

Eastman House  
Oxford, England  
24. iv. 34.

Dear Abe:

On our return from a holiday in Palestine, I find your letter of March 21st. (Incidentally, both Marion and I are under the spell of Palestine's beauty and of the achievements of the Jewish post-war migration. I know of nothing more inspiring manifesting itself anywhere in the world. Yes, that sounds like tall talk, but that's the way both of us feel about it.)

Of course I am very sorry if my letter should have been too blunt. I used ~~the~~ language of candor to try to reach your mind, but certainly not ~~even~~ <sup>even</sup> to graze your sensibilities. But really I don't think I departed in my manner from <sup>English</sup> English standards. I read Hansard regularly and once a week I attend Balliol College meetings, and I can assure you I am within the best traditions of English forthrightness in dealing with impersonal, intellectual ~~themes~~ <sup>issues</sup> in what I wrote you. For the essence of the business is that I am dealing with an intellectual issue, with the nature of ideas and the means of realizing them.

Well, really in what I said about German universities I wasn't rendering a Supreme Court judgment nor even attempting a comprehensive verdict. To erase their contributions to science and thought is to blot out a most significant chapter of modern intellectual history. I simply do not want to be imprisoned by German precedents of admin-

istration and academic social arrangements and the various practices that go towards the government of educational institutions. For various reasons, translatation of that sort is dangerous, because it may be, and is likely to be, inapt. But especially with refe ence to German Universities, I would want to know much more than I do as to the factors <sup>those</sup> that made universities the foci of so much moral poison for the world both in the nineteenth and twentieth century. Before I took over a German practice that I deemed destructive to the building up of a society of sc olars simply because German universities have undoubtedly been powerful contributors. Moreover, iff German expsience becomes relevant, I should want to know very much more than I do know about the freedom from financial care in German universities. I suppose you know all about such things as side incomes for learned contributions in their learned periodicals and the padding, among other evils, that results from that, and the effect on cost and content of German learned periodicals; I suppose you also know all about the various and devious pickings in the German university world: Kollegien-Gelder<sup>(2)</sup> text-books, lectures, examination of specimens, patents and diverse other practices and their concomitant abuses. I bow to your authority, of course, but really I should have to ask a great many questions before I accepted the thesis that German aca-

demie achievements find their explanation, or even a large part of it, in their freedom from financial cares, let alone in any system of individualized remuneration.

Nor should you have taken too seriously my pedestrian objection to "a paradise of scholars as an ideal". After all, I am not wholly disentitled to say that I do not value less than you do the claims of learning, even as against not unenticing temptations in the world of affairs. You can't put the function of scholarship and learning in a civilized society too high, for me. Precisely because I care about it so passionately ~~that~~ I want to see it promoted under the conditions that are not self-defeating. And I must say that I derive much more direction by characterizing our aim as the creation of a "society of scholars" than by talking about a "paradise for scholars". Only god can create a paradise for anybody, but by pooling their efforts, their disinterestedness, their confidence in one another, unimpeded by obshcure conditions, of which financial differentiation is one of the most potent in the world, a group of equals can, in course of time, evolve themselves into a society of scholars.

And as I come to the only point in my letter of February 21st. <sup>after all</sup> Other all, my remarks about German universities and my lumbering humor about paradise were all by the way. That I am concerned with is something that I deem vital to

the atmosphere and context of the society which I was hoping the imagination of Mr. Bamberger and Mrs. Fuld would make possible. The basis of remuneration and the procedure, including objective classification, by which salaries are to be fixed, are matters that I deem central for a self-respecting society of scholars and therefore central for the realization of that ideal of learning which you and I share. It is unnecessary to burden you with the considerations that are controlling for me, for I have put them as completely as I could in my letter to you of February 21st. I am bound to say that your reply to this letter leaves the central point of the communication unattended. I assume I shall hear from you on this vital issue. You make only one indirect reference to it in your remark that we are still in an experimental stage and may be for some years to come and that the fewer permanent decisions we make at the outset, the greater freedom of action we retain for ourselves. But surely you make a decision when you make individual arrangements for salaries. That is the most potent kind of policy, even though no formal label of policy be attached to it. And I just wonder whether the Board of Trustees adequately discussed what is involved in these individual decisions. I think fundamental matters are involved and fundamental matters affecting the desire of the Institute to establish a school of political science.

I am glad to hear all goes well with you.

Always y ours,

Dr. Abraham Flexner

X

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

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PRINCETON, NEW JERSEY

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LIFE TRUSTEES  
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MRS. FELIX FULD

October 10, 1934

Dear Felix:

I should like to include in the minutes of Monday's meeting a brief statement of the views which you expressed after hearing my report on the subject of economics and politics. I realize that you spoke on the spur of the moment and, though Mrs. Bailey has notes, you may want to rephrase the points you made. I am therefore sending you a copy of my report in the hope that you will send me at your earliest convenience anything that you would desire to be incorporated in the minutes. I am doing this for two reasons: (1) in order that, when the trustees see the minutes, they may once more ponder what was said at the meeting; (2) that a fairly complete record of the transactions of the Board may be contained in the minutes for the benefit of future directors and trustees.

I can't tell you how much I appreciated the candor of your comments and the trouble which you took to come down to New York for the meeting.

Remember me warmly to Marion, and believe me

Ever sincerely,

*A. F.*

P.S.

There is no reason why, if an addition occurs to you, you should not enlarge or modify the remarks which you made on Monday.

A.F.

Professor Felix Frankfurter  
Law School of Harvard University

11 Oct. 1934.

Dear Abe:

If any remarks of mine at Monday's meeting helped to focus the attention of the members of the Board on the underlying difficulties in the organization of a School of Economics and Politics and shed any light upon the dark places of those difficulties, I am glad. The remarks were, as you say, uttered on the spur of the moment; and so they are gone from memory, except as to the main ideas that I endeavored to express. Therefore I should be glad to see Mrs. Bailey's notes and perhaps incorporate them with appropriate emendations.

Ever yours,

Dr. Abraham Flexner

Outline

1934  
Remarks at meeting of October 8, 1934

Mr. Frankfurter thought that the director's observations on the proposed school of politics and economics stated the dilemma inherent in grappling at once fruitfully and honestly with the problems of society as an intellectual pursuit. All talk about science in connection with the so-called social sciences is misleading if we mean anything more than the temper of mind which seeks to be as objective and as disinterested as possible and unconcerned with immediate reforms and the practical settlement of day-to-day social problems. Essential to this temper of mind is awareness of the biases, the predilections in which all of us are implicated and the unconscious deflections of which we can only guard against by consciousness of them. In a word, in dealing with social problems, that is the whole field of politics in its broad sense, we must endeavor to pursue purely intellectual ends, at the same time that we are concerned with the most controversial issues of our time.

For disinterestedness in the sense of abstract political problems is to the extent that it is attainable altogether futile. It is highly significant that the great contributions to political science were all contemporaneous documents, that is, they dealt with the contentious issue of their time and were directed towards the promotion of definite political views or goals. Hobbes, Locke, Montesquieu, the Federalist, all were, as it were, contributions not in abstracto but in the context of their time, and of course the same is true of Adam Smith's Wealth of Nations.

And so in our time we must deal with issues which, however scientifically framed, are enmeshed in an emotional matrix. In this field we are largely still dealing with slogans. These slogans undoubtedly express truths or desires relevant to the time of their origin. These partial truths were then generalized into universals, as is the way of man, and were floated down the tide of tradition, so as to become in themselves powerful forces in men's thinking and action. To that extent I do not think it is helpful to suggest that political science today is comparable to clinical medicine. After all, despite all the obstinacy of tradition that encounters the pioneer in medicine as in all other fields of human endeavor, in any event the obstructions that meet the medical scientist are not those pervasive and permeating emotions and presuppositions that are the very air and interest of man's economic and social life.

And so I believe that the most hopeful mode of attack, if we are to be true to the spirit of science in the field of politics, is historical. By that I mean a painstaking and pertinacious endeavor to analyze the fighting slogans and the rallying cries that give rise to mass loyalties. For all our current terms like "individualism" and "regimentation" and the "profit motive" have a history, were born out of a particular environment or a defined state of society and have been carried over to environments quite different from that of their origin. This means not only



history in the ordinary sense of the term, for adequate history implicates psychological, statistical and legal factors indispensable to a just understanding of economic and political institutions.

In politics, unlike mathematics, there are no half dozen or three or four recognized great men whom one can collect into a great faculty of politics. Mr. Frankfurter thought that the great men must be made, as it were, that the Institute must turn to youngish people and develop them through their actual pursuit under favoring circumstances of problems in politics of major moment. To this end it is important to bring together a group of people who will have a certain harmony of purpose and more or less common conception of the task to be pursued. For one cannot bring together a group of individuals not selected with relation to one another and expect a harmonious interplay of minds. To that end it seemed desirable to Mr. Frankfurter if possible to invite a promising collection of political scientists and economists for a long enough period, say half a year or a year, for purposes of intensive discussion of what the problems of political science are and how they are to be pursued in the hope that thereby the desirable group of distinction will reveal itself.

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LIFE TRUSTEES  
LOUIS BAMBERGER  
MRS. FELIX FULD

October 27, 1934

Confidential

Dear Professor Frankfurter:

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

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

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

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

October 27, 1934

- 2 -

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

I have also been authorized to submit to the Board a nomination in the field of economics. I am proceeding in this matter with the utmost caution. Professor von Neumann has been kind enough to read for me the publications of several young economists who have used, to some extent, mathematical methods.

To FF

as member of Econ Com

In his judgment the ablest of the group is Professor Marschak, now a Fellow of All Souls College, Oxford. On the other hand, those with whom I have spoken, including Professor von Neumann, are unwilling to give a final opinion until they have had an opportunity to speak with Professor Marschak in a leisurely way. It will require a relatively small sum to bring Professor Marschak and his wife to Princeton for four to six weeks. He could in this way get into personal contact not only with economists and mathematicians here, but with corresponding persons in certain other centers who are disposed to help me as they helped me in bringing together the mathematics group.

