts.

With all good wishes to you and Marie,

Ever sincerely,

A. F.

Dr. Frank Aydelotte
Olden Manor
Olden Lane
Princeton, New Jersey

AF:ESB

Have you read the enclosed from the Reader's Digest? Ask yourself seriously that contribution Earle or Bateman could have made or that they made. Please return.

January 22, 1943

Dear Dr. Flexner:

I am very sorry to hear that this trouble with your throat is keeping on so long, but, of course, you must not come to the meeting unless you feel entirely fit.

I shall be glad to read your letter to the Board and have no doubt that they will be happy to incorporate it in the minutes. You may want to change it when you see the actual report of the Gest Library Committee.

I am delighted that you are coming to Princeton and look forward to seeing you as soon as you arrive. I had dictated so much when Miss Richelser told me that you were already here. I shall, of course, get over to the Inn to see you as soon as possible.

Yours sincerely,

FRANK AYDELOTTE

Dr. Abraham Flexner
Princeton Inn
Princeton, New Jersey

FA/MCE

ABRAHAM FLEXNER
150 EAST 72ND STREET
NEW YORK CITY

January 18, 1943

Dear Frank:

I am just now beginning the fourth week of the trouble with my throat and trachea. I am well except for the physical and nervous results of this tedious bout. Last week I came to the office for an hour on Friday. This morning I am here again. I have talked with Mr. Bamberger on the telephone, and he has urged me not to try to come to the meeting. I have told him that I would come if I felt thoroughly well but otherwise I would not take the risk. The doctors think that, if I get out of the city into the fresh country air, I will recuperate more rapidly, so I am going down to the Princeton Inn whenever I am able. If the weather is bad, I can sit out on the veranda muffled up and, if it is good, I can sit in the sunshine and walk about and see a few people in the course of the day - one at a time. Of course, if you are going to be back while I am there, I shall reserve time for you when you have the leisure.

Meanwhile I am enclosing a letter to you which I hope you can read to the Board and get permission to insert in the minutes. I am sending also a statement about Robert Garrett's gift to Princeton and the John Work Garrett legacy to Johns Hopkins showing that the only way to build up a library that will be valuable in years to come is to collect either by gift or purchase without view to immediate use.

Under separate cover I send the last report of the Huntington Library and Art Gallery, which shows how the friends of the Huntington Library are turning over to the institution all sorts of manuscripts and publications of which no one can possibly now foresee the ultimate use. For us to part with the Gest Library or ourselves to attach conditions to gifts that are offered without condition is I think shortsighted.

I hope you have had a grand vacation and that you will come back full of "pep" and vigor, and of course the same applies to Marie.

Ever sincerely,

A. F.

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

AF:ESB

December 22, 1942

Dear Dr. Flexner:

In response to your telephone call, I can give you in very brief form a comprehensive statement of the financial position of the Institute at this moment.

We have not balanced our budget out of our own funds since 1938. The result of each year's operations since that time, as given in the auditor's report, is as follows:

1937-38	Surplus	$16,110.28
1938-39	Deficit	25,570.41
1939-40	"	36,820.99
1940-41	"	2,348.14
1941-42	Surplus	1,995.58

The deficit for 1939-40 would have been still greater except for the fact that the Institute paid me no salary that year. The deficits for 1938-39 and 1939-40 were due partly to new salaries in economics and partly to the operation of Fuld Hall and other additional expenses for which no additional income was available. Our comparative solvency in 1940-41 and 1941-42 was due to our having obtained additional temporary income, partly from Mr. Bamberger and the Rockefeller Foundation and partly from the Carnegie Corporation.

Expenses added since 1938 without any corresponding addition to our resources are (excluding minor items) the following:

Two salaries in economics	$30,000
Contribution on these to Teachers Ins. & Annuity	1,500
Economics stipends - approx.	10,000
Operation of Fuld Hall	20,000
Director's Pension	12,000
Library	25,000
	$98,500

This, however, is not quite the whole story. We shall in a few years time be compelled to provide in our budget an annual sum for repairs and renovations to Fuld Hall and for pensions. We ought, furthermore, to increase the amount which we devote to stipends.

The situation in regard to retirements is as follows:

Date	Professor	Pension Promised	T.I.A.A.	Inst. Budget
June, 1944	Einstein	$8000	$1909.44	$6090.56
June, 1945	Veblen	8000	2439.00	5561.00
June, 1945	Lowe		2650.44	
June, 1945	Herzfeld		780.80	

It is my opinion, and I know it is yours, that every consideration of humanity and of the prestige of the Institute demands that we add something to the amounts which Lowe and Herzfeld will receive from the Teachers Insurance and Annuity Association. If we brought the pensions of these two men up to $4000, our pension load for professors, beginning in June, 1945, would be $16,220.32, or, including your own pension, $28,220.32. If we were content to bring Lowe's and Herzfeld's pension up to only $3000, which is all that Stewart thinks it safe to do with our present resources, this amount would be reduced by $2000.00.

The upshot of all this is that we are running at least $125,000 behind at the present moment, which is the interest on $4,000,000. I hope, however, that Mr. Bamberger's generosity will extend not merely to the point of covering our present commitments but will make some provision for such interesting extensions as the development of Oriental studies, Latin-American studies, and work in other fields in which I think the Institute might make a great contribution. I have not talked much with Mr. Bamberger about such developments because I did not want to frighten him, but my own opinion is that the plan which you laid down for the Institute and its method of approach to scholarship is so effective, so much needed, and promises such fruitful results that it would be nothing less than a tragedy if we were not going to be able to enter other fields. We need not enter them all at once and we can exchange one subject for another, but we need some margin in order to do anything.

Yours sincerely,

FRANK AYDELOTTE

Dr. Abraham Flexner
Carnegie Foundation
522 Fifth Avenue
New York City
FA/MCE

Thursday, 17th December

W. U. Telegram received over phone at noon (via B. A. Miller)

Happy to see you at home tomorrow afternoon at four.

Abraham Flexner

December 16, 1942

Dear Dr. Flexner:

Some matters have come up concerning the Institute about which I am most eager to get your advice. I have to go over to Newark for a meeting of the Finance Committee on Friday, December 18th, at one o'clock, and if you were free to see me about four o'clock that afternoon I should love to go over to New York for a talk with you. I suppose you will be at your apartment and I am sure I shall be through with my meeting in time to get over there by four o'clock.

I should be grateful if you would send me a telegram letting me know whether it would be convenient for you to see me at that time.

Yours sincerely,

FRANK AYDELOTTE

Dr. Abraham Flexner
Carnegie Foundation
522 Fifth Avenue
New York City

FA/MCE

ABRAHAM FLEXNER
150 EAST 72ND STREET
NEW YORK CITY

November 13, 1942

Dear Frank:

Thank you for yours of the twelfth with a copy of the auditor's report. I am naturally delighted that you have managed to come through with a small surplus this year.

Mr. Bamberger called me up a few moments ago and talked very much like his old self. I will go down to see him as soon as the Pritchett manuscript is in the hands of the printer.

Meanwhile, I shall be delighted to meet the committee on the Gest Library Monday, November 23, at 2:30 p.m. at our apartment.

Always sincerely,

A. F.

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

AF:ESB

November 12, 1942

Dear Dr. Flexner:

I have obtained an extra copy of the auditor's report and send it to you herewith. You will see that by heroic efforts we managed to come through with a small balance on the right side of the ledger.

I am delighted that you can see the members of the Gest Library Committee on Monday, the 23rd. We shall be glad to come to your apartment at 2:30.

