

1931-32

vert. file "S"

December - January

SITE (BUILDINGS AND GROUNDS)

Facilities

Answers to letter December 17, 1931 sent ^{by Flexner} to 38 university men on east coast and University of Chicago. (See bottom for letter).

Filed in Vertical File under "S" for Site.

IV-12

HARVARD UNIVERSITY MEDICAL SCHOOL
Department of Bacteriology and Immunology
Boston

C
O
P
Y

February 2, 1932.

Dear Mr. Flexner:

I have given your letter of December 17th a great deal of thought, since I know how earnestly you have been labouring for many years in the interests of American scholarship. Your question, however, is a difficult one, and I feel sure that the obstacles that hinder the achievement of your purposes are not those that depend upon organization and controllable environment, but are inherent in the state of American national development at the present time.

In thinking over your problem, I consider especially men of the Loeb and Landsteiner type. The first needs of such workers are reasonable economic security, complete freedom in the scope of their activities, adequate budgets for material and assistants, leisure for thought and relaxation determinable by their own desires. These things are easy to provide and you need no advice regarding them. A good many men of this type in America have had these things and yet have not been happy, and even with my own limited scientific abilities I have often wondered a little wistfully how much more comfortable one's life might be, with similar income, tastes and occupation, in Paris, Berlin, or even Heidelberg, Munich, Dijon, or Montpellier, than in any American university. Though the background that I am referring to, the ease of contacts with the best brains in one's subject, the great regard for the distinction and importance of scholarship and the relative unimportance of wealth in determining positions - all these things and many others create a subtle difference which is hard to describe but immensely important in creating the environment for scholars which you are ambitious to establish. The administrative exaggerations, etc., against which I have made a few feeble protests and which you have much more effectively attacked in your book, also the dilution of universities with such things as Schools of Education, Schools

Mr. Fleener

-2-

February 2, 1932.

of Business, etc., etc. - these are only the natural consequences of the background of general public life against which the American university is set. American scholars often seem to me like men who are trying to establish their studies in the attic of a power house, and so far it seems to have been impossible, except in a few instances, to allow a man to run his own shop in the way a German professor does, without over-whelming him with administrative details, efficiency blanks, etc. etc.

All this does not begin to give an answer to your question, but I think it poses the difficult premises, and the question becomes a different one - namely: How can the best and happiest environment obtainable under the circumstances prevailing in America at present, be provided; and how can the power at present in your hands contribute to the eventual improvement of the underlying conditions? I still believe that the salvation of the United States in the matters in which you are interested lies in the universities. The independent research institutions, such as the Rockefeller, have done an immense amount of good and have justified their existences over and over again by the work achieved and the men trained. I believe, however, that such institutions could have been still more successful in their own work and eventually more valuable to the development of American science had they been connected ever so loosely with a university or a state health organization, or both, as are the hygienic institutes in Germany and most of the other European research organizations. Even the Pasteur Institute, which has no university obligations, has become a more or less integral part in the general medical structure of Paris, and through its manufacture of biological products is in close contact with the external world of science and medicine. This is not a criticism of research institutions, but I have become convinced in all my university connections and in the choice of my own career, in which problems concerning these matters have often come up, that if there is any hope of realizing the favourable circumstances for scholarship which you are aiming at, it lies in the incorporation of your institute in or at least its association with some university of your choice. The association

Mr. Flexner

-3-

February 2, 1932.

need not be an intellectually very close one, except as to ease of contacts, but it should be close enough - both physically and intellectually - so that both institutions can exert definite influence upon each other without relinquishing any independence.

I am quite convinced in my own mind - though I of course admit that my judgment may be fallacious - that if I were in a position to do what you are doing, I would make no attempt whatever to establish such an institute in Newark, New Jersey, or in any other place as remote from the current of university life as this; and I would choose some not too large university in which there had been no inroads from large restricted donations, and would there establish my institution, adding its magnificent weight and standards to the development of an already existing institution of learning, and adding its influence to the other forces which eventually will approximate the conditions in America more closely to those existing in Europe.

See
Orig for
deliberation

To summarize: While I do not feel capable of making any constructive suggestions as to how you can carry out your plan, yet I feel quite sure that it cannot be carried out in a separate institute of pure research. This might succeed for a few years or perhaps a decade, but for permanent consecutive intellectual strength, I believe that an institution must be tightly interwoven with the web of national education and with the scholarship of the country as a whole. There must be the type of students that can only be recruited out of general courses given to enthusiastic youngsters by the biggest men available, and there must be contact between your chosen scholars and a large group of men who know what they are talking about. I think the universities are retrievable. I believe that with all the mistakes that I admit have been made at Harvard, and to many of which you call attention in your book, it would be possible in any department of the Medical School, and in many of the departments in the University to-day, to create just the conditions you would like to see, with about \$10,000 a year more for assistants and

Mr. Flemer

-4-

February 2, 1932.

equipment and a little more protection from easily avoidable administrative annoyances.

*See orig for details
part*

I hope this is ~~not~~ entirely useless, although it seems to indicate that I think what you are trying to do cannot be done. It has been pleasant to have this excuse to exchange ideas with you again.

With kind regards, believe me

Sincerely yours,

(SIGNED) Hans Zinsser

Extract from letter of Dr. George E. Vincent

Dated December 9, 1931

Situation. I assume that you will carefully consider a situation in close proximity to an established university. This would give your Institute all the very real advantages of a university environment - libraries, museums, faculty clubs, stimulating professional associations of a wide range, a pleasant general society, an atmosphere reasonably civilized - and yet permit complete freedom from university educational requirements and administrative regulations. An isolated location would involve expensive duplications especially of library resources. It would, I think, be less attractive than you might imagine to the kind of people you want. A small residential area threatens danger of petty cliques and factions or even worse still of parochial complacency. Truly congenial groupings are found only in populations large enough to permit selection and roomy enough to prevent forced contacts. The informal associations of staff members you very rightly mention as essential. But your problem if you go off by yourselves is to have enough people for this purpose. You know they have built a club in Pasadena which is to be used jointly by the staffs of Mt. Wilson, the Institute of Technology, and the Huntington Library and Art Museum. Hale, Millikan and Farrand think this is going to be a big thing for research and contentment. Any university club would be only too glad to welcome your staff to membership.

not solicited - comment from V m
memo 1/26/31

D Dec 9 1931

GRADUATE SCHOOL
BROWN UNIVERSITY
PROVIDENCE, RHODE ISLAND

March 30, 1932.

Dr. Abraham Flexner, Director,
The Institute for Advanced Study.

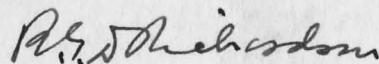
Dear Dr. Flexner:-

At your invitation, I am submitting herewith a memorandum covering the suggestion which I made to you at our recent conference in New York; namely, that Providence be given consideration in the selection of a location for the Institute for Advanced Study. As you are aware, I am extremely enthusiastic about the potentialities of your new institution and so are those here who have followed in a general way the progress of your plans.

As Secretary of the American Mathematical Society for more than a decade, the problems connected with establishing an Institute have been brought to my attention many times, and the great gain possible to our science through such a venture has been a matter of deepest concern to me.

I am convinced that the Brown Corporation would welcome the locating of the Institute here near us and would cooperate whole-heartedly. While it seems probable that such a favorable attitude would be shared by every first-class university in the country, I believe that there are special reasons why Brown should be given consideration. For the information of your Board of Trustees I, therefore, beg leave to set down some data on the question of establishing your Institute in Providence. Acting-President Mead and others here would be glad to discuss the question with you.

Sincerely yours,



R.G.D. Richardson,
Dean.

GRADUATE SCHOOL
BROWN UNIVERSITY
PROVIDENCE, RHODE ISLAND

MEMORANDUM

THE CITY OF PROVIDENCE OR ITS VICINITY AS POSSIBLE
SITE FOR THE INSTITUTE FOR ADVANCED STUDY.

Locations Available. Parcels of land immediately adjoining the campus of Brown University can be obtained. Some of these have substantial dwelling-houses which can be used for temporary quarters. Here on the hill the Institute could share with the University the advantage of location in an old New England city but separated from its commerce and industry by the topography of the area which it occupies. In the immediate proximity of the University are a group of institutions of higher learning, libraries, museums, etc., which form an attractive nucleus.

If the Institute wishes a country location land would be available near Providence at reasonable prices. Probably one hundred acres could be obtained in a block not more than four miles from the Brown Campus and five hundred acres or more in a block within seven or eight miles, and with excellent highways connecting. On the shore of Narragansett Bay twelve miles away, is the beautiful estate of the late Senator Aldrich, about one hundred acres in extent; this property, occupying one of the choicest sites in America, could probably be secured at a reasonable figure and would serve admirably the year round.

Attitude of the State and University. Rhode Island was founded in protest against repression of individual liberty, religious and civil. It has aimed throughout its existence to foster the interest of the individual. It was in this same spirit that Brown University was founded in 1764 with the most liberal charter ever written for an American college up to that time, provision being made "that into this liberal and catholic institution shall never be admitted any religious tests..... (and that) the public teaching shall, in general, respect the sciences".

The Corporation invites and welcomes counsel from the faculty in determining policies, believing that the two bodies operate under a joint trusteeship. Brown's development is therefore much more largely in the hands of the faculty than is usual among American universities.

-2-

These traditions of freedom, woven into the texture of the commonwealth and of the university, are favorable to such a new venture as the Institute.

For more than forty years Brown University has been giving advanced instruction leading to the doctor's degree. This work is attempted in a limited number of fields only, and the number of students is carefully restricted. The policy of the present administration has been to build up research and advanced instruction, a high quality in both faculty and students being the main objective. This policy implies that within a few years Brown will emerge as one of the very strong, though deliberately small, graduate schools in the country. May I quote from the published statement of the Policy in Force at Brown University (of which a copy is attached):

"Finally, Brown should encourage the advancement of knowledge and the enrichment of culture through the activities of its scholars in creative work and research. This, in itself, is an end worthy of, and in harmony with, the best traditions of Brown University. The advance of civilization, generally, depends directly, and in a very large measure, upon the advances made in the universities."

Providence as a Center. Situated at the head of Narragansett Bay and within twenty minutes ride of bathing beaches, Providence is a city of a quarter of a million people, providing an environment urban but not metropolitan. Professors here are not isolated in monastic seclusion as they would be in the country, nor are they distracted by the pressure and jostle of the strenuous life of a huge city. On the one hand, they can live free from social pressure; and on the other, they can meet men of affairs in all walks of life.

Within a half mile of the campus are located the two centers of city and state government. Nearby also are many of the main offices of large manufacturing concerns. Intimate observation of government, industry, and social problems are made possible for faculty and students by this proximity. Again quoting from the Policy in Force at Brown:

-3-

"The University regards the educational, social, political, religious, artistic, industrial, and commercial institutions of the City and State as assets which actually or potentially augment the equipment and resources of the University both for teaching and research."

Providence has a tradition of general culture which gives it distinction among American cities. Art and music are fostered; there are near our campus institutions of collegiate rank and of national reputation in these fields. The community takes pride in the University and responds to its intellectual leadership.

Such resources enrich the cultural life of those who reside in Providence and vicinity and add to the attractiveness of the location for an institute of scholars. Brown has been able to attract and retain some distinguished scholars to whom life in a small community would not appeal.

Situated within an hour of Boston, only four hours from New York, and just overnight from Washington, Providence is reasonably central for the Atlantic seaboard. It is at the same time, however, far enough from the main current of travel to render scholars reasonably free from intrusion by visitors.

Climate. Providence has a climate that makes it possible for faculty and students to be keen for intellectual work at all seasons. The shores of Narragansett Bay are famed as places of summer residence. If the Institute should prove to be a center for research work in the summer months, location in Providence would have great advantages.

Library Facilities. In the size of its library, Brown, with approximately half a million volumes, stands high (15th) among American universities. In some fields it possesses the outstanding collections of the world; it has the premier position in Americana with its John Carter Brown Library of American History, its Harris Collection of American Poetry, and its McClellan Collection of Lincolniana.

-4-

In mathematics the collection at Brown has no superior in America. On our staff is the world's leading mathematical bibliographer, Professor R. C. Archibald, whose major interest is the building up of mathematical collections and the making of them useful to research workers.

The State Library, situated nearby, contains valuable collections of official documents of the United States.

Respectfully submitted,

R.G.D. Richardson,
Dean.

March 30, 1932.

ANSON PHELPS STOKES
2408 Massachusetts Avenue N. W.
Washington, D. C.

December 24, 1931.

Mr. Abraham Flexner,
The Institute for Advanced Study,
100 East 42nd Street,
New York, N. Y.

My dear Mr. Flexner:

I have duly received your important letter of December 17 in which you ask for suggestions regarding the organization of The Institute for Advanced Study.

May I at the outset refer to one matter which seems to me of very great importance. I notice that in the letter of foundation as published in Bulletin 1 of the Institute, the founders stated that "It is intended that the proposed institution be known as 'INSTITUTE FOR ADVANCED STUDY', and, in grateful recognition of the opportunities which we personally have enjoyed in this country, that it be located in the State of New Jersey."

I further note that the Certificate of Incorporation and the By-Laws both refer to the location as being "at or in the vicinity of Newark, New Jersey." Now this matter of location seems to be so important that I hope that the founders may consent to a modification by which the trustees at their discretion may remove the institution either to the City of New York, the metropolis of the nation, or to Washington, the Capital of the nation, and personally, for reasons which I shall state later, the latter seems to me altogether the best place for such an Institute.

My reasons for this opinion are

1. That Newark and its vicinity do not seem to me to provide at all an ideal location for such an Institution.
2. That Washington seems to me to provide altogether the best location that could be found.

I take it that it is essential if "advanced studies" are to be carried on in the broadest way, the Institute should be close to a great library, great artistic and scientific collections, and adequate laboratories; also that there should be a cultural atmosphere which should be conducive to the prosecution of intellectual work. Now it is quite clear to me that neither in Newark nor its neighborhood are there any adequate libraries or art or scientific collections. Laboratories could, of

Mr. Abraham Flexner

- 2 -

course, be provided at a considerable expense. There are undoubtedly hundreds of people of the highest culture in and near Newark, but no one ever thinks of it as preeminently an intellectual center. It seems to me, therefore, that the Institute will be hampered from the outset by its proposed location in or near Newark and that it will have to spend a very large amount of money in securing books, apparatus and collections which would not be required if the Institute were in some other center. The fact that your letter gives a New York address for "temporary offices" leads me to think that possibly you and your trustees have already realized the limitations of Newark as a permanent center for your work.

Having given the reasons why it seems to me that Newark is an unsatisfactory center, may I briefly state why I think that Washington is the ideal center. Here you have the Congressional Library, now surpassed only by the Bibliotheque Nationale in the extent of its collections. You have perhaps seen the recent report that shows the Library of Congress is now nearly up to this library in number of volumes and considerably ahead of the British Museum, although, of course, the British Museum has a much larger collection of manuscripts and early printed material. This matter of proximity to a great library seems to me a fundamental concern if the Institute is to accomplish its greatest work. Washington also possesses, as you well know, in the library of the Surgeon General, altogether the best medical library in this country and the libraries of the various departments of the Government and of other local institutions are of importance.

Again, the collections of the Smithsonian Institution, of the Freer and other Art Galleries, should prove of the greatest service to scholars.

Again, there is perhaps no place in America, unless it is New York, where there are so many scientific men of eminence in various fields as in connection with the various scientific services of the U. S. Government. One of the things that has most impressed me since coming to Washington is the large number of highly educated specialists employed by the Government. One cabinet officer told me last week that he had between two and three hundred Doctors of Philosophy in his department. This would probably amaze people in most of our educational centers. Furthermore, the departments are most cooperative with reference to having advanced students do

Mr. Abraham Flexner

- 3 -

research work in them.