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

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

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

I am

Very sincerely yours,

Professor Felix Frankfurter  
Harvard Law School  
Cambridge, Massachusetts

Abraham Steiner

AF/MCE

THE INSTITUTE FOR ADVANCED STUDY  
- 20 Nassau Street  
Princeton, New Jersey

October 27, 1934

*Marked Confidential (original)*

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October 27, 1954

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I am

Very sincerely yours,

(signed) Abraham Flexner

Professor Felix Frankfurter  
Harvard Law School  
Cambridge, Massachusetts

AF/MCE

x v

NIGHT LETTER

Oct. 29, 1934.

DR ABRAHAM FLECKNER  
20 NASSAU STREET, PRINCETON NEW JERSEY  
~~XXXXXXXXXX~~

DELIGHTED GIVE FORMAL APPROVAL MATHEMATICAL FACULTY'S CHOICE  
OF PROFESSOR MORSE AND GREATLY REGRET AM COMPELLED WITHHOLD  
ASSENT TO PROPOSED ARRANGEMENT WITH PROFESSOR MARSCHAK DEEM  
PROCEDURE WHOLLY UNDESIRABLE AND FRAUGHT WITH GRAVE DANGER TO  
WISE EVOLUTION OF SCHOOL POLITICS COULD UNDERSTAND ARRANGEMENT  
FOR TEMPORARY VISITS OF GROUP OF PROSPECTS FOR SUCH SCHOOL  
IN ORDER TO GIVE OPPORTUNITY FOR SAMPLING OF THEM BUT TO BRING  
OVER SINGLE MAN FOR SUCH INSPECTION WOULD UNDER CIRCUMSTANCES  
CARRY TOO SERIOUS IMPLICATIONS AND NOT LEAVE US WHOLLY FREE  
AS WE SHOULD BE TO DISCUSS WHAT PARTICULAR EQUIPMENTS WE WANT  
FOR NEW SCHOOL THUS MAJOR QUESTION IS RAISED WHETHER WE WANT  
MATHEMATICAL ECONOMIST OR STATISTICIAN AT PRESENT STAGE DO  
NOT BELIEVE THAT ON SUCH QUESTIONS OPINION OF MATHEMATICIANS  
HOWEVER EMINENT VERY HELPFUL AT RECENT MEETING OCTOBER  
NIGHT YOU HOPED BY NEXT MEETING TO SUGGEST ADDITIONAL PERSON  
DO NOT REGARD AUTHORIZATION BY BOARD TO SUBMIT SUCH NAME AT NEXT  
MEETING ANY JUSTIFICATION FOR TAKING ACTION IN THIS HURRIED WAY  
WITHOUT FULL DISCUSSION BY BOARD AS TO NAME TO BE PROPOSED BY YOU  
I AM AWARE THAT YOUR PROPOSAL IS MERELY SUMMON MARSCHAK FOR  
INSPECTION BUT AS ALREADY INDICATED THAT WOULD CARRY COMMITMENTS  
WHICH OUGHT NOT BE MADE UNTIL AFTER FULL OPPORTUNITY FOR ORAL  
DISCUSSION BY BOARD I THEREFORE CANNOT CONSENT TO ARRANGEMENT  
YOU PROPOSE

Frankfurter

NIGHT LETTER

Oct. 29, 1934

DR ABRAHAM FLEXNER  
20 NASSAU STREET, PRINCETON NEW JERSEY  
XXXXXXXXXXXX

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Frankfurter

XV

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LIFE TRUSTEES  
LOUIS BAMBERGER  
MRS. FELIX FULD

October 30, 1934

Dear Felix:

Many thanks for your telegram and for the candor and fullness with which you comment on my proposal.

The Executive Committee consists of nine members, eight of whom have approved both steps, and all of whom have approved the appointment of Morse.

I am afraid I did not make myself quite clear to you in respect to Marschak. The temporary visits of "a group of prospects" seem to me unmanageable. I think that if we had four or five such persons here at the same time they might feel very uncomfortable, as they would realize that they were in competition. I am proposing to bring them here separately, and if we do so I shall be very careful to say in the most definite way that the invitation is one of several that we shall extend to young economists, and that it carries absolutely no implications whatsoever as to the future. Indeed, it is not the first thing of the sort, for Walter Stewart has been good enough to ask a young economist, now in the Federal Reserve Board at Washington, to meet me at luncheon in New York tomorrow for precisely the same purpose and with precisely the same definite understanding.

*He met  
Napier  
Mr. James  
WVW said so*

I have not been guided in this matter by the opinion of mathematicians except as to the value and soundness of the mathematics employed by these young



economists. Several of them I have dismissed from my mind because von Neumann and others have told me that their mathematics grasp is feeble.

I don't know that, dealing as we are with young persons, it makes much difference with whom we start. We already have Earle, who is historically trained, and Mitrany, who is an internationalist. Who shall be the next person I do not know, but he ought to be someone who is more nearly an economist of promise and ability. Then I shall leave the future of the school to the three or four persons, just as in mathematics I began with Einstein and Veblen and left all subsequent moves to them and to the colleagues whom they have associated with themselves.

I hope that this explanation will make my proposal clearer. I can thoroughly reassure you on the matter of commitments and also as to the fact that no single individual will be brought here. Another thing - I am going to arrange for anybody who comes on this basis to lecture elsewhere - at Harvard, if I can do it, Columbia, Pennsylvania, Brookings Institution, and Princeton. I will thus get opinions from a variety of sources. I don't know how else to make a start, though I am conscious - perhaps even too conscious - that I may in the end make a mistake.

There is no question of the power of the Executive Committee to authorize an action of this sort. The By-Law dealing with this reads as follows:

"The Executive Committee shall exercise, during the intervals between meetings of the Board, the full powers of the Board of Trustees, but shall not reverse any action taken by the Board."

With all good wishes,

Sincerely yours,

Professor Felix Frankfurter  
Harvard Law School  
Cambridge, Massachusetts

G. J.  
→

P. S. My instinct is strongly against acting by mail, because such action precludes discussion, which might change the minds of the entire

Professor Felix Frankfurter

October 30, 1934

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committee. How would you feel, therefore, if in the present instance I simply wrote the Warden of All Souls, asking whether Marschak, if invited, could come for six weeks or so, and only telling him that I will communicate with him and Marschak later if his (the Warden's) answer is favorable? Meanwhile either the Board or the Executive Committee may have a full meeting, at which the case can be discussed. Are you going to be in New York at any time within the next month? If so, we could have an Executive Committee meeting at lunch.

A. F.

AF/MCE

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FELIX FRANKFURTER=

=HARVARD UNIVERSITY CA=

MINUTES IN TRANSIT  
FULL RATE DAY LETTER  
1/9/34

YOUR WIRE RECEIVED AFTER MY REPLY FLEXNER AGREEING HIS  
PROPOSALS STOP BELIEVE INVITATION FOR INSPECTION NEED  
NOT CARRY COMMITMENT OR CAUSE SERIOUS EMBARRASSMENT STOP  
SEEING FLEXNER TOMORROW AND WILL KEEP YOUR VIEWPOINT IN MIND  
=STEWART.

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

31 Oct. 1934.

Dear Abe:

Thank you for your prompt reply to my telegram about the Marschak proposal. You will not want me to suppress my frank concern about the procedure which you have pursued in this matter for, as I see it, it involves one's duties as a trustee.

1. At our meeting on Oct. 8, after outlining your views regarding a School of Politics, you stated explicitly that you were not prepared to submit any names for the Board's consideration, but expressed the hope that "by the next meeting of the Board" you "may be able to suggest an additional person" to the present nucleus. Within about two weeks you propose, for telegraphic approval, the call of Prof. Marschak for a six weeks' sampling visit. And at least so far as your letter goes, you do so largely on the validation of Marschak by a distinguished mathematician.

2. One wants naturally to get impressions through personal talk with potential members of the new School. But for you to meet a man like Kieffer at a luncheon is one thing; for you to summon Prof. and Madame Marschak across the ocean for a visit of weeks is quite another thing. I know of course that you will use an appropriate caveat in such a situation. I also know from experience that there are psychological forces against which one cannot legislate. There are implications in such a call as you contemplate for Marschak that no amount of words can avoid. You want your Board

to be free and think you leave them free, but they are not quite free after such a try-out process. Moreover, I am also concerned about the feelings of the Marschaks. Sensitive scholars and their wives, particularly exiles, can <sup>not</sup> <sup>out</sup> with the greatest of difficulties, be looked over and then rejected under such serious expectations as your call is bound to arouse, without doing serious damage to their sensitiveness. Incidentally, I hardly agree that "dealing as we are with young persons", it doesn't "make much difference with whom we start", nor does Marschak seem to me to be what is implied by "a young person".

3. Moreover, there are preliminary questions involved in summoning Marschak, which the Trustees should discuss and decide before even taking the kind of a preparatory step that you contemplate. Is a mathematical economist or a statistician the direction of hope or desire for the kind of a team we are trying to get together in this School of Politics? I for one should like to have that question adequately discussed. After all, the special reason why you asked Stewart and me to go on your Board was our relation to the social sciences and the use we might be in developing that aspect of the Institute's endeavors. Yet without any consultation, at least with me, you take the judgment of mathematicians who as a group, however distinguished they may be, are, if I may say so even at the risk of appearing arrogant, about the worst architects for a School of Politics.

4. Nor do I understand the necessity for dispensing with the usual deliberation and consultation in the most vital affairs of the Institute, namely, the selection of professors. After all, you saw Marschak in Oxford; you must have gleaned some views regarding him from

your own observation and from others. Plainly enough, you deem him a most likely candidate for appointment. If it did not seem desirable to you to have a full Board discussion about him, nor even to talk with the social scientists on your Board about Marschak and the particular direction in economics which he represents, then I see no reason why the whole matter should not go over until we can have a thorough canvassing of these questions either at a Board or at an Executive Committee meeting.

