

Baltimore, Maryland

June 20, 1933

Dear President Dodds:

According to our understanding over the telephone, I should be coming home tomorrow, but instead I shall be spending the day in bed here at the Johns Hopkins Hospital. When I left Princeton, I came here to consult Dr. Crowe about my throat, which had been annoying me. He performed a very slight operation, which should under ordinary circumstances have delayed me only a few days. As a matter of fact, it has kept me in bed a week and, though I shall get out of bed today, it will still be a few days before I can leave the hospital and go to Princeton. I shall, however, see you at the earliest possible moment - at the latest, the end of this week or the early part of next - before you and your family are leaving Princeton.

I take this opportunity to express my sincere wish that your presidency may be a brilliant and successful one.

With all good wishes,

Very sincerely yours,

President Dodds
Princeton University
Princeton, N. J.

ABRAHAM FLEXNER

Professor Phelps:

President of Princeton. His originality was shown at the very beginning by his being born in Utica, but not in the State of New York. His B.A. degree he took at Grove City College, his M.A. at Princeton, his Ph.D. at the University of Pennsylvania. He has taught economics at Purdue, Western Reserve and Princeton. He was electoral advisor to the government of Nicaragua, and chief adviser to the president of the National Board of Elections of Nicaragua. He is, or was, a Republican. Doctor Dodds, while attracting attention as a university scholar, has been conspicuous in world affairs. He has been called the best-known North American in Central and South America, where he has gained popularity while administering justice. Woodrow Wilson urged Princetonians to think of their university as "Princeton in the nation's service." This ideal is well represented in the career of Dr. Dodds. He has held the chair formerly occupied by President Garfield of Williams. Three years ago there was founded the Princeton School of Public and International Affairs. Doctor Dodds was chosen chairman. During the last year he has been at the head of the survey which the Governor asked Princeton to make of New Jersey's government. With twenty assistants, Dr. Dodds worked four months without missing a class or a lecture and turned in a report of 150,000 words showing how the state could save \$14,000,000. What splendid training for his present position. The presidency of an American university is probably the worst respectable job in the world, but we believe Dr. Dodds will be equal to the situation. There is only one point where he seems unqualified. In the seventeenth century, old Thomas Fuller said that in the character of a university president, it was advisable that there should be "a little dullness." A review of Dr. Dodds's past achievements seems to indicate that in this one respect he is lacking. Yale and Princeton are the best of allies and friends, even though Jonathan Edwards did catch the small pox. All Yale men rejoice in the puissance and prestige of Princeton, and we confidently look forward to a brilliant administration under the new president, who today becomes also a son of Yale.

Dr. Angell:

President of Princeton University. Latestest in a long line of distinguished executives, of whom the first was an eminent son of Yale, honored scholar, tried administrator. Yale welcomes you into her fellowship and, in token of the respect in which she holds you and the great institution over which you preside, she confers upon you the degree of Doctor of Laws, admitting you to all its rights and privileges.

It was announced at the alumni luncheon that Dr. Cushing will have as assistants two of his former pupils, Dr. Samuel C. Harvey, professor of surgery, and Dr. John F. Fulton, professor of physiology.

September 28, 1933

Dear President Dodds:

May I venture to express to you the pleasure and gratification with which I read your address as printed in *The Princetonian*? I am in thorough accord with the position which you take. There is a sort of paradox involved, as you point out. At one and the same time the world needs more coöperation and more scope for individuality. Are they simultaneously obtainable? I think they are, as you intimated. Gentlemen and scholars can work together for objective ends without sacrificing any of their fundamental convictions. The one thing that is sure to fail is the effort to "unify" a people, such as we are now witnessing in Germany, Italy, Russia, but I am glad you made no specific mention of any of them. If terrorism were removed, it would soon appear that the "unified" nations are more split up and inwardly at war than the easy-going nations, which speak the English language.

With all good wishes for your success and happiness, I am

Sincerely yours,

President Dodds
Nassau Hall
Princeton, New Jersey

ABRAHAM FLEXNER

AP:ESB

October 2, 1933

Dear President Dodds:

I have received from a young Austrian, who has spent two years as a visiting assistant to Tausig of Harvard, a book entitled Die Theorie des internationalen Handels. If ever we go into the subject of economics, it will be important to know who is who among the younger men both in this country and in Europe. I wonder if there is one of your econocists who reads German with ease and whose opinion would be sound as to the value of this contribution. It makes a pamphlet of 280-odd pages.

With all good wishes,

Sincerely yours,

ABRAHAM FLEXNER

President Harold W. Dodds
Princeton University
Princeton, N. J.

AF:JEB

PRINCETON UNIVERSITY
PRINCETON NEW JERSEY

PRESIDENT'S ROOM

October 4th, 1933.

Dear Dr. Flexner:

Professor Frank D. Graham, of the
Economics Department, is thoroughly competent to
give you an opinion upon Die Theorie des internationalen
Handels.

It is Mr. Graham's particular field.
He has spent a good bit of time in Germany and has just
returned from two years with Dr. Rappard at Geneva.

Very sincerely yours,



Harold W. Dodds

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

H. W. Dodds

October 5, 1933

Dear President Dodds:

Dr. Florence R. Sabin, who is one of the most distinguished persons at the Rockefeller Institute, writes me as follows in reference to your opening speech:

"I was especially interested to have President Dodds speak of self-education under guidance, which does not come into many educational addresses and which is so familiar to me from Mall's work."

Mall was the leading anatomist of his day, the man who organized the work of anatomy at the Johns Hopkins Medical School at the outset and thus revolutionized the teaching of anatomy in this country.

Many thanks for your suggesting Professor Graham. I shall get in touch with him within the next day or so.

With all good wishes,

Sincerely yours,

President H. W. Dodds
Princeton University
Princeton, N. J.

ABRAHAM FLEXNER

AF:MSB

H. W. Dodds

March 15, 1934

Dear President Dodds:

I have seen Dean Eisenhart and he not only agrees that it would be wise to mention the Institute in the catalogue, but tells me that this has already been done in the preparation of the pamphlet dealing with the work of the Graduate School.

I shall send you a marked copy of our new bulletin as soon as it is received from the Princeton Press. You are, of course, free to make any use you please of this in your report.