The Brookings Institution is today the leading place in America for advanced study in the fields of Economics and Government, while the development of the Library of Congress through its resident consultants is gradually making it a great educational institution in addition to its regular work as a library. Of course, Washington also has several universities, no one of which, however, except the Catholic University, has yet attained distinction in the graduate field, but this is sure to come with the years.

You will perhaps remember a memorandum that I prepared regarding George Washington University before I moved to Washington, in which I outlined how Washington was increasingly becoming the center for all sorts of national educational, sociological and artistic societies. This movement has increased during the past ten years.

I realize that New York has, except for the Congressional Library, all the advantages of laboratories, collections and libraries which I have mentioned for Washington, but there is too much of a rush in the city to make it the ideal place for research unless an organization has such very large funds that, like the Rockefeller Foundation, it can purchase a considerable tract and create to a large extent its own environment.

It is also in Washington's favor that it is the Capital of the nation, in touch with foreign governments, that the cost of living is considerably below what it is in New York, that the climate during nine months of the year is distinctly more favorable and that adequate land can be secured in desirable locations at prices that are insignificant in comparison with New York.

I feel so strongly on this subject of location and believe that it is so important for the whole future of the Institute that I shall not touch on any other matter in this letter.

With kindest regards and best greetings of the season, I am,

Sincerely yours,

(Signed)

Anson Phelps Stokes.

2nd LETTER

from ANSON PHELPS STOKES
2408 Massachusetts Avenue N. W.
WASHINGTON, D. C.

December 30, 1931.

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

My dear Dr. Flexner:

My own conviction as to the suitability of Washington as a location for movements of national scope long antedates my own decision to live in Washington. Indeed, while I was still in New Haven I wrote a long memorandum giving reasons why I felt that the Executive Council of the Protestant Episcopal Church should have its headquarters here. These were based partly on economy of residence in Washington, partly on its being a national center, and even more on the fact that at Trustee and Committee meetings in New York where busy men and women are concerned it is almost impossible to develop the quiet atmosphere which important matters deserve. This has been brought out very strongly in a recent memorandum from the officers of the various Rockefeller Boards, a memorandum which I believe that Mr. Mason would be willing to show you in confidence. I also, as you will remember, before moving to Washington, in my printed memorandum on the George Washington University situation, gave reasons why I felt that Washington offered unique advantages for developing a strong educational center.

It might be easier for the Founders to contemplate a move from Newark to Washington than from Newark to any other place because Washington is the Capital of the Nation in which every citizen has a stake. Indeed, I have on more than one occasion heard Senator Pepper in advocating the cause of Washington Cathedral, say that each American had two places in which he was specially interested, his own community and Washington. That this is becoming increasingly the conviction of intelligent Americans is shown by the hundreds of thousands of people who visit the city annually and feel a certain at-homeness and sense of proprietorship here that they do not feel outside of their own city. In connection with a recent educational project in which I have been very deeply interested, I have come to realize the growing significance of the four national organizations that are now recognized as covering the whole field of education and

Dr. Abraham Flexner

December 30, 1931.

research, namely, the National Research Council, the American Council on Education, the Council of Learned Societies, and the Social Research Council. All of these except the last have their headquarters in Washington. The presence of the Council of Learned Societies here is specially significant. These four agencies are increasingly becoming the agencies used by the great Foundations for important research projects in which a nation-wide cooperation is involved.

Another matter that I think of some importance is the social atmosphere of Washington. I wonder whether you read an article in the Atlantic about a year ago by Truslow Adams. I do not remember its title but it compared his capacity to do creative literary work in London and New York and showed how he could accomplish more in the London atmosphere. In it he said that Washington was the only city in America which approached London in this respect. It is not quite so strenuous an atmosphere as we find in any other large American city. There is more time for quiet and reflection and the cultural atmosphere is and is increasingly becoming a stimulating one. I suppose that there is no Club in America, unless it be the Century, where one meets so many interesting men engaged in various important research activities as at the Cosmos Club, and it is characteristic of this and of other clubs in Washington, that they have fortunately given up certain prejudices which prevent certain of our most eminent scholars and public men from membership in many clubs elsewhere exclusively because of their European racial antecedents. It always grieves me to find that so good a friend of mine as Eugene Meyer, the Governor of the Federal Reserve Board, is not eligible to election in the most representative New York clubs and social circles, while here he and his family go everywhere and both he and the community are the gainers.

Another reason in favor of Washington over Newark or even New York is that from here you can influence the South much better than from a northern city. Washington is neutral territory and it is near enough to the South to appeal to its citizens. As we all know, the South is, from the standpoint of research and advanced scholarship, still far behind the North and West, but the intellectual material there is of the very best and an Institute of Advanced Study in Washington would do much to encourage graduate students at the various Southern universities.

I suppose that the principal argument that will be used against Washington is

Dr. Abraham Flexner

December 30, 1931.

the one used against the removal to Washington of the various Rockefeller boards, namely, that there are so many of the Trustees living in New York and Newark that it might be inconvenient for them to come to Washington. In this connection let me remind you that we now have hourly aeroplane service between Washington and Newark and that the schedule calls for an hour and twenty minutes. This service has been in force for two or three years and has given the greatest satisfaction. There has been only a single accident and that was in connection with a landing of one of the extra fast heavy, new planes not used in the regular service, at a minor airport.

You will see from the above that I have just been thinking out loud on this fundamentally important matter of site. I should have written you when I first read in the papers about the foundation of the Institute and its probable location in or near Newark, except that at that time I thought that the new Foundation was to spend its income in aiding advanced studies in various places and I did not realize at that time that it involved the establishment of an institution where graduate studies would be carried on. If it was merely a Foundation to aid work in various places, there would be no special objection to the Newark location but for an institution which is itself to be the center of advanced studies it seems to me that the location would be most unfortunate, although I recognize fully that Newark has one of the best general public libraries in the country and that it is a center where there are many families of culture and refinement.

Trusting that the above thoughts may seem to you to supplement in a helpful way my previous letter, and with the best greetings of the Season, I am

Always sincerely yours,

(Signed)

Anson Phelps Stokes.

P. S. In thinking of Washington, please remember that Washington is no longer the provincial town of pre-war days but a great national and international capital with educational, scientific, and cultural advantages becoming more significant every year.

A. P. S.

HARVARD COLLEGE OBSERVATORY

Cambridge, Massachusetts

28 December, 1931

Dr. Abraham Flexner,
100 East 42nd Street,
New York, N. Y.

Dear Dr. Flexner:

Your report and your letter of December 17 have been received. I have considered frequently in the past several months the very nice problem on your hands. I have, however, no very constructive suggestions to make, and a few rather weak comments would appear even weaker if detailed in a letter. Perhaps sometime we can meet for lunch in New York, if I resume my former habit of going down there every few weeks. At present I am conserving my nerves a bit.

1. The requirement that the Institute is to be in or near Newark considerably limits the field for suggestions.

2. If New Jersey must be taken seriously as the seat of the Institution, but "Newark" can be interpreted as liberally as "Los Angeles", then it strikes me that existing library facilities, and convenience of academic contact, point to Princeton, or a Riverside site across from Columbia, or across from Philadelphia.

3. In recent years financial support has been easy and generous for ventures in pure science and professional training, but hard to come by for the humanities. I feel that the literatures, languages, histories, and arts need protection from the appeal of sciences, pure and applied, an appeal that goes to the pocket-book as well as to the active young mind.

4. Next to Geophysics, and possibly to an Institute of Paleontology, I believe that a Department, School, or Institute of Applied Mathematics is the feasible and obtainable, though it cannot be sold to the Departments of Pure Mathematics. The technical schools need super-computers, rather than mathematicians.

I have in mind, and in my notebook, a number of projects for the advancement of learning, but they are aimed almost wholly toward the abolition of futility in existing large universities, and they would be of no particular interest for

Dr. Flesner

Page 2

your unfettered Institute.

I have always felt that some high-minded philanthropist should break away from the custom of endowing the feeble-minded and subsidize in an effective way a few strong-minded individuals. This endowment of brains (rather than chairs or traditional institutions) seems to be just what you now have in the plans of Mr. Bamberger and Mrs. Fuld.

Sincerely yours,

(Signed)

Harlow Shapley.

HS:M

107, LAKE VIEW AVENUE
CAMBRIDGE, MASS.

December 23, 1931.

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

Dear Dr. Flexner:

I am glad to hear from you again, and I am grateful to you for giving me this chance to express my opinions on a most important affair. What I say represents, of course, merely the views formed on my own experience. If I speak categorically, you can add an "it seems to me" to every sentence.

1. Research, in my field at least, can be best done at some large university which is imbued with the spirit of work. Work must be in the air, or the worker will pine away from the indifference or the ridicule of his colleagues.

2. Research is most profitably conducted in connection with college teaching. I mean not merely that a scholar should have about him a small coterie of those who can appreciate and advance the results that he has attained. I mean also that the scholar, in the very interests of his scholarly work, should cultivate two sides of his nature -- that of the investigator and that of the teacher. He is thus concerned with both science and art. Art he needs also, of course, in the publication of his results, but the sense of definite achievement that comes from the successful presentation of a subject to a group of young and inquiring minds is a special stimulus to that part of a scholar's temperament which is involved in the exploration of the unknown.

3. Although an investigator should likewise be a teacher, the requirements of teaching and of the necessary administrative work connected with a college should not be excessive. Something like the schedule of a French or German university should be adopted here, with the idea, of course, that the reduction in quantity of the teacher's assignments should mean an improvement in quality. With regard to research, it is obvious that the hours spent in teaching, consultation, and committee work should not leave a man so fagged at the end of the day that the undertaking of research is impossible.

4. In the subjects in which I happen to be interested, travel abroad and work in European libraries are essential. I also find that even for subjects -- like a book on the mediaeval Ovid, let us say -- that may be written almost anywhere,

there comes a stimulus to such writing from a sojourn in some little town or radiant city on the other side, rich in historical or artistic suggestion.

5. Any provision for relieving a scholar from parts of his work that may just as well be done for him by others is naturally a gain. He likewise should be provided with a fund for securing photographs and books.

6. I am picturing the life of a scholar of middle age and the circumstances that would best enable him to engage in research. At the end of his career, or towards the end of it, it might well be that research should not be associated with the functions of teacher or administrator. At that time the daily task alone is enough; for research, he should have complete freedom.

These are the chief considerations that come into my mind at the moment. I cannot refrain, however, from expressing my opinion on a matter that seems to me of serious importance at the present moment -- I mean the system too often employed in the administration of funds for research. The present tendency is to construct a number of committees, smaller circles within the larger, that successively scrutinize plans of research presented to them, and make the final award with the understanding that every penny of the amount shall be accounted for by the recipient of the allotment. He may devote a certain part to photographs, books, equipment, another part to clerical work, another to assistants in research, but on no account should any of the appropriation be made to him for research per se. In other words, although he may pay a salary to some assistant working under him, he may never think of receiving a salary himself.

The crux of the matter is this. A scholar interested in research needs just two things for the successful prosecution of his plans. The first is equipment, and the second is time. Give him more time, and he will devote that to the research which he has undertaken. How he secures this time should be a matter indifferent to the organization making him the award. He may drop some of his work in the institution with which he is connected or in some other occupation in which he is engaged. He may employ a secretary to attend not only to matters directly connected with his research but to his general correspondence, whatever its nature -- since that is one way of saving his time. The committee in charge might also well feel that research as such deserved a monetary compensation. Such awards would doubtless stimulate researchers

- 3 -

to attempt new tasks.

At the end of the term for which the allotment was given, the committee would have merely to ask itself; "Have we made a good investment in the case of this man? Have the results that he has accomplished justified the amount allotted to him?" If so, further grants would be appropriate. If not, the committee would have to recognize that one of its investments -- like some of our other investments at the moment -- has not proved a success. That would be charged to profit and loss, and the experiment not repeated. In the end, I am sure that such a board of control would get far better results than it is getting at the present moment. With so many hedging considerations about him, the investigator who is awarded a fund for research is in precisely the opposite condition of mind from that which the award is supposed to induce. The time that he should devote to his work is frittered away in little worries about the justifiable use of the money committed to him. Instead of gaining time for the new work, he loses it. At any rate, he loses that calm of mind which is necessary for the scholar and the investigator.

I have spoken perhaps with some exaggeration in the matter discussed in the above paragraphs. I think, however, that you will grasp my idea. I have talked somewhat at random and at great length. Please pardon this effusiveness, and let me know whether any of the points that I have raised deserve further discussion.

Always yours,

(Signed) E. K. Rand.

Princeton, New Jersey

Department of Art and Archaeology

December 23, 1931.

Dr. Abraham Flexner
The Institute for Advanced Study
190 E. 42nd St.
New York, N. Y.

Mony

My dear Dr. Flexner:

I have been thinking over your letter of December 17th, and will give you the result of my own experience of advanced study, though it must be remembered that what I say is colored by the limitation of my experience to work in the field of archaeology and the history of art.

I should say that the physical and other material conditions which would tend to facilitate the purpose of the Institute can be summed up, so far as work in the humanities is concerned, by the desideratum of easy access to an adequate library by student and teacher, and of these two to each other.

The word "adequate," however, should be interpreted in its fullest meaning. An adequate library for advanced study is, in my opinion, not only the result of sufficient expenditure of money, but also the result of care and thought extending over years of accumulation. Its adequacy in the matter of the titles it includes will be determined by its completeness in the matter of periodicals, its possession of all source material that has been reproduced in printed form, and the necessary monographs and handbooks. It should include, at least for archaeology, a comprehensive collection of photographs, and if this is not immediately available, it should have funds for the free purchase of photographs required for research. In almost any branch of the humanities, such a library should be equipped with a modern photostat, with an operator. For archaeology, a photographer is also desirable.

In my opinion, a great deal of the most valuable part of graduate teaching is the informal kind which is administered by the graduate students to each other, and by their teachers in casual conferences. To facilitate this, I believe that graduate students do their best work together in a large study room, convenient to the library, and that the office or offices of their teacher or teachers should be near this room, and near the library, and situated in such a way that the activities of both are inextricably mixed up.

As to personnel, beside a photostat operator, and the librarian, if there be one,

Dr. Flexner

12/23/31

an ideally constituted seminar for advanced study should include a person in the capacity of a research indexer, competent to perform odd jobs of bibliography and the simpler kinds of primary investigation, and sufficiently trained in library methods to be able to conceive and carry out a card index of the data that accumulate in research work.

It seems to me that advanced study in the humanities is quite different in its dependence on a library from the sciences. Roughly speaking, the humanities are retrospective, and the sciences, prospective; at least my scientific friends tell me that anything published longer ago than the last twenty years is really not needed in a working library for a scientific seminar. On the other hand, the purpose of research in the humanities is to gain a clearer and clearer knowledge of the past, wherewith to get a better perspective on the future, and the library needs and library systems of record are correspondingly greater.

In my experience, I have found that the greatest stimulus to graduate students' work is the prospect of publication, and while I do not know whether the provision for publication would be included in the physical needs on which you were kind enough to ask advice, I should so include them, and I think that a teacher in advanced study who can hold out to his students the prospect of immediate publication of good work has in his hands all that is necessary, beside his own personality, for getting the best there is out of a pupil.

I am of two minds as to the living conditions for advanced students. We have, as you know, at Princeton the Graduate College, which is a dormitory for graduate students, and in which the attempt to keep the graduate students in different fields in close social contact with one another has been carried out with elaborate care. But I am not sure that it has been an unqualified success, and I believe that to allow the students to live where they please and eat where they please may be quite as good a solution. To me, the essential thing is that they should have a place where they can work together, and a place where they can work with their teachers, not in the formal and sometimes stiff relation established by a class or a seminar meeting only for reports, but in the intimate contact established by mutual assistance in the search for information and material. I believe that this relation exists almost invariably in a scientific laboratory, and I know that it exists with very beneficial effect in schools of architecture. In the graduate work in Art and Archaeology at Princeton, we have happened to have the advantage of our own

COPY

THE UNIVERSITY OF CHICAGO
Department of Political Science

January 18, 1933

My dear Dr. Flossner;

I should group the most favorable conditions for the work of scholars and scientists under the following heads;

1. Adequate salary and tenure.

The worker should be paid enough to enable him to live in comfort and security, and without too great worry.

