

HARVARD UNIVERSITY  
DIVISION OF ANCIENT LANGUAGES  
CAMBRIDGE

*C. G. ...*

*COPY*

January 8, 1932

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

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 being 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.

HARVARD UNIVERSITY  
CAMBRIDGE

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 ! Τὰ δ' ἄλλα σιγῶ.

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,

*Charles Burton Gulick.*

CBG/AG

COPY

HARVARD UNIVERSITY  
Division of Ancient Languages  
Cambridge

January 8, 1932

Dear Dr. Flemer,

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.

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Sincerely yours,  
(Signed) Charles Burton Gulick



*Hanna copied*

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



A. Flexner. Dec. 28, '31.

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for members of the staff.

9. Adormitory 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 hundred dollars, with provision for travelling expenses. Such fellowships 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



Paul H. Hanus

Dr. Abraham Flexner

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

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( Signed ) Paul H. Hanus.

Dr. Abraham Flexner.

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COPY

LETTER FROM ALFRED E. COHN, dated December 28th, 1931

The Hospital of the Rockefeller Institute  
for Medical Research  
66th Street and York Avenue  
New York

In reply to your recent letter concerning the contacts and environment of the faculty of the Institute, I can add little to what I have already said in conversation to you on this subject.

I think the members of such a faculty as yours want neither bars nor a gilded cage. They want, as I say, an urbane, a civilized, a spacious, a decent (in the original sense) life. They want the opportunity for association in a cultivated society; they want civilized opportunities for their wives and children as well as for themselves; they want books, they want music, they want the theatre. Scholars are also men, free men, not tame men; ambitious men, not slaves; courageous men, not sycophants. If scholarship is a career, scholars know or should be given the chance to know the business of such a career. Otherwise you will never have scholars, you will have instead, weak, shifty, unreliable leaders of opinion. There is a responsibility of a scholar, deeper and more far reaching in time, than the responsibility of the president of a bank or even of the president of a university. If you do not make him responsible for the ways of his own life, you provide for a truncated existence, which, as we find, is not even the ornament which the society that has created and has perversely prostituted it, had hoped to develop.

Viner

# The University of Chicago

Department of Economics

January 12, 1932

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

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

# The University of Chicago

Department of Economics

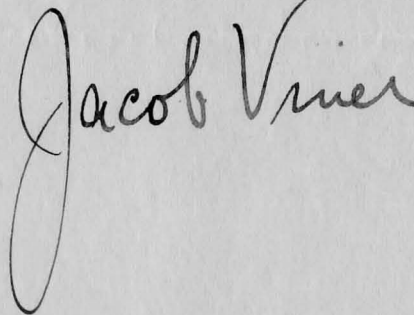
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of books and other materials the library shall make is in part determined by the special needs of the members of the faculty engaged in research. While the members of the staff of your Institute will in a sense have available to them all the library 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,

A handwritten signature in cursive script, reading "Jacob Viner". The signature is written in dark ink and is positioned to the right of the typed name "Jacob Viner".

JV-W



Stokes

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 <sup>best</sup> 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 course, be provided at a

Mr. Abraham Flexner -2-

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 co-operative with reference to having advanced students do 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.

Mr. Abraham Flexner -3-

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.

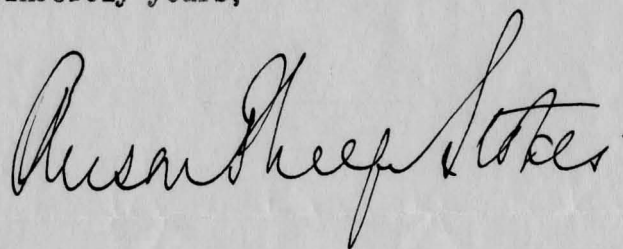
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It is also in Washington's favor that it is the Capital of the nation, in touch with foreign governments, that the cost of living is considerably below what it is in New York, that the climate during nine months of the year is distinctly more favorable 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,

A handwritten signature in cursive script, reading "Susan Sheep Stebbins". The signature is written in dark ink and is positioned below the typed name "Susan Sheep Stebbins".



ANSON PHELPS STOKES  
2408 Massachusetts Avenue N. W.  
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Sincerely yours,

(Signed)

Anson Phelps Stokes.



*Walter B. Gillman*

**Columbia University**  
**in the City of New York**

DEPARTMENT OF HISTORY

March 11, 1932

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

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 those 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. 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,

*Evarts B. Green*



March 12, 1932

Dear Professor Greene:

Thank you very much for your extremely helpful letter of March 11. The suggestions which you make are thoroughly in line with my own convictions, namely, (1) that teachers must be so remunerated that they can purchase books freely, (2) that the institution should itself furnish them with whatever facilities, books or other, that they may require, (3) that absolutely no pressure be placed on any one to obtain or publish immediate results, for we shall have no publicity department of any kind whatsoever, and, finally, that teachers can be so amply recompensed that it will practically be a point of honor to refrain from activities that merely add to an adequate salary; and in "recompense" I include a retiring allowance that does not require the professor to change his method of living on retirement and that takes care of his wife in case of her survival. I am convinced that the full-time principle, as applied at the Rockefeller Institute, must ultimately come to prevail throughout a genuine institution of learning, and, as we are under no compulsion whatsoever to grow rapidly, we shall undertake nothing that we cannot finance with a comfortable margin on a full-time basis.

I cannot tell you how greatly I am heartened by receiving from you these independent suggestions which happen to be completely in line with my own

Professor Greene

March 12, 1932

2

observations and experience covering the last twenty-five years.

With all good wishes and very high regard,

Sincerely yours,

ABRAHAM FLEXNER

Professor Evarts B. Greene  
Columbia University  
Department of History  
New York, N. Y.

AF:MSB

COPY

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 those 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 set 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) EVARTS B. GREENE



Site

*Maass & Davidson*  
*Attorneys*

*Cable Address "Maashert"*

*Herbert H. Maass*  
*Wilbur C. Davidson*

*20 Exchange Place*

*New York*, February 23, 1932.