Yours sincerely,

FRANK AYDELOTTE

Dr. Abraham Flexner
Carnegie Foundation
522 Fifth Avenue
New York City

FA/MCE

November 10, 1942

Dear Dr. Flexner:

We were all sorry you could not get down last night. Anne had got together a very pleasant group consisting of the Wertenbakers, the Lovedays, and herself.

I also had a good meeting of the committee on the Gest Library and I am sorry that you could not be here to meet with them. I want the committee to talk with you and it would suit them best if you could meet with them Monday, November 23rd, at 2:30 in the afternoon. Since I know that you do not go down to your office in the afternoon, I should be glad to bring the committee (consisting of Edgar Bamberger, Moe, and Veblen) up to your apartment. If for any reason you prefer to see them downtown we could come over to the Carnegie Foundation or you could come over to the Guggenheim Foundation, whichever you prefer.

In preparation for the meeting yesterday I sent the members of the committee the facts connected with the acquisition of the library, the terms of the gift from the Rockefeller Foundation, and the terms of the appointment of Dr. Swann. I mention this last because the question was raised in the Board Meeting whether Dr. Swann was on annual appointment or on permanent tenure. The minutes indicate quite clearly that the latter is the case. I enclose copies of all these documents, so that you will know exactly what the committee knows about the subject so far.

In the meeting yesterday the principal points discussed were the importance of the Gest Collection and the great opportunity which adequate use of this library would offer us to make a contribution to Chinese studies, which are sure to have a larger place in American scholarship in the future than they have ever had in the past.

I outlined tentatively the kind of budget which would be necessary to make the Gest Library of real use to scholars. This would require a sum roughly

of the same order as our other schools - at least $60,000 to $80,000 per year, and if our work in Chinese studies were a success it would be sure to grow, and grow more expensive. One considerable item of expense would be modern books. The Huntington Library was a very difficult place in which to work when it was first opened because it consisted entirely of old books, with none of the modern sets of periodicals and literary critical material. The situation with the Gest Library would be exactly the same and an expenditure of perhaps $100,000 over a period of years would be necessary to make the collection useful for the purposes of modern scholarship.

Any such financial support of the Library is of course out of the question until the Institute has more funds and indeed until it has a sufficiently large increase in its funds to enable us to balance our budget and take care adequately of commitments already made, so that the real question which the committee will have to decide is whether the potential importance of the library is not good enough to justify us to continue the expenditure of approximately $7000 a year necessary for maintenance on the present scale. The committee visited the library, talked at length with Dr. Swann about her work, and I think were under the impression that it would hardly be feasible to save any of the funds which we are spending on it at the present moment and which are barely sufficient for its maintenance.

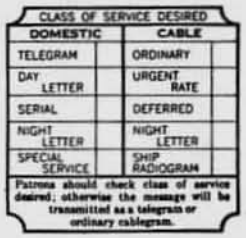
I think you would have enjoyed all these discussions and I hope very much that you will be able to meet with the committee on the 23rd.

Yours sincerely,

FRANK AYDELOTTE

Dr. Abraham Flexner
Carnegie Foundation
522 Fifth Avenue
New York City

FA/MCE



Institute for Advanced Study

COPY OF WESTERN UNION TELEGRAM

October 31, 1942

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

Realize tea Monday will interfere with our conversation Could you come out at three o'clock for talk before tea or would you prefer four o'clock Tuesday afternoon Either convenient for me.

Frank

ABRAHAM FLEXNER
150 EAST 72ND STREET
NEW YORK CITY

October 29, 1942

Dear Frank:

Anne has told me that Marie has invited her to tea Monday afternoon so that we can both meet all our friends there. We are, of course, extremely happy to have this opportunity, but on the other hand I cannot hurry away from the tea for the conversation which you and I had arranged for Monday afternoon; and, as we shall probably be dining out, you and I would, I think, not have time to go over in a leisurely way the various matters with which I wish to acquaint you. I have no appointments in Princeton for any day next week so that I can see you at any time convenient to you in the morning after ten or in the afternoon after three.

Looking forward with great pleasure to a week in Princeton and the opportunity of seeing you, Marie, and other friends, I am

Always sincerely,

Abraham Flexner

Dr. Frank Aydelotte
Olden Manor
Princeton, New Jersey

AF:ESB

October 20, 1942

Dear Dr. Flexner:

I was very sorry indeed that you could not attend the Board Meeting on Thursday and hope that this does not mean that you were ill.

I hope they are giving you sufficient heat in your apartment house. We are keeping the Institute building cool, but so far it has been perfectly all right to work in.

You will be interested to know that Mr. Maass and Dr. Weed very strongly urged upon the Trustees that we immediately dispose in some way of the Gest Library. In my report I had asked for more time, not being prepared to make a recommendation on so important a subject without opportunity for further thought and discussion. The matter was debated to and fro in the Board Meeting and a committee was finally appointed to consider the whole question and report back to the Trustees. The committee consists of Edgar Bamberger, Moe, and Veblen. I have at their request prepared a kind of history of the acquisition of the library and am proposing to bring the committee into contact with two or three men like Hummel and Graves in order to get their advice. I shall begin by having the committee come to Princeton to see the library and talk to Miss Swann in order to give them some notion of the importance of the collection. After that I should like to arrange a conference with you in New York.

Since the meeting last Spring I have talked the matter of the library over with several scholars in the field of Chinese studies and I am deeply impressed with the possible importance of these studies in the United States in the next generation. It seems to me the duty of the Institute to proceed with great care and come to the wisest possible decision as to what should be done with this Gest collection, and I intend to do my best to see to it that the committee takes plenty of time and receives advice from the best informed sources before coming to a decision.

Yours sincerely,

FRANK AYDELOTTE

Dr. Abraham Flexner
Carnegie Foundation

ABRAHAM FLEXNER
150 EAST 72ND STREET
NEW YORK CITY

October 5, 1942

Dear Frank:

Mr. James Hazen Hyde, a Harvard man, who has spent most of his life in Paris and returned to New York only after the fall of France, is living here at the Savoy Plaza and has been spending a good deal of time going about among American institutions of learning - Harvard, Dartmouth, Yale, etc. I knew him while he lived in Paris, and he often helped me when I was over there on some mission or other.

Mr. Hyde tells me that he is going to Princeton towards the end of this week, and he is going to be a house guest of Colonel Arthur Pollion, who lives on the Lawrenceville Road. If you are in Princeton Saturday, I suggested that Mr. Hyde should get in communication with you, and I think it would be well worth your time to go over the Institute with him and to show it to him. He is slightly deaf. He visited the Institute once before but very briefly. It may be that he would take an interest in it.

With all good wishes,

Very sincerely yours,

Abraham Flexner

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

AF:ESB

September 22, 1942

Dear Dr. Flexner:

I enclose an inquiry from Mrs. Houghton's secretary, together with my reply, thinking it possible that you might have something to add.

The Institute opened on Monday of this week, with all members of the faculty here except Riefler and Mitrany, who are in England, and Alexander, who is getting ready to go there and could be here for only part of the day. It looks as if we should have about thirty-five members this year as against fifty-seven last year. I had expected that our members would be much more drastically reduced.

About a dozen members of the faculty are doing a good deal of war work, but we have a general agreement that everyone who can do so will show up at the Institute on Mondays in order thus to keep in touch with each other and preserve the continuity of our work. We are following the generous policy which you inaugurated with Riefler and Stewart of continuing the salaries of members of the faculty engaged in war work, thus allowing them to serve without compensation and keeping their first responsibility to the Institute. In the case of men who are situated as Mitrany was and thus find it natural to take a salary the Institute makes up the difference. Any salary they receive from the outside is deducted from their Institute salary, so their financial position is unchanged.