With all good wishes,

Sincerely yours,

President Harold W. Dodds
Princeton University
Princeton, New Jersey
AF/MCE

ABRAHAM FLEXNER

April 4, 1934

Dear President Dodds:

I received this morning Mr. Crowninshield's second letter to you. It evidently crossed a letter of mine to him. I am sorry to say that the kind of thing he wishes written about Professor Einstein is really impracticable, and I have said as much in replying to him.

With all good wishes,

Sincerely yours,

ABRAHAM FLEXNER

President Harold W. Dodds
Princeton University
Princeton, New Jersey

AF/NCE

May 24, 1934

Dear President Dodds:

I received indirectly - for, alas, I do not read the Princeton Alumni Weekly regularly - a copy of your address on "Princeton's Future Library". It is so good and so scholarly that I should like you to know what pleasure it gave me. You have put your finger upon some of the influences in American life antagonistic to books and thinking and leisure, and yet you have done it so lightly and so humorously that nobody will think of you as a "kill-jou".

I have often had occasion to say that perhaps the most influential factor in the life of an Oxford student is Blackwell's bookstore - a large establishment, in which students and professors roam around, thumbing old books and new, rare editions and cheap ones. When Eleanor studied at Oxford two or three years ago, she came home with two trunks full of books, all second-hand, inexpensive, and representing a highly varied taste. That something of the sort already is growing up here is shown by the exhibit of students' books to which you allude. Perhaps the best thing the Institute could do would be to start a book-store on Nassau Street with a lot of easy chairs and cigarettes!

With all good wishes,

Ever sincerely yours,

— HAWAII FLEXING

P. S. In addition to enjoying your speech, I owe you an obligation, for I had today to write a Commencement Day address to be given at Swarthmore, and I found one of your paragraphs so much better than anything that I wrote that I stole it bodily - making, however, proper acknowledgements to its author! A.P.

Pres. Dodds

PRINCETON UNIVERSITY
PRINCETON NEW JERSEY

PRESIDENT'S ROOM

January 11th, 1935.

Dear Dr. Flexner:

I have talked with Professor Howard about what you purpose to do with respect to Dr. Reiffer. I have also talked in confidence to one or two other members of the Department. I am sure that you will find them in a very welcome frame of mind towards Dr. Reiffer and willing to do all they can to make him at home here. I believe, however, that it is advisable for you to have a talk with Professor Howard, and would suggest that you also talk with Professors McCabe, Graham, Kemmerer. The reasons are obvious to you and I need not set them forth here.

Faithfully yours,

[Handwritten Signature]
H. W. DODDS

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

yes Prof. S. E. Howard
yes " F. D. Graham
yes " J. A. McCabe
yes " E. W. Kemmerer

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J. C. WILLEVER, FIRST VICE-PRESIDENT

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

January 15, 1935

Mr. Harold W. Dodds
 Hotel "510 Groveland Avenue"
 Minneapolis, Minnesota

Had a most satisfactory luncheon with your entire economics group today stop
 Warmest greetings to you and Mrs. Dodds

Abraham Flexner

1,17

April 12, 1935

Dear President Dodds:

I am sending you a copy of a letter which I am writing Professor von Lane. It occurs to me that it would be simplest if you would write a separate letter on the notepaper of Princeton University to the effect that Princeton University associates itself with this invitation. I shall then forward both under the same cover.

Very sincerely yours,

ABRAHAM FLEXNER

President H. W. Dodds
Princeton University
Princeton, New Jersey

AF:ESB

C O P Y

PRINCETON UNIVERSITY
Princeton, New Jersey

President's Room

April 16th, 1935.

My dear Professor von Laue:

Princeton University is cooperating with the Institute for Advanced Study in the fields of interest to the Institute, and your presence here as their guest would enable the members of our staff and the students to profit by your lectures and conferences. Accordingly I am glad to state that the University would be pleased to have you accept their invitation and thus also in a sense be a guest of the University as well.

Yours very sincerely,

(signed) H. W. DODDS

Herrn Professor Max von Laue,
Albertinenstr. 17,
Berlin-Zehlendorf, Germany

PRINCETON UNIVERSITY
PRINCETON NEW JERSEY

H. W. Dodds

file
PRESIDENT'S ROOM

April 16th, 1935.

Dear Dr. Flexner:

Enclosed herewith is a letter to
Professor von Laue, to accompany your invitation to
him to visit Princeton next Fall.

Sincerely yours,

H. W. Dodds
H. W. DODDS

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

April 17, 1935

Dear President Dodds:

Thank you very much for sending me
the letter to Professor van Laue. I am very
sure that your cooperation will help in bringing
him to Princeton.

Sincerely yours,

ABRAHAM FLEXNER

President H. W. Dodds
Princeton University
Princeton, New Jersey

AF/MCE

Dodds

September 25, 1935

Dear President Dodds:

Since the Institute for Advanced Study located at Princeton, the Committee on Site and I have been slowly deliberating as to the possible locations which would accommodate the offices of the Institute and such additional departments as might be established from time to time. As I did not at the beginning feel myself at home in Princeton, we have proceeded in a very leisurely way. It seemed to us of cardinal importance so to locate this building that we might be able to render Princeton something like the courtesy and hospitality which Princeton has rendered to us in Fine Hall. We have also looked ahead in order that, as the Institute developed and required additional space, we need not feel ourselves hampered - following in this respect the wise policy which the University long since adopted. Finally, in the interest of the sort of coöperation which we have already established it has seemed to us all that the nearer this location to the University, the more readily coöperative relationships could be established and developed.