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

Dear Dr. Flexner:-

Yours of the 18th, enclosing the letter of Dr. Zinsser is at hand. His exposition of the problem certainly arrests one's thoughts, and centers them upon the need for association and probable co-operation with an existing university. It fortifies the views which we have heretofore discussed regarding the advantages of locating near Princeton, and it certainly justifies the position which you have taken respecting the need for liberal treatment of the educators who join The Institute's staff.

May I express the hope that you have promptly forwarded to Mr. Bamberger and Mrs. Fuld a copy of this letter, and inasmuch as it appears to represent the concensus of opinion of the best thought among those who have responded to our letter of inquiry, I am hopeful that we will soon be able to convene a meeting of the Committee on Site, and come to some definite conclusion.

At the same time, I acknowledge yours of the 20th, and would be delighted if you could arrange to have Professor Veblen accompany us on Sunday next. In the meanwhile, I am endeavoring to find out by telephone from Mr. Edgar Bamberger, just how much he knows about the real estate situation.

Yours sincerely,  
*Herbert H. Maass*

HHM:LW

February 23, 1932

To Committee on Site

Dear Mr. Maass:

I am sending you herewith a copy of  
a letter from Professor Charles Merriam, head of  
the Department of Political Science of the University  
of Chicago. Professor Merriam has had a wide ex-  
perience not only in university work but in other  
learned activities. He is the author of many books,  
including The History of the Theory of Sovereignty  
Since Rousseau and A History of American Political  
Theories.

Very sincerely yours,

Mr. Herbert H. Maass  
20 Exchange Place  
New York, N. Y.  
AF:MSB

ABRAHAM FLEXNER

February 20, 1932

Dear Mr. Maass:

I have yours of the nineteenth with a copy of your letter from Mr. Edgar Bamberger. I wonder whether Mr. Bamberger is really familiar with the real estate about Princeton, inasmuch as I found in motoring about with Professor Veblen that Princeton University had here and there acquired tracts which now still look like open country. In the absence of the real estate agent, the ideal arrangement might be to get Professor Veblen to go with us, but Professor Veblen is now on the way from the Pacific Coast to Princeton, though I think it likely that he will be in Princeton on that day. As I have taken him into my confidence in reference to many things, I would suggest that, if he is in Princeton on the 28th, we ask him to go with us. His discretion is absolutely to be trusted.

In any event, Mr. Leidesdorf and I will, unless you hear from Mr. Leidesdorf to the contrary, be at the Princeton Inn early Sunday morning, February 28.

With all good wishes,

Sincerely yours,

Mr. Herbert H. Maass  
20 Exchange Place  
New York, N. Y.

ABRAHAM FLEXNER

AF:ESB



*Maass & Davidson*  
*Attorneys*

*Cable Address "Maasherl"*

*Herbert H. Maass*  
*Willbur C. Davidson*

*20 Exchange Place*  
*New York* , February 19, 1932.

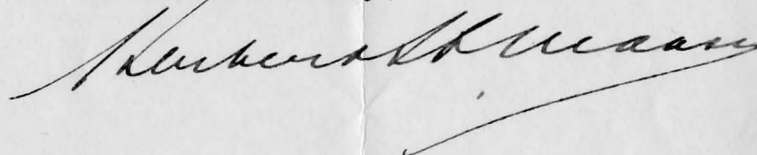
Dr. Abraham Flexner,  
The Institute for Advanced Study,  
100 East 42nd Street,  
New York City.

Dear Dr. Flexner:

Enclosed herewith please find copy of letter received this morning from Mr. Edgar S. Bamberger. Under the circumstances, I assume that we shall have to meet in Princeton on February 28th without the advantage of the presence of a real estate man.

As it is important to make final arrangements in advance, I would be glad to have you let me know whether we had better not arrange to meet Mr. Bamberger, who is thoroughly familiar with the locality, and tour about with him.

Yours sincerely,



Encl.  
HHM:JR

C  
O  
P  
Y

EDGAR S. BAMBERGER  
131 Market St.  
NEWARK, N. J.

February 18, 1932.

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

My dear Mr. Maass:

I have reserved Sunday, February 28th, to meet with you and the other gentlemen of the Site Committee in or near Princeton.

Although Mr. Bamberger mentioned to me once that he had spoken to a real estate man regarding a tract in this vicinity, he gave me no definite information. I assumed that Dr. Flexner talked to Mr. Bamberger on the subject when he met him in Phoenix, Arizona, a few weeks ago.

It is my thought, unless the real estate man has already been engaged, that we should definitely make up our minds where we want the property and how much we need before entering any negotiations whatsoever.

With kindest personal regards.

Yours most cordially

Edgar S. Bamberger

M

February 18, 1932

To Committee on Site

Dear Mr. Maass:

I am enclosing a copy of a letter  
from Professor Hans Zinsser of the Harvard Medical  
School. Professor Zinsser is a distinguished  
medical scientist, for many years Professor of  
Bacteriology at Columbia and in recent years Profes-  
sor of Bacteriology at Harvard. I may add that his  
academic interests, as you will observe from his letter,  
are far broader than the specialty which he represents.

Very sincerely yours,

ABRAHAM FLEXNER

Mr. Herbert H. Maass  
20 Exchange Place  
New York, N. Y.

AF:ESB



February 4, 1932

To Committee on Site

My dear Mr. Maass:

At Dr. Flexner's request I am sending  
you Professor Gulick's reply to the letter of inquiry.  
Dr. Gulick, a distinguished Greek scholar, has been  
Professor of Greek at Harvard for many years and has  
also spent some time at the American School of Classical  
Studies in Athens. He is the author of The Life of  
the Ancient Greeks and other books of similar character,  
and he is the editor of The College Series of Greek  
Authors.