I am sorry I was not here when you stopped on your way back from Washington and I look forward to seeing you soon.

Please tell Anne that I am delighted to hear that she is resuming the game of golf. It was very kind of her to offer to buy a set of clubs for Bill, but we would not think of allowing her to do so. He has some old ones which are plenty good enough until his game is better.

With kindest regards, I am

Yours sincerely,

FRANK AYDELOTTE

August 27, 1942

Dear Dr. Flexner:

I have your letter of August 20th. It is, of course, impossible to say what form the Einstein book will take, but I think it might easily be that you will prefer to have the authors quote from "I Remember" verbatim rather than to garble the story of Einstein's appointment.

There is still no news about von Laue, but I personally did not expect that there would be until sometime in September. I still feel that the Board were well impressed with the hearing and am hopeful that he will be released either unconditionally or on parole.

I am glad you are having such a good summer. We think longingly of the camp at Magnetawan, but there was no chance of our getting time to go so far. Marie and I have had, however, a long week-end at Buck Hill, which did us a great deal of good.

With much love from us both to you and Anne, I am

Yours sincerely,

FRANK AYDELOTTE

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

FA/MCE

ABRAHAM FLEXNER
MAGNETAWAN, VIA BURKS FALLS
ONTARIO, CANADA

Aug. 20/42

Dear Frank:

Thank you for your letter regarding the Einstein book & Von Laue. As to the former, I am not worried. No one can quote or use "Remember" or any part thereof without my express permission. If they do or try to do it, I can stop them by legal action, and I shall not hesitate to do so. Can you get that fact to Doubleday, Doran & Co?

I have no recollection of letters exchanged with Einstein in the early days. Mrs. Einstein made difficulties about their first reception & efforts to get him more publicity. He was between the Devil & the Deep blue sea. She approved my policy, while she egged him on. One morning I talked the thing over with him. He said "I can't say 'no'". "May I say it for you?" "Surely". Thereafter I recall no further incident.

There is no anti-Semitic prejudice at Princeton. There are Jews in the faculty (Ladenburg, Wangenstein etc). Any able Jewish boy can enter as student, become into a member. Jews who are turned down on account of inferior scholarship (e.g. a son of Herbert Morrison) excuse themselves by crying "anti-Semitism": it's pure bunk.

Weyl wrote me somewhat despondently about the von Laue hearing. I am glad you are more hopeful. Three weeks from today we reach New York. I shall be going to Washington soon thereafter to see Jean. If von Laue is not released by that time, perhaps Jean help. I have this summer succeeded in getting the release of two German boys interned in Canada.

Anne and we well; the weather has been perfect.

Love to you & Marie.

Ever yours,

A. F.

23 July 1942

Dear Dr. Flexner:

Many thanks for your letter about von Laue. We have all been very busy about his affairs for several days, and I think we are building up a wonderful case for him. There will be a very impressive group of witnesses to testify on his behalf, and I do not believe that the FBI will have any real evidence against him. My notion is that this is part of a routine check-up of individuals who have relatives in Germany. I am afraid, however, that the case will take some time. I was interested in a German Rhodes Scholar on the Pacific Coast in a similar situation, and while he was eventually released without any conditions, it took three months to manage it.

We are all well and busy here. In one way or another the Institute seems to be going full blast, and we find it necessary to keep on with lunches and teas just as in the winter time. Our various aliens need a lot of help and advice, and all these negotiations with different departmentsof the government take an immense amount of time.

You will be interested to know that I have just had a letter from Mitrany, and he is eager to come back to the Institute next year. I should be glad to see him back, but I am sorry to say his return will be a little embarrassing so far as the budget is concerned, since we had given him leave without salary and had made no provision for his salary in next year's figures. I dare say we shall be able to manage it some way, but I do not see the solution at this moment.

With kindest regards, I am

Yours sincerely,

FRANK AYDELOTTE

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

June 22, 1942

Dear Dr. Flexner:

I am sorry to be the unwitting cause in this disarrangement of your plans. Pegram of Columbia had some problems which I promised to go over with him in New York tomorrow afternoon at four o'clock, and since these are partly financial he evidently wanted to bring Mr. Campbell along with him.

I have to stay the night in New York and preside over the Latin-American Committee of Selection of the Guggenheim Foundation on Wednesday, so that that day is out for me also, but the shift is perfectly convenient for Lowe and all the plans for your visit will simply be transferred to the following day. Lowe is going to try to get Einstein for lunch. I shall make it a point to assure Mr. Campbell tomorrow that he will be most heartily welcome here on Wednesday.

Yours sincerely,

FRANK AYDELOTTE

Dr. Abraham Flexner
Carnegie Foundation
522 Fifth Avenue
New York City
FA/MCE

Institute for Advanced Study

CLASS OF SERVICE DESIRED			
DOMESTIC		CABLE	
TELEGRAM		ORDINARY	
DAY LETTER	X	URGENT RATE	
SERIAL		DEFERRED	
NIGHT LETTER		NIGHT LETTER	
SPECIAL SERVICE		SHIP RADIOGRAM	

Patrons should check class of service desired; otherwise the message will be transmitted as a telegram or ordinary cablegram.

COPY OF WESTERN UNION TELEGRAM

Dest

June 20, 1942

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

Delighted you are bringing Campbell to Princeton Keenly regret have promised to lunch with Mr. Bamberger Tuesday for final meeting before he leaves for ~~Lake~~ Placid Could you possibly shift to Monday If not will place my car at your disposal Tuesday Lowe will show you over Institute and would be glad to ~~give you~~ lunch with you here or at Inn

Frank Aydelotte

ABRAHAM FLEXNER
150 EAST 72ND STREET
NEW YORK CITY

June 17, 1942

Dear Frank:

A friend of mine has introduced to me Mrs. Hedi Katz who has a son now living in the Netherlands. I can't refuse to pass this request on to you, though I imagine there is nothing that you can do either at Princeton or through the Emergency Committee, but, if such be the case, a few lines to Mrs. Katz will close the matter and relieve me of any further responsibility.

Next Tuesday I am coming to Princeton and bringing with me Mr. Joseph Campbell, treasurer of Columbia University, whom I met a couple of weeks ago and who expressed the keenest desire to see the Institute. I offered to take him down some day because he is a friend of Anne's and we have arranged to go on Tuesday arriving at the Princeton Inn about 11:58. I wonder if you could lunch with us at 12:30. We could then drive over to the Institute, and I will show him around. We shall be coming back to New York on the four o'clock train.

With all good wishes,

Ever sincerely,

A. F.

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

AF:ESB

ABRAHAM FLEXNER
150 EAST 72ND STREET
NEW YORK CITY

June 4, 1942

Dear Frank:

I came back from the Presbyterian yesterday afternoon quite restored in health. The trouble with me was not at all serious, but it was an infection that required care and time. Even now I am urged to stay indoors until the abominable weather ceases and we can enjoy sunshine once more.

I venture to enclose a letter which I have just received from Dr. Börnstein whom I do not personally know. Is there any possibility that the Emergency Committee might help Dr. Simons who would seem to be an able person and whose plight is frightful?

I don't know whether I shall get back to Princeton this spring or not. I am sorry, extremely sorry that our visit has been wrecked by my indisposition. It was trifling, but it had to be attended to.