With these considerations in mind it appears that the most suitable site of any considerable dimensions that could be obtained would begin at the corner of Alexander Street on the road which leads to the Graduate College. Inquiries, however, made by Mr. Thomas of the Princeton Bank and Trust Company,

indicate that the two wooden houses now situated at the corner and the lot belonging to three elderly women immediately back of these houses are at present unobtainable. It would seem therefore that the nearest point would begin with the golf course and extend towards the Graduate College and back towards the Princeton Inn. If in the future it is possible to obtain the properties which I have above mentioned, a second building, if and when required, could be located on that site. In order that the golf course may not be curtailed and in order further that the entire section extending beyond the Graduate College should be protected both for the sake of the University and the Institute, we have obtained options on the Olden Farm and on practically all the vacant property lying between the Olden Farm and the golf course. The precise amount of ground that we would need for the first building we do not know and cannot know until an architect has been called into conference. The really important point to decide at this moment is the willingness of the University to cooperate with the Institute by allowing us to obtain the land needed, each party relying upon the good faith of the other and upon the determination of both to preserve as much open space on both sides of the Graduate College as is possible so as to preserve the amenities of the situation and to shut out the possibility of any real estate development which might be objectionable. The options which we now hold run until towards the end of October and involve the expenditure of about \$200,000. If the University is prepared to cede us the requisite amount of ground, the Institute would be equally willing to cede the University whatever may be needed on the plot we would possess in order to allow the extension of the golf course in that direction.

In so far as design is concerned, I am of course no expert, but I should suppose that a building could be constructed, the exterior of which might harmonise with the Princeton Inn, and in no event would anything incongruous be introduced into the architectural situation.

President Dodds

- 3 -

September 25, 1935

The experiment of cooperating with the University in the field of mathematics has been so brilliant a success and the good will manifested by the University as respects the two new schools which we are proposing to establish encourages me to believe that Princeton University and the Institute for Advanced Study have an opportunity to give the country an example of cooperation in the field of higher education such as the country has never before experienced; and in view of the mounting costs of higher education, on the one hand, and the present difficulties of securing funds, on the other, cooperation of this kind becomes more and more important and desirable, quite apart from its educational value. I am sure that these considerations of such infinite importance to higher education in the United States at a time when more and more the United States are being thrown on their own resources instead of relying so largely as previously on foreign institutions of learning may be expected to appeal as strongly to our successors as they do to those of us who are active now.

With all good wishes,

Sincerely yours,

ABRAHAM FLEXNER

President H. W. Dodds
Princeton University
Princeton, New Jersey

Please
return to
A. F. ...
20 Nassau St.
Princeton, N.J.

Text of President Dodds' Speech Given in Chapel Yesterday

With these exercises Princeton enters the 187th year of its life. I could wish for your sake that the opening remarks might come from the lips of one of my distinguished predecessors who would speak to you from long experience and seasoned understanding. I can only hope to say some little thing that may prove useful to you.

In meditating upon the significance of the opening of another academic year my mind has repeatedly turned to the college of 186 years ago and to a comparison of our present situation with that which faced the first generation of Princeton students.

When they graduated the American colonies were entering an era of rapid change marked by grave political, social and economic disturbance. It was their generation which dared to separate itself from the mother country and face the risks of an independent political existence. They realized the gravity of the forces they were setting loose; they could not be certain of success. Yet their lives were marked by a fixed purpose and a sure attack which is absent today. As to their ultimate goal and spiritual destiny the first generation of Princeton men had few of the doubts which assail us, their successors.

Colleges Train for Life.

In colonial days, organized education was in its infancy. Today colleges and universities have multiplied until they cover the land as the waters cover the sea. They justify their existence by the claim that they train for life, that they develop intellectual power by which man may master his fate. The public have accepted this claim and have directed the wealth of an empire to the maintenance of a vast educational system.

It is a common charge that this system has failed. About this time of year the current magazines inform us that America's democratic educational

idea is not being realized. We are told that young men go to college because it is fashionable to do so. We are asked to believe that their chief purpose is four years of comfortable club life in which contacts of later commercial value may be established and trivial talents developed; that it is practical advantages which our young men seek, not cultural enlightenment and mental strength.

Are such blanket charges justified? In particular has the great flood of young people to our colleges sprung from mercenary and material sources? True, there are disquieting superficial evidences that it has, but I submit that anyone, whose mind has not been seared by cynicism and who has known the innermost aspirations of any considerable number of college students, will hold in respectful regard the serious purpose with which the large majority approach their college careers. If educational authorities permit habits or customs to spring up which smother the fire of this purpose, a heavy guilt lies at their door.

Mental Environment Changed.

I have said that the striking contrast between the mental environment of the first generation of Princeton students and those today was a greater assurance of attack upon the problems presented by a disturbed world. Industrial and scientific developments during the intervening years are responsible for this change. We are in the midst of a revolution which does not appear to be of our own seeking; our objectives are confused, our attack uncertain. But the prospects of high adventure in living are more alluring today than ever. We are in a mood to experiment. In this lies the strength and the hope of the present generation.

America's great contribution to history was her early acceptance of the democratic principle in government and education; and her willingness to apply it even in extreme forms. In honesty and efficiency of administration her governmental agencies have left much to be desired. But her system of political equality had one great merit; it gave high place to the individual in an age of the world in which the accident of birth and social caste was generally accepted as the proper determinate of the lives of men.

Individualism Losing Force.

Individualism as conceived by our forefathers has served its day; in a highly intricate economic order it seems to lack effective internal forces of mutual adjustment. But in recognizing such lack a dangerous trend to the other extreme has set in. The idea of popular government with the value it places upon the individual is rejected in favor of the sovereign authority of a mass powerful enough, for the time being at least, to force its arrogant will upon a nation.

We hear much these days about systems; social systems, economic systems, educational systems, scientific systems, and the like. We shall hear even more of them in the future, for we are entering an era when system and organization will be of greater and greater importance. It is the business of learning to explain and direct these systems. We are in an era, it is generally agreed, in which cooperation on a comprehensive scale will be necessary to preserve the very liberty which the older liberalism strived to attain.

I submit that democracy cannot survive through trust in systems alone. Collective action demands greater competence on the part of the individuals acting than extreme individualism ever required. I have never accepted a philosophy which finds man's highest good in absorption by and subjection to any higher group in which his personality is supposed to be dissolved and then translated. I insist on an individual's right to kick and to persuade others to kick with him. I believe that in politics his majesty's opposition is as important as his majesty's government. Can this be reconciled with social planning such as the New Deal at

Washington implies? In the answer to this question lies the true significance of the present experiment.

For man is at once a creator of his environment as well as a product of it, and we must avoid the dangerous error of underestimating the significance of personality in human affairs. Issues fixing the destiny of the race crystalize about its leaders. And I do not confine the term "leaders" to men of great prominence and large popular followings. It embraces the thousands of obscure people who are respected by their neighbors and whose opinions expressed in city clubs or village stores are accepted by their fellows.