5. As against all your disavowals against making commitments, I am bound to urge a rather ample experience on my part as to how these things work out in practice. But there is a deeper issue at stake, and I hope you will read this letter entirely in the light of it and <sup>as</sup> totally free from any personal feeling either toward you or Marschak. As you know, I believe that the Institute, if it is truly to fulfill the purposes of its founders, should be an autonomous society of scholars. Doubtless a Board of Trustees may serve as accoucheurs of such a society. But if we are to be trustees in the interim period, until the various schools are in full being, then I am sure you will want us to exercise the kind of responsibility which you taught us all to regard as the proper function of University trustees.

Always yours,

Dr. Abraham Flexner

Remarks at Board Meeting, October 3, 1934

Recd 10/31/34  
Recd 11/2/34

Mr. Frankfurter thought that the director's observations on the proposed school of politics and economics stated the dilemma inherent in grappling at once fruitfully and honestly with the problems of society as an intellectual pursuit. All talk about science in connection with the so-called social sciences is misleading if we mean anything more than the temper of mind which seeks to be as objective and as disinterested as possible and unconcerned with immediate reforms and the practical settlement of day-to-day social problems. Essential to this temper of mind is awareness of the biases, the predilections in which all of us are implicated and the unconscious deflections of which we can only guard against by consciousness of them. In a word, in dealing with social problems, that is the whole field of politics in its broad sense, we must endeavor to pursue purely intellectual ends, at the same time that we are concerned with the most controversial issues of our time.

For disinterestedness in the sense of abstract political problems is to the extent that it is attainable altogether futile. It is highly significant that the great contributions to political science were all contemporaneous documents, that is, they dealt with the contentious issue of their time and were directed towards the promotion of definite political views or goals. Hobbes, Locke, Montesquieu, the Federalist, all were, as it were, contributions not in abstracto but in the context of their time, and of course the same is true of Adam Smith's Wealth of Nations.

And so in our time we must deal with issues which, however scientifically framed, are enmeshed in an emotional matrix. In this field we are largely still dealing with slogans. These slogans undoubtedly express truths or desires relevant to the time of their origin. These partial truths were then generalized into universals, as is the way of man, and were floated down the tide of tradition, so as to become in themselves powerful forces in men's thinking and action. To that extent I do not think it is helpful to suggest that political science today is comparable to clinical medicine. After all, despite all the obstinacy of tradition that encounters the pioneer in medicine as in all other fields of human endeavor, in any event the obstructions that meet the medical scientist are not those pervasive and permeating emotions and presuppositions that are the very air and interest of man's economic and social life.

And so I believe that the most hopeful mode of attack, if we are to be true to the spirit of science in the field of politics, is historical. By that I mean a painstaking and pertinacious endeavor to analyze the fighting slogans and the rallying cries that give rise to mass loyalties. For all our current terms like "individualism" and "regimentation" and the "profit motive" have a history, were born out of a particular environment or a defined state of society and have been carried over to environments quite different from that of their origin. This means not only



history in the ordinary sense of the term, for adequate history implicates psychological, statistical and legal factors indispensable to a just understanding of economic and political institutions.

In politics, unlike mathematics, there are no half dozen or three or four recognized great men whom one can collect into a great faculty of politics. Mr. Frankfurter thought that the great men must be made, as it were, that the Institute must turn to youngish people and develop them through their actual pursuit under favoring circumstances of problems in politics of major moment. To this end it is important to bring together a group of people who will have a certain harmony of purpose and more or less common conception of the task to be pursued. For one cannot bring together a group of individuals not selected with relation to one another and expect a harmonious interplay of minds. To that end it seemed desirable to Mr. Frankfurter if possible to invite a promising collection of political scientists and economists for a long enough period, say half a year or a year, for purposes of intensive discussion of what the problems of political science are and how they are to be pursued in the hope that thereby the desirable group of distinction will reveal itself.

X✓

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LOUIS BAMBERGER  
MRS. FELIX FULD

November 2, 1934

Dear Felix:

I received yours of October 31. Mrs. Bailey received this morning a note from Miss Cummings enclosing your revision of the remarks at the meeting respecting the proposed School of Economics and Politics.

Inasmuch as the Trustees are all busy men, we have made it a rule to get the minutes out promptly after the meeting while the details of the meeting are still fresh in their minds so that they may make such corrections as they see fit. On October 10 I wrote you saying that I would be glad to have any summary of your remarks at your earliest convenience for incorporation in the minutes. In replying you stated that you would be glad to see Mrs. Bailey's notes, which I sent to you on October 12. Not hearing from you, Mrs. Bailey wrote to you on October 20, asking for your remarks. Having heard nothing, on October 27 Mrs. Bailey telegraphed as follows:

"May I please have your suggestions? Important to mimeograph minutes Monday."

On Monday evening, October 29, there was delivered to Mrs. Bailey at her residence the following telegram from Miss Cummings:

"Regret Professor Frankfurter away."

As there was nothing to show when you would return, we felt that it would be a mistake to hold the minutes any longer. They were therefore sent to the

F.F.

Nov. 2, 1934

2

mimeographer in New York on Tuesday, October 30, were received yesterday afternoon, and were mailed the first thing this morning, before the mail with your letter of October 31 arrived.

I am extremely glad to get your elaboration. I am having it mimeographed and sent to the members of the Board with a letter from me explaining that you prepared it at my request.

By the same mail comes yours of the 31st respecting the Marschak proposal. I confess I don't see the difference between my meeting a man like Riefler at luncheon with Walter Stewart and discussing with him fully and freely without any commitment whatsoever his views as to what ought to be done, and an invitation to Professor Marschak to spend six weeks in this country on precisely the same basis, for I should tell Professor Marschak that he is one of a number of persons with whom I am discussing the question and that I am not clear as to how or with whom to proceed.

Your third paragraph respecting the extent to which I relied upon mathematicians overlooks the point which I made in my letter that all I have asked the mathematicians is how sound is this man's mathematics; this question I have already asked in the case of several persons only to be told of every one of them up to this point that his mathematics is naive or antiquated.

As to my interviews with Marschak in Oxford, the most I can say is that I thought him personally agreeable and that I obtained favorable impressions regarding him as an economist from several men at Oxford as well as several persons in the United States. I certainly would not offer him a post or even propose to start with him without bringing him into contact with others and then presenting my case to the Board.

As I said to you in the postscript of my letter, I realize the dangers

WWS

F.F.

Nov. 2, 1954

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and unfairness inherent in an attempt to obtain an opinion by mail from members of the Executive Committee, and for that reason, beyond writing Adams confidentially I shall go no further in the Marschak matter until I have been duly authorized by the Executive Committee or the Board. I have, however, had a good deal of experience in matters of this kind over a period of twenty-odd years and have never found myself embarrassed inasmuch as I have never made a move of this kind without an explicit statement that the invitation involves nothing beyond the invitation itself. I know that this is common procedure at the Johns Hopkins University, the Rockefeller Institute, Swarthmore College, etc.

Let me say that I am grateful to you for your comments on the nature of economics and on the way in which it differs from most other disciplines, and I hope that you will continue to comment with perfect candor and freedom upon any suggestion that emanates from me. I am devoid of pride of opinion; but there are some things that may seem easy to you or others that I cannot at all understand or do - as, for example, bringing a "group" of possible prospects together at one and the same time.

Finally, I have for four years been talking with "sensitive scholars" here and abroad, and, as far as I can make out, I have done no "damage to their sensitiveness" because I have been perfectly candid with them at the start. I have told them that we are expecting to begin a school of economics, that we are hoping that we may make some new contribution to the field, that my part and that of the Board would be limited to getting a small number of persons together and letting them, as we have let the mathematicians, work out their own salvation. I can see the part which both Mitrany and Earle would play in a combination of that sort, and there were in both cases sufficient reasons, as I thought and the Board agreed, why they should be annexed; but we still require an additional

person or two, for whose selection the main responsibility must rest upon me, subject of course to the criticism and approbation of the Board. After that there is little that either the Board or I can do beyond trying our best to comprehend what these men want and need and help them in so far as we can be convinced that they are proceeding upon what may prove to be a hopeful road. I am sure that they must be "young" in the sense that they have not in writing or intellectually so far committed themselves that the direction in which they go is already determined. In that sense I should regard Marschak as young enough. He has written a few essays which have struck economists in this country and in Europe as showing intellectual power, and yet their volume is not so great that after a few years' work under new conditions he may not without embarrassment change his mind. Unless a man has written something, it is almost impossible to know whether he is really able or not. If he has written too much, there arises the difficulty of readjustment.

I have no idea whatsoever as to the part which a mathematical economist should play in this new school, but I have never yet talked either in this country or in Europe with an economist who did not believe that the mathematical economist had a contribution to make, though the general opinion is that mathematical economists overrate the importance of mathematical economics. That may be due to the fact that the group of persons dealing with economics in any particular institution has been either a philosophical group or an institutional group. Contact over a prolonged period may bring about a better balance, though, as I have said above, after selecting two or three persons who temperamentally seem able to learn from one another and to talk with one another, the rest is in the lap of the gods.

With all good wishes,

Ever sincerely,

A.F.

P.S.

Are you likely to be in New York at any time during the course of November and to be free at luncheon?

A.F.

Professor Felix Frankfurter  
Law School of Harvard University  
Cambridge, Massachusetts

November 5, 1934.

Dear Mr. Stewart:

The enclosed second stage of my correspondence with Flexner speaks for itself. Please be good enough to return it. I am sending it because I have already troubled you with my telegraphic comments on his Marschak proposal. Moreover, as my latest letter to him indicates, the issues seem to me to go to one's basic conception of our role as trustees.