I hope that you and Marie have not forgotten our urgent invitation for the summer.

With love to you both,

Ever sincerely,

A.F.

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

AF:ESB

May 27, 1942

Dear Dr. Flexner:

I think I told you last year that Weitzmann has a feeling that his appointment to the Institute was a permenant one rather than year by year. I said to him that there was nothing in the Minutes to this effect and that I knew it was our policy to have no permanent appointments to the Institute except professors of the faculty. Weitzmann has brought up the question again and I think it might be useful for me in talking to him to have a statement from you that this was your own understanding.

Weitzmann is a good man, but I am not convinced, even if we were in a position to add to our faculty, that he would be the person we should want to appoint, and over and above that we are of course in no position to make permanent appointments at this time.

Yours sincerely,

FRANK AYDELOTTE

Dr. Abraham Flexner
Princeton Inn
Princeton, New Jersey

FA/MCE

ABRAHAM FLEXNER
150 EAST 72ND STREET
NEW YORK CITY

May 4, 1942

Dear Frank:

I have your letter of May 1. Thank you for your good wishes in reference to my health. I saw the doctor this morning, and he told me that I had made distinct improvement since he saw me last Friday. If this continues for a few days, he will dismiss me, and we will come down to Princeton as we had planned. That will save you the nuisance of making a special trip to New York to see me.

I have read your letter with very great care. I thoroughly agree with you that an institution like the Institute ought not to have to go its way without a margin for unusual demands and unusual opportunities. On the other hand, it is equally true that, the general situation being what it is, every institution - educational, charitable, research- and every foundation are having to skate on very thin ice. I am afraid that this state will last not only through the war but for several years afterwards, though with returning prosperity and the peace, recovery may take place more rapidly than we now expect.

I have a number of questions and a few suggestions to make in regard to the financial situation of the Institute, but I shall not try to write them out. It will be far better if we can talk them over quietly when I get down to Princeton. Of course, in the event that anything arises to prevent my going to Princeton, I shall be willing and grateful to have you come up here, but don't do it if it can be avoided.

I talked to Mr. Bamberger over the telephone Saturday evening. He seemed very well but said that Mrs. Fuld had been uncomfortable during the few hot days last week. I regard it significant that at the end of our telephone talk he said to me something that he repeats almost every time that I see him:

> "I want you to keep Mrs. Fuld and me informed about yourself. We never cease to think and to speak of the fact that you gave us the best advice that we have ever received in all our lives."

That gave me a little chance to add:

> "It is very pleasant of course, Mr. Bamberger, for me to have you and Mrs. Fuld feel as you do, but the whole world is passing through difficult times, and colleges, universities, hospitals, and especially institutes

of research which have no income except from endowment have to make a severe struggle to maintain their standards unimpaired. We must not let the Institute at Princeton slip but must by every effort maintain it on the level at which it was started."

He replied, "I agree with you thoroughly."

With all good wishes to you and Marie,

Ever sincerely,

A.F.

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

AF:ESB

May 1, 1942

Dear Dr. Flexner:

I am sorry to hear that you are not feeling well and hope that the trouble will speedily be eradicated. I can just as readily come to see you in New York to talk about the financial problem and shall be glad to do so.

Meanwhile, it may be convenient to you to have on paper an answer to your question as to the capital sum which we need to add to our endowments to make the Institute solvent and enable us to go on without expansion on the one hand and without cutting salaries or other vital services on the other. If we are to estimate income from endowment at three per cent (and at the present moment I do not think it is safe to count on more) we need an additional $5,000,000.

The budget of the Institute last year was $450,000, of which we obtained $330,000 from endowment and $120,000 from outside sources, the largest items being $60,000 from Mr. Bamberger and something over $45,000 from the Rockefeller Foundation. If our income from endowment is to be $300,000 instead of $330,000, the amount we need from other outside sources will be about $150,000, which is the interest on $5,000,000 at three per cent.

During the three years of my directorship the Institute has received from outside sources, to be spent as income, approximately $500,000, which corresponds to the figure I have names.

For next year we are, of course, making drastic economies, which are all right in war time but which, if they had to be continued in time of peace, would threaten the position and influence of the Institute. Members of the faculty see this so clearly that they would prefer to cut salaries rather than to increase our stipends and otherwise cripple the work of the Institute.

It is, furthermore, a pity to be compelled to manage an institution of this type with absolutely no margin for unusual demands and unusual opportunities which are constantly occurring. It is very difficult to explain all this to Mr. Bamberger, because these things are far from his usual method of thinking, but concrete examples will occur to you instantly.

The only thing that has stood between us and disaster so far has been the constant efforts I and members of the faculty have made to obtain emergency gifts of one kind and another. Members of the faculty have been magnificent in doing their part in this, including Stewart, Riefler, Earle, Einstein, Veblen, and Lowe, but we have now come to the point where we have to go back again and again to the same individuals and the same foundations and this, of course, cannot go on forever. If we do not have in the near future a substantial addition to our endowment we will be, in my opinion, more self-respecting to face the fact that we have expanded beyond our means and make such a reduction in our salaries as will adjust our continuing expenses to our income. I should hate to do that and I look upon the suggestion in your letter as a possible ray of hope.

With warmest regards, I am

Yours sincerely,

FRANK AYDELOTTE

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

FA/MCE

ABRAHAM FLEXNER
150 EAST 72ND STREET
NEW YORK CITY

April 30, 1942

Dear Frank:

Anne and I had hoped to come to Princeton on the first of May to see our friends and spend a little while enjoying the oncoming spring, but I have been under the weather this week for some obscure reason that has not as yet been located and, though I have improved in the last day or two, it is quite clear to me that I will not be able to leave New York for some days at least. I will let you know just as soon as I know in order that we may have a talk at any time that is convenient to you.

Give our love to Marie, and believe me

Ever sincerely,

A.F.

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

AF:ESB

ABRAHAM FLEXNER
150 EAST 72ND STREET
NEW YORK CITY

April 23, 1942

Dear Frank:

Thank you for your kind and thoughtful letter of the 22nd. The difficulty about older men is not only that they will hardly have time to learn the Institute but also that they are mostly, if prominent, already trustees in other organizations, with the result that they don't and cannot put their minds wholeheartedly on the problems of any one of them.

I knew that Roland Morris was an elderly man, but I am sorry to learn that he is not in good health. Grenville Clark was my suggestion some time ago. I thought him younger than Who's Who shows him to be and less tangled with other interests.

As between Fulton and Swift, my preference is for Swift because he has devoted his life to research. The Board needs on it men who appreciate the value of a research institution. That is, by the way, the reason why I think Weed an excellent trustee. He is interested in his subject and it does not matter whether it is an Institute subject, and he has no connection with anything that is not of a research character.

You are right that we must make these choices on an individual basis, but there are certain general lines which should always play a part. The brilliant success of the Rockefeller Institute arose from Mr. Gates' intuitive feeling that the Trustees and the Board of Scientific Advisers must be a homogeneous group. No one was ever made a member except on his individual merits, and yet every member fitted into the general scheme. I felt during the entire period of my directorship the lack of homogeneity. In my opinion, you have a chance to bring into the Board from time to time a few men who will stand this test.

I am glad to know that the budget for 1942-1943 will probably be balanced without cutting salaries. What is the capital sum which will enable you to go on without cutting salaries and without expansion? The proposal which is in the air in Washington that no man should be allowed during the war to have an income of more than a definite sum - $25,000 or $50,000, as the case may be - may help when I see Mr. Bamberger again and resume my conversation on the subject if you so wish.