Leaders Crystalize Issues.

No system of education can manufacture leaders as a factory builds an automobile. The attributes of leadership are too elusive for that. What education can and should do is to add to the equipment of those able to lead. A college career cannot bestow talents, but it should develop and embellish talents naturally conferred.

Popular government, for which our fathers fought, is facing the most severe competition in its history. Its manifest imperfections, often exaggerated, have given vogue to a variety of nostrums involving some form of mob tyranny. We can avoid their danger by a general diffusion of culture and development of intellectual power. It is in this field that education can make its chief contribution to our social order. It is towards this, I believe, that the secret aspirations of college men aspire.

And so Princeton welcomes the Class of 1937 as members of that goodly company of prospective leaders of a new and unknown era. As its freshman president I extend to you, its Freshman Class, a sincere and heartfelt welcome. For each of us the coming year will be a period of adjustment to new situations and new responsibilities. I trust that we shall all acquit ourselves with honor. Let us remember that no one receives an education; he educates himself by virtue of his own education and perseverance. An educated man is equipped to enjoy the beauty of the world of art and literature. He has gained the capacity for self-propelled intellectual effort and has tasted the joy of intellectual exploration. An educated man possesses the power of objective analysis of the world about him; he has learned to live with his fellows. Among savages, education is a training in ancient taboos and ceremonial acts; the educated savage is the one who knows how to act as his ancestors did. But the educated modern dares to entertain new thoughts, is willing to trust his creative intellect. A good will is necessary but good sense is likewise indispensable. A thick head can do as much harm as a hard heart.

Some of you doubtless have been frivolously advised not to let your studies interfere with your college education. And yet I tell you in all seriousness that the problems that will confront you in study and classroom, as well as those of the campus life in which you will participate, are counterparts of the problems which you will meet in after life. Princeton as a residential educational institution recognizes a broad responsibility. She tries to offer you a balanced program of curricular and extra-curricular activities that will justify the years you spend here; she strives to carry you forward in the stiff and ceaseless climb to knowledge.

To the loyal body of the Princeton family I welcome you. You will learn to love this place. It will leave its mark on you and I believe that the mark is a good one. May your college years be happy and fruitful.

October 7, 1935

Dear President Dodds:

In giving you the papers regarding Dr. Rosenberg, I should have handed you also Dr. Weed's letter, which I now enclose. You will see he has a two-year appointment from the Emergency Committee, so that it might be possible for you to try him out without a permanent commitment, if the other papers indicate that he is the kind of person you are seeking.

Sincerely yours,

ABRAHAM FLEXNER

President H. W. Dodds
Princeton University
Princeton, New Jersey

AF:ESB

*slow
no copy*

PRINCETON UNIVERSITY
PRINCETON NEW JERSEY

Dodds

PRESIDENT'S ROOM

November 1st, 1935.

Dear Dr. Flexner:

The Board at its meeting last week authorized me to appoint a committee of four to consult from time to time with a similar committee of your Board. I have accordingly appointed the following: Dr. Wilson Farrand, Mr. Raymond B. Fosdick, Mr. Paul Bedford, and Mr. Roland S. Morris.

I have not yet received their acceptance, but have no doubt that they will accept.

I did not include Mr. Hardin because he is a member of both Boards and can appropriately be invited to all conferences. Neither have I included myself because I have assumed that I can sit in ex officio.

Sincerely yours,

H. W. Dodds
H. W. DODDS

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

*Washington -
Hampden
Leland*

November 6, 1935

Dear President Dodds:

Thank you for your kind note of November 1 giving the names of the members of your committee. At its last meeting the Trustees of the Institute authorized the appointment of a similar body. I shall take the matter up with our Chairman, Mr. Houghton, at the first possible opportunity. I shall ask him to name four persons on the same theory, on which you are proceeding, namely, that I shall be included ex officio.

Always sincerely,

ABRAHAM FLEXNER

President H. W. Dodds
Princeton University
Princeton, New Jersey

AF:ESB

Dodds

COPY

PRINCETON UNIVERSITY
Princeton New Jersey

President's Room

November 19th, 1935

Dear Dr. Flexner:

I have pleasure in transmitting to you the following action of our Grounds and Buildings Committee at a recent meeting:

After full discussion it was resolved that President Dodds be instructed to advise Dr. Flexner, Director of the Institute for Advanced Study, that the committee viewed the proposed site for the building development of the Institute with favor, and would be prepared to recommend to the Board of Trustees at the proper time the transfer of the necessary land on the golf club house location, subject to whatever arrangement it is necessary to make with the Springdale Golf Club for an adequate club house elsewhere.

I think this meets your requirements in the case.

Very sincerely yours,
(signed) H. W. DODDS

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

November 30, 1935

Dear President Dodds:

Please accept my thanks for your extremely kind note of the nineteenth in reference to the future building development for the Institute. The Trustees of the Institute will appreciate profoundly the action taken by the University.

I expect to go to Washington in the very near future to confer with Mr. Houghton regarding the constitution of the Institute committee which is to meet with your committee from time to time for the discussion of matters of mutual interest.

Meanwhile, I am happy to say that collaboration with the members of the University Departments of Art and Archaeology and of Economics is developing precisely as it has developed in the Department of Mathematics. For your attitude and that of Dean Eisenhart and all your associates I am extremely grateful.

Always sincerely,

ABRAHAM FLEXNER

President H. W. Dodds
Princeton University
Princeton, New Jersey

AF:EDB

December 10, 1935

Dear President Dodds:

The following committee has been appointed to meet with the similar committee of the University of whose appointment you have notified me under date of November 1, 1935:

Mr. Louis Bamberger
Mr. Alanson B. Houghton
Dr. Frank Aydelotte
Mr. Walter W. Stewart
Mr. John R. Hardin, by invitation of both
institutions
Mr. Flexner, ex officio

I have written Mr. Hardin, asking him to sit with the committee as a representative of both institutions.

Very sincerely yours,

ABRAHAM FLEXNER

President H. W. Dodds
Princeton University
Princeton, New Jersey

AF:ESB

PRINCETON UNIVERSITY
PRINCETON NEW JERSEY

PRESIDENT'S ROOM

December 14th, 1935.