Very cordially yours,

W. W. Stewart, Esquire,  
120 Wall Street,  
New York, N. Y.

X ✓

6 November 1934

Dear Abe:

I have now re-read your letter of the second, after sleeping on it, and I am bound to say that mine of October 31st completely missed fire. For you do not touch the real burden of that letter, which was the intellectual procedure indispensable to decisions like those implied in your Marschak proposal, if one is to take seriously one's function as trustee of the Institute.

This is the situation as I see it.

1. For about two years after the Institute was founded you consulted me, from time to time, concerning the establishment of a School of Politics. We talked over possible intellectual directions for such a school as well as personnel. This process of incubation for such a school continued after I joined the Board. During my inactive year abroad, occasionally through correspondence and briefly during our breakfast at All Souls, we continued these exploratory conversations. During your Oxford visit you talked with Woodward and I suppose with others about Marschak, but to the best of my recollection he was not one of the names you and I canvassed.

2. Then comes the October 8th meeting at which you stated very explicitly that both in your report and in reply to a specific question of mine at the Board meeting that you were not prepared to submit any new name for consideration by the Board for the School of Politics, but hoped to be able to do so "by the next meeting of the Board". You did not mention the progress you had made in your inquiries regarding Marschak either to the Board as a whole or to me as a member especially interested in the proposed School of Politics.

-2-

3. And so I was naturally startled by your request on the date of October 27th for a telegraphic approval of your desire to invite Professor Marschak and his wife for a six weeks' visit as a guest visit for judgment on his suitability for formal recommendation by you. I was startled that such a step should have been taken within a fortnight after our meeting. Plainly the approval you invited could not be based on any independent or deliberative judgment on the part of the trustees, for there was opportunity neither for adequate deliberation nor that adequate interchange of ideas essential for wise judgment. To this day it has not been made clear just what sudden exigency had arisen that made it necessary to take this step in disregard of the ordinary functioning of a board of trustees. For nearly four years you have brooded over the problems of a School of Politics and consciously followed the example of President Gilman in refusing to have a sense of time pressure, and now suddenly we are asked to rubber stamp a decision of yours which, put at its lowest, is a very important preparatory step in the process of ultimate selection.

4. You tell me that no commitments are involved, that "dealing as we are with young persons" it does not "make much difference with whom we start", though in your latest letter you indicate that Marschak is not young in the ordinary sense but "young enough in a sense of <sup>being</sup> open-minded". But all these considerations, and some others, raise issues for discussion before you act instead of after action.

Let me put out of the way the human aspect of this business, in itself not very relevant to the central problem of a trustee's responsibility. To you, sending for Marschak and his wife to come from Oxford to Princeton has no more significance than for you to lunch with Rieffler in New York. So it may be for you, inexplicable as it sounds to me. But I can assure you



-3-

that the kind of an invitation you are planning to extend to a man in Marschak's position, in the general context of Oxford's relation to the exiled German scholars, carries very different implications and they effect very different consequences. I speak not speculatively, but on the basis of Oxford experience. I know their superb hospitality to these exiles; I also know the pressure upon Oxford funds and the limited opportunities for the incorporation of foreigners into the Oxford Colleges. And I know, for I have been witness to similar cases, how such even tentative calls from America may affect the arrangements contemplated by Oxford helpfulness toward these scholars. In plain English, despite all your clear words of caution, your confident assumption that by making such a call you really do not change the circumstances of anyone, you may very well spoil the opportunities for Marschak to continue under some arrangement or other at Oxford.

5. But what concerns us as trustees more immediately is that several major issues of direct moment to the kind of a School of Politics we want to evolve ought to be settled before we take the step of bringing the Marschaks across the Atlantic, which as a matter of time, money and psychology, is after all a serious business.

Do we want a mathematical economist? I should much like to hear this question discussed and at length, especially by <sup>St</sup>Stuart.

Do we want an economist, however good, who is fundamentally an alien to American history and to the American social scheme with which we are predominantly concerned? I do not think I need to assure you that my bias is not parochial in such matters, but after all economics and mathematics are very different subjects.

6. These are some of the issues on which you should have a full-dress discussion, preferably with due notice that the issues are to be discussed at a set meeting, if your trustees are to have the functions

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that are implicit in the office of a trustee.

Very sincerely yours,

Dr. Abraham Flexner,  
20 Nassau Street, New York City.

XV

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LOUIS BAMBERGER  
MRS. FELIX FULD

November 8, 1934

Dear Felix:

I have read and re-read not only your letter of the 7th but our previous correspondence in respect to the proposed visit of Professor Marschak, and for the life of me I cannot get excited about anything that I have proposed in connection with it.

I thought I made it clear to you that I did not mention Marschak's name at the Board Meeting because I had not heard from Professor von Neumann about Marschak's mathematics. I did hear a week later. As a preliminary to a possible recommendation of Marschak or someone else at the next meeting, I felt that I wanted him to see and talk with other persons. Either they must go to him or he must come to them, the latter being the simpler.

It happens that Aydelotte was in Princeton the other day and I showed him the correspondence between us. He told me that, in his judgment and experience, what I proposed to do about Marschak was so slight that I need not even have consulted the Executive Committee if travel funds were available, as they are. He has done this kind of thing - so he said - ever since he went to Swarthmore, and he regards it as merely a piece of administrative routine. He could not understand your being startled by the request which I made under the circumstances in which I made it.

F. F.

November 8, 1934

- 2 -

As far as dealing with the human aspect is concerned, I suspect that no one in the United States has had more experience than I have had in that particular field, and I have never yet gotten either myself or the persons with whom I have spoken entangled on that score.

I cannot myself, on my own authority, defend the proposition that we should have a mathematical economist. For that I am taking the word of economists in this country and abroad who believe that a group of the kind we are proposing cannot omit a mathematical economist, though it may turn out in the long run that his contributions are less important than he may now believe. But final decision on that point rests with the Board.

I am acquainted with several American mathematical economists, who, before we come to a decision, ought, unquestionably, to be considered as alternatives; but, surely, no Board of Trustees will in the end interfere with my responsibility when it comes to a final choice. How would the Harvard Law faculty feel if, when a recommendation has been made by the faculty, the corporation substituted somebody else?

There have been a number of full-dress discussions on the subject of economics during the last three or four years, most of them during the year when you were abroad.

*Not here*  
*But WWS*  
*wanted me?*

I can see both advantages and disadvantages in having an alien, provided he is sufficiently intelligent. There is no danger in the long run that we will not have Americans enough, and there is no harm that an alien can do if he is intelligent and really able. He may do a lot of good which no native would be so likely to do.

I have written Adams - as I mentioned in my letter to you of November 2nd - asking whether it is possible for Marschak to come to America provided he is invited to do so, without any implications whatsoever regarding

F. F.

November 8, 1934

- 3 -

the future, adding - what I added in speaking to him <sup>(Adams)</sup> last summer - that if he  
is permanently provided for at All Souls I should leave it to him (Adams) as  
to whether I should extend the invitation or not.

Sincerely yours,

A. J.  
)

Professor Felix Frankfurter  
Harvard Law School  
Cambridge, Massachusetts

AF/MCE

W

9 November 1954

Dear Abe:

Not the least interesting aspect of your successive letters in reply to mine is what you don't answer. Let me try again to put to you some of my difficulties.

1. In my first comment by telegram on your Marschak proposal of October 27th, I indicated that there were preliminary questions of major policy which ought to be decided before bringing Marschak over here for inspection, as a potential addition to the School of Politics. In my letter of the 7th I specified two of these questions: (1) the desirability of having a mathematical economist, and (2) the desirability of having a foreigner. These were issues of such vital import as to call for, as I wrote you the other day, full-dress discussion by the Board.

You now tell me in your letter of yesterday, that:

"There have been a number of full-dress discussions on the subject of economics during the last three or four years, most of them during the year when you were abroad."

If this implies that the two questions which I have raised have been canvassed by the Board in my absence why then, of course, the requirement of deliberation of policy by the Board, on which I have been insisting, has been satisfied. But nothing in the minutes of last year's meetings nor in your report to the Board at the first meeting this year gave me any hint that the Board has deliberated upon these questions.

2. When you wrote on October 30th, in reply to my telegram,

you said:

"I don't know that, dealing as we are with young persons, it makes much difference with whom we start."

I could neither agree with this principle of indiscriminating eclecticism nor with the characterization of Marschak as a "young person". You now tell me in your latest letter that Marschak's potential suitability in your mind rests on the fact that he is a mathematical economist and that such a one is needed. For this judgment you do not rely on your "own authority" but depend on the opinion of economists "in this country and abroad". But you say "final decision on that point rests with the Board". Surely, if final decision rests with the Board, it would seem meet, to put it mildly, to discuss this general issue with them before taking a serious step on the advice of those who have not the responsibility of the Board.

Again, you recognize in your latest letter, "advantages and disadvantages in having an alien". The place to canvass these is at a Board meeting, and, you must let me say again, to canvass them before taking the serious step involved in withdrawing Marschak and his wife from Oxford for a trip across the Atlantic. After all, the implications of such a trip are very different from those of a trip across the Hudson Tunnel.

3. You ask me:

"How would the Harvard Law faculty feel if, when a recommendation has been made by the faculty, the Corporation substituted somebody else?"

I have been on this faculty for twenty years and can duly tell you the experience for that period. The Corporation has not substituted anyone else for one of our recommendations, but it has declined to appoint in

accordance with our recommendations. And President Conant has made it clear, I believe not only to our own faculty, but to others, for instance that of the Medical School, that a faculty recommendation is not binding upon the Corporation. I myself deem this a highly undesirable policy. As you know, I believe in the intellectual autonomy of faculties comparable to that of the corporate life of the English colleges. But I need not point out the wide chasm between a refusal to approve a recommendation and substitution of another appointment in its stead.