Very truly yours,

Mr. Herbert H. Maass  
20 Exchange Place  
New York, N. Y.

ESTHER S. BAILEY

February 2, 1932

To Committee on Site

My dear Mr. Maass:

At Dr. Flexner's request I am sending  
you a copy of a letter written by a foreign  
scholar, who prefers to have his name withheld.

Very truly yours,

ESTHER S. BAILEY

Mr. Herbert H. Maass  
20 Exchange Place  
New York, N. Y.

January 30, 1932

To Committee on Site

My dear Mr. Maass:

Dr. Flexner asked me to send you  
Dr. Keppel's Notes, which came just as he was leaving  
the city. Dr. Keppel has held several important  
administrative posts, having been Dean of Columbia  
College, Assistant Secretary of War, Director of  
Foreign Operations for the American Red Cross, and  
since 1927 he has been president of one of the founda-  
tions, namely, the Carnegie Corporation. He is also  
the author of Columbia University, The Undergraduate  
and his College, Education for Adults, etc.

Very truly yours,

Mr. Herbert H. Maass  
20 Exchange Place  
New York, N. Y.

ESTHER S. BAILEY



January 28, 1932

To Committee on Site

My dear Mr. Maass:

Before leaving for the West, Dr. Flexner asked me to send you Dr. Viner's reply to the letter sent out at the instance of the Committee on Site.

Dr. Viner, a distinguished economist, is highly regarded both in America and in Europe. He is now Professor of Economics at the University of Chicago.

Very truly yours,

Mr. Herbert H. Maass  
20 Exchange Place  
New York, N. Y.

ESTHER S. BAILEY

January 26, 1932

To Committee on Site

My dear Mr. Maass:

Before leaving for the West, Dr. Flexner asked me to send you Professor Birkhoff's reply to the letter sent out at the instance of the Committee on Site. Professor Birkhoff, a most distinguished mathematician, has taught in the University of Wisconsin, Princeton University, and since 1919 at Harvard University. For his scholarly work and contributions in the field of mathematics he is highly regarded not only in America but also in Europe where he has received several notable awards.

Very truly yours,

Mr. Herbert H. Maass  
20 Exchange Place  
New York, N. Y.

**MOTHER S. BAILEY**

January 23, 1932

To Committee on Site

My dear Mr. Maass:

I am sending you herewith a copy of a letter received from Dr. Max Farrand, who has been a professor of history at Wesleyan University, Stanford, Cornell, and Yale Universities, then Director of the Commonwealth Fund of New York City, and since 1927 Director of Research in the Henry E. Huntington Library and Art Gallery, San Marino, California.

Very truly yours,

ESTHER S. BAILEY

Mr. Herbert H. Maass  
20 Exchange Place  
New York, N.Y.



January 21, 1932

To Committee on Site

My dear Mr. Maass:

Before leaving for Pasadena, Dr. Flexner asked me to send to the Committee on Site copies of a letter received from Dr. Jameson and his reply. Dr. Jameson is a distinguished historian, who was Dr. Flexner's teacher in Baltimore at the Johns Hopkins University, afterwards Professor of History at Brown University, later Professor of History in the University of Chicago, then Director of the Department of History of the Carnegie Institution, and is now in charge of the Division of Manuscripts of the Library of Congress.

Very truly yours,

Mr. Herbert H. Maass  
20 Exchange Place  
New York, N. Y.

ABRAHAM FLEXNER  
ESTHER S. BAILEY

A Ltr ✓

January 12, 1932

To Committee on Site

Dear Mr. Maass:

I am sending you herewith a letter  
received from Professor Harlow Shapley, Professor  
of Astronomy at Harvard and Director of the Astro-  
nomical Observatory, one of the most eminent sci-  
entific scholars in the United States.

Sincerely yours,

ABRAHAM FLEXNER

Mr. Herbert H. Maass  
20 Exchange Place  
New York, N. Y.

AF:ESB

January 11, 1932

To Committee on Site

Dear Mr. Maass:

I am enclosing letter from Professor Robert C. Brooks in reply to the circular letter which I sent at the instance of the Committee on Site. Professor Brooks has taught at Cornell University, the University of Cincinnati, and for several years has been Professor of Political Science at Swarthmore College. He is also the author of several books on economics and politics.

Very sincerely yours,

Mr. Herbert H. Maass  
20 Exchange Place  
New York, N. Y.

**ABRAHAM FLEXNER**

AF:ESB



January 7, 1932

To Committee on Site

Dear Mr. Maass:

I am sending you herewith a letter  
from Professor Morey, who is one of the most  
distinguished men in the Department of Art and  
Archaeology of Princeton University.

Very sincerely yours,

ABRAHAM FLEXNER

Mr. Herbert H. Maass  
20 Exchange Place  
New York, N. Y.

AF:ESB

*Maass & Davidson*  
*Attorneys*

*Cable Address "Maasherb"*

*Herbert H. Maass*  
*Wilbur C. Davidson*

*20 Exchange Place*

*New York*, January 6, 1932.

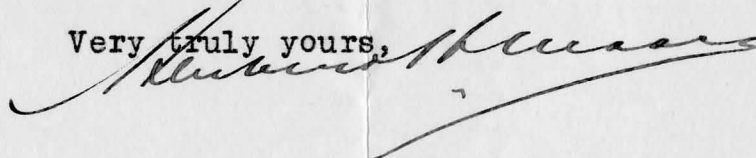
Dr. Abraham Flexner,  
The Institute for Advanced Study,  
100 East 42nd Street,  
New York City.

Dear Dr. Flexner:-

The very interesting letters of Doctor Lefschetz, of Professor Rand and the second letter of Mr. Anson Phelps Stokes are at hand. Due to the pressure of court engagements, I have been able, thus far, to read them only in a very cursory manner, and I am taking them home to-night in order that I may give them more comprehensive study, and be able to discuss them intelligently with you and the other members of the Committee on Site at an early meeting, and as well, to comprehend some reference to them in my verbal report at the meeting on Monday. They certainly contain food for thought, and I am hopeful that you have sent copies of them to Mr. Bamberger, so that he and Mrs. Fuld will have given them study and be duly impressed by them.