Dear Dr. Flexner:

I have come to a satisfactory understanding with the Classics Department in relation to Messrs. Campbell, Herzfeld and Lowe. At your convenience I should like to have a talk with you regarding the relations of this Department to your program in the humanities.

Faithfully yours,


H. W. DODDS

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

PRINCETON UNIVERSITY
PRINCETON NEW JERSEY

PRESIDENT'S ROOM

February 11th, 1936.

Dear Dr. Flexner:

Would Monday evening, March 16th,
be satisfactory for a meeting of our conference
committees? I should like to invite them to
Prospect for dinner, after which we can sit around
and chew the rag if desirable.

Sincerely yours,



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

March 21, 1936

Dear President Dodds:

The annual meeting of the Trustees of the Institute is going this year to be held in Princeton in order that the Trustees may get some visual impression of the University and the Institute. Dean Eisenhart has very kindly offered to allow us to use the professors' room in Fine Hall for the meeting. At one or one fifteen (Monday, April 13) the Trustees will lunch at the Princeton Inn, and I hope very much that you and Dean Eisenhart, whom I am also inviting, can be present at the luncheon.

Always sincerely,

President H. W. Dodds
Princeton University
Princeton, New Jersey

ABRAHAM FLEXNER

AF:ESB

November 11, 1936

Dear President Dodds:

Thank you for yours of the 6th in regard to the
Infirmery and the Hospital. I shall take up the matter at once.

I note that in the final line you ask my pardon for
your presumption. I have read the letter three times and I see
no evidence of presumption in it whatsoever. It contains, on the
contrary, helpful and wise suggestions bearing on the relations
which the Institute should work out with the community. Never
hesitate to make any such suggestions that may occur to you, please.

With all good wishes,

Sincerely yours,

ABRAHAM FLEXNER

President Harold W. Dodds
Princeton University
Princeton, New Jersey

AF/MCE

Dodds

COPY FOR DR. FLEXNER

PRINCETON UNIVERSITY
Princeton New Jersey

President's Room

November 27, 1936.

Dear Professor

The work of the Institute for Advanced Study is now of such scope as to make it desirable to regularize our administrative procedure in negotiations with them. This letter is, therefore, being addressed to the chairmen of those departments whose programs touch that of the Institute.

In choosing the personnel and determining the policy of The Institute for Advanced Study, Dr. Flexner has at times sought the advice of members of our Faculty. Also at times members of our Faculty on their own initiative have approached Dr. Flexner with suggestions, the adoption of which they thought would enlarge the opportunities at Princeton in their fields of study. In so doing they were recognizing the relationship possible between the University and the Institute in scholarly matters. For this reason the future development of the Institute is of interest not only to individual members of our Faculty but to the University as a whole.

I have been considering ways in which our relations with the Institute may best be so coordinated as to avoid misunderstandings and the danger that various persons may work at cross purposes. To this end I have designated the Dean of the Graduate School as our representative in these relations, and I am now asking that all members of the Faculty will consult with him before taking up with the Institute any matters which concern the cooperation of the two institutions.

I may add that this arrangement meets the approval of the Director of the Institute.

Sincerely yours,

(signed) H. W. DODDS

Dear Dr. Filby,

Pardon delay -

I have been busy

Wm.

PRINCETON UNIVERSITY
PRINCETON NEW JERSEY

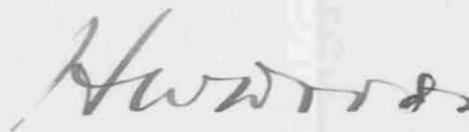
PRESIDENT'S ROOM

January 11th, 1937.

Dear Dr. Flexner:

Professor Prentice has asked that his assistant, R. S. E. Downey, be given the formal title of Curator of the Epigraphical Museum to succeed Prentice who is now serving in that capacity. As I understand it Downey is living on a grant from you which is a grant-in-aid rather than payment of salary. For this reason I do not consider that to give him this title would infringe upon our policy of separate pay-rolls, but of course I do not want to act unless you are in thorough agreement.

Sincerely yours,



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

January 12, 1937

President H. W. Dodds
Princeton University
Princeton, New Jersey

My dear President Dodds:

I have just spoken with Dr. Flexner over the long distance telephone in regard to your letter of January 11. He is delighted with the suggestion that R. E. G. Downey be given the formal title of Curator of the Epigraphical Museum and wishes me to assure you that the Institute will continue Dr. Downey's grant-in-aid for the rest of the year, 1936-1937.

Very truly yours,

ESTHER S. BAILEY

PRINCETON UNIVERSITY
PRINCETON NEW JERSEY

PRESIDENT'S ROOM

February 17th, 1937.

Dear Dr. Flexner:

At their last meeting the Trustees of the University voted approval of a recommendation presented by the Committee on Grounds and Buildings, and already approved by the Finance Committee, for the transfer by the University to the Institute for Advanced Study of a plot of ground on the north side of the Golf Course fronting on the Graduate College road, the particular piece to be used as a site for a building to be erected by the Institute at some time in the future, the design of the new building to be submitted to the University for its approval, and the Institute to provide the necessary funds for the erection of a new Golf Club House.

Anything more definite than this general approval was at the minute impossible.

The general approval leaves to further definition the exact limits, through survey, of the area to be conveyed by the University to the Institute; the character of the building the Institute may erect, the architectural design of which is to be approved by the University; and the time limits for the delivery of deed and the vacation of the present Golf Club House, which, of course, must be related to the completion of the new Golf Club House the Institute is to build.

It is probably also desirable, in the interest of continued harmony, that there should be agreement upon a maximum limit to the expenditure by the Institute in the erection of a new Golf Club House, and upon the manner of payment, either as the work progresses or otherwise.

You have told me that the Institute is in no hurry to build and that you have in mind no building plans except a harmony of style with the Princeton Inn. I have no wish to hasten your final determination. It seems desirable, however, that there should be some more exact statement of the understandings (particularly in respect to the erection and occupation of the new Golf Club House) than the general commitments thus far made.

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As in all matters, I should be glad to discuss this one with you further as you may desire.

Faithfully yours,

A handwritten signature in cursive script, appearing to read "H. W. Dodds".

Dr. Abraham Flexner,
Hotel Westward Ho,
Phoenix, Arizona.