Specific evils to avoid are recourse to hack jobs which consume his energy and his time, such as most text-books, extra-teaching, lectures, (summers, nights, etc.) special pot-boilers in miscellaneous forms.

Furthermore, the future recruiting value of an adequate economic status for scholars would be very great in the continuing competition between the world of scholarship and that of far better paid enterprises - an important consideration in American society.

2. Adequate equipment.

The nature of such equipment varies with the task of the scholar, but would include libraries, laboratories, scientific material and tools, assistants and clerical service, travel, the apparatus of research, whatever it may be in the special case under consideration.

3. Relief from teaching over-load.

Until very recently and even now many scholars are buried under a load of teaching, which consumes an inordinate part of their time and energy, or where the class room teaching load is not excessive, are carrying too large a group of special research students. Some individuals are doubtless adapted to research management, or can carry the load with relative ease, but to others it is ruinous of their finest qualities of creative research. The best balance between teaching and research is, of course, a difficult problem, as "institutes" and "universities" can both testify. Perhaps there is no standard solution for all scholars, or the same scholar all the time.

4. Relief from overload of committees, conferences and in some cases responsible administration.

Perhaps this is at all times under the control of the individual, but there are some situations in which the pressure is relatively great and others where it is rela-

tively small. I am not thinking of an entirely isolated or insulated individual, but of the danger of too many "activities" of this nature.

5. Access to scholars and scientists.

Contact with a community of scholars is very important for most men. General orientation, inter-stimulation, specific and searching criticisms, exchange of experience, and a certain type of esprit may be expected to emerge from such an environment.

The ways of producing such an entourage are numerous and I do not presume to say which is the most useful.

6. Access to various groups--technological is perhaps the term--close to science.

It is important for some types of scholars to be in touch with those who are applying their ideas more directly, as physicians, engineers, lawyers and governing officials, industrialists, and technicians of various sorts. These contacts are of widely varying types and usefulness to different groups and kinds of men, but they should be included in a general scheme of things.

7. Academic freedom.

This might perhaps be presumed, but for purposes of greater certainty, I am including it; for without liberty of thought, speech, press and activity, the most complete equipment would produce nothing more than a cultured slave.

8. Recreational, artistic and social relations, non-technical.

I know there are vast possibilities of tragedy, mal-adjustment, creative release and expansion in this important but little explored field. In saying nothing, I am not closing the door on someone who knows the way out. In general it seems to me the Greeks understood this better than the Puritans, but the Twentieth Century might improve on both.

I believe Mr. Arnott made, a few years ago, a survey of the salaries and other sources of income of a wide group of scholars. Perhaps some of this material would be useful to you in showing the special forms of handicaps of scholars.

If more detailed comment on any of these topics would be helpful, I am at your service.

Very sincerely yours,

(signed) CHARLES E. MERRIAM

PRINCETON UNIVERSITY

Princeton, New Jersey

Department of
Mathematics

December 28, 1931.

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

Dear Dr. Flexner:

I have received your request for suggestions regarding the conditions for the pursuit of scholarly work. I will endeavor to answer them in the light of my own personal experience.

An essential condition for first rate scientific work is to have the possibility of getting immersed totally in one's problems. Therefore the Institute should aim first and foremost to create for its members conditions tending to eliminate all sorts of irrelevant disturbances. It implies care in the choice of location, suitable compensation, ample library facilities, clerical assistance, reduction of administrative duties to a minimum. I should like to dwell also more at length on several specific desiderata:

a) Maximum elasticity in disposing of one's time. This implies longer vacations after the European pattern, reduced cut and dried lecturing obligations and mostly in the form of seminars. At the same time it is of the highest importance to have a selected group of advanced students and younger scientists working in the same field. It is difficult to exaggerate the value of the sharp and live criticism which such a group provides.

The question of location has an important bearing on this matter. Thus if one were in Kansas City the whole group would have to be imported, whereas in Berlin it would probably already be there.

b) Adequate funds for getting together a few advanced students and younger scientists to work under the influence of the major men. Here judicious collaboration with existing fellowship boards offers considerable possibilities.

c) In your letter you mention incidentally "contacts". One of the most serious handicaps of American scholars is the lack of frequent and easy interviews with their peers elsewhere. Practically the desired contacts can only be had during sabbatical leaves and at considerable expense. Europeans, on the other hand, with low cost of travel, special reduced fares as in Italy, lengthy vacations, seem to keep

Does not mention WEIC as did earlier

Dr. Abraham Flexner - 2 -

constantly in touch with their colleagues, even in the U. S. S. R. The Institute would go a long way towards solving this difficulty by setting aside a moderate travelling fund for its members. Such funds are in existence in many universities but they are so tiny as to be of little use.

It is not an easy matter to say anything significant concerning obstacles to first rate scholarly work without knowing anything about the basic organization of the Institute. As things now stand we have to contend with two baneful influences that may easily be avoided; excessive duration of the formal University year in America (one-third longer than in Europe) and the cumulation of duties with constant precedence given to teaching as against research. In general this results in excessive and systematic demands on one's time. Not infrequently however it causes reduction or direct abandon of important research activities. For example, Professor Blaschke of Hamburg recently proposed that we exchange chairs for one term, his object being to secure my influence on the research of a certain group of younger German scientists. Unfortunately for pedagogical reasons this important research project is unlikely to materialize, and if ever, it will only be carried out in cramped style and later than it should.

It seems to me that the machinery of the Institute should be designed with the utmost care so as to remove administrative duties from the shoulders of its members. Indeed I would say that it should be so constructed that they cannot assume such duties even when they themselves desire it. The very temptation of it should somehow be removed -- and as I suspect, this is not an easy matter.

One of the bad elements in present day University organization, that the Institute should by all means avoid, is excessive hierarchization; half a dozen steps between the Ph.D. and supremacy! It is three times the European norm and does an ample amount of harm as we all know.

Hoping that my suggestions may be of some use to you in your arduous task,

I am

(Signed)

Sincerely yours,

Solomon Lefschetz.

SF/J

COPY

THE UNIVERSITY OF CHICAGO
The Division of the Humanities

January 25, 1932

My dear Dr. Flosser:

I must apologise for being so unconscionably late in replying to your letter. But I have been away a great deal in the last few weeks, and I did not want to answer hurriedly.

I am enthusiastic about your plan. Such an institute as you are organizing is the greatest need in higher education today. It is a curious thing that with all the millions invested in education there is not a single institution on any comprehensive scale devoted exclusively to advanced work. Such schools as there are of this kind (like the Rockefeller Institute in New York and the Brookings School in Washington) are confined to special fields. Yours has a wider scope, and although I gather from the announcement in your Bulletin, No. 1, that you will proceed slowly in the development of departments, I am assuming that you intend ultimately to include most of the departments now found in the graduate schools. If you stick to your programme (and I am sure that you will) of confining the Institute to advanced work you will accomplish two great things: (1) the training of not merely Ph.D.'s but of really first-class men; and (2) the furnishing of a model for advanced work to all the graduate schools of the country.

As I have endeavored to point out more than once, most of the graduate schools of the country are of graduate calibre only in the mildest sense of the term. In many of them higher degrees are given to a large extent on the basis of accumulated course credits, and many of the courses are purely collegiate courses of no very advanced type. There are scores of professors giving so-called graduate courses who have never shaken off collegiate standards. It often happens that the only piece of research work that a Ph.D. has done is his dissertation. The relative unproductivity of the Ph.D.'s of the country reveals the inadequacy of the present training. The investigation of the productivity of the Ph.D.'s in history in all the graduate schools, made by a committee of American Historical

Association four or five years ago, showed, if I remember correctly, that only about 25 per cent could by any stretch of imagination be called productive. The criterion, moreover, was a very light one. Various causes contribute to this situation, but among the chief ones may be listed: (1) laxity in admission, due to a desire for numbers and the fees they bring; (2) adherence to antiquated lecture and recitation systems of instruction; and (3) insufficient stress on independent work on the part of the student.

If you can guard against these things you will make the greatest contribution to education that has been made in our generation. You will do for our time what the old Johns Hopkins University did for its time. You will start a new era. I am a Hopkins alumnus and I shall never forget the fine university atmosphere that prevailed throughout that institution in those days. What happened to Hopkins after that you know as well as I. When the reorganization was announced by its President six or seven years ago, I was delighted. Here was a Hopkins that would be greater than the old. But nothing seems to have happened. This is your opportunity.

But I do not want to inflict a longer letter on you. You are doubtless being deluged with advice. To sum up, I would say that the essential things for the Institute are;

1. Thrift in the physical equipment. Buildings that are so obtrusively economical that they will constitute a protest against architectural extravagance. No dormitories or dining halls. A site in the City of Newark, so that the students can conveniently make their own living arrangements not too far from the Institute.
2. Admission only after personal interview with applicant by some responsible officer of the Institute. A Bachelor's degree or its equivalent. I should not stress the actual holding of a degree. So many of these mean so little. The essential requirements are a reasonable maturity (not less than 20 or 21 years of age); the stage of advancement in a special field that will enable him to begin advanced work; a reading knowledge of French and German; and some reasonable promise of personality. To admit students who have not these qualifications would do them no good and would do your Institute much harm, for presently you would have the old indiscriminate cluster of the fit and the unfit.

3. Scholarships and fellowships. It is more or less deplorable, but you will probably have to have them. I say "deplorable" for in many cases scholars and fellows are merely bribed students. Tuition fees should be kept at the lowest point possible. Graduate students are the poorest people in the academic world, and many of them are married. A fellow's stipend should be at least \$1200. Otherwise there will presently be pressure on the Institute to allow fellows to do outside work.
4. Teaching chiefly by the seminar and problem course method. Lectures only for orientation at the beginning of seminar and problem courses, or in subjects where no textbooks are available. The curriculum should be a continual drive on the part of students to attain, under careful and conscientious direction of their professors, skill and facility in scholarly investigation.
5. Not many professors but good ones, no matter what you have to pay them. No exclusively research professors. The real research professor works better with a small group of good students around him. You will not need a large number of professors under the method of instruction mentioned. One outstanding man, who can show students how to work as well as get out work himself, with the aid of an assistant professor can take care of a dozen students.
6. The degree of Ph.D. only. Not the Master's degree. The latter has become a secondary school certificate, and if you grant it, you will get the wrong kind of students. For such a plan as yours even the Ph.D. is not essential. To grant it is chiefly a matter of policy; a concession to one of our cultural weaknesses. You should stress your welcome to students who are not candidates for any degree: "students at large", in the best sense of the term.

With kind regards,

Sincerely yours,

(signed) G. J. LANS
Dean

GJL:W

C O P Y

CARNEGIE CORPORATION
of New York
522 Fifth Avenue
New York

Office of the President

January 12, 1932

NOTES FOR DR. FLECKNER

There should be a central unit, equipped with comfortable offices and studies. All the equipment needed should be a battery of reference books and a highly competent librarian to get other material as needed from Newark, New York, Columbia, Princeton libraries. There should be available the super-bibliographic service of which Harlow Shapley is the exponent.

The Institute should not start too small. There should be enough individuals to develop a community unit, but there should be no compulsion as to residence or meals, nor anything monastic about the proceedings. Men members and their wives, women members and their husbands, should all be included. We should import the idea but not the details from England (remember Princeton Graduate School). Personally, I should use some existing house or houses, but I should have a supremely good cook. A country home for the members where they could work and play in the summer might be worth considering. (The Teachers College Country Club has been a tremendous success.) A squash or handball court in winter and tennis courts in summer ought to be available. Part of the community life should be carefully planned hospitality to individuals and groups not too strictly academic in character. The best mathematician might be from the General Electric, for example.

As to academic relations, I should set out to make the important title (the thing a man would put into Who's Who) membership or fellowship in the Institute. If some individual needs or thinks he needs an academic degree in his business, informal arrangements might be made with Princeton or Columbia in such a way that the diploma, when granted, should show the share of the Institute in the proceedings. No one should be admitted to the formal status of membership, either as teacher or student, until good cause had been shown, and everything should be done to make this an honorable status. For the teacher members

(or whatever they may be called), provision for retirement should be made at the beginning of the relationship, and the annual stipend should include health supervision, etc.

One particular job which the Institute could take up is to direct and to a large extent give the training needed for some particular responsible job, for example, the new Folger Library at Washington might need a particular type of curator.

Finally, as a kind of hallmark for the products of the Institute, what would you think of an outstanding capacity for clear expression, both oral and in writing? God knows we need it, and I think it can be developed.

F. P. Keppel

FPK/h

C O P Y

LIBRARY OF CONGRESS
Division of Manuscripts

January 11, 1932.

Dear Dr. Flexner:

In attempting to reply to your inquiry of December 17, I feel sure that I had better, in the main, confine myself to suggestions relating to historical research.

The worker in historical research has few needs beyond that of abundant access to his raw materials. For some purposes that means printed books, for others manuscripts. If extensive research in European history is contemplated, that involves, in many cases, easy access to European archives, as well as to those American libraries best supplied with printed books. But during the twenty-three years that I was with the Carnegie Institution I steadily held the view that an endowed institution or department of historical research in the United States had better devote itself to fundamental work on the sources of American history. The reason was that, valuable work as our remote and external position in the universe enables Americans to do in the writing of books in European history, the fundamental tasks in the providing of source material, tasks appropriate to an institution because they make great and duplicated expense for individuals, will be better done by Europeans, having the stuff right at hand, whereas Americans would deal with it at excessively long range. On the other hand, nothing would be more certain than that the Europeans will do little of this fundamental work upon the sources of American history. If we don't do it, it won't be done. If the field of operation of a research worker is that of American history, the prime requisite, among those "favorable circumstances" on which you are seeking suggestions, is the immediate presence of some one of the greatest collections of books and manuscripts on that subject. This is much the same as saying that the very best place in which such work may go on is either New York or Washington, and indeed is Washington. You will not think me to be saying this because for the last three years I have been attached to the Library of Congress. Twenty-six years in Washington have shown me abundantly that its resources for American history are far beyond those of any other place. What with the American-history portion of the four million books in this Library, its millions of manuscripts, its million and a half pages

of photographic reproductions of American materials in foreign archives, and also the archives of the Department of State, and the other government establishments, for which the National Archives Building is now beginning to be built, a department of historical research established by your institution in this city would have the utmost advantage of position and surroundings and contacts that could possibly be given to it.

Also, a matter of a more general sort occurs to me. Special care may well be taken, I should think, that those who are expected to flourish and radiate in research should be relieved, as largely as is possible, from all bother with administrative duties and especially those of pecuniary business and accounts. In our universities, men capable of excellent research work are often killed by deanships and the like; and as to money matters, it was a great and refreshing contrast from some university experiences to find in the Carnegie Institution of Washington a bursar whose doctrine was that what he existed for was to relieve scientific men, just as far as possible, from labor and trouble about money and accounts. In a government establishment it probably is necessary that one should not be able to have a safe moved without making out a memorandum in triplicate, but in a small department occupied with a humanistic subject it ought to be possible to get rid of all that.

I can't do otherwise than suppose that all the above is perfectly familiar ground to you, but I don't think of anything else by way of answer to your broad and general questions.

With every good wish,

Very sincerely yours,

(Signed) J. F. Jameson,

Chief, Division of Manuscripts.