With kind personal regards, I am

Very truly yours,



HHM:LW

6  
January 4, 1932.

Dear Mr. Maass:

Mr. Anson Phelps Stokes is evidently  
thinking hard on the subject of the Institute.

I am sending you copy of a second  
letter which I have just received from him.

AF:AMK\*Enc.

Sincerely yours,

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

ABRAHAM FLEXNER



January 6, 1932

To Committee on Site

Dear Mr. Maass:

I am sending you herewith a letter received from Mr. Harold G. Moulton, President of the Brookings Institution of Washington. Mr. Moulton was a professor of economics at the University of Chicago, directed the Institute of Economics, established mainly by the Carnegie Corporation, and is now the head of the Brookings Institution. He is among other things the author of an important volume on German Capacity to Pay.

Sincerely yours,

Mr. Herbert H. Maass  
20 Exchange Place  
New York, N. Y.

ABRAHAM FLEXNER

AF:ESB

January 5, 1932

To Committee on Site

Dear Mr. Maass:

I am enclosing a letter received from  
Professor Rand of Harvard in reply to the circular  
letter which I recently sent to scholars and sci-  
entists. Professor Rand is one of the most dis-  
tinguished classical scholars in the United States.

With all good wishes,

Sincerely yours,

Mr. Herbert H. Maass  
20 Exchange Place  
New York, N. Y.

ABRAHAM FLEXNER

AF:RSB

January 5, 1932.

To Committee on Site:

Dear Mr. Maass:

I am enclosing copy of letter received  
in answer to my inquiry to Professor Hanus,  
Professor Emeritus, Graduate School of Education  
at Harvard University.

Professor Hanus was born in Germany, came  
to this country and made a distinguished career for  
himself in the field of education, was a founder  
and the first dean of the School of Education at  
Harvard University.

AF:AMK\*Enc.  
Mr. Herbert Maass  
20 Exchange Place  
New York City

Very sincerely yours,

ABRAHAM FLEXNER



January 9, 1932

Dear Mr. Maass:

I am sending you herewith Dr. Alfred E. Cohn's reply to the request which I sent to him among others in behalf of the Committee on Site. Dr. Cohn, as you doubtless know, is one of the heads of the Hospital of the Rockefeller Institute for Medical Research and is one of those to whom I have for many years turned for counsel in educational matters.

Sincerely yours,

Mr. Herbert H. Maass  
20 Exchange Place  
New York, N. Y.

ABRAHAM FLEXNER

AF:ESB

December 31, 1931

To the Members of the Committee on Site

Dear Mr. Maass:

I am enclosing the reply of Professor Lefschetz to my inquiry for suggestions. Professor Lefschetz is a Russian trained in Paris as an engineer. Coming to America, he went into university mathematics and has made a high reputation. He is now well known throughout the world as one of the distinguished Princeton mathematical group.

I am also enclosing the reply which I have received from Mr. Anson Phelps Stokes. Mr. Stokes was for many years Secretary of Yale and has long been a member of the General Education Board and of the Rockefeller Foundation. He is now engaged in writing a monumental history of universities.

Very sincerely yours,

ABRAHAM FLEXNER

Mr. Herbert H. Maass  
20 Exchange Place  
New York, N. Y.

AF:ESB

December 23, 1931

To Members of Committee on Site

Dear Mr. Maass:

I am already receiving replies to the letter asking for suggestions in respect to site and conditions. For the most part, the persons whom I have addressed wish for time in order to turn the problem over in their minds. Professor Beard, formerly head of the Department of History at Columbia and undoubtedly the leading historian in the United States, has already written me a letter, a copy of which I enclose.

Very sincerely yours,

Mr. Herbert H. Maass  
20 Exchange Place  
New York, N. Y.

ABRAHAM FLEXNER

AF:ESB



December 22, 1931

Dear Mr. Maass:

In the docket of the forthcoming meeting  
is an item - Report of the Committee on Site. I hope  
you will be willing to make a statement, oral or written,  
as you prefer, as to precisely what has taken place and  
the procedure which we are following.

With all good wishes,

Sincerely yours,

Mr. Herbert H. Maass  
20 Exchange Place  
New York, N. Y.

ABRAHAM FLEXNER

AF:ESB

Jan. 11, 1932

for Mr. Maass

December 17, 1931

Dear Professor Frankfurter:

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,

ABRAHAM FLEXNER

Professor Felix Frankfurter  
Harvard University Law School  
Cambridge, Massachusetts

AF:ESB

Letter to members of  
Committee on Site

December 11, 1931

Dear Mr. Maass:

Dr. Vincent, recently President of the Rockefeller Foundation, has written me a long letter about the proposed Institute without any specific questions from me. I enclose what he has to say on the subject of the situation.

Dr. Vincent speaks from long experience, having grown up with the University of Chicago, having been President of the University of Minnesota, and for many years President of the Rockefeller Foundation, in which position he was brought in contact with universities in this country and in Europe.

Sincerely yours,

ABRAHAM FLEXNER

Mr. Herbert H. Maass  
20 Exchange Place  
New York, N. Y.