March 2, 1937

Dear President Dodds:

Your letter of February 17 reached me in Phoenix, but I was so busy absorbing sunshine that I postponed its acknowledgment until our return. I beg you to accept my warmest thanks for the interest which you have taken in our grounds and building problem and the care with which you have outlined the various details which will have to be arranged in consultation. I shall send your letter to the Chairman of the Committee on Grounds and let you hear from me further in the near future.

I was delighted to learn from Miss Regan that you and Mrs. Dodds are in Bermuda. I hope that you are getting the sunshine and rest which we found in Phoenix and that the sea voyage there was comfortable.

With all good wishes,

Sincerely yours,

ABRAHAM FLEXNER

President Harold W. Dodds
Princeton University
Princeton, New Jersey

AF:ESB

PRINCETON UNIVERSITY

PRINCETON NEW JERSEY

PRESIDENT'S ROOM

April 5th, 1937.

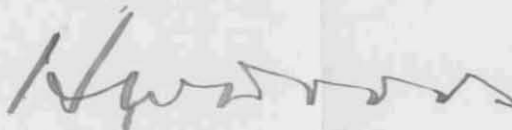
Dear Dr. Flexner:

The proposal that you make it possible for Professor George Rowley to take a leave of absence for the second term of 1937-38 meets with my official approval.

The request of the Department of Art and Archaeology for a grant to cover the expenses of Professor George Forsyth for one-half year to be devoted to research also meets with my approval.

In so informing you I know you understand, of course, that I am not undertaking to substitute my judgment for yours. I merely desire to tell you that the University administrative channels are clear should you see fit to act affirmatively regarding the above matters.

Sincerely yours,



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

April 6, 1937

Dear President Dodds:

Thank you for your kind note of April 5. The matter of the appropriation will come up at the meeting of the Board of Trustees to be held on April 19. Now that you have approved, I feel certain that the appropriation will be made with pleasure.

I had luncheon and a talk with Mr. Bamberger yesterday, and I want some day to drop in and tell you the substance of it.

With all good wishes,

Sincerely yours,

ABRAHAM FLEXNER

President Harold W. Dodds
Princeton University
Princeton, New Jersey

AF/MCE

April 20, 1937

Dear President Dodds:

At a meeting of the Trustees of the Institute for Advanced Study held yesterday an appropriation was made for the benefit of the School of Humanistic Studies in order to enable us to offer grants to persons already holding academic positions in order that they may get an uninterrupted period for study or writing. It is the judgment of the men in the School of Humanistic Studies that they would like to offer Professor George Rowley a stipend of \$2,500 for the second term of 1937-1938 and to Dr. Glenville Downey and Professor Richard Stillwell stipends of \$1,500 and \$2,000, respectively, for the year, 1937-1938.

I shall be happy, in case these grants meet with your approval, if you will take the necessary steps to inform the recipients. While we are doing this sort of thing with other institutions, it naturally gives us keener pleasure to cooperate with Princeton than anywhere else because we are firmly convinced that whatever strengthens the scholars of one institution strengthens both of us.

Very sincerely yours,

President Harold W. Dodds
Princeton University
Princeton, New Jersey

ABRAHAM FLEXNER

AF:ESB

PRINCETON UNIVERSITY
PRINCETON NEW JERSEY

PRESIDENT'S ROOM

April 21st, 1937.

Dear Dr. Flexner:

This will acknowledge your letter of April 20th, informing us of the action of your Trustees in respect to Professors Rowley and Stillwell and Dr. Downey.

May I express to you on behalf of the University, as well as for myself personally, our sincere thanks for this action.

Very sincerely yours,



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

May 13, 1937

Dear President Dodds:

Recurring to our conversation in Prospect regarding the make-up of the Institute from various points of view, it may be worth your while to have a brief statement of interesting facts in your possession.

The Institute was founded by a Hebrew, Mr. Louis Bamberger, and his sister, Mrs. Fuld. In the letter addressed to their Trustees on June 6, 1930, they stipulated that in its conduct the Institute should be coöperative and tolerant. There are fifteen Trustees, ten of whom are Christians, five Jews, all of whom were business associates of Mr. Bamberger, except myself. The Chairman of the Board is Mr. Houghton, former ambassador to Germany and Great Britain. The members of the faculty have been called and the workers in the schools have been admitted on the broad basis stipulated by Mr. Bamberger and his sister in founding the Institute. How has it worked out in practice?

The staff of the Institute numbers twenty-six, of whom fourteen are permanent professors. Of the twenty-six, nineteen are Christians, seven are Jews, five are refugees driven from Germany by the Hitler regime. There are four secretaries: two Catholics and two Protestants.

There are fifty-eight workers or students, almost every one of whom holds an academic post. Of this number, forty-nine are Christians, nine are Jews, nineteen are foreigners coming from the following countries: Belgium, China, Czecho-

President Dodds

May 13, 1937

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slovakia, England, France, Germany, Holland, Italy, Norway, Poland, and Spain.

Of these nineteen foreigners about ten are refugees, partly Jews, partly Christians, who object to the existing regimes in Germany and Poland, mainly Germany. Thirty come from American universities, to which in almost every case they will return.

The universities are as follows: Chicago, Columbia, Cornell, Duke, Harvard, Johns Hopkins, Illinois, Lehigh, North Carolina, Northwestern, Princeton, Purdue, Tulane, Yale, University of Washington, and Massachusetts Institute of Technology.

The object of the Institute is primarily the elevation of American scholarship. The foreigners whom we have brought here permanently are priceless from the point of view of their eminence and of the services which they will render during the next few years in training young Americans because many of them represent subjects which have hitherto not been cultivated in the United States. The contact between the foreign students and the American students has been most stimulating and fruitful.

Among the students who come are professors, associate professors, associates from universities either in this country or abroad, and these men are for the time being not only receiving stimulus from both the Princeton and the Institute permanent groups, but they are themselves giving courses which no one in either the Princeton faculty or the Institute faculty is particularly qualified to give. I happened the other day to attend a mathematical conference conducted by Professor Murnaghan, one of the Institute workers who is professor of mathematics at the Johns Hopkins University. The lecture room was crowded not only with workers in the Institute and advanced students in the University but by practically the entire mathematical faculties of the two institutions.