39 Kirkland St.
Cambridge, Mass.
December 28, 1931.

Dear Flexner:

In answer to your letter dated December 17, 1931, asking for suggestions concerning the physical and other material conditions that would tend to facilitate the purposes for which the Institute for Advanced Study has been founded, I submit the following.

1. Ordinary salaries for members of the staff of not less than ten thousand dollars, rising to a maximum of fifteen thousand. There should be provision for extraordinary salaries.

2. Retiring allowances for old or disabled members of the staff -- a contributory pension system.

3. Suitable working quarters for staff and students, including libraries and laboratories. Such quarters and their equipments to be planned by the several departments and the Director of the Institute. The conditions under which the facilities of the Institute are made accessible to students to be determined by the departments, severally, and to be subject to the approval of the Director.

4. The location of the several departments of the Institute should depend on the work to be done by them. It is not necessary, and probably it is not desirable, that all the departments should be located in or near New York City.

5. Provision for occasional leave of absence for members of the staff of half a year to a year, with half pay, and an annual vacation of two or three months.

6. A first appointment to the staff should ordinarily be for a fixed term, say three or five years. A reappointment should be without fixed term, and should imply that the Institute desires to retain permanently the services of the individual concerned.

7. Clerical assistance should be provided for the staff.

8. With adequate salaries it is not necessary to provide residences for members of the staff.

9. A dormitory for students should be provided, so arranged that there will be satisfactory quarters for married students as well as for unmarried students. (One such dormitory will probably be sufficient for some time).

10. Ordinary fellowships for students, each of not less than fifteen

- 2 -

A. Flexner, Dec. 28 '31.

hundred dollars, with provision for travelling expenses. Such fellowships to be awarded for one year, each, and subject to renewal indefinitely.

An alternate fellowship scheme which might be more in harmony with the fundamental purposes of the Institute would be this:

Place one or more fellowships at the disposal of each department; the stipend to be limited to, say, five thousand dollars, as a maximum, for each fellowship.

Awards to be approved by the Director.

A contingent fund yielding not less than five thousand dollars annually should be established, the income to be used to supplement a regular fellowship whenever such increase seems wise.

Very truly yours,

(Signed) Paul H. Hensel.

Dr. Abraham Flexner.

P. S. Experiences will suggest modifications of and additions to or subtractions from the suggestions offered. But what is offered seems to me a possible beginning.

C. B. Gulick

C O P Y

HARVARD UNIVERSITY
Division of Ancient Languages
Cambridge

January 8, 1932

Dear Dr. Flexner,

I am very grateful for the opportunity you have given me of making one or two comments on the conditions which might encourage advanced study. I can, of course, speak only for the student of language and literature.

1. It must be remembered that working in a library is different from working in a laboratory. In the latter case, I suppose, the master and pupil can oversee each other's work. In the former I have found it very difficult, if not impossible, to entrust to a pupil, however excellent he may be, the investigation of facts which I should want to publish in a book of my own.

2. In my own case I could have gone further in much desired research were it not for the number of courses which I have been required to teach. The custodians of the fund might consider the possibility of paying the salaries of additional instructors called in to relieve the man engaged for the time in research. Some teaching, I am convinced, is good for the researcher's soul. I do not believe in Research Professorships in my field. They lose contact with reality.

3. As an extension of (2) I recommend that the Fund be used to make more feasible the Sabbatical year devoted to research. Personally I cannot afford to take a whole year off on half pay, the present arrangement at Harvard. The half year on whole pay is useful but often not sufficient.

4. The Fund might perform a very useful service in establishing, through its guarantees, a more hospitable attitude on the part of libraries abroad. I have no difficulty in Paris or Venice, and cherish nothing but gratitude for the way in which I have been treated there. But in some other places: *Ta d' alla sirā.*

I do not need to remind you, after what you have done in the study of the American University, that the mere lightening of material burdens will not of itself produce great results in matters intellectual and spiritual. The hardest task of the Custodians, as I conceive, will be to pick the really capable and rewarding student.

Sincerely yours,

(Signed) Charles Burton Gulick

Viner

C O P Y

THE UNIVERSITY OF CHICAGO
Department of Economics

January 12, 1932

Dear Dr. Flexner:

Please pardon my delay in answering your letter, but I underwent an emergency appendectomy a few days before its arrival and I am just getting to the stage where I can again attend to my correspondence.

The needs of an economist engaged in research will of course vary greatly with the character of the research and the temperament of the man. If his interest is in large-scale quantitative research, he will require a staff of computers, draftsmen, and stenographers, and in the abstract it would be impossible to indicate the extent of his needs. At the other extreme would be the "literary" economist, finding all of his material in libraries and requiring little or nothing beyond some amount of stenographic assistance.

As I think of my own experience and that of my colleagues and of other economists with whose methods of work I am fairly well acquainted, I should regard the following as fair minimum requirements for an economist interested actively in research essentially of a non-quantitative and non-mass data character:

(1) A fairly mature and competent research assistant. He should be a student who has already had a substantial amount of graduate training. Half of his time would ordinarily suffice, the other half of his time being available to him for his own work.

(2) Stenographic services equivalent to about one-third of the time of a stenographer.

(3) Library. Where a research man is in direct contact with a large and efficiently run library, the library staff can do many things for him or does them as part of its routine operations, which would not be available to a person not directly connected with such a library. At the ordinary university, moreover, what purchases of books and other materials the library shall make is in part determined by the special needs of the members of the faculty engaged in research. While the members of the staff of your Institute will in a sense have available to them all the library resources of

New York City, they will not possess the right to claim the special services, priority in the inspection of new books, etc., which are of considerable importance to at least many research workers in economics. In my opinion, to make up for this deficiency it would be necessary for the Institute to have what might be called a "research material fund" from which could be purchased books or other material not available in New York libraries or not available quickly enough, or in some cases not available for long enough periods. If I may judge from my own experience, an allotment of \$500 per member of the staff would be a minimum for such purposes. This would be, of course, over and above any provision for a working library of standard works and periodicals which the Institute would make.

These seem to me the most essential needs of the non-quantitative research worker in economics. If there should be any aspects which I have overlooked and which seem significant to you, please do not hesitate to call upon me again.

I am

Very sincerely yours,

(Signed) Jacob Viner

JV-W

C O P Y

COLUMBIA UNIVERSITY
in the City of New York
Department of History

March 11, 1932

Dear Dr. Flexner:

I must apologize for the lateness of my response to your letter of December 17. Even now I can only send you a few notes for what they may be worth.

My first suggestion relates to the working tools of scholarship in such a field as my own. I assume that the Institute will select a location in convenient reach of existing large collections. That seems obvious in view of the time and money which would be required to duplicate the more expensive types of material. Indeed, much of this material may not come into the market at all. The existence of these larger collections should not, of course, stand in the way of liberal purchases for reference libraries controlled by the Institute itself. Such an institution as the New York Public Library already has difficulty in meeting the varied demands which are made upon it, even from the increasing number of really competent investigators. Aside from the more generally used reference books, there is a large amount of specialized material, such as bibliographies, calendars of manuscript material, special periodicals, etc., which are so essential that the scholar needs to have them constantly close at hand. So far as possible such a scholar as you have in mind should be free from dependence for such books upon any largely frequented library.

Another mode of enabling a new institution to obtain working collections within a reasonable time is the liberal use of photographic and other mechanical devices now available for the reproduction of rare material of a kind now being bought at extravagant prices by private collectors. Through cooperation with other institutions (Library of Congress, historical societies, other university libraries, etc.) the work of building up new collections may be greatly facilitated. You perhaps know that manuscripts relating to America in European archives have thus

been reproduced in great masses for the Library of Congress. In the case of printed matter something has already been done, for instance, with the files of eighteenth century newspapers from unique copies in public or private possession.

I should like to make another proposal which is somewhat out of line with existing practice so far as I have observed. I should like to see more done than has, so far as I know, been done in any American university for the specific library equipment of the professor's individual work-place, equipment analogous to the private laboratories which are commonly provided for the physicist or the biologist. However far such an investigator may travel in search of his sources, the building up of a library for his individual use is quite essential. At present such individual working libraries are mainly bought by each scholar for himself and of course remain his personal possession. Would it not be worth while for a university or research institute to attach such an equipment to each of its major chairs? This should be over and above these more extensive collections which would be provided for the general use of teachers and students alike. I am sure that the waste of energy resulting from the lack of such facilities is very large. I should like to make it clear that, so far as such collections are provided by the institute, they should belong to the chair rather than personally to a particular incumbent. This of course does not exclude personal purchases such as are made at present. Even from the standpoint of the students such an arrangement would prevent the inconveniences now arising through the more or less reasonable withdrawal of books to the professor's study. As things are now, the modest incomes of most university teachers lead to economies in book purchases at the expense of economy in the use of working time. Perhaps I have dwelt on this point at undue length, but I am sure that as a means of attracting scholars to the Institute a well-considered and generous policy in this respect would prove very effective.

The other points I have in mind relate more generally to the economy of the scholar's time in any field of study. I wonder whether, in the reaction of many university executives from the so-called "cloistered" type of educational service, institutions may not be too eager to act at once and directly upon the contemporary society in which they are placed. I realize, of course, that a simple and generalized answer can hardly be given to this question. Certainly professors of engineering, law and medicine need to maintain close contact with practice outside the academic circle. So

also a university teacher who is expert, let us say, in banking or currency problems may well consider it a logical development of his scientific function to accept service as technical adviser to administrative boards or legislative committees. Nevertheless, I think that pressure for early, palpable, and publicly recognized evidence of the utility of university studies does constitute a real danger to that single-minded, disinterested concentration which, in the long run and for most men, is necessary to the carrying through of research on the highest levels. The marked development recently of publicity departments in universities with resultant emphasis on activities which lend themselves readily to journalistic exploitation has often been unfortunate. Should we not emphasize more than we now do the type of scholarship which works quietly, patiently, and without too much thought of early public recognition? I suppose this is the type of scholar whom your Institute especially desires to encourage.

One reason why many men yield to the temptation of sacrificing scholarship to more quickly recognized and more superficial services is the financial one. May it not be possible for educational or scientific trusts to guard against this danger by a different approach to the whole subject of academic compensation? Some of our universities are virtually taking, especially with young men who have families to bring up and who are in a critical stage of the scientific career, some such line as this: "We recognize that with our present salary scales it will be frequently necessary for you to supplement this compensation for supposedly full-time academic service by giving a part of your energy to various pot-boiling operations." Indeed, universities themselves are practically, if not theoretically, committing themselves to the principle that a university teacher who diverts a part of his annual output of energy to extension or summer session teaching is giving the university more service, measured by financial compensation, than is given by the scholar who decides that his best use, let us say, of a summer vacation is concentration on his special field of research. I do not mean to disparage either extension or summer teaching; I fully recognize the importance of both. My observation, however, leads me to think that men who take on special services of this kind are not really doing so in addition to what they would normally do in scholarly work, but really by subtraction from it. In short,

I think the normal working of contemporary society is sufficiently hazardous to disinterested scholarship without the university offering additional temptations.

Assuming that you can afford to pay a scholar of achieved distinction or high promise a given salary for specifically scientific work, can you not, without any meticulous and bureaucratic surveillance of his activities, simply have it understood that this salary standard implies concentration on this kind of work? At any rate, the institution itself may well refrain from actually offering additional compensation for activities which involve more or less diversion from the kind of work you particularly wish to encourage.

In the formative years of an institute such as you propose there will be obvious handicaps which it will take time to overcome. On the other hand, new policies on the lines indicated could be inaugurated more readily in such an institution than in one which is limited by existing conventions and even vested interests.

I am not sure that these suggestions and queries are at all what you wish or need to have, but if they are helpful in any degree I shall be pleased.

Sincerely yours,

(signed) SVARTS B. GREENE

COPY

Confidential letter, dated January 5, 1932, from
a foreign scholar who is spending this year lec-
turing at two of the most important American
universities and desires to remain anonymous

(Mittrany)

I am venturing to express a few opinions on the subject mentioned in your letter of December 17. Needless to say, my remarks are based primarily on English experience and anything I may say on American conditions is likely to be categorical because based on comprehensive ignorance.

1. To begin with the question of location. Since coming to America I have been struck with this problem which seems to me more difficult to solve in America than it would be in any European country. As you know, even at Oxford and Cambridge, notwithstanding their traditional detachment, one is always in close and continuous contact with the problems of the moment. At Harvard, for example, though close to a big and active city, one feels completely isolated; and I may say that this point has been made to me also by quite a few of the more keen-minded students. You will be better in a position to estimate the reasons. But speaking mainly with an eye on Humanistic studies, I feel very strongly that it is of great importance to have the Institute so placed that teachers and students should be able to remain in touch with everyday life. At the same time, one wants to avoid, if possible, the excessive pressure of a metropolis. I always remember the determined opposition of our late friend, Mr. C. P. Scott, to any suggestion for moving the "Manchester Guardian" to London. While admitting the advantage from the point of view of getting news, he maintained that as a paper it could never have kept its detachment if it had worked in the feverish surroundings of a capital city. I do not know to what extent it is possible to combine the two points so as to get the best of them on American soil. But with all due reservations, it seems to me that Washington or its neighborhood might come very near to an ideal solution.

2. Concerning material conditions. I know that you are keenly aware of the fact that scholarship does not thrive on discomfort and so I need not labor the point. Present day academic salaries are altogether inadequate. Some men, of course, will never be satisfied. But from my knowledge I would say that a majority

of the professors are forced to seek additional outside occupations simply because they cannot make ends meet. It seems simple sense to give scholars a chance to remain scholars. I do not mean to imply that academic salaries should attempt to compete with salaries paid by business corporations. Universities could not do it, and it would not be much use if they could. Those men who are lured by the larger purse probably would in any case end in some kind of lucrative employment. But I do not think that is true of the great majority of scholars.

The actual size of the salaries, apart from general considerations, should be conditioned by the other arrangements that may be adopted eventually by the Institute. Apart from the needs of the moment, there are, to my knowledge, three circumstances which are likely to place a professor in difficulties. First, a case of illness, involving a considerable expenditure. Some kind of insurance against sickness might be feasible without a severe burden on the budget of the Institute. Secondly and more especially, there is the problem of retirement. At present a professor is penalized for having chosen a scholarly rather than a money-making career; when he retires he has to drop usually several degrees in his scale of living. A generous super-annuity scheme seems to me, therefore, a very desirable arrangement, especially as it may also help to solve the problem of retirement. An artificial age limit generally does as much harm as it may do good. Most scholars, I should say, would have the sense to retire of their own accord when they feel their usefulness declining. If they hesitate at times, it is just because they are dependent on their regular salary. By making it possible for them to retire without severe material loss one may also prevent the possible difficulty of their staying on to the intellectual loss of the Institution.

3. Finally, there is another point in connection with material conditions which it might be desirable to deal with apart from the question of salary. Any man and woman who has a live mind needs as a relief and stimulus occasional travel, etc. For a scholar engaged in some Humanistic discipline travel is frequently a necessity. In any case he has to keep, by one means or another, in contact with the men and currents of his time. They are to him what the laboratory is to the chemist and the

physicist. Yet, Universities will make ample provisions for the latter and none whatever for the former. The mass of undigested books on social subjects written in the limitations of a study are the best proof for the need of active work in the great human laboratory. More generous salaries would of course go a long way to remove this drawback. But I am not sure whether it would not be desirable to provide definite means, with corresponding obligations for their use, for field work--means which would have to be used in some systematic way and would have to be accounted for. It may indeed be a worthwhile experiment to go a step farther in this direction. Many endowments and foundations are now providing numerous traveling fellowships for students. It is seldom that a student does not derive some good from such a trip. But I venture the opinion that from a scholarly point of view most of the money is wasted. The student has neither a sufficient command of his subject, nor a sufficient understanding for his new surroundings, to get the best value out of such a trip. This would be very different if the trip and the attending studies were undertaken under the guidance of a professor. What I have in mind is the possibility of providing, so to speak, a field seminar in the Humanistic disciplines, where a few selected students would go out together with their professor for a certain period of time and investigate and study a particular country or problem in a systematic and intensive fashion on the spot. Both as a training in method and, especially, as a means of acquiring some insight into the human element which enters into Humanistic studies, such an experiment might prove of much greater value than individual rambles by unprepared students; and also probably a useful corrective to ex-cathedra statements by dogmatic professors. If the idea seems at all practical and desirable perhaps it might be possible to enlist, for carrying it out, the cooperation of some of the institutions that are now distributing individual fellowships.