AF:RSB



Letter to

- Professor Felix Frankfurter, Harvard University Law School, Cambridge, Massachusetts
- ✓ Professor Edward K. Rand, 107 Lake View Avenue, Cambridge, Massachusetts
- ✓ Dr. Harlow Shapley, The Observatory, Harvard College, " "
- ✓ Professor Hans Zinsser, Harvard Medical School, Boston 17, "
- Professor John L. Lowes, 984 Memorial Drive, Cambridge, "
- ✓ Professor Paul H. Hanus, 39 Kirkland Street, " "
- ✓ Professor George David Birkhoff, 984 Memorial Drive, Cambridge, "
- Professor C. H. Haskins, 53 Francis Avenue, Cambridge, Massachusetts
- ✓ Dr. David Mitrany, John Winthrop House, " "
- ✓ Professor Charles B. Gulick, 59 Fayerweather Street, Cambridge, Massachusetts
- Dr. Ross G. Harrison, 142 Huntington Street, New Haven, Connecticut

- Professor Nelson G. McCrea, Columbia University, New York, N. Y.
- Professor Edward M. Earle, Cheyenne Mountain, Colorado Springs, Colorado
- ✓ Professor Evarts B. Greene, Department of History, Columbia University, New York, N.Y.
- Professor Carter Goodrich, Columbia University, New York, N. Y.

- ✓ Professor Oswald Veblen, Princeton University, Princeton, New Jersey
- Professor James W. Alexander, " " " " "
- ✓ Professor S. Lefschetz, 190 Prospect Avenue, " " "
- Professor Edward Capps, 150 Fitz Randolph Road, " " "
- ✓ Professor C. R. Morey, Princeton University, " " "

- Dr. Paul Lewinson, 302 N. Chester Road, Swarthmore, Pennsylvania
- ✓ Professor Robert C. Brooks, Swarthmore College, " "

- ✓ Dr. J. Franklin Jameson, Division of Manuscripts, Library of Congress, Washington, D.C.
- ✓ Dr. Harold G. Moulton, Institute of Economics, 722 Jackson Place, Washington, D.C.
- ✓ Mr. Anson Phelps Stokes, 2408 Massachusetts Avenue, N.W., Washington, D.C.

- ✓ Dr. F. P. Keppel, Carnegie Corporation, 522 Fifth Avenue, New York, N. Y. *Dear Keppel:*
- Dr. Henry S. Pritchett, Carnegie Foundation, 522 Fifth Avenue, New York, N.Y. *Dear Mr. Pritchett:*
- Please forward.

Dr. Alfred F. Hess, 16 West 86th Street, New York, N. Y. *Dear Alfred:*

- ✓ Dr. Jacob Viner, University of Chicago, Chicago, Illinois
- Professor Arthur H. Compton, University of Chicago, Chicago, Illinois
- ✓ Dean Gordon J. Laing, University of Chicago, " "
- Professor L. E. Dickson, " " " " "
- ✓ Dr. Max Farrand, San Marino, California - The Henry E. Huntington Library
- Professor L. R. Jones, University of Wisconsin, Madison, Wisconsin
- ✓ Professor Charles A. Beard, New Milford, Connecticut
- ✓ Dr. Alfred E. Cohn, The Rockefeller Institute for Medical Research, 66th Street and York Avenue, New York, N. Y. *Dear Alfred:*

Letter to

President Robert M. Hutchins, The University of Chicago, Chicago, Illinois  
~~Dean Gordon J. Laing, University of Chicago, Chicago, Illinois~~  
✓ Professor Charles E. Merriam, " " " "  
Dr. John C. Merriam, Carnegie Institution, Washington, D. C.

*Specimen folder  
sent to 20 or 40  
men. Please return.  
A. F.*

December 17, 1931.

Dear Professor Jones:

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.

Professor L. R. Jones  
University of Wisconsin  
Madison, Wisconsin

Sincerely yours,

ABRAHAM FLEXNER

AF:ESB



*Maass & Davidson*  
*Attorneys*

*Cable Address "Maasherb"*

*Herbert H. Maass*  
*Willbur C. Davidson*

*20 Exchange Place*

*New York*, December 17, 1931.

Re: The Institute for Advanced Study.

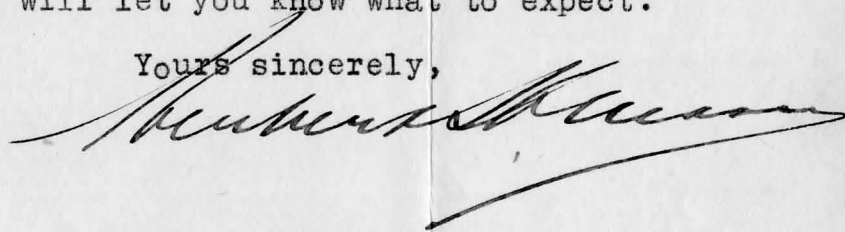
Dr. Abraham Flexner,  
100 East 42nd Street,  
New York City.

My dear Dr. Flexner:-

Yours of the 15th, enclosing the comments from various members of the Committee on Site respecting Dr. Vincent's suggestions, proved most interesting. Personally I am in thorough accord with the remarks of Dr. Weed which indicate his belief that we are steering a proper course in conformity with Dr. Vincent's ideas.

I have communicated with Mr. Hardin respecting the necessary amendments of the charter and by-laws covering the change in the number of trustees, and as soon as I am in receipt of word from him, will let you know what to expect.

Yours sincerely,



HHM:JR

December 15, 1931

Dear Mr. Maass:

I have the enclosed comments from members of the Committee on Site respecting Dr. Vincent's unsolicited suggestion.

Thank you for yours of the 14th. I shall send the letter to a number of persons and put the answers in your hands.

I do hope that you can get Mr. Hardin in motion, for Mrs. Bailey and I are waiting now to prepare the docket which must be sent out two weeks in advance of the meeting on January 11.

With much appreciation,

Sincerely yours,

ABRAHAM FLEXNER

Mr. Herbert H. Maass  
20 Exchange Place  
New York, N. Y.

AF:ESB

Site

*Maass & Davidson*  
*Attorneys*

*Cable Address "Maasherb"*

*Herbert H. Maass*  
*Wilbur C. Davidson*

*20 Exchange Place*

*New York*, December 14, 1931.