A similar statement may be made regarding a paper read quite recently by Professor Mitranj of the Institute before the Philosophy Forum of the University

President Dodds

May 13, 1937

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in Murray Dodge Hall. The room was crowded. Among the auditors were a few towns-people, a number of graduate students in government, economics, and philosophy of the University, a few members of the Institute, and practically the entire Philosophical Faculty of the University. The session lasted from eight to ten, but I learned the next morning that Mitrany and a few members of the faculty kept it up after the rest of the audience had left until two the following morning.

I have the feeling that the informal cooperation which is taking place goes far beyond what I myself am conscious of and will inevitably lift the level of American scholarship, as these men either return to their own positions or are promoted to positions elsewhere.

Finally, it is of interest to know, as I am told, that there is practically no competition for posts between the Graduate School of Princeton and the Institute. The graduate students are men who are candidates for their Ph.D. degrees and usually go into minor teaching posts. The men working in the Institute are mostly persons who have taught for a number of years and who have necessarily dropped behind more or less. They come here in order that they may bring themselves up-to-date. It is of course natural, and it is a source of satisfaction that the Institute has been in position from time to time to relieve really promising young Princeton scholars and teachers in order that for a year or more they may be enabled to devote themselves unreservedly to further study and research. Every year one of the younger Princeton mathematicians has been thus helped. The same process is now beginning in the Department of Art and Archaeology, and I hope that with the progress of time it may extend to other departments. You may be sure that no grant will be made except on the basis of merit and on the recommendation of the President of the University and of the Dean of the Graduate College.

With all good wishes,

Sincerely yours,

ABRAHAM FLEXNER

President Harold W. Dodds

PRINCETON UNIVERSITY
PRINCETON NEW JERSEY

PRESIDENT'S ROOM

May 21st, 1937.

Dear Dr. Flexner:

Please accept my thanks for your letter
of May 13th.

Sincerely yours,



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

PRINCETON UNIVERSITY
PRINCETON NEW JERSEY

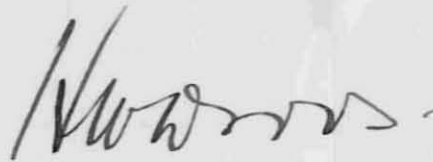
PRESIDENT'S ROOM

April 1st, 1938.

Dear Dr. Flexner:

I have cleared the matter of
a room for Neimeyer and everyone seems to be
favorable to your generous proposal to find
space for him in your building. I think it
will mean great mental relief to him.

Faithfully yours,



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

May 3, 1938

Dear Professor Carpenter:

This is to confirm luncheon appointment
made over the telephone for Saturday, May seventh,
at the Princeton Inn at one o'clock.

I am delighted that you can be present.

Very sincerely yours,

ABRAHAM FLEXNER

Professor William S. Carpenter
121 Broadmead
Princeton, New Jersey

May 3, 1938

Dear Professor Howard:

This is to confirm luncheon appointment
made over the telephone for Saturday, May seventh,
at the Princeton Inn at one o'clock.

I am delighted that you can be present.

Very sincerely yours,

ABRAHAM FLEXNER

Professor Stanley E. Howard
7 College Road
Princeton, New Jersey

May 3, 1938

Dear Professor Munro:

May I have the pleasure of your company at luncheon on Saturday at the Princeton Inn at one o'clock? I would like to discuss with you, Professor Carpenter and Professor Howard our desire to move forward in the social sciences in cooperation with the University.

I very much hope that you can be present.

Very sincerely yours,

ABRAHAM FLEXNER

Professor Dana G. Munro
Springdale Road
Princeton, New Jersey

PRINCETON UNIVERSITY
PRINCETON NEW JERSEY

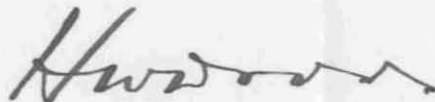
PRESIDENT'S ROOM

April 29th, 1938.

Dear Dr. Flexner:

I have informed the chairmen
of our Departments of History, Politics, and
Economics of your desire to move forward in the
social sciences in cooperation with the University.
They have welcomed the idea and stand ready to
confer with you at your convenience. Their names
are as follows: Professor Dana G. ¹²³⁸Munro, Department
of History; Professor William S. Carpenter, Department
of Politics, and Professor Stanley E. Howard, Department
of Economics and Social Institutions.

Faithfully yours,



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

Magnetawan, via Durks Falls
Ontario, Canada
August 27, 1938

CONFIDENTIAL

Dear President Dodds:

I have just had a two-days visit from Walter Stewart, which has resulted in his accepting a permanent post in the Institute, his tenure to begin probably about January 1, 1939. I have his permission to write to you, and I am happy to be able to do so. Princeton's appointment of Morgenstern and our appointment of Stewart lay the foundation, I believe, for a development in economics which ought in time to be on the level of that in mathematics and the fine arts.

I hope that you and Mrs. Dodds have had a delightful and restful vacation. We have enjoyed perfect weather all summer long, but our summer has been somewhat disfigured by two deplorable accidents. Mrs. Flexner stumbled and broke one of her fingers in two places. For a few days she thought the injury only a bruise, but, as it continued painful, she went to Toronto where it was X-rayed, and she returned with her arm in a plaster cast and a sling which she has only today discarded. A little later Mrs. Bailey also stumbled and broke her leg in two places, and I am now dictating this note to her while she is propped up in bed with a cast still holding the broken bones in place. The X-ray photographs show that the bones are in perfect condition, but it will be another week or ten days before she is allowed to leave the hospital. The oldest member of the family continues - he strikes wood as he says so - to be in his usual vigorous health with some added pounds.

With all good wishes to you and Mrs. Dodds from us all,

Ever sincerely,

ABRAHAM FLEXNER

President Harold W. Dodds

Princeton, New Jersey

AF:ESB

October 6, 1938

Dear Miss Regan:

Thank you very much for yours of the
5th, enclosing a copy of President Dodds's
opening address. I shall take it home with me
and read it in the course of the evening.

With all good wishes,

Sincerely yours,

ABRAHAM FLEXNER

Miss Margaret Regan
Secretary to the President
Princeton University
Princeton, New Jersey

AF/MCE

PRINCETON UNIVERSITY

PRINCETON NEW JERSEY

PRESIDENT'S ROOM

October 7th, 1938.