C O P Y

Department of Mathematics
Harvard University
Cambridge, Mass.

January 12, 1932

Dear Dr. Flexner:

AS I wrote to you, I have delayed this answer to your kind letter of December 17th, until my return from the Southwest. You will undoubtedly have thought of all the suggestions which I can make.

It seems to me to be very important that the Institute be in an attractive, quiet environment where there is room to breathe and to think. Such a situation makes for the happiness and effectiveness of the staff and of the student body.

At Pasadena there are the California Institute of Technology and the Mount Wilson Observatory groups. At Cambridge there are Harvard and Massachusetts Institute of Technology. The developments which have recently taken place in these two great centers suggest that positive advantages would accrue to your Institute and to the intellectual community in general if the Institute were similarly situated - for instance at or near to Princeton. Bridgman tells me that Compton hopes to see Cambridge become a world center, perhaps the first, in physics. Would it not be possible to do something of the same sort in mathematics and economics?

In the way of equipment there is the obvious necessity of an adequate library in the fields of effort of the Institute; the books and journals requisite in mathematics would not, I believe, cost more than \$60,000. This library, together with rooms for the staff and students, conference rooms, etc., should be in one central building. As long as there are no laboratories, I should think that one building would be all that was desirable. Moreover, I should like to see means provided either in this building or in a nearby residential college whereby those who desired could come together for lunch, etc. A residential college would make possible the ideal association of the group at the Institute. There should of course be adequate secretarial and stenographic assistance.

I should like to see means provided whereby the members of the Faculty

Cambridge
Pch

could make prompt direct contact with men who were making important advances in their own fields of research. This might be brought about either by an invitation to such men to lecture at the Institute or in some other way. Today there are so many men at work in any important field that the time element has become important, and prompt contacts save an immense amount of unnecessary or misdirected effort.

Finally there ought to be a certain number of Fellowships by which men of first-rate quality who wished to pursue study at the Institute might be enabled to do so. I am thinking of the outstanding young man without means who has not yet secured a higher degree.

The indirect beneficial effect of the Institute, towards the elimination of the mediocre in American education, and the direct effect of an absolutely first-rate staff and student body (however small the latter), at work under the ideal conditions you contemplate, will be exceedingly great.

With kindest remembrances,

Sincerely yours,

(Signed) George D. Birkhoff

New Milford, Conn., December 20, 1931.

Dear Doctor Flexner:

I have your letter of December 17 asking my opinion respecting the facilities which the Institute should provide for the convenience of scholars.

Doubtless the answers you receive will vary according to the experience, temper, and intellectual interests of the scholars who make them. What a student of history would require will naturally differ from the necessities of a physicist.

Speaking for myself, I will say that all I have ever wanted consists of sufficient compensation to remove worry and uncertainty, access to library facilities, a few students really interested in the pursuit of learning, and work rooms for them and for seminar discussions. Nothing more. I have never looked to an institution to provide social life in any form. The fact that I happen to be in an institution with a chemist or a mathematician does not seem to me to be any reason at all why I should ever see him except at faculty meetings. I have been more interested in learning from the world of experience outside than from the learning of academicians. But that is a matter of temper and will, perhaps. If an academic colleague and I happen to strike fire together, well and good. If not, that is that. Why try to force social life?

Still, I know from experience that most academicians enjoy community life of a kind, more or less. Therefore I imagine that your Institute will do well to establish a central institution for social life. The best example of such a thing that I know is the Athenaeum at the California Institute of Technology. It provides a comfortable center for the men who care for it, especially for the younger scholars, and makes possible a certain communion of scholars and apprentices. It is a god-send to the wives of the community for it makes entertaining easy and a pleasure. Therefore, I commend it to your consideration.

Other facilities will depend upon what you have to spend. The great farce in American education is the expenditure of millions for buildings while scholars live around them on starvation wages. If you start your Institute near New York and include instruction in history (with which I am somewhat familiar), I should say that your scholar in charge would want to have at hand a small library of working materials and then exploit the library resources within reach by motor or train. It is not the number of books he has that counts but his competence in making use of his resources. Unless you have enormous resources you cannot compete with established libraries. There is no point in it anyway. Each scholar will know what general works he should have for his students and will want a special collection in some field for intensive work.

Sincerely yours,

(Signed)

Charles A. Beard

C O P Y

Department of Mathematics
Harvard University
Cambridge, Mass.

January 12, 1932

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could make prompt direct contact with men who were making important advances in their own fields of research. This might be brought about either by an invitation to such men to lecture at the Institute or in some other way. Today there are so many men at work in any important field that the time element has become important, and prompt contacts save an immense amount of unnecessary or misdirected effort.

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With kindest remembrances,

Sincerely yours,

(Signed) George D. Birkhoff

Mr. Flexner

1/5/32

of considerable scope to the world's knowledge, and if in the social sciences it should be readable not merely by the intelligentsia but by any man of culture. You should refuse admission or continuance in the Institute to any student who wishes to "elaborate the obvious" or to dig away at some piffling point.

In our universities and colleges the natural sciences are accustomed to receive large appropriations for laboratory equipment and materials needed in research. On the other hand, the social sciences are step-children of the administration. If they receive a fair library appropriation it is considered quite enough. More recently the social scientists are growing restive about this situation but they are still far too modest: they intend to ask for more but they do not know in detail what they want. The point was dealt with by Professor Charles E. Merriam of the University of Chicago at the recent meeting of the American Political Science Association in Washington, and it would be well for you to seek his advice in the matter since he is not only the greatest master of his own subject in the United States but also is more familiar than any of us with cognate disciplines. One of your greatest contributions could be the adequate equipment for research of the social science division of the Institute. That also would compel imitation by other graduate schools.

Leave for professors to pursue research away from the Institute should be given say every two years not only with full pay but also with additional travel allowance so that they would not suffer financially or be forced to economize in foreign countries. Students might be sent with them on travelling fellowships if engaged in similar lines of work. The Institute may have Newark as headquarters but it should take the whole world as its province.

Do not allow the Institute to be the seat of any school to the exclusion of its rivals. On the contrary bring the rivals in if not by professorships then by well paid temporary lectureships at least. Let them argue it out with your own faculty members in the presence of the students. You were quite right in suggesting at President Aydelotte's the importation of the best Bolshevik economist you could lay hands on, although perhaps the country is not ready for that just yet. Of course

Mr. Flexner

1/5/32

you could exclude reporters from his conferences publiques contradictoires with your professors although the latter should be able to make the Soviet fur fly to good effect. Please send me an invitation; in fact I think you might often invite outside professors to some of the Institute's disputations. As Henry Adams pointed out the Middle Ages understood the educational value of such affairs. If you could recreate them it would be an inspiring achievement. Modern professors are too polite; I have just drowsed through three days of learned papers at Washington with not a single difference of opinion worth a tinker's dam, and that although many of the topics were loaded with dynamite.

By all means call in outside professors to give your doctoral examinations and to assign the grade of honors. That is one of the most powerful levers we use to jack up undergraduate (and professional) standards at Swarthmore.

I fear my interest has carried me to undue length. And as usual when concluding a letter I fear also that some foolish things have been said and many wise ones left unsaid. If the former preponderate forgive me for wasting your time. If any apparently wise suggestions occur to me later may I write you again?

With all good wishes for the New Year and the new Institute,

Very sincerely,

(Signed) Robert C. Brooks.

December 17, 1931.

Dear

The Trustees of the Institute for Advanced Study have been for the past year and a half very carefully reflecting upon the details of the enterprise committed to them by Mr. Bamberger and Mrs. Fuld. They are entirely clear as to the scope and functions of the new Institute, namely, that it will endeavor to enable small groups of scholars in important fields of learning to devote themselves under the most favorable circumstances to the prosecution of their own work and to the training of carefully selected students at the highest possible intellectual level. Latterly, a committee has had under consideration the question of the conditions which scholars and scientists in the light of their own experience believe to be most conducive to the achievement of this purpose. I have been authorized to ask a small number of scholars for suggestions derived from their own experience in this country and abroad as to the physical and other material conditions including contacts and environment, which would tend to facilitate the purpose of the Institute, and also as to what obstacles we can and should, if possible, avoid. A very frank and detailed statement from you would be greatly appreciated and would be regarded of course as entirely confidential.

Sincerely yours,

*Sent by AF
38
to 3040 Ave
for advice to Site Committee
Hud, Yale, Col. Pdt Swarth.
Lib. Cuyper Carnegie Open U of Chi
Lto*

*Vh cents letter of Dec 9 1931
was not in resp. (he wasn't asked)
but was briefed for the Com.*

1931

Vertical File

5/31

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

NOMINATIONS

Academic Personnel

SCHUMPETER, J.

Biographical

VINER, J.

Schumpeter to Flexner May 31, 1931 (Bonn) on economics and on possible personnel.

See vertical file under Schumpeter.

Prof. Dr. J. Schumpeter

Bonn, May 31, 1931
Coblenzerstr. 39

Dear Dr. Flexner,

I have to thank for your book, which you have been so good as to send me. In its light and in the light of our pleasant conversation, I have again perused the bulletin on "Organization and Purpose" of the Institute for Advanced Study. Before answering to the best of my ability the questions you have wished me to write about, I want to congratulate you on your achievement. I hope you will allow me to say that in meeting you I have met what I had given up all hope to meet, viz., a man who has what I believe to be the true vision of the University and its real problem. That this same man should be able and willing to act upon his vision, is almost too good to believe, yet seems to be the fact, and I am in hopes now to behold, what I, ever since I entered the University career full of ideals destined to be disappointed, have come to think of as impossible. To put in a nutshell what it is I admire so much, and to make quite sure that we understand each other; Universities as they are, are everywhere - if everywhere somewhat differently - a compromise, in America primarily between "education" and science, in Germany between vocational cramming and science. Others, beside you, have come to recognize the impossibility of this situation. But while these others have no other remedy to offer but the "Forschungs professor" or the "Research institute", you have seen the unsatisfactory character of this remedy. So you have, besides breasting manfully the popular phraseology about education and vocational teaching, recognized that there is another kind of teaching, which is not only no impediment to creative work, but its necessary complement: the scientific worker must teach and as a rule wants to, so much so that he very often prefers the "vocational" drudgery to a research position without any teaching: But what he ought, and wants, to teach in pure science for the sake of pure science. And it is this you want to provide the frame for. Now this has not been done anywhere yet.

J. Schumpeter

2

If I were to point to approximations, the Graduate School of Harvard would come up in my mind, much rather than any German University. German Universities are undoubtedly a beautiful thing. But quite apart from the intolerable political interference, which will end in making professional appointments a matter of party policy, public opinion drives both administrations and faculties to stress increasingly "practical teaching", the teaching of what the students want in order to pass an exam. and to conquer and to fill some job. They do it but ill, and private cramming schools crop up beside them, but they suffer in scientific achievement just as much as if they did it well. This I wished to say lest you might think my admiration for your work exaggerated. I have no other word either but "admiration" for the comprehensive insight in all the innumerable - and sometimes imponderable - conditions under which one may expect to see that rare bird, a good faculty, and in all those larger problems of drawing towards pure science that grade of brains, which it wants if it is to fulfill its social function, but which it as a rule, for a variety of reasons, undoubtedly fails to get. And this again I say in order to explain why I have, in spite of a fairly long experience and much melancholy thought on the matter, in spite also of having read both book and pamphlet in a frame of mind intentionally critical, hardly anything to suggest in the way of the general lines to be acted upon. Practically everything I ever thought desirable, is there. If I entered into the subject, I should be driven to such details as e.g. to putting a question mark to the thesis of the scientific character of a faculty of law, or such small suggestions as this: Creative work wants quiet and environment. You seem to provide admirably for both. But have you thought of the small fact, that one of the advantages a considerable income gives, is to shield its receiver from all these small chicanes of modern life, passports, declarations, little steps of all kinds one must take, and that a bureau who would not cost much, could take care of that and confer upon the members of your fold a

J. Schumpeter

much greater benefit than the same sum would if distributed among them?

I do not presume to advise on your first question, viz., which subjects are to be included at first. The nature of your plan implies preponderance of "pure" sciences, and the rest is largely a matter of the men you get: Much better to have some subject, which is not the one you would have chosen as the most urgent to include, if a first class man is available than to set up the most desirable department indifferently manned. My experience seems to teach me that one of the many reasons, why faculties do not as a rule look as well as they might, is precisely that they insist on filling specialized chairs when vacant whether "the" man is available or not, and on offering "complete" schedules.

Nor do I presume to say whether "pure" economics ought to be included or not. I am an economic theorist, economic theory was the love of my youth, always and irresistibly I was drawn back to it when I had temporarily left it for other pursuits - evidently I am not the man to be asked whether it ought to be included. Yet I will venture to submit two arguments in favor of it, which will at the same time lead on to what I have to say to your second question, as to names of possible candidates. If you abolish all University or Research Institutes of the world, some sciences will go on all the same: Hospitals will keep laboratories, the Amer. Aluminum Company will go on financing research on Aluminum. Of course the attitude of such bodies is all wrong. You have admirably pointed out - one of the things I most heartily agreed with and which contributed most to making your general outlook so sympathetic to me - that real progress comes only from passionate love for problems for their own sake, and can never come from the practical need. Yet there is routine work even within the precincts of scientific creation, and in many fields, this routine work would go on. In Economics, it would not. Pure Economics,

J. Schumpeter

4

a few recent applications excepted, is nobody's business. On the contrary, politicians and business men feel very well satisfied with an economic theory of their own. They like the hackneyed prejudices, which it is as yet safe to utter without being laughed at - while not worse things in other fields would universally be looked upon as proofs of the most sordid ignorance - and they resent the idea of having anything to learn in a subject they feel they know so well. The other argument: Economics is not so poor in results, nor so inefficient in methods as one would think, who looks at the surface, covered as it is with products of thoroly incompetent workmanship. The difference as against e.g. medicine is less in good work existing than in the fact that every trained medical man knows and masters as a matter of course the technique of his specialty, while that is not so in economics: An economist can be "trained" and have passed his exams. and yet know very little about his subject - the reason being that, public opinion being indifferent to theoretical work in this field, anyone can set himself up as the prophet of a new science and offer programs instead of serious work without fear that the voice of scientific critique will ever be heard outside a rather small circle. But altho' not so bad as it must seem to anyone not able to distinguish good work from bad, the achievements of economics are modest. Economists have often asked themselves why this should be so. Now, my answer is, because the really scientific mind which delights in problems as such, very rarely turns to economics. Why should it, if there are other fields offering very similar mental satisfaction, where it is not necessary to work in pure theory with a semi-apologetic gesture, or to fight against primitive misunderstanding of every argument not open to a child of twelve, or to give way to people who discuss popular questions by popular arguments? In this predicament, economics has much to gain from an Institution like the one of which you will be Director. In its aloofness from the immediately practical, it may attract, shelter and

J. Schumpeter

5

develop many a talent, which would otherwise be lost entirely, and thereby discharge a function which may possibly be remembered gratefully by generations to come.