I am glad that Johnson appreciated your situation. He is a fine fellow and has done an excellent job, but it cannot be a permanent one since the refugee business will stop with the war, and hence that part of his work ought not to be put on a permanent basis.

With all good wishes and warmest regards to you and Marie,

Ever sincerely,

A. F.

P.S. It occurs to me on further reflection that there is a certain advantage in electing Acheson now just because he is less likely at this time to be snatched up by other institutions.

April 22, 1942

Dear Dr. Flexner:

Many thanks for your letter. I think the suggestion of Dean Acheson is excellent. I know him and had him on the list, but it was suggested, I think, by someone of our men here that it would be better to wait until after the war before approaching him. I shall certainly bring up his name again to the Nominating Committee for discussion, since there is no question about his qualifications.

I agree with you in thinking we should exclude one or two of the older men who have been suggested, though I hesitate about making any rule as to age. Roland Morris, for example, is as old as any of them and, indeed, he does not appear to me at the moment to be in very good health. The same thing applies to Grenville Clark.

I think Marjorie Nicolson is out of the question for the moment. She is a very fine scholar and she has a much broader knowledge of American scholarship than Chinard, though he also is a wonderful man. There would, however, be certain difficulties about electing any professor in Princeton University, for reasons which you will well understand.

Fulton was one of Sherrington's favorite pupils. He is a man of broad interests and considerable attainments in the history of science as well as in physiology, and he seems to me as I talk with him to have a better understanding of the nature of the Institute than most American scholars. Fulton was not my suggestion but Weed's. I am not particularly concerned to push him; I should never urge a close friend of mine unless he were strongly supported by other members of the Board, and should only urge the point that we cannot select Trustees by any formula but must choose them as individuals.

I think you are very wise in suggesting that we need not try to fill all the places at once. I am going into the whole matter with the Nominating Committee as soon as I can arrange a meeting and shall let you know their conclusions.

You will be glad to hear that it now appears to be possible to balance the budget for the year 1942-43 without cutting salaries. We have just received an assurance of a quite handsome subsidy from the Rockefeller Foundation for two years for stipends for Pauli, Gödel, and Siegel, which helps us materially, and Mr. Bamberger is willing to allow us to use part of the library fund for the general purposes of the Institute. These expedients together with one or two others will tide us over for the moment, but unless we receive a substantial addition to our permanent endowment in the near future I see no alternative to a reduction of salaries.

With kindest regards, I am

Yours sincerely,

Frank Aydelotte

Dr. Abraham Flexner
The Carnegie Foundation
522 Fifth Avenue
New York City

FA/MCE

P.S. You will be interested to see the enclosed reply from Alvin Johnson.

F.A.

ABRAHAM FLEXNER
150 EAST 72ND STREET
NEW YORK CITY

April 17, 1942

Dear Frank:

I have yours of April 16, and I am glad that the draft of the letter to Johnson was to some extent serviceable to you.

As to the Board membership, I am not sure that we see eye to eye. I do agree with you that we must choose people as individuals, but to this I should add one or two things which I did not incorporate in my letter, which was too long as it was.

Our Board has never been sufficiently homogeneous. I mean by this that there have been too many people in it who really did not share in the vision which I had and which you and Weed, Carrel, and Miss Sabin also shared with me. Where I think perhaps there is a difference is, as you say in your letter, that while choosing people as individuals we must "assume that we should not be interested in anybody who does not have the imagination to rise above his training." That sentence should, I think, be modified to read that "we shall not be interested in anybody who has not already proved that he has the imagination to rise above his training and in most cases above his previous experience."

I looked at the list not as your list but, as your letter of February 26 says, a list of names suggested to the Committee. Of course, I wrote you with the utmost candor after long reflection and some inquiry, and I am sure that I cannot be helpful to you or to the Institute unless between you and me absolute candor prevails, for, as I have often said to you, I shall never object in the Board to anything that on reflection you wish to do. Anything I have to say I shall tell you frankly before the Board meets, and it will be for you and Mr. Bamberger and the other proper authorities to reach a decision.

I can go, however, into some detail. Professor Cannon, a highly distinguished physiologist, is about to retire from the professorship of physiology in the Harvard Medical School. The most natural thing in the world would be that Harvard should invite the professor of physiology at Yale to take his place, but I have been told on what I consider excellent authority that the Harvard people do not regard Fulton as adequate from the standpoint of his investigative work.

The suggestion of Kieffer also seems inadvisable. I have made inquiry about him among people who should know, and no one has ever heard of him.

Our Board needs a certain number of men who are genuine investigators for, when the time comes to select a director or appoint a professor, it is men of that type who can alone make some contribution

which will realize and improve the ideals to which the Institute was from the first committed.

The question of age seems to me also extraordinarily important. When the Johns Hopkins University and Medical School were founded - and they have had more influence in American education than any other institution in this country - Gilman and Welch appointed to professorships men in the late 20's and 30's, every one of whom had given evidence of investigative ability - Rowland, Remsen, Martin, Mall, Welch himself, who was 31, Abel, etc. It was thought that young men of modern training and ideals, who could look forward to long association with one another, would develop an atmosphere which would give the School and University a unique character, and this worked out superbly. The same is true of our Board of Trustees. Men in the late 60's or early 70's will not catch the spirit of this unique enterprise in such a way as to produce the homogeneity which the Board has lacked and from which, in my judgment, it suffered in my time.

look at — models

There is another point to be made in connection with age. Men like Lamont and Neilson are already busy men. They have all kinds of obligations, and these certainly absorb practically all their available time and thought. There are few institutions in this country of a genuinely research character such as the Institute for Advanced Study is trying to be. It is therefore of the utmost importance that the professors, trustees, and director should understand one another, sympathize actively with one another, and criticise one another in the friendliest but also most understanding and candid way.

I have another suggestion: do not try to fill all vacancies at one meeting. Don't select more than two or three men at any one meeting. You can always at any subsequent meeting elect somebody, but to select four or five men at one fell swoop will tie your hands in all probability for years to come and prevent your taking advantage of some surprises that may develop.

The persons whom I had thought of are as near the standards which I have set up as I could get. They are as follows:

Dr. Homer F. Swift, age about 50 - a little too old, but a person who knows and has practised during his entire professional life research and training in research ideals and methods. He has for some years been on the staff of the Rockefeller Hospital after previous experience in other institutions and is regarded as one of the pillars of the Rockefeller Institute.

My second suggestion is Mr. Dean G. Acheson of Washington, who is now (for the duration probably) Assistant Secretary of State. When I became, at Mr. Rosenwald's insistence, chairman of the Board of Trustees of Howard University, the University was involved in

financial as well as other difficulties. I asked Justice Brandeis for the name of a young lawyer of high ideals who could understand the language I spoke, and he recommended Acheson, whom I came to know well. I found him imaginative, free from entangling trusteeships, clear-headed, quick to see an academic point, and within a year or two he had ironed out the difficulties and thus made it possible for me to retire.

I have also thought of Professor Gilbert Chinard of Princeton, a humanist, wondering whether or not he would be a better choice than Miss Nicholson. While I like to have women trustees, the important thing is to get the best trustee possible.

Let me repeat what I said at the outset that I have written candidly and I hope helpfully, as I knew you expected me to write in reply to your original letter of February 26.

I am delighted to have the opinion of Lindsay that the Rhodes Scholars have enormously increased Oxford's interest in advanced research.

With all good wishes,

Very sincerely yours,

A.F.