4. So much for the Harvard situation. But what really troubles me is your assumption of the relevance of your question to the circumstances now attending our proposed School of Politics. Just who is in the position comparable to the Harvard Law School faculty recommending the appointment of a law professor? It certainly can't be the School of Mathematics certifying the mathematical competence of an economist, and I cannot possibly believe that you are implying that in recommending appointments to the School of Politics and Economics you are the faculty. Surely it cannot be that, and yet I wonder what it is you mean by saying "surely no Board of Trustees will in the end interfere with my responsibility when it comes to a final choice". If you do mean that the analogue of the relation of the Harvard Law School faculty to the Harvard Corporation is your relation to our Board, then of course there is an end to the question between us and also an end to your Board. For in such a conception I see no room for a trustee's role except that of a decorative nullity. Your School of Mathematics bears the relation to you and the Board that our faculty



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does to the President and Fellows of Harvard College. Once there will be a School of Politics and Economics, it will bear the same relation.

Very sincerely yours,

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

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LOUIS BAMBERGER  
MRS. FELIX FULD

November 12, 1934

*R*

Dear Felix:

I have yours of the 9th, which I have read with care.

I do not believe that any good object can possibly be served by a continuation of this correspondence, for neither of us has essentially changed his opinion since the correspondence began. There is merely one thing that I wish to say, and with that the matter is closed as far as I am concerned: When it comes to initial recommendations, I - plus such counsel as I have obtained and can obtain - must use my own judgment and discretion, and you have yourself said so in writing to me. I do not believe that any Board, whatever its theoretical rights, would question, or has ever questioned, the soundness of this point of view.

As to my way of doing things after the initial appointments are made, I abide by my record with the Board and the members of the School of Mathematics.

Sincerely yours,

*Abraham Flexner*

Professor Felix Frankfurter  
Harvard Law School  
Cambridge, Massachusetts  
AF/MCE

15 November 1934

Dear Abe:

You now conclude our recent correspondence, in your note of the 12th, by invoking the following principle:

"When it comes to initial recommendations, I—plus such counsel as I have obtained and can obtain—must use my own judgment and discretion",

and you cite me in support of that principle.

Well you may! In the present state of the School of Politics, before there is a Faculty of Politics, it is quite incontestable. But that principle has not been involved in the issues that I have raised regarding your Marschak proposal, and it does not in the slightest advance the argument between us. Just when the curtain should go up, you ring it down.

Always yours,

Dr. Abraham Flexner

*Institute of AD  
Stewart*

CASE POMEROY & COMPANY  
INC  
120 WALL STREET  
NEW YORK

November 28, 1974

Professor Felix Frankfurter  
Harvard Law School  
Cambridge, Mass

My dear Frankfurter:

I have read your correspondence with Flexner and am returning it to you as you requested.

As matters now stand, I gather that Flexner does not intend, prior to a general discussion either with the Board or the Executive Committee, to go further with the Marschak proposal than to make a confidential inquiry of the Warden of All Souls. Since we will have this opportunity for an exchange of views, I am not now inclined to comment on the various issues arising out of the correspondence. While I take my responsibilities as a trustee seriously, as a correspondent I rate myself very low. I have for years enjoyed a bad reputation as a letter writer and I am sure you will not take it as a lack of interest in the issues you raise, that I should prefer to discuss them orally rather than by an exchange of letters.

Very sincerely yours,

*Walter W. Stewart*

SWARTHMORE COLLEGE  
SWARTHMORE, PA.  
PRESIDENT'S OFFICE

December 21, 1934.

My dear Frankfurter:

I am sorry to have kept your letter of November 30th so long without a reply, but two trips in connection with my mother's illness and death, a week in bed myself with the grippe, plus arrears <sup>of</sup> ~~with~~ work in Swarthmore have left me not a moment until now.

I have read the whole correspondence carefully more than once. Your difference of opinion with Dr. Flexner seems to me to involve the delicate distinction between policy, the function of the trustee, and details of administration which are within the province of the Director.

I agree with what I take to be your main point, that we must, before making any new appointments, discuss a great deal more thoroughly than we have hitherto the whole plan of the School of Economics and Politics, including the questions as to just what special fields in Economics should be represented and the question of balance between Europeans and Americans on the staff. Certainly your insistence upon these points is sound.

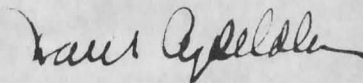
I voted to approve the invitation to Marschak on the basis of Dr. Flexner's statement that he does not by this invitation commit us to an appointment. So long as Dr. Flexner does not so commit us, the invitation seems to me to be a detail of administrative procedure regarding which I think we must leave him in freedom. My experience with Dr. Flexner is such as to give me entire confidence in his skill in handling

such a matter. It may be that you or any other member of the Board would not conduct the affair in precisely that manner, but so long as Dr. Flexner does not go beyond his authority, I do not think it feasible for the Board to dictate the exact way in which he should pursue his inquiries. That is the basis upon which I work with my Board here, and, indeed, I sometimes extend invitations like this one calling men, if not across the ocean, at any rate across the American Continent for the purpose of talking with them without commitment on either side.

These in brief are my reasons for approving the proposed invitation to Marschak. Your correspondence with Dr. Flexner raises many other points about which I shall not attempt to write in detail but which I hope to have an early opportunity of talking over with you.

With warmest regards, I am

Yours very sincerely,



Professor Felix Frankfurter  
Harvard University  
Cambridge, Mass.

January 4, 1934.

My dear Abe:

You will, I am sure, agree that discussions generally are likely to be profitable in direct ratio to previous opportunities for reflection. Particularly in matters demanding fresh and independent thinking the judgment ought to have ample time for incubation. I wonder, therefore, whether you could not indicate to the Trustees the items affecting the School of Economics and Politics that you are proposing to bring up at the meeting scheduled for the fourteenth, and, if possible, supply us with memoranda canvassing the considerations on which decision is to be made. I am sure all the Trustees would welcome the opportunity to come to the meeting with matured views rather than to be called upon to improvise opinions.

With all good wishes,

Very sincerely yours,

Dr. Abraham Flexner

X ✓

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*Director of the Institute*

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MRS. FELIX FULD

January 8, 1935

Professor Felix Frankfurter  
Harvard Law School  
Cambridge, Massachusetts

My dear Professor Frankfurter:

Your letter of January 4 to Dr. Flexner has been received while he is away for a much needed rest. As he could not leave until long after Christmas, I fear that he will not return in time to finish his report, have it mimeographed, and mailed, so as to reach the Trustees sufficiently in advance of the meeting for their consideration. Your request will be brought to Dr. Flexner's attention immediately upon his return.

Very truly yours,  
*Esther S. Bailey*  
Assistant Secretary



SWARTHMORE COLLEGE  
SWARTHMORE, PA.  
PRESIDENT'S OFFICE

January 11, 1935.

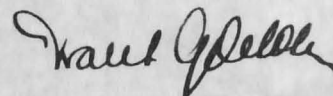
Dear Frankfurter:

Many thanks for your letter. Looking over my own to you (which was written under pressure), I realize that I did not express myself very well. What I feel at bottom is that we are all assisting at the birth of what is for this country a new type of academic institution. For the moment the question is not one of running the Institute but of creating it. When in my letter I talked about administrative freedom, I should really have used some far stronger phrase such as would describe the relation of the artist or thinker to a new child of his brain.

This Institute is the result of Dr. Flexner's thought and imagination, and I am most concerned that nothing should hamper him in the process of bringing his vision into reality. I imagine that you would say amen to all of this, and that the difference between us would be in the way we should apply this attitude in concrete situations.

With kindest regards, I am

Yours sincerely,



Professor Felix Frankfurter  
Harvard University Law School  
Cambridge, Mass.

January 16, 1935

Dear Abe:

I should like you to see copies of letters which  
have gone respectively to Professor Veblen and Dr. Riefler.

Yours always,

(signed) F. F.

Dr. Abraham Flexner

C O P Y

Cambridge, Mass.

January 16, 1935

My dear Riefler:

Ever since I have been on this faculty, for now a little over twenty years, it has been my practice to tell acquaintances whose names have come up for our consideration directly what doubts or difficulties I may have had to raise in faculty meeting. This avoids misunderstanding through the dangers of misreport, however innocent through indirect transmission. That practice of candor seems to me equally appropriate for you and me in the case of the Institute of Advanced Study.

Therefore, I should like you to know that I welcomed your accession to the Institute and voted for it with pleasure and hope. But I voted against the stipend proposed by Dr. Flexner, not because it was too high, but because it was higher than that given to your colleagues in the School of Politics and Economics. For I deem inequality of treatment among men of substantially similar age and scholarly distinction as inimical to the aims of a society of scholars. This is not the occasion to argue the matter, I simply wanted you to know precisely what my attitude was towards your coming to the Institute and to the conditions of your coming.

If you have to leave government -- I cannot conceal my regret that you are doing so, in view of my great interest in a permanent civil service -- I am at least happy that you are giving yourself to scholarship.

With all good wishes,

Very sincerely yours,

Dr. Winfield W. Riefler

C O P Y

Cambridge, Mass.

January 16, 1935

Dear Professor Veblen:

Of course I was gratified to have your confirmation about the importance of the general principle of equality of treatment of scholars of substantially the same age and distinction. I have long reflected on the problem and have had not a little experience in observing the consequences of departures from it. I am much confirmed by the testimony that you bore at our Board meeting last Monday regarding the feelings of the members of the School of Mathematics. Of course I know nothing about the "historical considerations" to which you referred which are responsible for the present differentiations in that School. I have no doubt, however, that as a principle the practice is vicious. Bargaining for terms, with the diverse pressures wholly unrelated to scholarship, belongs to the world of commerce and is inimical to the true aims of a society of scholars.

With good wishes,

Very sincerely yours,

Professor Oswald Veblen

THE INSTITUTE FOR ADVANCED STUDY  
PRINCETON, NEW JERSEY

18 Jan. 1935

Dear Professor Frankfurter:-

I think I correctly reported the feelings of our group — but of course I would have a hard time if put under cross-examination. Also I should be disposed to go very far in support of Dr. Flexner who seems, in his acts, to be enormously better than anyone who is likely to succeed him in his present job.

I am sure my colleagues, as well as myself, would be delighted if you would drop off in P. someday and look us over in our lair.