Proceeding on the assumption that economics is to be included, I should next say something on the routine work and its organization in the economic department, as distinguished from the creative work of its men, if I could hope to tell you anything you don't know better yourself. Suffice it, then, to submit, that in economics you cannot rely on graduates from colleges, who after all will form a goodly part of your students, having that mastery of technique and that all-round knowledge, which they are sure to have in other fields. Some routine teaching - on a high level no doubt - going over all regulation-subjects of the science and filling lacunae when they are met with, will certainly be necessary. The more so as even in America, the less so than in Germany, there is a tendency of being content with a very scanty all-round apparel, which is forgotten entirely during the later work on some specialized research. You will want - in spite of all aversion to anything that savors of "schoolmasterliness" - a curriculum, and assistant teachers to put everyone through it, so as to make sure, that your products, whilst being very much more besides, are also reliable and competent all-round economists. Theory of the Marshallian type, economic history, and a saving knowledge of the more refined methods of modern statistics, must be exacted from everyone at the outset. I could point out in detail, how eminent and absolutely leading economists of today fail to reach as far as they could, and lose part of the fruits of their efforts, never get rid of certain shamefully primitive mistakes - only because they have never fully mastered these things. Personally, I also think that the time is past, when it was superfluous for an economist to have some knowledge of mathematics and to reap benefit from the beauties of pure physics. All this, however, it will be the duty - and a very pleasant one - of the men you first select to talk over with you.

J. Schumpeter

6

I have said enough to explain, why competent economists are so rare, and why competence plus genius or, let us say more modestly, talent, is so very much harder to find than in any other field. In fact, I venture to predict, that this dept. will give you in this - I hope only in this - respect as much trouble as the others taken together. There is, however, one and only one man, who I am convinced not only fulfills but surpasses whatever standard one may set up. This is the Norwegian Ragnar Frisch, Professor in Oslo (Christiania), who has been already twice in the States, once as Rockefeller-fellow, and last winter as visiting professor in Yale. I think he is in Minneapolis now. To avoid misunderstanding: He is no pupil of mine. And we know there is jealousy between two of one trade - and between an older man and a younger still more: In this respect science and love show some sad analogies! Believe me, I know my subject as few people do or ever did, and never I met a man, since I have grown into a worker working on his own lines, whose work struck me so vividly as the work of a genius. The real touchstone is: to do what competent men think impossible to do - and he has done this in two instances, which I must not go into here, but which I am ready to explain if you should wish. I do not know, if I am not betraying Harvard-interests, if I strongly advise you to try him first of all. It would be a splendid start for the Dept. - and I feel in duty bound to tell you so altho it was my hope to cooperate with him one day somewhere or other.

Excepting this man, there is no other among those whom I think available who could be placed in the same class. A short survey may be useful, however. It will be evident in each case, whether the man in question is a candidate for a leading or a "junior" - if permanent - appointment. (Personally I do think, that the old German distinction between full, assistant professor and something like the "Privatdozent"

J. Schumpeter

7

was a useful one, and that it even is not good policy to have all full professors on one and the same footing in every respect. If I were you I would group every Dept. in a variety of grades around 3 or 4 "leading" men).

The Nordic countries, Norway, Sweden, Denmark, - and it is the same with the Netherlands - are on a high average level in economics, on a much higher one than either France or Germany. But while there are many thoroly competent men, it is difficult to point to eminent ones, who would be available, or even ones who have definitely shown high promise. Cassel is old and past his work, and Birek of Copenhagen is hardly a "leaderly" man. There is, however, Bertil Ohlin in Stockholm, who has done things which promise well in the theory of international trade, and Zenthen, in Copenhagen, who has written an excellent book on Monopoly. A very good man is Professor DeVries of Rotterdam who has, however, absolutely no published work to show. There is nobody of mark in Belgium, and France is very poor at present. Aftalion, Prof. in Paris, and Rueff, fairly high up in the civil service, (Inspecteur des Finances) are the only older men of note. Perhaps Rueff, freed from official duties, would develop well. As it is, he wrote a good book on money. And I forgot Francois Divisia, prof. at the Ecole des ponts et chaussees, who has written a textbook which on two or three points shows remarkable originality and force. Even a textbook may, perchance, show talent! And these French professors are so ill paid that they have to eke out their living by cumulating employments so that one is apt to be unfair if one judges them by definite published achievement. There is a very gifted young man, at the Universite d'Alger, Bousquet, whom I should recommend warmly if you think of such things as "extraordinary" or assistant professorships. He could not come on a temporary appointment for he would lose his little post thereby. Germany has fallen back during the long years of the rule of the historic school and of the predominance of a meritorious but entirely extra-scientific interest in "Sozialpolitik."

When people got tired of these things, they did not know how to deal with economics as a pure science and got entangled in fruitless "methodological" wrangles. Instead of solving problems they philosophized on how to solve them, and a great mass of mental energy got irretrievably lost. For one reason or another, sheer incompetence being in some cases among these reasons, I don't know of anyone of the established men I could recommend and who would be available. There is a very lively and presentable, if somewhat superficial man in Heidelberg, Prof. Carl Brinkmann, and a fairly good man has just been appointed to Frankfurt, Prof. Lowe. But there are some good men among the youngsters. I want to mention first young Wassily Leontief, a Russian, who is about 25, not even Privat Dozent, and yet is already quoted all over the world because of a singularly clever paper on statistical supply and demand curves, a subject much more fascinating than the title would lead one to suppose. He is now going to America as a research fellow of Mitchell, National Bureau of Ec. Research. He is certainly a very strong talent. Next, there is Priv. Doc. Dr. Jacob Marschak in Heidelberg, also a Russian, and Dr. Mackinroth, who is about to become Privatdozent, in Halle a.S. If I add Priv. Dozent Dr. Neisser, of Kiel I have said all I have to say. The three last named would everyone of them be a good acquisition and may be expected to develop well in time. Naturally, a lengthy list of men could be drawn up, who would do very well as temporary guests to talk on some specialty or other: My colleague, H. von Beckerath is a very good man on cartels and so on. Bortkiewicz, the Berlin statistician, has an international name, Alfred Weber of Heidelberg has really done with economics but has a very interesting sociology to offer, and so there are quite a number. Among Russians, Kondratieff, (banished to some island now, I believe) and the statistician Slatsky would adorn any university. Pure economics in Italy has been for some time, and still is, in a very satisfactory condition. Among older men, I may mention in the first place, Prof. Gustavo Del Vecchio, of Bologna, a very good theorist, and in the

J. Schumpeter

second place the holder of the leading professorship in Rome, Luigi Amoroso. Furthermore, U. Ricci and G. Breseiani Turroni, both in Egypt - having been turned out by Mussolini. There is a very good economic statistician, Prof. Vinci of Bologna. By far the best young man I know of, is Piero Sraffa, who so much impressed the world by his first publication, that he has been appointed to Cambridge, England - this means quite a lot. A very capable man, warmly to be recommended.

Well, as to England: The leading names as you know, are those of Pigou and of Keynes. Neither of these excellent men can be expected to be available: Pigou has all he wants in Kings College, and Keynes wants the bustle of the world. But perhaps they would come for a year or half a year. Then there is D. H. Robertson of Trinity, Cambridge, a most competent thinker who has done excellent work, and R. Hawtrey, a treasury official. This, however, is all but for some promising youngsters whom I do not know enough about. Young Harrod of Oxford and R. Opie of Magdalen, Oxford, just appointed reader at Magdalen have both distinguished themselves, especially Opie, whom you ought to keep an eye on.

Now I always not only say, but feel that my science is at its best in America. That is why I so often go there. Yet I find it anything but easy to submit names to you. It is more the solid, and often brilliant, detailed work in the mass than single personalities, that strikes the observer. Of course, there are the famous old leaders, unrivalled in any country, Taussig, Fisher and others, but they are probably not what the Institute wishes, although a leader like Taussig would be invaluable for shaping dept. policy. On the other hand, I think I see very good youngsters, of whose possibilities it is however too early to be sure. Mitchell is hardly available, H.L. Moore suffering - of course, if he did recover, it is he before all others, that I ought to name. Among the established men, I should under these circumstances, put Viner first. I also want to draw your atten-

J. Schumpeter

tion to his colleague Henry Schultz, who grows into the leading position within one group of our problems, and to M. Ezekiel, the economic statistician. A very good man is Ass. Prof. Chamberlin of Harvard, and I am sure, that with writing less and disciplining himself more Dr. Kuznets of the National Bureau would develop well. Dr. Sauter of Columbia seems to be substantial and clever. There is, in Dr. Snyder's (Snyder himself is not really a trained economist but fertile and original!) bureau at the Federal Reserve Bank of New York, is a young man, who lost his eye-sight nearly entirely by some accident and for this reason will find it difficult even to pass his exams, but his talent is so very striking, that, writing to a man who does not stick to beaten tracks, nor is a prisoner of received standards, I may mention him: C.E. Thomas. I met him at Harvard in 1927, then he came to see me at Bonn. Two papers, which really only were two long letters to me, gave me such an opinion of him, that, if I were you, I should appoint him to a junior position there and then. I am, however, sure that there are not ten economists who could follow the drift of his arguments, and would approve of such a measure.

Finally there are some good men in Vienna (none in Switzerland or Czechoslovakia): Dr. Gottfried Haberler is the best. He would already have been appointed to a German professorship, if he had more political support. Then there is Dr. Rosenstein-Rodan, and Dr. Morgenstern, both quite good, and also Dr. v. ^{Hayek} Weizsäcker. But Haberler is the only one, who can be recommended on the strength of actual achievement. He will be in Harvard 31/2.

There is so much more to say, but I want to end an already too long letter by apologizing for inflicting on you my handwriting - I did wish to write you in English, which my secretary knows but imperfectly - and by assuring you that if you should wish for any further information from me, I shall very gladly give it, being happy to be able to do ever so small a service to so splendid an endeavor.

With kind regards,

Sincerely yours,

P.S.

J. SCHUMPETER

P.S.- Among the names mentioned, two stand out predominantly. And as it happened, while this letter was lying about to wait for additions which I am after all unable to make, I have heard from both. Frisch in sending me a manuscript on New Methods of Measuring Marginal Utility - which I am sure will one day rank among the great achievements in the history of pure economics - for publication in a series of monographs which I am editing, writes to the effect that he is on his way back to Oslo, where he has been appointed full professor (Address: Storgt 9, Oslo, Norway). From what he says I see that I am not betraying the interests of Harvard, but of another great American University, in recommending him.

And Leontiel has been here to see me. Again I was struck by the brilliance of his talent. I have given him a card introducing him to you. He is the son of an economist, who was professor in Dorpat and St. Petersburg, but now lives in exile, I think in Berlin. He wants to get Privatdozent in Germany, but besides writing what is beyond the reach of most people here, he has the further difficulty - which e.g. puts him out of court in Bonn, for shame: - that he is a Jew.* With these two men and, say Viner, Ricci, Haberler, Boussquet, you would have a Dept. which no other could equal.

J.S.

* But again: Who at 23 makes a name among specialists all over the world - does he want another word of recommendation?

1946

vert. file "S"

5/23 -

SALARIES

Personnel

SALARIES

Academic Personnel

BENEFITS

Aydelotte memo on salaries.

Filed in Vertical File under "S" for Salaries.

A, 10/18/56, Mat. for Report of Committee on Salaries

70

MEMORANDUM ON INSTITUTE SALARIES

S U M M A R Y

April 23, 1946

The total annual costs to the Institute of the recommended increases are as follows:

	<u>Proposed Salary Increase</u>	<u>TIAA Premium Increase</u>
✓ Professor Edward M. Earle	\$2,500.00	\$125.00
✓ Professor Erwin Panofsky	2,500.00	125.00
✓ Dr. Kurt Weitzmann	250.00	25.00
✓ Dr. Walther Mayer	-	1,164.00
✓ Dr. Hanns Swarzenski	500.00	-
Secretaries and Library Staff, excluding computing staff and salaries paid from funds, if 10% increase	3,160.00	88.00
	-----	-----
COMBINED TOTAL	<u><u>\$8,910.00</u></u>	<u><u>\$1,527.00</u></u>

✓ less kills - interview
Funds lost + 1000

MEMORANDUM ON INSTITUTE SALARIES

April 23, 1946

The salary groups of the Institute can be broken down into full professors, permanent members and assistants above the minimum level, temporary members, assistants at the minimum level, library staff, secretarial staff, janitorial and engineering staff and electronic computing project staff.

I. FULL PROFESSORS

The salaries of all the full professors are \$15,000 with the exception of Professors Earle, Goldman, Mitrany and Panofsky. Professor Goldman receives \$10,000 but retires after one more academic year. Professor Mitrany is on leave without salary but would receive \$10,000 if he were in residence at the Institute. Professors Earle and Panofsky receive salaries of \$12,500. The salaries of Professors Pauli and Siegel are now \$10,000 but will be increased to \$15,000 as of July 1, 1946 in accordance with the action taken by the Executive Committee on March 19, 1946. A year ago the professors and visiting professors who received less than the maximum of \$15,000 a year numbered eight. When Miss Goldman retires and not counting Professor Mitrany, Professors Earle and Panofsky will be the only ones left who will not be receiving the maximum salary under the present arrangements. Both of these men are productive scholars and deserve equal remuneration with the rest of the Faculty.

RECOMMENDATION: It is recommended that the salaries of Professors Earle and Panofsky be made \$15,000 a year as from July 1, 1946.

II. PERMANENT MEMBERS

Dr. Kurt Weitzmann, Field Mediaevalist

Dr. Weitzmann's present salary is \$5,000 a year of which \$2,500 is paid by the Institute and \$2,500 by Princeton University. Prior to July 1, 1945, Dr. Weitzmann received an annual salary of \$4,500 from the Institute. The University has recommended that Dr. Weitzmann's salary be increased to \$5,500 as of July 1, 1946, the Institute and the University each to pay half the cost of the increase. See appendix for letter of March 18, 1946 from Professor E. Baldwin Smith and letter of June 27, 1945 from Dr. Frank Aydelotte. Also see appendix for the expected TIAA annuity of Professor Weitzmann which at the present time totals \$2,428.56 per year and which would be increased to \$2,659.80 if the proposed salary increase becomes effective and ~~the~~ proportional increases are made in the TIAA premiums.

RECOMMENDATION: We recommend that the Institute meet the offer of Princeton University and raise its contribution of Dr. Weitzmann's salary from \$2,500 to \$2,750 as of July 1, 1946, together with a corresponding increase in the annuity payments.

Dr. Walther Mayer, Associate

Dr. Mayer's present salary is \$4,500 a year and is the same salary he has received since his appointment at the Institute. The annuity arrangements for Professor Mayer are particularly relevant in this case. He retires in 1952 with an expected annuity of \$1,449.48. It is not believed that this annuity is adequate. This is a single annuity. If Professor Mayer elects to make it applicable to his wife as well, it will be reduced to an amount considerably smaller. It would cost an additional \$1,164.00 a year to raise his expected annuity to \$2,000.04 a year. Since his salary is only \$4,500 it would be too much to expect him to share in this increase of the premium paid to the TIAA.

RECOMMENDATION: It is recommended that Professor Mayer's salary remain the same but that the annuity payments be increased by \$1,164.00 to bring his expected annuity in 1952 to \$2,000.04 a year.

Dr. Kurt Gödel, permanent member

In accordance with the vote of the Trustees, Dr. Gödel's present salary of \$4,000 a year will be increased to \$6,000 as of July 1, 1946. Dr. Gödel has consented to pay one-half of a total premium of \$800 a year to the TIAA. His prospective annuity will then be \$2,123.76.

RECOMMENDATION: In view of the fact that Dr. Gödel is to receive a substantial increase on July 1, 1946 and that his expected annuity is comparatively adequate, no change in the existing arrangements is recommended.