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

My dear Dr. Flexner:-

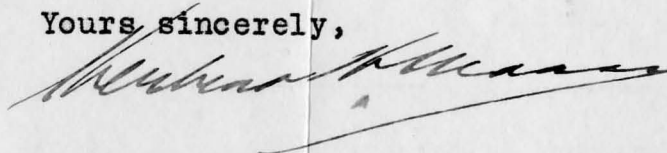
Herewith I acknowledge your letters of the 10th, 11th and 12th, covering the original draft of the letter you propose to send out in behalf of the Committee on Site, the opinion of Dr. Vincent respecting that situation, and your revised draft enclosed in the last of the above-named letters.

I am of the opinion that your revised letter fully covers the situation and should bring the responses which we desire. Therefore, I have no suggestions to offer for any revision or addition to your letter as proposed.

Regarding the correspondence with Mr. Hardin which you forwarded to me, I am giving the matter my attention and hope to be able to let you hear from me shortly.

With kind personal regards, I am,

Yours sincerely,



HHM:JR



December 10, 1931

Herbert H. Maass, Esq.  
20 Exchange Place  
New York, N. Y.

My dear Mr. Maass:

Permit me to thank you for your letter of the eighth enclosing the minutes of the first meeting of the Committee on Site, which are being filed in this office in accordance with your suggestion.

Very truly yours,

ESTHER S. BAILEY  
Assistant Secretary

December 10, 1931

Dear Mr. Bamberger:

Many thanks for your very kind note of  
December 9 with its enclosure. I wonder if we  
could get half a dozen copies of this map so that  
each member of the Committee on Site may have one.

With warm regards and best wishes,

Sincerely yours,

ABRAHAM FLEXNER

Mr. Edgar S. Bamberger  
131 Market Street  
Newark, New Jersey

AF:ESB

EDGAR S. BAMBERGER  
131 MARKET STREET  
NEWARK, N.J.

December  
9 1931

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

Dear Doctor Flexner:

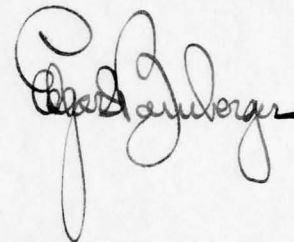
Enclosed is a current road map for the State of New Jersey.

You will note that circles have been drawn at ten mile radii, with South Orange Village as a center.

Princeton, you will notice, is roughly 35-40 miles by road from South Orange.

Kindest personal regards.

Yours most cordially



M



*Maass & Davidson*  
*Attorneys*

*Cable Address "Maasherl"*

*Herbert H. Maass*  
*Willbur C. Davidson*

*20 Exchange Place*

*New York*, December 8, 1931.

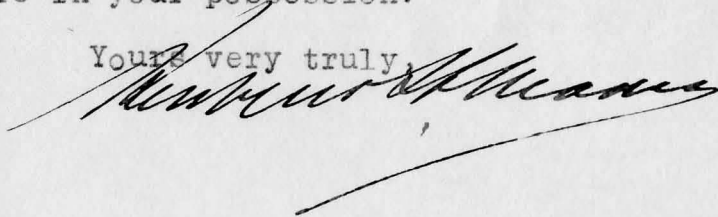
Re: Institute for Advanced Study.

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

My dear Mrs. Bailey:-

Herewith minutes of the first meeting of the Committee on Site. Will you use them to start the minutes of that Committee and retain them in your office with the minutes of the other committee meetings, which I assume are in your possession.

Yours very truly,



Encl.  
HHM:JR

MINUTES of a meeting of the COMMITTEE ON SITE  
of the INSTITUTE FOR ADVANCED STUDY, held at the office of  
the Institute on the 7th day of December, 1931, at 2:30  
o'clock P. M.

PRESENT:

MR. HERBERT H. MAASS, Chairman, who  
also acted as Secretary.

MR. AYDELOTTE,

MR. WEED,

MR. EDGAR S. BAMBERGER,

DR. FLEXNER, Director of the Institute,  
Member ex officio.

The President, Mr. Bamberger,  
~~Member ex officio.~~

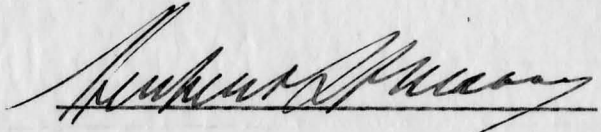
MRS. FULD.

The Committee remained in session for two hours and  
a half, during which time a general discussion ensued regarding  
the essential requisites for a site, such as ready accessibility  
to a splendid library, opportunities for convenient social  
intercourse by members of the faculty with the faculty members  
of other institutions, physical surroundings, size of plot  
and other conditions.

At the suggestion of the Director, it was finally  
determined that a letter be written by the Committee to various  
members of the faculties of different institutions, giving them  
a general idea of what this Committee had in mind and asking

them to make specific suggestions based upon their general experience and knowledge.

The Director was requested to draft the form of such a letter and send it to the members of the Committee for suggestions and/or revisions, and thereupon the meeting adjourned.

  
Secretary.



*Louis Bamberger*

*Newark, N.J.*

November 20, 1931

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

Dear Mrs. Bailey:

I will be pleased to attend  
the meeting called by Mr. Maass, Chairman of  
the Committee on Site, on December 7.

Yours very truly

*Louis Bamberger*

SWARTHMORE COLLEGE  
SWARTHMORE, PA.

OFFICE OF THE  
SECRETARY TO THE PRESIDENT

November 19, 1931.

My dear Mrs. Bailey:

President Aydelotte asks me to say that you may count upon him for the meeting of the Committee on Site on Monday afternoon, December 7th, at the office of the Institute for Advanced Study.

Yours sincerely,

*Emma M. Abbett*

Secretary to the President.

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

**THE JOHNS HOPKINS UNIVERSITY**  
**SCHOOL OF MEDICINE**

BALTIMORE, MD.

LEWIS H. WEED, M.D., DIRECTOR

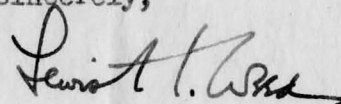
November 19, 1931.