Yours sincerely,

Oswald Vibleen

✓

WINFIELD W. RIEFLER

January 19, 1935

Dear Mr. Frankfurter:

Your letter of January 16 has disturbed me greatly though I respect the frankness which impelled you to write. If there is any question of my status or standing I would prefer the Board to reconsider the whole matter as quickly as possible.

Thank you for your good wishes. I know that we have an unparalleled opportunity in the new School. I am still so tied emotionally to public service that I am not yet in a position to be entirely objective about the situation.

Very truly yours,

*Winfield W. Riefiler*

Mr. Felix Frankfurter  
Law School  
Harvard University  
Cambridge, Massachusetts

X ✓

# THE INSTITUTE FOR ADVANCED STUDY

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

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*Assistant Secretary*  
ABRAHAM FLEXNER  
*Director of the Institute*

January 19, 1935

Dear Felix:

To say that I was amazed by your note of January 16 enclosing copy of the letter which you have written Riefler is to put it very mildly. You will remember that, when you were at Oxford, you wrote me in what you called "brutal candor", and I replied that as between gentlemen, while I valued candor, I did not see the necessity of brutal candor. Now my patience with you is exhausted, and I shall write you with brutal candor.

In my opinion, your letter to Riefler was a piece of unmitigated impertinence and makes it absolutely impossible for you and me to collaborate in any enterprise whatsoever. Board meetings are confidential affairs. If every member of the Board felt free to write to any or every member of the Institute staff as you have done, we should be in a perpetual hubbub.

I now wish you to understand that I shall notify the Committee on Nominations that under no circumstances can they renominate both you and me for re-election. They shall have to choose between us. I think you have acted in an ungentlemanly manner, and that marks an end of our association, keenly to my regret.

You will doubtless attribute my attitude as regards our further association to a supposed intolerance of difference of opinion on my part and

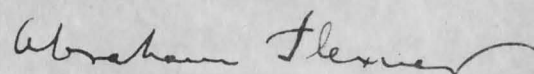
F.F.

Jan. 19, 1935

2

write me down as an autocrat. So far, however, from attempting to smother differences of opinion, it may be worth your while to remember that at the last meeting I insisted that Dr. Weed should develop a point of view regarding which he had written me but which he was disinclined to bring to the attention of the Board. Nevertheless having done so and the Board having agreed with Professor Veblen's opposing view the matter was concluded.

Sincerely yours,



Professor Felix Frankfurter  
Law School of Harvard University  
Cambridge, Massachusetts

AF:ESB



X✓

Cambridge, Mass.

January 21, 1965

My dear Riefler:

Thank you for your letter of the nineteenth.

My letter meant to imply no more than it actually said. There is no question whatever as to your "status", nor the eagerness with which I in common with the rest of the Board voted for your election. The views I expressed in my letter were solely my own and were conveyed to you as I stated in my letter, because I thought that candor as to a matter affecting you was called for between you and me.

With all good wishes,

Very sincerely yours,

Dr. Winfield W. Riefler

January 21, 1935

Dear Abe:

I have your letter of the nineteenth.

At least in English-speaking countries the right to be heard before decapitation still prevails. May I trouble you to have Mrs. Bailey send me the names of the Committee on Nominations.

Sincerely yours,

Dr. Abraham Flexner

THE INSTITUTE FOR ADVANCED STUDY  
PRINCETON, NEW JERSEY

January 22, 1935

Professor Felix Frankfurter  
Law School of Harvard University  
Cambridge, Massachusetts

My dear Professor Frankfurter:

In reply to your inquiry, the members of  
the Committee on Nominations are as follows:

Mr. Samuel D. Leidesdorf, Chairman  
125 Park Avenue, New York City

Mr. Walter W. Stewart  
120 Wall Street, New York City

President Frank Aydelotte  
Swarthmore College  
Swarthmore, Pennsylvania

The Trustees, whose terms are expiring,  
are Messrs. Flexner, Frankfurter, and Straus.

Very truly yours,

*Esther S. Bailey*

January 22, 1935

Dear Abe:

Three items in the Minutes of the Regular Meeting of the Institute for Advanced Study, held January 14, 1935 seem to me to call for correction, and I deem it best to write you directly rather than Mrs. Bailey, who so kindly sent me the Minutes:

1. p. 7. Ought not the Minutes show my action to ask for a division of your recommendation regarding Riefler, so that we should vote first on his election and secondly on the amount of his stipend? But in any event the Minutes should show that while I expressed myself "in favor of the selection of Dr. Riefler" I could not vote for a differentiation between his stipend and that of his two colleagues, believing in equality of stipend among scholars of substantially the same standing. In other words it is not correct to say that I favored the selection of Riefler "at the salary mentioned". The correct statement is that I favored equality of stipend for all three either \$10,000 or \$12,000.

2. p. 7 Ought there not be a brief summary of the arguments made by me and those opposed to me rather than a summary reference to the discussion by the ambiguous phrase "principle of standardized salaries"? In any event on a matter of such importance surely the Minutes ought to record the weighty statement of Professor Veblen that the Professors of the School of Mathematics would be happier if they all had the same stipend, followed as that was by his proposal that the Board express its hope that such a policy is a desirable objective for the future.

2.

Jan. 22, 1955

3. p. 10. Unless I misheard your explanation for not issuing an invitation to Dr. Marschak, it was not the lack of unanimity among all the Executive Committee in giving consent, but the change in circumstances resulting from the selection of Riefler.

Sincerely yours,

Dr. Abraham Flexner

X ✓

THE INSTITUTE FOR ADVANCED STUDY  
PRINCETON, NEW JERSEY

January 24, 1935

Professor Felix Frankfurter  
Law School of Harvard University  
Cambridge, Massachusetts

My dear Professor Frankfurter:

Your letter of the twenty-second regarding  
the Minutes of the Regular Meeting of the Institute  
for Advanced Study, held January 14, 1935, has come  
while Mr. Flexner is absent from Princeton.

Very truly yours,

*William D. Fair*

WINFIELD W. RIEFLER

January 22, 1935

Dear Mr. Frankfurter:

It is my turn to thank you for your cordial note of January 21. It dispels any apprehensions that I felt. I am eager for an opportunity to talk over plans for the new School with you.

Very sincerely yours,

*Winfield Riefler*

Professor Felix Frankfurter  
Law School  
Harvard University  
Cambridge, Massachusetts

January 21, 1935

Dear Ben:

I am sorry to trouble you with the enclosures and yet I think I ought to let you see them.

In my present frame of mind I propose to do nothing about Abe's letter, to take no notice of it, unless perchance to make sure that the Committee on Nomination -- I do not know who they are -- have before them the documentary record on which Abe's letter purports to be based.

I should, of course, greatly welcome your advise and suggestions but would understand absolutely were you to withhold the expression of any comment.

Always yours,

P.S. A reply has also come from Veblen and from Riefler. I am sending copies of these two and of the answer I have despatched to Riefler. I also sent copies of Riefler's reply and of my answer to Abe.

Bernard Flexner, Esq.



1000 PARK AVENUE

Dear Felix:

I did not write you before  
because I have not been all right  
fit but now I am again as the  
day.

My first impression and my  
condemned judgement is, that your  
letter to Kiefler was a serious  
mistake. It was bound to upset  
him as it has done. I don't  
think the analogy between members  
of the faculty of the University  
and the members of the town, is at all

and a minute of the Staff, as a  
formal one. In this particular  
the position taken by Mr. [?], seems to  
be correct; it is certainly the procedure  
that prevails in Board matters.

I hope Mr. [?] speaks to me about it  
when he comes to New York for I shall  
certainly make my effort to dissuade  
him, from the fiscal position I believe  
is his title - which is an expenditure  
So serious that I want to save him  
from the Staff - if I can. Have I  
your course to give the matter in it  
Alas if ~~you~~ he does not mention it.

I assume there is no standing  
Nominating Committee but that such  
a committee is appointed annually  
at a meeting of the annual meeting  
for the election of directors.

This whole thing makes me very  
very sad.

as always

Bea  
(

January 25, 1935

Dear Ben:

1. I am deeply sorry to hear that you have not been wholly fit, but I am not surprised. The very fact that you expended as much stamina as you did in meeting your eye operation was bound to take it out of you later. I hope you are thoroughly on the mend.

2. But I am especially sorry to have troubled you with an incident, that at best, was bound to sadden you — as it did me. Of course you have my consent to intervene in the situation in any way which seems to you wise, but I must adjure you not to take on needless burdens. You know that temperamentally I am a man of peace, and certainly have no use whatever <sup>for</sup> and substantially never indulge in, personal controversy. But Abe and I are after all grownups, and I hope you will be self-regarding in what you undertake to do or not to do in regard <sup>to</sup> Abe.

3. In regard to Riefler I, of course, contemplated the likelihood of its "upsetting" Abe, but I certainly did not expect that kind of an explosion. No doubt there are two ways of thinking in regard to my action in writing Riefler, but surely it is absurd to use big language about violating confidences and to get into high dudgeon about it. After all there is nothing terribly technical about the proprieties of such a Board meeting, and I am not wholly without experience in regard to them. In any event I can't plead ignorance about the proprieties, for in my time I have sat on two Railroad directorates as well as on educational boards.

4. While to be sure there is a difference between the relations of colleagues and that of a member of a Board and a member of the staff, the essential considerations of candor and friendly dealing equally apply to the present instance. While Riefler and I have only a limited acquaintance we

2.

have a kind of intimacy by association through the close friendships which we have in common. Experience has taught me that observations like mine about Riefler's salary eventually get back in a distorted way no matter how presumably confidential the discussion. And so I wanted him to know at first hand, and I hope it is not obstinacy or self-assurance that makes me say that I think if I had to do it over again I would write him as I did.