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

AF:ESB

April 16, 1942

Dear Dr. Flexner:

Many thanks for your letter about Alvin Johnson and also about the membership of the Board. I have written a letter to Johnson somewhat modifying your form but making the same general points.

So far as the membership of the Board is concerned, I should be grateful if you would send me your suggestions, since I want to have a meeting of the Nominating Committee as soon as possible in preparation for the Board Meeting on May 18th.

I might say in general that I think we must chose these people as individuals, assuming that we should not be interested in anybody who does not have the imagination to rise above his training. A man who would seek to make the Institute merely a duplicate of the institution in which he was educated would be of no use to us no matter where he came from. In this connection I think it is relevant to remind you of the very fine statement which Lindsay made when he was Vice Chancellor to the effect that one of the influences which the Rhodes Scholars had exercised upon Oxford was to increase enormously the interest of the University in advanced research, toward which all this new program is pointed and for which men like Firth (who was my supervisor) pointed the way many years ago.

Yours sincerely,

FRANK AYDELOTTE

Dr. Abraham Flexner
Carnegie Corporation
522 Fifth Avenue
New York City

FA/MCE

ABRAHAM FLEXNER
150 EAST 72ND STREET
NEW YORK CITY

April 14, 1942

Dear Frank:

I have taken a day or two to think over the request which comes to you from Alvin Johnson. Perhaps the best way in which I can be of service to you is to send you a draft of the kind of note which I should, in your place, write in reply. You can of course modify it in any way you please, but you will find enclosed the results of my reflections in a form in which I now think I should state them to Johnson.

As for Dr. Stern, I do not think that you are under any further obligation to see her. She did not tell me that she had been in correspondence with you or that you had made any suggestions to her. She did not tell me that she wanted any appointment in the Institute. On the contrary, what she said was that she hoped she might be able to obtain some sort of appointment in the New York school system. I think you would be justified in saying to her that I have written you and that in suggesting someone previously to her you have done all that there is in your power to do; and I should, in your place, add the following: "I regret to say that your project is one for the promotion of which the Institute does not possess the funds, and it is not a field in which the School of Mathematics of the Institute is at present working."

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

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

a few vacancies left which I could fill, and I insisted that they should be filled with you, Weed, Carrel, Miss Sabin, and with Mr. Houghton as Chairman because I thought it extremely important that a man of international reputation and standing should head the Board of the new Institute. I am afraid in making appointments of two things: age and an unconscious bias. Men in the late 60's or 70's, especially if they have been administrators of colleges or universities, are, in my judgment, out of the running. The Institute is so different in spirit and character and activity from the American college or university or graduate school that experience in any of these capacities would be a handicap rather than a help, especially if the man is in the late 60's or 70's. I think a similar objection can be raised against the appointment of persons who are too deeply dyed with the Rhodes Scholarships or an Oxford undergraduate course. The Rhodes Scholars and Oxford itself are overwhelmingly undergraduate in their point of view. They are and have been of great value to you in introducing reading for honors into Swarthmore and that because Swarthmore is an undergraduate institution, but the really great men in Oxford are, in my experience, unhappy - men, for example, like Sir Charles Firth and Sir Charles Sherrington, because they have no interest in undergraduate work. They were really research workers of great distinction and when I was in Oxford in 1928, they and Haldane and others complained to me bitterly of the difficulty of interesting the University in research work. Pember, the Warden of All Souls at that time, said to me on one occasion, "I don't know myself what the University of Oxford is except an assemblage of undergraduate colleges."

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

Finally, I have no idea who suggested Einstein, but I cannot imagine anyone who would be more useless as a Trustee than Professor Einstein. There is no man alive for whom I have greater admiration and of whom I am more proud of his connection with the Institute, for he was the very first person whom I recommended to the Board as a professor, but he is impractical and, despite the fact that he was unhappy at the University of Berlin, he has no idea whatsoever of the peculiar American conditions which make the organization of a German university something which has got to be radically changed before it becomes useful in the United States. On one occasion he told me that the organization of the Institute was poor because, in his opinion, there should be what the Germans called a "Curatorium", namely a committee of professors representing the faculty, dealing

in Germany with the Ministry and in America with the Trustees. I explained to him that that was clumsy and would not fit in with conditions that existed in America, but I do not think that I convinced him. The only German institutions which were comparable in organization and operation with the Institute for Advanced Study are the institutes established at Dahlem by the Kaiserwilhelm Gesellschaft. Haber, Warburg, Goldschmidt, and Meyerhof would have been perfectly at home in Princeton. A few German professors, men like Weyl and Panofsky, have adapted themselves to the conditions and objects of the Institute even more quickly and completely than some Americans who are still at heart professors in a graduate school. These considerations make it important, as I see it, to bring into the Board men who are young enough to learn the Institute and whose activities in this country have been such that, like Carrel and Miss Sabin and Weed, they will have no difficulty whatsoever in appreciating the unique purpose of the Institute itself.

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

With all good wishes,

Ever sincerely,

A. F.

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

AF:ESB

omit my name or not as you choose.
A. F.

DRAFT OF LETTER TO ALVIN JOHNSON

Dear Alvin or Dear Johnson or Dear Dr. Johnson:

I have given the most careful thought to your letter of April 8, and I think it is only due to you that I should do two things: first, express my profound admiration for the work which you have done in salvaging refugee scholars; second, state to you quite candidly my own problem and the situation in which I find myself. I should doubt whether a program which pays your debts, clears your deficits, and gives you a working reserve of $85,000 will answer your purpose for a working reserve of $85,000 is a meager sum upon which to operate in these perilous times.

There is a second consideration, namely, the relations which have existed from the very beginning between Mr. Bamberger, Dr. Flexner, and myself, as Flexner's successor. On only one occasion did either Flexner or myself talk to Mr. Bamberger on the subject of gifts to the Institute and that was when at the very outset Mr. Bamberger asked Mr. Flexner how much it would require to start the Institute. He said that it could be done with $5,000,000 but that with the growth of the Institute much more would be required. Mr. Bamberger gave the $5,000,000 but said nothing as to any future gifts. In the course of a few years he added several million dollars which have enabled us to operate three schools. Now these three schools are only the nucleus from which in course of time the Institute will grow, and it grows under extremely difficult conditions. It has no income from tuitions. Therefore, every worker who comes to the Institute is a charge upon the income of the Institute. More than that, it is the function of the Institute to provide advanced opportunities for mature men and women who have displayed unusual original talent. Whenever we find a person of that sort in any of our three schools, we support not only him but, if he is married, his wife and children. It is therefore all outgo and no income except from endowment. If there were anybody else but Mr. Bamberger to whom I could speak in your behalf with any reasonable assurance of success, I should be more than happy to help you out on your noble work, but Mr. Bamberger and his sister are the two persons in the world to whom I cannot mention money either for the Institute or for any other institution of learning. What his intentions and resources are I do not know, and I have never inquired, and Mr. Flexner is equally ignorant on both points.

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

With every good wish, believe me

Sincerely your friend,

ABRAHAM FLEXNER
150 EAST 72ND STREET
NEW YORK CITY

April 10, 1942

Dear Frank:

I cannot tell you how sorry I was not to be present at your lecture yesterday on account of the weather, and I am housebound today with a slight cold so that I cannot unfortunately hear you today as I had expected to do. I wanted not only to be there but to hear your story on honors work throughout the country. However, the matter will be remedied when the lectures are printed as I am sure they will be, following the precedent set by former Sachs lecturers.

Anne has been trying to reach you or Russell by telephone this morning to explain my absence but has been unable to locate you.