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

My dear Mrs. Bailey:-

I have your notice of the meeting of the Committee  
on Site on Monday afternoon, December 7th. I write to tell  
you that I shall attend.

Very sincerely,

A handwritten signature in cursive script, appearing to read "Lewis H. Weed", written in dark ink.



Same to Mrs. Fuld

November 18, 1931

Mr. Louis Bamberger  
L. Bamberger & Company  
Newark, New Jersey

My dear Mr. Bamberger:

Mr. Maass, Chairman of the Committee on Site, has asked me to notify you that a meeting of the Committee will be held on Monday afternoon, December 7, at 2:30 o'clock, at the office of the Institute for Advanced Study, 100 East 42nd Street, New York City. He hopes very much that you can be present.

Very truly yours,

**ESTHER S. BAILEY**  
Assistant Secretary

Same to Mr. Edgar S. Bamberger  
Dr. Lewis H. Weed  
Mr. Flexner, ex officio

November 18, 1931

Dr. Frank Aydelotte  
Swarthmore College  
Swarthmore, Pennsylvania

My dear Dr. Aydelotte:

Mr. Maass, Chairman of the Committee on Site, has asked me to notify you that a meeting of the Committee will be held on Monday afternoon, December 7, at 2:30 o'clock, at the office of the Institute for Advanced Study, 100 East 42nd Street, New York City.

Very truly yours,

ESTHER S. BAILEY  
Assistant Secretary

November 18, 1931

Mr. Herbert H. Maass  
20 Exchange Place  
New York, N. Y.

My dear Mr. Maass:

A meeting of the Committee on Site, of which you are Chairman, will be held on Monday afternoon, December 7, at 2:30 o'clock, at the office of the Institute for Advanced Study, 100 East 42nd Street, New York City.

Very truly yours,

ESTHER S. BAILEY  
Assistant Secretary



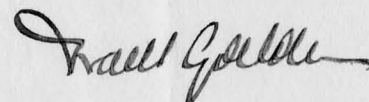
SWARTHMORE COLLEGE  
SWARTHMORE, PA.  
PRESIDENT'S OFFICE

November 13, 1931.

Dear Mrs. Bailey:

Would it be possible for the Committee on Site to meet Monday, December 7, or Tuesday, the 8th? December is a busy month for me, and those are the dates which would suit me best.

Yours sincerely,



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

**THE JOHNS HOPKINS UNIVERSITY**  
**SCHOOL OF MEDICINE**

BALTIMORE, MD.

LEWIS H. WEED, M.D., DIRECTOR

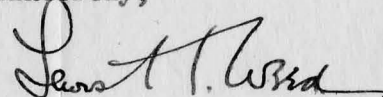
November 13, 1931.

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

My dear Mrs. Bailey:-

Almost any day after the first week in December will suit me for a meeting of the Committee on Site. My difficulty in being certain about my engagements is due to the fact that Dr. Alan Gregg is coming down to Baltimore the first part of December and I must necessarily be here during his visit. I shall let you know as soon as the exact dates of his visit are determined, so that you may count on me with surety.

Very sincerely,

A handwritten signature in cursive script, appearing to read "Lewis H. Weed".

Same to Mr. Ed. S. Bamberger  
Dr. Lewis H. Weed

November 12, 1931

President Frank Aydelotte  
Swarthmore College  
Swarthmore, Pennsylvania

My dear President Aydelotte:

It has been suggested that a meeting  
of the Committee on Site be held early in December.  
Will you be good enough to let me know if you have  
any preference as to day and hour?

Very truly yours,

ESTHER S. BAILEY

Assistant Secretary



November 12, 1931

Herbert H. Maass, Esq.  
20 Exchange Place  
New York, N.Y.

My dear Mr. Maass:

I have your letter of the tenth. Dr. Flexner is leaving town today for the South and West and will not return until the last of the month. I am therefore, in accordance with your suggestion, writing the members of the Committee to ascertain the most convenient time for them to meet early in December, and I shall inform you as soon as I hear from them, that an hour satisfactory to you may be fixed before sending out the notices.

Very truly yours,

ESTHER S. BAILEY

Assistant Secretary

**THE JOHNS HOPKINS UNIVERSITY**  
**SCHOOL OF MEDICINE**

BALTIMORE, MD.

LEWIS H. WEED, M.D., DIRECTOR \*

November 11, 1931.

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

My dear Mrs. Bailey:-

I have your letter of November 9, informing me of  
my appointment as a member of the Committee on Site of the Insti-  
tute for Advanced Study. I shall be very glad indeed to serve  
on this Committee.

Very sincerely,

A handwritten signature in cursive script, reading "Lewis H. Weed". The signature is written in dark ink and is positioned below the typed name "Very sincerely,".

EDGAR S. BAMBERGER  
131 MARKET STREET  
NEWARK, N.J.

November  
11 1931

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

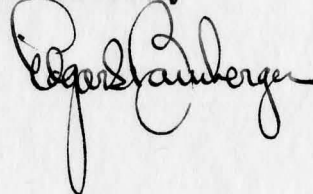
My dear Mrs. Bailey:

This is to acknowledge your letter of the 9th, informing me that I have been appointed a member of the Committee on Site with Mr. Maass as Chairman.

I have already told Mr. Louis Bamberger that I will be very delighted to serve, but I am writing you to have my acceptance officially on record.

With kindest personal regards.

Yours sincerely



M



SWARTHMORE COLLEGE  
SWARTHMORE, PA.

OFFICE OF THE  
SECRETARY TO THE PRESIDENT

November 11, 1931

Dear Mrs. Bailey:

President Aydelotte asks me to say that he is very glad to accept appointment as a member of the Committee on Site and will hold himself at the service of the Chairman whenever a meeting is called.

Yours sincerely,

*Emma M. Abbott*

Secretary to the President.