III. ASSISTANTS ABOVE THE MINIMUM LEVEL

Dr. Hanns Swarzenski, Research Assistant

Dr. Hanns Swarzenski was appointed to membership in the Institute for the year 1936-1937 with a stipend of \$2,500. His membership was renewed for 1937-1938 with a stipend of \$3,000. From the fall of 1938 until the fall of 1943 he held the post of Research Assistant with a yearly stipend of \$3,000. In October 1943, Dr. Swarzenski was granted leave of absence to accept a temporary position as Curator of Sculpture at the National Gallery of Art in Washington, D. C. at an annual salary of \$4,600. He expects to resume his post at the Institute on June 1, 1946. As far as the Board of Trustees is concerned Dr. Swarzenski's relations with the Institute have not been made permanent and he has no annuity contract with the TIAA. A copy of a letter from the School of Humanistic Studies recommending an increase of salary to \$3,500 a year is appended. The Standing Committee has approved this proposed increase.

RECOMMENDATION: It is recommended that Dr. Swarzenski's status be clarified and that the proposed salary increase of \$500 be granted.

IV. TEMPORARY MEMBERS

The stipends of members are awarded out of the budgets for the Schools which are set by the Trustees. Stipends are awarded on the basis of individual merits and needs and vary all the way from a few hundred dollars for a few months upwards for the more distinguished cases. Membership stipends are tax free.

V. ASSISTANTS AT THE MINIMUM LEVEL

As of July 1, 1946, the minimum salary for unmarried assistants will be \$2,100 a year and for married assistants \$2,500 a year. These salaries are taxed.

There will be four or five assistants in the School of Mathematics whose salaries will be set in accordance with the above scale. At the present time there are two assistants* in the School of Humanistic Studies and none in the School of Economics and Politics.

	<u>Salary</u> <u>March 1946</u>	<u>Previous</u> <u>Salary</u>	<u>Date of</u> <u>Last Increase</u>
*Miss Frances Follin Jones, Assistant to Miss Goldman	\$1,000, half time	\$1,800	1943
*Miss Stephanie Jakimowitz, Assistant to Professor Lowe	1,800 (Paid by Prof. Lowe personally.)		Began January 1946

VI. GEST ORIENTAL LIBRARY

Dr. Nancy Lee Swann, Curator TIAA Annuity. Dr. Swann retires June 30, 1946	\$4,500	\$3,600	July 1, 1945
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VII. LIBRARY STAFF

Mrs. Dorothy R. Persons, Librarian, is leaving in June, 1946 because the pressure of family duties has increased and financial pressure has decreased. It is possible that it will be necessary to pay more for a Librarian in order to replace Mrs. Persons. For further information about the Library Staff refer to the appendix.

VIII. SECRETARIAL STAFF

The data on the secretarial staff is given on pages of the appendix, together with the expected TIAA annuities of those members of the staff who have elected to make annuity contracts. The opportunity to make such contracts was offered to all members of the secretarial staff likely to remain with the Institute permanently. With the exception of Mrs. Hartz, all of those to whom this opportunity was offered accepted.

Concerning the general salary scale, please refer to the memorandum from Walter W. Stewart, February 15, 1946, appended. We also report here that Princeton University has made a horizontal increase of 15% on salaries under \$3,000. At the University the salaries of secretaries after the increase will range from \$2,415 to \$2,760 for secretaries and from \$1,725 to \$2,415 for under-secretaries. Only a very few of our secretaries would be classified as under-secretaries in the Princeton system. It is also true that the secretaries at certain times do some of the work of research assistants. It is clear from a perusal of the list of the salaries and a study of the history and performance of the secretaries that a general readjustment of salaries would be appropriate following a minimum horizontal increase.

RECOMMENDATION: It is recommended that the salaries of the secretaries and the three members of the Library Staff be increased by 10% and that Dr. Aydelotte be asked to make recommendations as to appropriate adjustments in salaries in addition to this horizontal increase, taking into account length of service, quality of performance and importance of duties.

IX. JANITORIAL AND ENGINEERING STAFF

The janitorial and engineering staff have received increases as indicated by the following table:

	Salary Increase		From
	Effective March 1, 1946		
Wesley Dauncey, Superintendent of Fuld Hall	\$200.00 a month plus rent and TIAA		\$180.00 a month plus rent and TIAA
Arthur Pollard, Assistant to Mr. Dauncey	125.00 a month		Began February 1946
W. B. Padgett	135.00	"	125.00 a month
Joseph Williams	135.00	"	125.00 "
W. T. Spindler	130.00	"	125.00 "
Alice Rockafellow, Maid	80.00	"	70.00 "
Ruth Ford, Maid	85.00	"	80.00 "
John Harris, Chauffeur	165.00	"	160.00 "

RECOMMENDATION: No further increase is recommended at the present time.

X. STAFF OF ELECTRONIC COMPUTER PROJECT

	Salary	Previous	Date of
	March 1946	Salary	Last Increase
Herman H. Goldstine, Mathematician	\$5,500		Began March 1, 1946
Julian Bigelow, Chief Engineer	6,000		Begins June 1, 1946 with \$25.00 per diem until that time.
A. W. Burks, Mathematician and engineer	4,800		Begins June 1946 with \$16.00 per diem until that time.
James Pomerene, Electrical Engineer	4,500		Begins April 1, 1946 with \$25.00 a month commuting expenses while in New York
Ralph Slutz, Physicist	3,600		Begins June or July 1946
John C. Sims, Jr., Mechanical Engineer	3,120	\$2,500	April 1, 1946

	<u>Salary</u> <u>March 1946</u>	<u>Previous</u> <u>Salary</u>	<u>Date of</u> <u>Last Increase</u>
William S. Robinson, Mechanic	\$2,860	Began March 21, 1946	
Miss Claire A. Cray, Secretary to Professor von Neumann	2,100	Began January 21, 1946	

The salaries to be paid to the members of the staff of the electronic computing project are listed above. As might be expected these salaries are larger than the stipends of members of the Institute and the salaries of assistants with a corresponding grade of ability. This is to be expected because the research-minded scholar expects to make a financial sacrifice in order to pursue his scholarly work. This attitude probably should not be discouraged as it serves to winnow out those who are not in earnest or whose interest is not likely to be permanent.

1000
38,380
May 40.000

INSTITUTE FOR ADVANCED STUDY
 SALARIES OF SECRETARIES, LIBRARIANS, ETC.
 AS OF APRIL 13, 1946

<u>GENERAL ADMINISTRATION</u>	<u>PRESENT</u> <u>As of 4/13/46</u>	
Bernetta A. Miller, Director's Office	\$3,000	Plus TIAA
Started June 1941	\$2,760	Retires 1949
Increased 1943	3,000	
Jane S. Richardson, Secretary to Director	2,700	Plus TIAA
Started June 1944	2,400	
Increased 1945	2,700	
Kathleen Kehoe, Assistant Secretary	1,800	rate but receives only \$1,080
Started June 1944	1,600	a/c 3/5 time
Increased 1945	1,800	Leaving in June, 1946
Mrs. Ashby Harper, Assistant Secretary	2,200	
Started April 1946	2,200	
Catherine Higbee, Assistant to Miss Miller	1,800	
Started March 1946	1,800	
Mrs. Mary Gosselink, Telephone Operator	1,440	
Started March 1946	1,440	
 <u>SCHOOL OF MATHEMATICS</u>		
Gwen Blake, Secretary	2,700	Plus TIAA
Started Sept. 1933	2,100	Retires 1949
1934	2,100	
1935	2,250	
1936	2,400	
1937	2,400	
1938 to 1945	2,580	
1946	2,700	
Claire Cray, Secretary to Prof. von Neumann and	2,100	Paid by Electronic
Started Jan. 1946	2,100	Computer Project
Mary E. Ray, Assistant Secretary	1,820	
Started Jan. 1946	1,820	

Ford 19,560.00

		PRESENT	
<u>SCHOOL OF ECONOMICS AND POLITICS</u>		<u>As of 4/13/46</u>	
Hattie N. Wise, Secretary		\$3,000	Plus TIAA
Started Dec. 1935	2,000		
1936	2,400		
1937	2,850		
1938 to 1946	3,000		
Elizabeth I. Horton, Assistant Secretary.		2,000	
Started July 1944	1,920		
Increased 1945	2,000		
Marion G. Hartz, Secretary to Professor Earle		1,800	TIAA NOT desired
Started Dec. 1938	Part time		Institute pays $\frac{1}{2}$ salary
1939	1,200		Carnegie pays $\frac{1}{4}$ salary
1940	1,320		Earle Mil. pays $\frac{1}{4}$ salary
1942	1,500		
1944	1,680		
1945-1946	1,800		
Beatrice H. Miers, Secretary to Mr. Cooper.		1,980	Paid by Rockefeller
Started Dec. 1945	1,800		Foundation Civil
Increased 1946	1,980		Aviation
 <u>SCHOOL OF HUMANISTIC STUDIES</u>			
Mrs. Frieda Liebman, Secretary.		2,400	Plus TIAA
Started Nov. 1943	2,200		
1945	2,400		
1946	2,400		
Mrs. Dorothy Dauncey, Secretary to Prof. Meritt		1,800	Plus TIAA
Started as Telephone Operator			
in Sept. 1939	960		
1941	1,080		
1943	1,200		
1944	1,500		
1945	1,800		
1946	1,800		
 <u>LIBRARY</u>			
Mrs. Dorothy Reuss Persons, Librarian		2,700	Withdrew TIAA
Started Sept. 1942	2,400		Is leaving in June, 1946
1945	2,700		
1946	2,700		
Judith Sachs, Cataloger		2,000	Plus TIAA
Summer work in 1943			Also works for Humanisti
1944	1,800		School
1945	2,000		
1946	2,000		
Irene Mozgo, Assistant in Library (Clerk)		1,140	
Started June 1944	1,020		
Increased 1946	1,140		
		# 38,380.00	
		Submitted by Bernetta A. Miller	
		April 15, 1946	

February 15, 1946

Memorandum

To: Professor Marston Morse
From: W. W. Stewart *W. W. S.*
Subject: Adjustment of Salaries to increased Cost of Living

Before Dr. Aydelotte left I intended to raise with him the question of making some adjustments in Institute salaries to cover the increased cost of living, but did not get the opportunity. Since action on the matter, to my mind, ought not to be postponed, I now raise it with the thought that you might like to discuss it with the Faculty Committee and the Executive Committee of the Trustees. .

As you know, during the last five years living costs have increased by more than 30 percent. During this same period income tax exemptions have been reduced and normal tax rates have been increased. In 1939 the normal tax was 4 percent on the first \$4,000 of taxable income while in 1945 the tax was 23 percent on the first \$2,000 and 25 percent on the next \$2,000. Between these two dates the income tax of a married person receiving \$3,000 of taxable income increased from \$8.00 to \$411 and for a single person from \$68 to \$516. This combination of a 30 percent increase in living costs and a 20 percent increase in income tax has so greatly reduced the real income available to those on the lower-salaried scale that many institutions have already made sizeable adjustments.

-2-

In 1942 the Rockefeller Foundation increased salaries that did not exceed \$4,000 on the following basis:

10 percent on the first \$2,000
7-1/2 percent on the next \$1,000

In December 1945 it made a further increase retroactive to July 1, 1945 on the following basis:

15 percent on the first \$2,000
10 percent on the next \$2,000.

Thus the Foundation in the last three years has increased salaries at the lowest level by 25 percent. This action at the Foundation was taken after a careful survey of what was being done in certain other institutions. It was found that one large company over the three-year period 1942-45 had made salary increases of approximately 10 percent annually. Another had given increases to meet the advanced cost of living, which in some cases totalled 36 percent and at the same time had reduced the work week from 40 hours to 35 hours. In another instance cost of living adjustments were made regularly to basic salaries of the staff. Another company adjusted its rate scale on an average of 32-1/2 percent. In these cases the largest adjustments were made in the lower salaries.

I do not know what the annual cost of a proper adjustment in Institute salaries might be, but it would not be difficult to calculate on a variety of assumptions. The equity and the need for making such adjustments seems to me evident.

T I A A DATA CONCERNING SECRETARIES AND WESLEY DAUNCEY

AS OF APRIL 18, 1946

<u>Policy Number</u>	<u>Name</u>	<u>Date of Birth</u>	<u>Date of Retirement if 65</u>	<u>Present Premiums</u>	<u>Prospective Annuity at 65</u>	<u>Increased Premium</u>	<u>Resulting Annuity</u>
A 2080	Gwen Blake	7/27/84	1949	\$270	\$1086.48		
A35656	Dorothy F. Dauncey	1/10/18	1983	180	766.68		
A41055	Frieda Liebman	2/ 8/03	1968	240	471.60		
A33711	Bernetta A. Miller	1/11/84	1949	300	133.80		
A41056	Jane Richardson	2/17/20	1985	270	1177.92		
A 29909	Judith Sachs	5/10/12	1977	200	796.56		
A 17381	Hattie N. Wise	1/ 8/08	1973	300	1506.96		
A 35657	Wesley Dauncey	1/20/04	1969	200* *10 mos. basis	534.84		

Submitted by Bernetta A. Miller
April 18, 1946

All premiums above are paid $\frac{1}{2}$ by Institute
and $\frac{1}{2}$ by individual.

T I A A

AS OF APRIL 18, 1946

<u>Policy Number</u>	<u>Name</u>	<u>Date of Birth</u>	<u>Date of Retirement if at 65</u>	<u>Present Premium</u>	<u>Prospective Annuity at 65</u>	<u>Proposed Increased Premium</u>	<u>Resulting Annuity</u>
A 1848	E. M. Earle	May 1894	1959	# \$1250	\$6983.28		
A 14128	Erwin Panofsky	Mar 1892	1957	#† 1837.32	4385.52		
A 17379	Walther Mayer	May 1887	1952	#† 1377.72	1449.48	\$2541.72	\$2000.04
Not yet issued	Kurt Gödel	Apr. 1906	1971	Contemplated # \$800	} 2123.76		

			<u>Date of Retirement if at 68</u>		<u>Prospective Annuity at 68</u>		
A 41859	Kurt Weitzman	Mar. 1904	1972	# \$500	\$1623.72	\$550	\$1778.04
A 41860*) UNIVERSITY) CONTRACT *)	" "	" "	" "	250	804.84	275	881.76

Submitted by Bernette Miller
 4/18/46

Paid 1/2 by Institute and 1/2 by individual.

Prof. Dr. J. Schumpeter

Bonn, May 31, 1931
Coblenzerstr. 39

Confidential

See 194

Dear Dr. Flexner,

I have to thank for your book, which you have been so good as to send me. In its light and in the light of our pleasant conversation, I have again perused the bulletin on "Organization and Purpose" of the Institute for Advanced Study. Before answering to the best of my ability the questions you have wished me to write about, I want to congratulate you on your achievement. I hope you will allow me to say that in meeting you I have met what I had given up all hope to meet, viz., a man who has what I believe to be the true vision of the University and its real problem. That this same man should be able and willing to act upon his vision, is almost too good to believe, yet seems to be the fact, and I am in hopes now to behold, what I, ever since I entered the University career full of ideals destined to be disappointed, have come to think of as impossible. To put in a nutshell what it is I admire so much, and to make quite sure that we understand each other; Universities as they are, are everywhere - if everywhere somewhat differently - a compromise, in America primarily between "education" and science, in Germany between vocational cramming and science. Others, beside you, have come to recognize the impossibility of this situation. But while these others have no other remedy to offer but the "Forschungs professor" or the "Research institute", you have seen the unsatisfactory character of this remedy. So you have, besides breasting manfully the popular phraseology about education and vocational teaching, recognized that there is another kind of teaching, which is not only no impediment to creative work, but its necessary complement: the scientific worker must teach and as a rule wants to, so much so that he very often prefers the "vocational" drudgery to a research position without any teaching: But what he ought, and wants, to teach in pure science for the sake of pure science. And it is this you want to provide the frame for. Now this has not been done anywhere yet.