√ Surely Abe's great excitement can only derive from the fact that my disclosure to Riefler was of an item that was going to be concealed from him, namely, the disparity in salaries. It is, of course, ridiculous for Abe to suggest that I do not know how to observe confidences. The truth of the matter is that for some strange reason Abe importuned me to get on his Board expecting me to be a rubber-stamp. It is too unbelievable the way he behaved when I tried very quietly and simply to raise, at the Board meeting the other day, an issue which he knew seemed to me to touch <sup>actually</sup> the fruitful <sup>vitality</sup> development of the School of Politics and Economics, and indeed of the whole Institute. I could not have been treated worse had I made an indecent proposal to a Victorian lady.

Always yours,

Bernard Fleener, Esq.

BERNARD FLEXNER  
40 EXCHANGE PLACE  
NEW YORK

January 30, 1935

Dear Felix:

Thank you very much for yours of the 25th. I am feeling very much better but am running really on less than half time, not coming to my office every day. I am also glad to have the copy of Riefler's letter of the 22nd to you.

I should hate to believe that Abe asked you on his Board with the expectation that you would be a "rubber stamp". That is incredible to me. I don't know whether the opportunity is going to come for me to discuss the whole situation with him. I have seen him only for a minute at home before he went out to Princeton. If he does mention it, I shall quietly talk out the whole situation with him. The incident, as you doubtless know, means a great deal to me; much more than Riefler's part in it.

I am having sent to you a copy of an extremely interesting letter from Viteles.

Simon and Helen have had a bad time in Egypt. Both of them have been quite sick but happily, they are better again.

Always yours,



Professor Felix Frankfurter,  
Harvard Law School,  
Cambridge, Massachusetts.

BF/db

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

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MRS. FELIX FULD

January 28, 1935

My dear Professor Frankfurter:

Your letter of the twenty-second has been referred to me for reply. The minutes cannot now be altered except by order of the Board. I shall therefore ask, when they are submitted for approval at the next meeting, for permission to revise the paragraph on page 7 so as to read as follows:

"Mr. Frankfurter, while expressing himself in favor of the selection of Dr. Riefler, could not vote for a differentiation between his stipend and that of his two colleagues, believing in equality of stipend among scholars of substantially the same standing. After discussion, in the course of which it was obvious that most of the Board was opposed to the principle of standardized salaries, the resolution as offered by the Director was adopted."

As to your second point, I was requested by several Trustees not to include the discussion in the minutes. Professor Veblen happened to be in the office when I was preparing page 7, and he approved it.

My notes show that Professor Veblen modified his original statement, saying subsequently that the older members of the School of Mathematics would be happy if all received the same salary and that Professor Frankfurter's point of view might be an ultimate objective of the Board. And later - Mr. Flexner stated that the invitation to Dr. Marschak was not extended because the Executive Committee, with whom he had communicated by letter, was not unanimous in consent, Professor Frankfurter having voted adversely by telegram. Mr. Flexner also stated that he was in correspondence with the Warden of All Souls but that now that Dr. Riefler had been appointed,

Professor Frankfurter

January 28, 1935

2

he would turn the matter over to him and to his associates.

Very truly yours,

*Ethan S. Bailey*

Professor Felix Frankfurter  
Law School of Harvard University  
Cambridge, Massachusetts

February 12, 1955.

My dear Aydelotte:

1. Together with my correspondence with Abe Flexner arising out of the Marschak incident, which you have already seen, the enclosed constitute, I believe, all the materials that bear upon an issue raised between Flexner and me since our last Board meeting. If you can find time to read the enclosed file before next Saturday it will enable us to come directly to the heart of things in our talk. I am sorry to burden you with so thick a dossier, and even more sorry to trouble you with so painful a matter. But in view of my relations with you and your relations to the Institute I do not see how I can withhold its submission to you. Of course I do not care to stay where I am not wanted but fair-dealing and academic standards also have their claims.

2. Perhaps you will let me take this occasion to tell you with what real excitement both my wife and I read your annual report, to which we got around only last night. I am, if I may say so, in entire agreement with you that the way to solve the problems that are raised by the increasing range and complexity of contemporary life is not to take an aerial view of the universe, but to acquire habits for mastering thoroughly bits of it in such a way that the organic relation of something to everything will be established in the minds and feelings of students. In other words, I should like to echo your statement that not ignorance but superficial knowledge is our enemy.

Very sincerely yours,

President Frank Aydelotte

P.S. May I trouble you to return the correspondence flat in the enclosed envelope.



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MINUTES IN TRANSIT	
FULL RATE	DAY LETTER

PROFESSOR FELIX FRANKFURTER:

=DLR 192 BRATTLE ST CA

=KEENLY REGRET TELEGRAM RECEIVED THIS MORNING MAKES IT  
 NECESSARY RETURN SWARTHMORE THIS AFTERNOON AND WAS PRESIDING  
 ; OVER MEETING OF PEACE FOUNDATION AND HAD TO CHANCE TO  
 TELEPHONE BUT HOPE SECRETARY GOT WORD TO YOU HOPE GO BOSTON  
 AGAIN ON COLLEGE BUSINESS SOON=

FRANK AYDELOTTE:

WESTERN UNION GIFT ORDERS ARE APPROPRIATE GIFTS FOR ALL OCCASIONS

SWARTHMORE COLLEGE  
SWARTHMORE, PA.  
PRESIDENT'S OFFICE

February 18, 1935.

My dear Frankfurter:

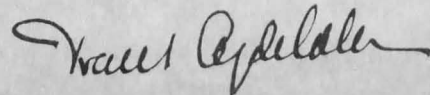
I returned from Boston Saturday afternoon, and yesterday read very carefully your correspondence with Riefler, Veblen, and Flexner. I had been in New York for a day or two before I went to Boston and hence did not get your letter sooner. I read it with infinite regret. I shall not try to comment on the various points at issue between you and Dr. Flexner, but I must say at once that I am very sorry you wrote to Riefler as you did. It seems to me that Trustees, however they may differ among themselves, should communicate with members of the Faculty on questions of this kind through the Director and not over his head. I should feel deeply injured if a member of my Board in a similar situation took such action as you have taken.

So far as the other points raised in your correspondence are concerned I can only say that I am sorry you are parting company from Dr. Flexner on issues which do not seem important in comparison with the great creative job he is doing and toward which he has already made such a wonderful beginning.

Your comments and Mrs. Frankfurter's on my annual report are very kind, and I appreciate them warmly. The line I took is not the popular one, and I have been more or less under fire from apostles of Orientation Courses which are sweeping the country just as the Chautauqua movement did a few years ago.

Yours very sincerely,

Professor Felix Frankfurter  
Harvard University  
Cambridge, Mass.



February 19, 1935

My dear Aydelotte:

It was kind of you to add to your telephone  
message your telegram. Of course I am sorry not to have  
had a chance for a talk, but what couldn't be, couldn't  
be. I look forward to your next coming.

Very cordially yours,

President Frank Aydelotte

February 20, 1935

My dear Aydelotte:

Thank you for your letter of the 18th. The questions at issue (including my writing to Riefler in the specific context of what, why and to whom I wrote) call for talk freed from the necessary syncopation of correspondence. And so I still hope to have the opportunity of a face-to-face consideration of these matters with you.

But there is one statement in your letter which ought not be left without immediate comment. You write, "I am sorry you are parting company from Dr. Flexner." Surely I am not "parting company" from him. It is he who seeks to sever the relation. Having impertuned me to go on his Board in conjunction with Stewart, because, as he wrote me under date of February 23, 1933:

"It will be a grand thing for American education when boards in control of universities include in their membership not only fearless men, but persons competent to advise in matters of policy",

he is now putting to you and your colleagues on the Committee on Nominations an ultimatum against my continuance on the Board. It will not have escaped you that my Riefler letter was merely the last straw to Flexner's decision. "Now my patience with you is exhausted." In what way have I tried his patience? By expressing views on what seemed to me major policies for the Institute. I took care to make plain to him when I went on the Board my conception of the function of a trustee. I send you my letter setting forth the terms on which I consented to go on the Board and Flexner's avowed agreement. I leave without comment the light that experience sheds upon his fine words.

Very sincerely yours,

President Frank Aydelotte

Exh. am file Frankfurter 14415.

February 20, 1935

My dear Aydelotte:

Thank you for your letter of the 18th. The questions at issue (including my writing to Riefler in the specific context of what, why and to whom I wrote) call for talk freed from the necessary syncopation of correspondence. And so I still hope to have the opportunity of a face-to-face consideration of these matters with you.

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Very sincerely yours,

President Frank Aydelotte

February 20, 1935

Dear Mr. Stewart:

There has been a sequel to our last meeting of the Board of Trustees of the Institute which makes it necessary for me to trouble you with the enclosed file. I am sorry to burden you with this, which together with the correspondence in connection with the Marschak matter constitutes, as it were, the record in the case. I am even more sorry to trouble you with so painful a matter, but I do not see how I can very well withhold its submission to you in view of the conjoint way in which you and I came on the Board, as well as your present function on the Board. As I wrote to Aydelotte who has already seen this correspondence, I do not care to stay where I am not wanted but fair-dealing and academic standards also have their claims.

Very sincerely yours,

Walter W. Stewart, Esq.

P.S. May I trouble you to return the enclosed file flat in the folder provided for it.

SWARTHMORE COLLEGE  
SWARTHMORE, PA.  
PRESIDENT'S OFFICE

March 1, 1935.

Dear Frankfurter:

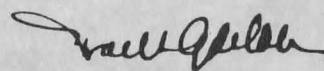
I have to be in Boston Wednesday, March 6th on college business, and if you are to be back by that time and have an hour free, I should like very much to have an opportunity of a talk with you. If it would suit you ~~better~~ <sup>at all</sup> to stop at Swarthmore on your way back from Washington, that would suit me equally well. I shall be free any day, except Tuesday, when I have a meeting with my Board of Trustees. *I can meet at the station in Phila*

*really much better.*

My plan is to go through to Boston by the night train Tuesday night, and I should be glad to come out to see you, or meet you at the Harvard Club, Boston, at any time on Wednesday afternoon. Perhaps you will send me a telegram collect.