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

*Maass & Davidson*  
*Attorneys*

*Cable Address "Maasherb"*

*Herbert H. Maass*  
*Wilbur C. Davidson*

*20 Exchange Place*

*New York*, November 10, 1931.

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

Attention: Mrs. Esther S. Bailey,  
Assistant Secretary.

My dear Mrs. Bailey:-

Herewith I acknowledge yours of the 9th instant, and note that I have been appointed Chairman of the Committee on Site. If Dr. Flexner agrees that meetings should be instituted at an early date, I would be glad to have you find out from him and from the other members of the Committee what mutually agreeable date can be fixed in the near future, and if you apprise me thereof I will make my appointments fit into the picture. Will you, therefore, assume to send out notice of the meeting as soon as you have fixed a satisfactory date.

With kind personal regards and thanks for your courtesy, I am

Very truly yours,

*Herbert H. Maass*

HHM:LW

November 9, 1931

Mr. Herbert H. Maass  
20 Exchange Place  
New York, N. Y.

My dear Mr. Maass:

I am authorized by Mr. Bamberger to inform you  
that you have been appointed Chairman of the Committee on  
Site. The other members are

Dr. Frank Aydelotte, Swarthmore College,  
Swarthmore, Pennsylvania

Mr. Edgar S. Bamberger, 131 Market Street,  
Newark, New Jersey

Dr. Lewis H. Weed, Johns Hopkins University  
School of Medicine, Baltimore, Maryland

The By-Laws provide that the Director of the  
Institute may attend the meetings.

I shall be very happy to send out any notices  
that you may desire.

Very truly yours,

ESTHER S. BAILEY

Assistant Secretary



November 9, 1931

Dr. Lewis H. Weed  
Johns Hopkins University School of Medicine  
Baltimore, Maryland

My dear Dr. Weed:

I am authorized by Mr. Bamberger to inform you that you have been appointed a member of the Committee on Site. The other members of the Committee are Mr. Maass, Chairman, Dr. Aydelotte, and Mr. Edgar S. Bamberger.

Very truly yours,

ESTHER S. BAILEY  
Assistant Secretary

November 9, 1931

Mr. Edgar S. Bamberger  
131 Market Street  
Newark, New Jersey

My dear Mr. Bamberger:

I am authorized by the President to  
inform you that you have been appointed a member  
of the Committee on Site. The other members of  
the Committee are Mr. Maass, Chairman, Dr. Aydelotte,  
and Dr. Weed.

Very truly yours,

ESTHER S. BAILEY

Assistant Secretary

November 9, 1931

Dr. Frank Aydelotte  
Swarthmore College  
Swarthmore, Pennsylvania

My dear Dr. Aydelotte:

I am authorized by Mr. Bamberger to inform you that you have been appointed a member of the Committee on Site. The other members are Mr. Maass, Chairman, Mr. Edgar S. Bamberger and Dr. Weed.

Very truly yours,

ESTHER S. BAILEY  
Assistant Secretary

November 7, 1931

Dear Mr. Bamberger:

Thank you for your kind note of November 6. Mrs. Bailey will send out the notices and will keep you and Mrs. Fuld informed of the meetings of the committee.

I am sending you and Mrs. Fuld herewith an extract from a letter which I have had from one of the greatest of living mathematicians, and I have a very interesting conversation to report to you the next time we meet.

With warmest greetings to you and Mrs. Fuld,

Always sincerely,

ABRAHAM FLEXNER

Mr. Louis Bamberger  
L. Bamberger & Company  
Newark, New Jersey

AF:ESB



LOUIS BAMBERGER  
NEWARK, N. J.

November 6, 1931

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

Dear Doctor Flexner:

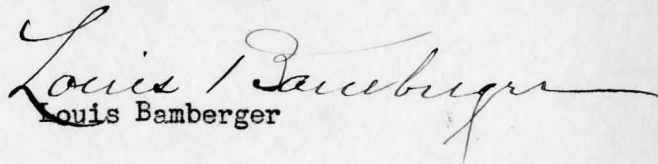
It is entirely agreeable to me to have Dr. Weed on the Site Committee as suggested by you in yours of November 5th.

Of course, it is important for you to attend these meetings and I now find, upon reference to the By-Laws, that my understanding is that you may do so.

Will you kindly have Mrs. Bailey inform the respective trustees of their appointment on this committee, and accept my best thanks.

With kind greetings, I remain

Yours sincerely

  
Louis Bamberger

M

November 5, 1931

Dear Mr. Bamberger:

Mrs. Bailey transmitted to me your message regarding the Committee on Site. The Committee is an excellent one, but I should like to make one suggestion. The By-Laws provide that the Director may attend all Committee meetings. It is not therefore necessary to put me on the Committee, for of course I shall not only attend the meetings but give the problem my closest attention, as indeed I have already been devoting a great deal of thought to it. I would suggest that, in order to get more wisdom in the Committee, you substitute Dr. Weed for me. In that way you will have Mr. Maass, Dr. Weed, Dr. Aydelotte, Mr. Edgar Bamberger with me in attendance and you and Mrs. Fuld attending whenever you please. I should hope that the Committee would proceed in a very leisurely way, for, while there is no hurry, the problem is of crucial importance and ought to be looked at from the standpoint not only of the immediate future but of the centuries that lie ahead. We are building in this Institute something for all time, and the eyes of the whole learned world are upon us. We therefore want to act in the most far-sighted way, as I think we have up to this time been successful in doing.

With warmest greetings to you and Mrs. Fuld,

Ever sincerely,

**ABRAHAM FLEXNER**

P.S. When you have decided on this suggestion, if you will let me know, Mrs. Bailey will inform the members of the Committee of their appointment. A.F.

October 1931

Committee on Site

Mr. Maass, Chairman  
Dr. Aydelotte  
Mr. Edgar S. Bamberger  
Dr. Weed

Mr. Flexner, ex officio  
Mr. L. Bamberger )  
Mrs. Fuld ) invited to attend