J. Schumpeter

2

If I were to point to approximations, the Graduate School of Harvard would come up in my mind, much rather than any German University. German Universities are undoubtedly a beautiful thing. But quite apart from the intolerable political interference, which will end in making professional appointments a matter of party policy, public opinion drives both administrations and faculties to stress increasingly "practical teaching", the teaching of what the students want in order to pass an exam. and to conquer and to fill some job. They do it but ill, and private cramming schools crop up beside them, but they suffer in scientific achievement just as much as if they did it well. This I wished to say lest you might think my admiration for your work exaggerated. I have no other word either but "admiration" for the comprehensive insight in all the innumerable - and sometimes imponderable - conditions under which one may expect to see that rare bird, a good faculty, and in all those larger problems of drawing towards pure science that grade of brains, which it wants if it is to fulfill its social function, but which it as a rule, for a variety of reasons, undoubtedly fails to get. And this again I say in order to explain why I have, in spite of a fairly long experience and much melancholy thought on the matter, in spite also of having read both book and pamphlet in a frame of mind intentionally critical, hardly anything to suggest in the way of the general lines to be acted upon. Practically everything I ever thought desirable, is there. If I entered into the subject, I should be driven to such details as e.g. to putting a question mark to the thesis of the scientific character of a faculty of law, or such small suggestions as this: Creative work wants quiet and environment. You seem to provide admirably for both. But have you thought of the small fact, that one of the advantage a considerable income gives, is to shield its receiver from all these small chicanes of modern life, passports, declarations, little steps of all kinds one must take, and that a bureau who would not cost much, could take care of that and confer upon the members of your fold a

J. Schumpeter

3.

much greater benefit than the same sum would if distributed among them?

I do not presume to advise on your first question, viz., which subjects are to be included at first. The nature of your plan implies preponderance of "pure" sciences, and the rest is largely a matter of the men you get: Much better to have some subject, which is not the one you would have chosen as the most urgent to include, if a first class man is available than to set up the most desirable department indifferently manned. My experience seems to teach me that one of the many reasons, why faculties do not as a rule look as well as they might, is precisely that they insist on filling specialized chairs when vacant whether "the" man is available or not, and on offering "complete" schedules.

Nor do I presume to say whether "pure" economics ought to be included or not. I am an economic theorist, economic theory was the love of my youth, always and irresistibly I was drawn back to it when I had temporarily left it for other pursuits - evidently I am not the man to be asked whether it ought to be included. Yet I will venture to submit two arguments in favor of it, which will at the same time lead on to what I have to say to your second question, as to names of possible candidates. If you abolish all University or Research Institutes of the world, some sciences will go on all the same: Hospitals will keep laboratories, the Amer. Aluminum Company will go on financing research on Aluminum. Of course the attitude of such bodies is all wrong. You have admirably pointed out - one of the things I most heartily agreed with and which contributed most to making your general outlook so sympathetic to me - that real progress comes only from passionate love for problems for their own sake, and can never come from the practical need. Yet there is routine work even within the precincts of scientific creation, and in many fields, this routine work would go on. In Economics, it would not. Pure Economics,

J. Schumpeter

4

a few recent applications, excepted, is nobody's business. On the contrary, politicians and business men feel very well satisfied with an economic theory of their own. They like the hackneyed prejudices, which it is as yet safe to utter without being laughed at - while not worse things in other fields would universally be looked upon as proofs of the most sordid ignorance - and they resent the idea of having anything to learn in a subject they feel they know so well. The other argument: Economics is not so poor in results, nor so inefficient in methods as one would think, who looks at the surface, covered as it is with products of thoroly incompetent workmanship. The difference as against e.g. medicine is less in good work existing than in the fact that every trained medical man knows and masters as a matter of course the technique of his specialty, while that is not so in economics: An economist can be "trained" and have passed his exams. and yet know very little about his subject - the reason being that, public opinion being indifferent to theoretical work in this field, anyone can set himself up as the prophet of a new science and offer programs instead of serious work without fear that the voice of scientific critique will ever be heard outside a rather small circle. But altho' not so bad as it must seem to anyone not able to distinguish good work from bad, the achievements of economics are modest. Economists have often asked themselves why this should be so. Now, my answer is, because the really scientific mind which delights in problems as such, very rarely turns to economics. Why should it, if there are other fields offering very similar mental satisfaction, where it is not necessary to work in pure theory with a semi-apologetic gesture, or to fight against primitive misunderstanding of every argument not open to a child of twelve, or to give way to people who discuss popular questions by popular arguments? In this predicament, economics has much to gain from an Institution like the one of which you will be Director. In its aloofness from the immediately practical, it may attract, shelter and

J. Schumpeter

develop many a talent, which would otherwise be lost entirely, and thereby discharge a function which may possibly be remembered gratefully by generations to come.

Proceeding on the assumption that economics is to be included, I should next say something on the routine work and its organization in the economic department, as distinguished from the creative work of its men, if I could hope to tell you anything you don't know better yourself. Suffice it, then, to submit, that in economics you cannot rely on graduates from colleges, who after all will form a goodly part of your students, having that mastery of technique and that all-round knowledge, which they are sure to have in other fields. Some routine teaching - on a high level no doubt - going over all regulation-subjects of the science and filling lacunae when they are met with, will certainly be necessary. The more so as even in America, the less so than in Germany, there is a tendency of being content with a very scanty all-round apparel, which is forgotten entirely during the later work on some specialized research. You will want - in spite of all aversion to anything that savors of "schoolmasterliness" - a curriculum, and assistant teachers to put everyone through it, so as to make sure, that your products, whilst being very much more besides, are also reliable and competent all-round economists. Theory of the Marshallian type, economic history, and a saving knowledge of the more refined methods of modern statistics, must be exacted from everyone at the outset. I could point out in detail, how eminent and absolutely leading economists of today fail to reach as far as they could, and lose part of the fruits of their efforts, never get rid of certain shamefully primitive mistakes - only because they have never fully mastered these things. Personally, I also think that the time is past, when it was superfluous for an economist to have some knowledge of mathematics and to reap benefit from the beauties of pure physics. All this, however, it will be the duty - and a very pleasant one - of the men you first select to talk over with you.

1.
Summation
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I have said enough to explain, why competent economists are so rare, and why competence plus genius or, let us say more modestly, talent, is so very much harder to find than in any other field. In fact, I venture to predict, that this dept. will give you in this - I hope only in this - respect as much trouble as the others taken together. There is, however, one and only one man, who I am convinced not only fulfills but surpasses whatever standard one may set up. This is the Norwegian Ragnar Frisch, Professor in Oslo (Christiania), who has been already twice in the States, once as Rockefeller-fellow, and last winter as visiting professor in Yale. I think he is in Minneapolis now. To avoid misunderstanding: He is no pupil of mine. And we know there is jealousy between two of one trade - and between an older man and a younger still more: In this respect science and love show some sad analogies! Believe me, I know my subject as few people do or ever did, and never I met a man, since I have grown into a worker working on his own lines, whose work struck me so vividly as the work of a genius. The real touchstone is: to do what competent men think impossible to do - and he has done this in two instances, which I must not go into here, but which I am ready to explain if you should wish. I do not know, if I am not betraying Harvard-interests, if I strongly advise you to try him first of all. It would be a splendid start for the Dept. - and I feel in duty bound to tell you so altho it was my hope to cooperate with him one day somewhere or other.

Excepting this man, there is no other among those whom I think available who could be placed in the same class. A short survey may be useful, however. It will be evident in each case, whether the man in question is a candidate for a leading or a "junior" - if permanent - appointment. (Personally I do think, that the old German distinction between full, assistant professor and something like the "Privatdocent"

Ragnar Frisch

J. Schumpeter

was a useful one, and that it even is not good policy to have all full professors on one and the same footing in every respect. If I were you I would group every Dept. in a variety of grades around 3 or 4 "leading" men).

The Nordic countries, Norway, Sweden, Denmark, - and it is the same with the Netherlands - are on a high average level in economics, on a much higher one than either France or Germany. But while there are many thoroly competent men, it is difficult to point to eminent ones, who would be available, or even ones who have definitely shown high promise. Cassel is old and past his work, and Birek of Copenhagen is hardly a "leaderly" man. There is, however, Bertil Ohlin in Stockholm, who has done things which promise well in the theory of international trade, and Zenthen, in Copenhagen, who has written an excellent book on Monopoly. A very good man is Professor DeVries of Rotterdam who has, however, absolutely no published work to show. There is nobody of mark in Belgium, and France is very poor at present. Aftalion, Prof. in Paris, and Rueff, fairly high up in the civil service, (Inspecteur des Finances) are the only older men of note. Perhaps Rueff, freed from official duties, would develop well. As it is, he wrote a good book on money. And I forgot Francois Divisia, prof. at the Ecole des ponts et chaussees, who has written a textbook which on two or three points shows remarkable originality and force. Even a textbook may, perchance, show talent! And these French professors are so ill paid that they have to eke out their living by cumulating employments so that one is apt to be unfair if one judges them by definite published achievement. There is a very gifted young man, at the Universite d'Alger, Bousquet, whom I should recommend warmly if you think of such things as "extraordinary" or assistant professorships. He could not come on a temporary appointment for he would lose his little post thereby. Germany has fallen back during the long years of the rule of the historic school and of the predominance of a meritorious but entirely extra-scientific interest in "Sozialpolitik."

*Germany
long rule of
Historic school*

When people got tired of these things, they did not know how to deal with economics as a pure science and got entangled in fruitless "methodological" wrangles. Instead of solving problems they philosophized on how to solve them, and a great mass of mental energy got irretrievably lost. For one reason or another, sheer incompetence being in some cases among these reasons, I don't know of anyone of the established men I could recommend and who would be available. There is a very lively and presentable, if somewhat superficial man in Heidelberg, Prof. Carl Brinkmann, and a fairly good man has just been appointed to Frankfurt, Prof. Lowe. But there are some good men among the youngsters. I want to mention first young Wassily Leontief, a Russian, who is about 25, not even Privat Docent, and yet is already quoted all over the world because of a singularly clever paper on statistical supply and demand curves, a subject much more fascinating than the title would lead one to suppose. He is now going to America as a research fellow of Mitchell, National Bureau of Ec. Research. He is certainly a very strong talent. Next, there is Priv. Doc. Dr. Jacob Marschak in Heidelberg, also a Russian, and Dr. Mackinroth, who is about to become Privatdocent, in Halle a.S. If I add Priv. Docent Dr. Neisser, of Kiel I have said all I have to say. The three last named would everyone of them be a good acquisition and may be expected to develop well in time. Naturally, a lengthy list of men could be drawn up, who would do very well as temporary guests to talk on some specialty or other: My colleague, H. von Beckerath is a very good man on cartels and so on. Bortkiewicz, the Berlin statistician, has an international name, Alfred Weber of Heidelberg has really done with economics but has a very interesting sociology to offer, and so there are quite a number. Among Russians, Kondratieff, (banished to some island now, I believe) and the statistician Slatsky would adorn any university. Pure economics in Italy has been for some time, and still is, in a very satisfactory condition. Among older men, I may mention in the first place, Prof. Gustavo Del Vecchio, of Bologna, a very good theorist, and in the

J. Schumpeter

9

second place the holder of the leading professorship in Rome, Luigi Amoroso. Furthermore, U. Ricci and C. Breseiani Turroni, both in Egypt - having been turned out by Mussolini. There is a very good economic statistician, Prof. Vinci of Bologna. By far the best young man I know of, is Piero Sraffa, who so much impressed the world by his first publication, that he has been appointed to Cambridge, England - this means quite a lot. A very capable man, warmly to be recommended.

Well, as to England: The leading names as you know, are those of Pigou and of Keynes. Neither of these excellent men can be expected to be available: Pigou has all he wants in Kings College, and Keynes wants the bustle of the world. But perhaps they would come for a year or half a year. Then there is D. H. Robertson of Trinity, Cambridge, a most competent thinker who has done excellent work, and R. Hawtrey, a treasury official. This, however, is all but for some promising youngsters whom I do not know enough about. Young Harrod of Oxford and R. Opie of Magdalen, Oxford, just appointed reader at Magdalen have both distinguished themselves, especially Opie, whom you ought to keep an eye on.

Now I always not only say, but feel that my science is at its best in America. That is why I so often go there. Yet I find it anything but easy to submit names to you. It is more the solid, and often brilliant, detailed work in the mass than single personalities, that strikes the observer. Of course, there are the famous old leaders, unrivalled in any country, Taussig, Fisher and others, but they are probably not what the Institute wishes, although a leader like Taussig would be invaluable for shaping dept. policy. On the other hand, I think I see very good youngsters, of whose possibilities it is however too early to be sure. Mitchell is hardly available, H.L. Moore suffering - of course, if he did recover, it is he before all others, that I ought to name. Among the established men, I should under these circumstances, put Viner first. I also want to draw your atten-

J. Schumpeter

tion to his colleague Henry Schultz, who grows into the leading position within one group of our problems, and to M. Ezekiel, the economic statistician. A very good man is Ass. Prof. Chamberlin of Harvard, and I am sure, that with writing less and disciplining himself more Dr. Kuznets of the National Bureau would develop well. Dr. Scuter of Columbia seems to be substantial and clever. There is, in Dr. Snyder's (Snyder himself is not really a trained economist but fertile and original!) bureau at the Federal Reserve Bank of New York, is a young man, who lost his eye-sight nearly entirely by some accident and for this reason will find it difficult even to pass his exams, but his talent is so very striking, that, writing to a man who does not stick to beaten tracks, nor is a prisoner of received standards, I may mention him: C.E. Thomas. I met him at Harvard in 1927, then he came to see me at Bonn. Two papers, which really only were two long letters to me, gave me such an opinion of him, that, if I were you, I should appoint him to a junior position there and then. I am, however, sure that there are not ten economists who could follow the drift of his arguments, and would approve of such a measure.

Finally there are some good men in Vienna (none in Switzerland or Czechoslovakia): Dr. Gottfried Haberler is the best. He would already have been appointed to a German professorship, if he had more political support. Then there is Dr. Rosenstein-Rodan, and Dr. Morgenstern, both quite good, and also Dr. v. ^{Hayek} Weizsäcker. But Haberler is the only one, who can be recommended on the strength of actual achievement. He will be in Harvard 31/2.

There is so much more to say, but I want to end an already too long letter by apologizing for inflicting on you my handwriting - I did wish to write you in English, which my secretary knows but imperfectly - and by assuring you that if you should wish for any further information from me, I shall very gladly give it, being happy to be able to do ever so small a service to so splendid an endeavor.

With kind regards,

Sincerely yours,

P.S.

J. SCHUMPETER

P.S.- Among the names mentioned, two stand out predominantly. And as it happened, while this letter was lying about to wait for additions which I am after all unable to make, I have heard from both. Frisch in sending me a manuscript on New Methods of Measuring Marginal Utility - which I am sure will one day rank among the great achievements in the history of pure economics - for publication in a series of monographs which I am editing, writes to the effect that he is on his way back to Oslo, where he has been appointed full professor (Address: Storgt 9, Oslo, Norway). From what he says I see that I am not betraying the interests of Harvard, but of another great American University, in recommending him.

And Leontief has been here to see me. Again I was struck by the brilliance of his talent. I have given him a card introducing him to you. He is the son of an economist, who was professor in Dorpat and St. Petersburg, but now lives in exile, I think in Berlin. He wants to get Privatdocent in Germany, but besides writing what is beyond the reach of most people here, he has the further difficulty - which e.g. puts him out of court in Bonn, for shame! - that he is a Jew.* With these two men and, say Viner, Ricci, Haberler, Bouquet, you would have a Dept. which no other could equal.

J.S.

* But again: Who at 23 makes a name among specialists all over the world - does he want another word of recommendation?

One of 3 copies made from a handwritten letter (not in file?)
BMS 11/14/55

TV-6