You may have heard, for some other people have, that I have been advised by the doctors to go to the country and not to wait until we can go to Canada. The doctor suggested April, but I was skeptical about April and, as it has proved, quite rightly so. We are going to be at the Inn for the month of May if our present plans are carried out. However, we want to be very quiet and see only intimate friends and not to engage in a social whirl.

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

Anne joins me in love to you and Marie.

Affectionately,

A. F.

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

AF:ESB

April 10, 1942

Dear Dr. Flexner:

It was a great pleasure to see you at my first lecture and I am glad you did not try to come to the others. The weather during the last two or three days has been terrible and it was a tremendous surprise to me that the number at my lectures held up and even increased for the final one today.

I enclose a letter which I have just received from Alvin Johnson. It seems obvious to me that Mr. Bamberger ought to reserve all of his means for the Institute and I wonder whether you would be willing to join me in saying this both to Johnson and to Mr. Bamberger. In some ways I think a word from you would be more effective than one from me. You know how desperate our financial situation is at the moment. I am glad to say that I think I got $7000 from the Rockefeller Foundation, which will help just that much on stipends in mathematics next year, but our real problem is one which will involve all that Mr. Bamberger is able to do.

Yours sincerely,

FRANK AYDELOTTE

Dr. Abraham Flexner
Carnegie Foundation
525 Fifth Avenue
New York City

P.S. I have had a lot of correspondence about Dr. Stern and have suggested to her the one man in the United States who could help her if she would go to see him. Instead of doing that she appeals to people like Einstein and Koehler, who, however well-disposed, are not able to do her any good. I can see her if it will give her any satisfaction and I will be glad to arrange an interview. She wants an appointment at the Institute, which is absolutely out of the question.

F.A.

Santa Rita Hotel

NICK C. HALL
MANAGER

Tucson, Arizona

March 6, 1942

Mr. Frank Aydelotte
Institute For Advanced Study
Princeton, N. J.

Dear Frank:

Many thanks for your telegram which reached me this morning.

It is kind of you to suggest calling on me Wednesday or Thursday, but, as you say, you will have to be in New York Monday, the 16th, and I know from your previous letter that you have an Appeal Board meeting Tuesday, the 17th. I do not want you to make a trip to New York on the 18th or 19th as this would mean cutting your week in Princeton in half. There is really nothing that I want to say that cannot wait until either you come to New York and have a half hour or so, or I go to Princeton and see you at your office, or at tea.

I am delighted to know that Mrs. Morse and Canute are improving.

I can give you the most favorable reports of Anne and myself. We are both in the pink of condition and I have once more learned to sleep like a baby.

Give our love to Marie.

Believe me, I am

Ever affectionately,

A. F.

ROOF GARDEN

Institute for Advanced Study

CLASS OF SERVICE DESIRED			
DOMESTIC		CABLE	
TELEGRAM		ORDINARY	
DAY LETTER	X	URGENT RATE	
SERIAL		DEFERRED	
NIGHT LETTER	✓	NIGHT LETTER	
SPECIAL SERVICE		SHIP RADIOGRAM	

Patrons should check class of service desired; otherwise the message will be transmitted as a telegram or ordinary cablegram.

COPY OF WESTERN UNION TELEGRAM

March 5, 1942

Dr. Abraham Flexner
Santa Rita Hotel
Tucson, Arizona

Letter received Looking forward eagerly to seeing you Regret away March sixteenth for meeting Committee of Selection of Guggenheim Foundation but can call on you your apartment Wednesday eighteenth or Thursday nineteenth Delighted report Morses and Canute all improving satisfactorily

Frank Aydelotte

NICK C. HALL
MANAGER

Santa Rita Hotel

Tucson, Arizona

March 3, 1942

Mr. Frank Aydelotte
Institute For Advance Study
Princeton, N. J.

Dear Frank:

Thank you for yours of the 26th and for the minutes which I have read with great care and interest.

We are leaving Tucson Monday, the 9th. Anne will go straight to New York to get the apartment in order. I shall make the journey in easy stages, stopping with Jean in the country, etc. I have to pass through Princeton to see some men who are helping me on the scientific work which Pritchett did. I shall be there Monday, March 16, and if you have time I should like to talk with you about the minutes, about some war problems on which I have been reflecting and about the new trustees, a list of which you sent me. Some of the suggestions seem to me excellent; some of them I have never heard of; others seem to me doubtful on account of age or other reasons. We ought to take advantage of this opportunity to strengthen the Board with mainly - not wholly - young and growing men, for the Institute is still in its teens and can still be made or unmade according as it has a wise or a more or less wise board of trustees; for the Board which you will now make, will choose your successor - something that ought to be in our minds as long as you remain director, which I hope will be many, many happy and successful years.

We were sorry about the accident to Morse and his wife, and to Canute. I hope they are all improving.

With love to Marie, as well as yourself,

Ever sincerely,

A. F.

ROOF GARDEN

February 26, 1942

Dear Dr. Flexner:

Many thanks for your letter of February 13th. I hope that Arizona is working out as well as you expected and that you and Anne are having a fine holiday.

As you will see by the minutes which are just ready to mail, the Institute is very much in the war. I warmly appreciate your telegram about Riefler and I shall be sending a notice soon about Warren. Morgenthau wants him on full time at the Treasury, but Warren hopes he will be able, by spending a month there at the beginning, to adjust his work so that he can then return to the Institute for most of his time, making only occasional trips to Washington. It is an advisory job - not routine - ~~and~~ very much in the line of Warren's own interests, and therefore something which he could not refuse either on patriotic or intellectual grounds. I am sure that the experience which Stewart, Riefler, Warren, Earle, and Mitrany are having will better fit them for their permanent duties here at the Institute when the war is over and the time for constructive work arrives.

I am up to my neck in enemy alien problems - our own here at the Institute and those of the State of New Jersey which come before the enemy alien hearing board of which I am chairman. We have worked out a very much better arrangement with the University for our own group, so that the regulation forbidding them to enter the

University campus, mentioned in my report, will no longer be in force. Dodds and Eisenhart have been most anxious to work the thing out considerately and I, on the other hand, have felt that it was a protection to our enemy aliens that they should punctiliously obey all regulations and run no risks of getting into the wrong place, even unwittingly. I know by my experience on the enemy alien hearing board that if anything should happen in Princeton all enemy aliens would instantly be suspect and that the more careful we had been about regulations the better it would be for all of them.

As you will see in the minutes, I was directed to sound out informally members of the Board concerning new Trustees, for the guidance of the Nominating Committee. I enclose a list of names of people who have been suggested to the Committee and should be grateful if you would indicate roughly the order of your preference. Most of these names I have discussed with you already. The Nominating Committee must in the end make its choice after careful discussion, but it was thought that some guidance from the Board would be useful.

You will be sorry to learn that Canute has pneumonia. His wide circle of friends in the Institute have been most kind in calling to inquire and expressing their solicitude. For the last few days it has been touch and go, but to Marie and me it seems this morning that he has taken a decided turn for the better.

With kindest regards, I am

Yours sincerely,

FRANK AYDELOTTE

Dr. Abraham Flexner
Santa Rita Hotel
Tucson, Arizona
FA/MCE

February 5, 1942

Dear Dr. Flexner:

The meeting went off beautifully and new officers were elected in accordance with the pre-arranged program (Mr. Hardin, Chairman of the Board; Mr. Maass, President of the Corporation; and Dr. Weed, Vice-President) to the apparent satisfaction of all concerned. My report, which you will shortly receive, dealt principally with the very important war work now going on at the Institute. I gave some details which I thought it best not to record in the Minutes on account of the very confidential character of a great deal of the work that is being done. It is all very important. Meritt's job, dealing with newspapers published in the languages of the Eastern Mediterranean, is extremely interesting, and perhaps von Neumann's work is the most important of all from the military point of view. My own job as Chairman of an Enemy Alien Hearing Board is certainly the fussiest. I find it time-consuming, but extraordinarily interesting - and I hope useful.