*✓ covered  
for the  
mom on  
6 accounts  
where is  
could say  
the right*

Yours sincerely,



Professor Felix Frankfurter  
Cambridge  
Mass.

P. S. I notice by the paper that you have gone down to Washington to be near Justice Holmes, and I have taken a chance of sending a carbon of this in his care, thinking you might get it more quickly.

F. A.

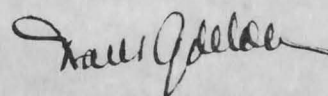
SWARTHMORE COLLEGE  
SWARTHMORE, PA.  
PRESIDENT'S OFFICE

March 5, 1935.

My dear Frankfurter:

I have your telegram and understand of course how indefinite your plans must be at the moment. If you do find it possible to stop at Swarthmore on your way back, please let me know. A wire of a few hours notice will be sufficient. The whole country is deeply grieved to hear of the illness of Justice Holmes, and in the case of a man of his age one does not dare to be too hopeful of the outcome.

Yours sincerely,



Felix Frankfurter, Esq.  
Cambridge, Mass.



SWARTHMORE COLLEGE  
SWARTHMORE, PA.  
PRESIDENT'S OFFICE

April 1, 1935.

My dear Frankfurter:

A meeting of the Nominating Committee of the Institute for Advanced Study has been called for nine o'clock Thursday morning, April 11th, at the Murray Hill Hotel, New York City. I do not know whether you still think of making a statement to the Committee, but I send you this notice of the time of their meeting so that if you do wish me to transmit a statement to them, you can send it to me in good time.

Yours sincerely,

*Trust Dykdale*

Felix Frankfurter, Esq.  
192 Brattle Street  
Cambridge, Mass.

*I for a word ~~from~~ the Allen  
to say what what pleasure  
they are looking forward to  
decide what you should say with  
They seem to - pass through  
what their statement try in  
the best of health respects.*

April 3, 1935

My dear Aydelotte:

Since our talk here concerning my relations to the Institute for Advanced Study I have, of course, reflected much on all you said. When I express real respect for your judgment, particularly on matters affecting academic procedure, you will, I know, acquit me of indulging merely in complimentary phrases. Nevertheless, on matters of right and wrong one must ultimately be guided by one's own convictions.

Let me rehearse briefly the circumstances that have led to the present situation. After our last Board meeting I wrote a letter to Riefler stating briefly why I felt compelled to vote against the salary proposed for him by the Director. I enclose a copy of the entire correspondence between Riefler and myself. From this it will appear that I wrote to Riefler in accordance with a practice I have been following ever since I have been a member of this faculty. I know that the relations, respectively, of members of a faculty one to another, and of a trustee vis-a-vis faculty are not the same. But the considerations of candor which have governed my practice seem to me equally applicable to the precise situation in which I invoked it, in Riefler's case. You will not fail to note that in writing to Riefler, (1) I had no thought whatever of embarrassing the Director, (2) I did not reveal anything that transpired before the Board except my own position, and, (3) that I reported my own position to Riefler to avoid those embarrassments which so often follow the almost inevitable disclosure, somehow or other, even of such a limited dissenting view as I expressed.

Contemporaneously with my letter to Riefler I sent a copy of it

2.

to the Director, and, of course, sent him copies of the correspondence that ensued between Riefler and myself. The view which the Director took of my action he set forth in a letter under date of January 19th. of which I also enclose a copy. For me the key to that letter is the remark, "Now my patience with you is exhausted." I am not aware that I made any demands on the "patience" of the Director except to express views on two matters <sup>as to</sup> on which, as a member of the Board, I had responsibility for action. One concerned the implications of the proposal to bring Professor Marschak (and his wife) from England for inspection; the other involved discussion of the criteria for determining classification of salaries for professors. As to both matters I cannot believe that I strayed outside the bounds of relevant and parliamentary discussion. Equally clear as I that in writing to Riefler, under the circumstances and within the limited scope of my communication, I committed no impropriety.

Therefore I hope that I may say without an air of self-righteousness that I have no qualms of conscience about anything that I have done or left undone as a member of the Board. My term is automatically expiring shortly. A resignation now would imply a confession of wrong-doing which I do not in the slightest feel.

Please let me express my warm appreciation for your kind good offices, and let me say that I continue to entertain the sincerest wishes for the realization by the Institute of the purposes for which it was founded.

Very sincerely yours,

President Frank Aydelotte

April 3, 1935

My dear Aydelotte:

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Please let me express my warm appreciation for your kind good offices, and let me say that I continue to entertain the sincerest wishes for the realization by the Institute of the purposes for which it was founded.

Very sincerely yours,

President Frank Aydelotte

April 3, 1935

Dear Mr. Stewart:

Some time ago, under date of February 20, I sent you a long file of correspondence between Flexner and myself, and I think I enclosed a stamped envelope for the return of the material. The correspondence has never come back to me and I am fearful lest it has been lost in the mail so I am troubling you with this note of inquiry.

Very sincerely yours,

Walter W. Stewart, Esq.

# THE INSTITUTE FOR ADVANCED STUDY

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

OFFICE

20 NASSAU STREET

PRINCETON, NEW JERSEY

CABLE ADDRESS: VANSTITUTE PRINCETON NEW JERSEY

ALANSON B. HOUGHTON  
*Chairman*

HERBERT H. MAASS  
*Vice-Chairman*

WALTER W. STEWART  
*Vice-Chairman*

SAMUEL D. LEIDESDORF  
*Treasurer*

IRA A. SCHUR  
*Assistant Treasurer*

FRANK AYDELOTTE  
*Secretary*

ESTHER S. BAILEY  
*Assistant Secretary*

ABRAHAM FLEXNER  
*Director of the Institute*

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JOHN R. HARDIN  
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HERBERT H. MAASS  
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WALTER W. STEWART  
PERCY S. STRAUS  
OSWALD VELEN  
LEWIS H. WEED

LIFE TRUSTEES  
LOUIS BAMBERGER  
MRS. FELIX FULD

April 8, 1935

Professor Felix Frankfurter  
Law School of Harvard University  
Cambridge, Massachusetts

My dear Professor Frankfurter:

The annual meeting of the Members of the Corporation, Institute for Advanced Study, will be held on Monday, April 22, 1935, at 12:45 o'clock, at the Uptown Club, Lincoln Building, 60 East 42nd Street, New York City. I am sending you herewith the docket and notice regarding the proposed amendment of the By-Laws.

Very truly yours,

*Esther S. Bailey*  
Assistant Secretary

*Princeton*  
*Miss Mrs Bailey*  
*received by the*  
*my initials & attend Monday*  
*meeting*  
*Felix Frankfurter*

The Members of the Corporation, Institute for Advanced Study, are requested to take notice that under and pursuant to the provisions of the By-Laws, the annual meeting of the Members will be held on the 2<sup>nd</sup> day of April, 1935, at 12:45 o'clock, at 60 East 42<sup>nd</sup> Street, in the City of New York, for the conduct of such business as may come before said meeting. There will be presented to the meeting for adoption an amendment to Section 8, Article III of the By-Laws, by providing that a regular meeting of the Trustees shall be held on the fourth Monday in January in each year.

The purpose of changing the date of the regular meeting from the second Monday to the fourth Monday in January is to meet the convenience of the greater number of Trustees, as already signified by them.

Dated, Princeton, New Jersey, April 8, 1935



DOCKET FOR ANNUAL MEETING OF MEMBERS OF THE CORPORATION  
INSTITUTE FOR ADVANCED STUDY

April 22, 1935

1. Report of Committee on Nominations
2. Election of Trustees
3. Report of President
4. Amendment of By-Laws

SWARTHMORE COLLEGE  
SWARTHMORE, PA.  
PRESIDENT'S OFFICE

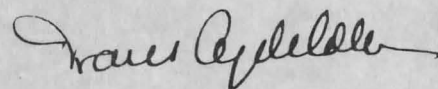
April 17, 1935.

My dear Frankfurter:

I communicated your letter of April 3rd to the members of the Nominating Committee, and regret to have to inform you that, after careful consideration, they have decided that it would be inadvisable to renominate you for membership on the Board. The members of the Committee have discussed the matter informally with a number of the Trustees, and I feel confident that the Board will approve this action at the meeting on April 22nd. The considerations which moved the Committee were those which we discussed when I saw you in Cambridge a month ago.

With many regrets, I am

Yours sincerely,



Professor Felix Frankfurter  
192 Brattle Street  
Cambridge, Mass.

April 22, 1935

My dear Aydelotte:

My letter to you of April 3rd. in  
the context of all that preceded said all I had  
to say, and so I now will only acknowledge your  
letter of the 17th.

Very cordially yours,

President Frank Aydelotte

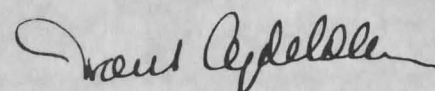
SWARTHMORE COLLEGE  
SWARTHMORE, PA.  
PRESIDENT'S OFFICE

May 1, 1935.

My dear Frankfurter:

At the meeting of the members of the Corporation, The Institute for Advanced Study, on April 8th, the Committee on Nominations recommended only the re-election of Messrs. Straus and Flexner. This recommendation was unanimously adopted. I should like to express again my very great regret that this seemed to the Committee the only possible course to take.

Yours very sincerely,



Professor Felix Frankfurter  
192 Brattle Street  
Cambridge, Mass.

May 3, 1935

My dear Aydelotte:

Thank you for your notification of the list.

To turn to a pleasanter theme, let me congratulate you warmly on the selection of Professor Jennings. It would be, of course, impertinent for me to pretend to having an independent judgment on his competence, but according to the judgment of those who are entitled to have a judgment, it is clear that you have selected not only a first rate scientist, but also one who will bring the graciousness and breadth of view to which Oxford so warmly responds.

Very sincerely yours,

President Frank Aydelotte