We had the first copy of the new etching of Fuld Hall, and other copies will be ready for distribution soon. Rosenberg has made us a very beautiful print.

I hope you are having a good winter. We had a very quiet holiday at Highland Park and I accomplished an immense amount of work on my Columbia Lectures, which are now set to be delivered April 8, 9, and 10. The last postponement was at Russell's suggestion and not my own. I had the lectures ready in the Fall, but at Christmas time I re-wrote them completely in a very much expanded form and they are now almost ready to print.

You will be sorry to hear that Mr. Nutt died the other day. I knew that you would want me to send Mrs. Nutt condolences in your name as well as my own, which I did.

Marie and I had dinner with Mr. Bamberger and Mrs. Fuld in South Orange last night and found them as well as could be expected.

With affectionate regards, in which Marie joins, to Anne and yourself, I am

Yours sincerely,

FRANK AYDELOTTE

Santa Rita Hotel
Tucson, Arizona

February 13, 1942

Dear Frank:

Thank you very much for yours of February 5, which Miss Eichelser held when I notified her by wire from Miami that I was going to Tucson and promised to wire her again my precise address when I arrived in Tucson and we had chosen a hotel.

I am glad to know that the Board meeting went off to your entire satisfaction and I shall read your report when it arrives with keen interest. I can, of course, understand that the minutes in this particular case will necessarily omit much that was said and resolved upon.

Of course, I am happy that our men are rendering all possible service in their power in this national and international emergency, but I also hope that when this emergency is passed the Institute will become what it was intended to be: "A Paradise For Scholars" -- not an ivory tower remote from all human concerns, but a retreat in which men interested in everything, present and future, may be enabled dispassionately to study and reflect without feeling under the necessity of promoting specific policies. There may, of course, be an occastional exception, but to this fundamental idea I should hold fast.

My general health improved rapidly both at Nassau and at Miami, but the dampness at both places, particularly the latter, annoyed me so much that I was advised to spend a few weeks in the desert before returning to New York. Tucson is really a lovely place; it is simple and yet modern. The town is surrounded by mountains that glow in the early morning as the sun rises and once more in the evening as it sets, reminding me strongly of sundown on the Jungfrau.

I am glad that you have finished the Columbia lectures. I shall most certainly hear them when they are delivered in April.

The death of Mr. Nutt grieves me. Simple and unpretentious as he was, he was also a natural nobleman - courteous, kindly, considerate, intelligent and in the highest degree, conscientious. Thank you very much for sending his wife my condolences with your own. I shall write her a note from this far-off spot.

I am awfully glad to hear that you and Marie had dinner with Mr. Bamberger and Mrs. Fuld and found them both well. I wish they had the strength to make this long journey, which they used to make in the old days, going to Phoenix however instead of Tucson. Of the two I prefer Tucson. It is further south and, hence, warmer; the climate is drier because of the amount of irrigation around Phoenix and it is far less showy.

Anne is gradually settling down to a routine in this new environment. She has been studying Spanish, first at Nassau, next at Miami, and is getting ready to resume the same activity here at Tucson. The elevation of Tucson has troubled her a little -- me, not at all. She joins me in affectionate regards to you and Marie, and, indeed, to all those who are cooperating with you in the work of the Institute.

With all good wishes,

Ever sincerely,

A. F.

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

Santa Rita Hotel
Tucson, Arizona

February 13, 1942

Dear Frank:

Thank you very much for yours of February 5, which Miss Eichelser held when I notified her by wire from Miami that I was going to Tucson and promised to wire her again my precise address when I arrived in Tucson and we had chosen a hotel.

I am glad to know that the Board meeting went off to your entire satisfaction and I shall read your report when it arrives with keen interest. I can, of course, understand that the minutes in this particular case will necessarily omit much that was said and resolved upon.

Of course, I am happy that our men are rendering all possible service in their power in this national and international emergency, but I also hope that when this emergency is passed the Institute will become what it was intended to be: "A Paradise For Scholars" -- not an ivory tower remote from all human concerns, but a retreat in which men interested in everything, present and future, may be enabled dispassionately to study and reflect without feeling under the necessity of promoting specific policies. There may, of course, be an occastional exception, but to this fundamental idea I should hold fast.

My general health improved rapidly both at Nassau and at Miami, but the dampness at both places, particularly the latter, annoyed me so much that I was advised to spend a few weeks in the desert before returning to New York. Tucson is really a lovely place; it is simple and yet modern. The town is surrounded by mountains that glow in the early morning as the sun rises and once more in the evening as it sets, reminding me strongly of sundown on the Jungfrau.

I am glad that you have finished the Columbia lectures. I shall most certainly hear them when they are delivered in April.

The death of Mr. Nutt grieves me. Simple and unpretentious as he was, he was also a natural nobleman - courteous, kindly, considerate, intelligent and in the highest degree, conscientious. Thank you very much for sending his wife my condolences with your own. I shall write her a note from this far-off spot.

I am awfully glad to hear that you and Marie had dinner with Mr. Bamberger and Mrs. Fuld and found them both well. I wish they had the strength to make this long journey, which they used to make in the old days, going to Phoenix however instead of Tucson. Of the two I prefer Tucson. It is further south and, hence, warmer; the climate is drier because of the amount of irrigation around Phoenix and it is far less showy.

Anne is gradually settling down to a routine in this new environment. She has been studying Spanish, first at Nassau, next at Miami, and is getting ready to resume the same activity here at Tucson. The elevation of Tucson has troubled her a little -- me, not at all. She joins me in affectionate regards to you and Marie, and, indeed, to all those who are cooperating with you in the work of the Institute.

With all good wishes,

Ever sincerely,

A. F.

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

ABRAHAM FLEXNER

Educator

A.B., Johns Hopkins University, 1886
A.M., Harvard University, 1906
University of Berlin, 1906-1907
LL.D., Western Reserve University, 1914
M.D. honoris causa, University of Berlin, 1929
M.D. honoris causa, University of Brussels, 1930

Expert, Carnegie Foundation for Advancement of Teaching, New York, 1908-1912

General Education Board, Member, 1914-1928
Assistant Secretary 1913-1917; Secretary, 1917-1925; Director of Division of Studies and Medical Education, 1925-1928

Commander of Legion of Honor, France, 1926
Fellow, American Association for Advancement of Science
Member, Kaiserlich Leopold Deutsche Akademie der Naturforscher
Trustee, Howard University, Washington, D. C., 1931
Trustee, William Holland Wilmer Foundation, 1931

Rhodes Memorial Lectureship, Oxford, England, 1927-1928
Taylorian Lectureship, Oxford, England, 1928
Lecturer, Fondation Universitaire, Belgian Universities, 1929

Director, Institute for Advanced Study, 1930-

Author
The American College, 1908
Medical Education in the United States and Canada, 1910
Medical Education in Europe, 1912
Prostitution in Europe, 1913
A Modern School, 1916
A Modern College, 1923
Medical Education; A Comparative Study, 1925
Do Americans Really Value Education?, 1927
Universities - American, English, German, 1930
also educational papers in periodicals