Dear Dr. Flexner:

I am returning herewith Bowra's letter regarding Friedlander. I have taken his case up with the Classics Department, and while they appreciate his gifts they do not believe that there is an opening for him here.

Faithfully yours,



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

November 4, 1938

Dear President Dodds:

Following our conversation I sent Miss Adams a letter, a copy of which I enclose. I hope this will result in the dropping of the article.

Some day we will talk of the general procedure which can be adopted in dealing with newspaper people. Occasionally putting them off suffices, but not always.

Sincerely yours,

ABRAHAM FLEXNER

President Harold W. Dodds
Princeton University
Princeton, New Jersey

PRINCETON UNIVERSITY

PRINCETON NEW JERSEY

PRESIDENT'S ROOM

February 10th, 1939.

Dear Dr. Flexner:

As you know, I have steadily declined to have any part in an invitation to Professor Einstein of any sort. The attached correspondence, however, represents an exception which I thought I should bring to your attention because of the unique opportunity it affords. I should think that the occasion warrants an exception to his general rule. With your approval I shall be glad to take it up with him directly. Or if you approve the invitation and prefer to discuss it with him without my interference, it will be equally satisfactory to me.

Awaiting your further instructions,

I am

Faithfully yours,



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

February 14, 1939

Dear President Dodds:

I am returning to you herewith the papers which you sent me in reference to Professor Einstein's participation in the ceremonies of the World's Fair on the evening of April 30, 1939. If you will let me know in good time precisely what arrangements are made for taking him there, hour, etc., I will see to it that he is properly oriented. He would like to know the length of time during which he is expected to speak.

With all good wishes,

Ever sincerely,

ABRAHAM FLEXNER

President H. W. Dodds
Princeton University
Princeton, New Jersey

AF:ESB

PRINCETON UNIVERSITY

PRINCETON NEW JERSEY

PRESIDENT'S ROOM

March 2nd, 1939.

CONFIDENTIAL

Dear Dr. Flexner:

As you know, we are this year paying Dr. Mann a salary of \$6000, which was supplied by outside contributions from sources which I do not consider to be renewable. You will recall the arrangement when we discussed this matter that if the University were unable to continue on our present basis with Dr. Mann, you would make proper provision for him thereafter.

In view of the deficit which we anticipate next year it will be impossible to continue Dr. Mann upon the general funds of the University; nor do I consider that it would be possible to finance him at the present level by new outside contributions.

On a strict payment basis for services rendered we are paying him about \$1000 per engagement, which of course is out of all proportion to anything else we have ever done. The Modern Languages Department value him for his distinction and personality and would like to see him continued much in the same sort of work and to the same extent as at present, but believe that we cannot afford to pay him more than the usual fees for such services.

I am leaving Saturday for two weeks in Bermuda, after which I shall be gone about ten days on a speaking trip. I am therefore writing you to bring the matter to your attention in order that you may give it consideration and that we may have a talk about it when I get back. I believe that a definite proposition should be presented to Dr. Mann in respect to next year not later than by the end of March.

I hope your holiday paid high dividends and that Mrs. Flexner and you are in good health and spirits.

Faithfully yours,

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



April 27, 1939

Dear President Dodds:

Here is another nice little instance which shows how coöperation between the University and the Institute develops spontaneously. A year ago Professor Edgerton of Yale wrote to me saying that Professor Paul Tedesco, whom he described as the most brilliant orientalist in Europe, had lost his post at the University of Vienna. Not wishing to rely upon the opinion of one man I asked Herzfeld if he knew him. Herzfeld replied, "I have never met him, but I have read all his papers, every one of them an original gem." We invited Tedesco to Princeton and he came last autumn, a trembling wisp of a man who had been living in a state of terror. It was obvious that he needed not only an opportunity to work but a chance to rehabilitate himself physically. We found a home for him, where he has been, on the whole, well cared for.

A few weeks ago the Oriental Society met in Baltimore and Tedesco went down to read a paper, regarding which Edgerton wrote me as follows:

"At the meeting of the American Oriental Society last week I finally met Dr. Tedesco and heard him give a paper. I feel sure that you will be interested to learn that I was enormously impressed by the brilliance and soundness of his paper and also by the admirable lucidity of his manner of presenting it. I believe these sentiments were

President Dodds

April 27, 1939

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shared by all those who heard it. It was definitely one of the best papers at our meeting and confirms the belief I have always held that Dr. Tedesco will be a most valuable addition to American scholarship."

This morning Tedesco came in to see me of his own accord to say that he hoped next year he might have some opportunity to teach. I asked him what he wanted to teach and he said he would like to give an introductory course in Old Church Slavic. I called Morey by telephone and he was delighted. He said Downey, one of your own men, had been working independently in that field and would welcome an opportunity to work with Tedesco. He also asked if Tedesco could teach Russian, which, of course, he knows. He will have an opportunity next year to give courses in Old Church Slavic and Russian at McCormick.

Curiously enough my niece, who is to be in Princeton next year with her husband, a Princeton Ph.D. in mathematics, who is going to work with Lefschetz, told me at luncheon today that at Cornell, where her husband is assistant professor of mathematics, there has developed so great an interest in Russian that courses on the subject had been announced for next year.

Isn't it interesting how if you simply let these men alone in close contact with one another something germinates?

Ever sincerely,

ABRAHAM FLEXNER

President Harold W. Dodds
Princeton University
Princeton, New Jersey

AF/MCE

PRINCETON UNIVERSITY
PRINCETON NEW JERSEY

PRESIDENT'S ROOM

May 12th, 1939.

Dear Dr. Flexner:

Now that your new building is under construction there is some discussion among the members of our faculty, recalling earlier conversations with you about your ability to provide offices for them in Fuld Hall. I think therefore that I should go on record by saying that I do not believe that it would be in the interest of the University if members of our faculty took quarters with you except under special conditions and for brief periods to be mutually agreed upon by the administrations of both institutions. As you know, the members of our faculty have many responsibilities in addition to those of scholarship, and for the best discharge of these responsibilities it is desirable that they remain as close to the campus as possible.

Yours very sincerely,



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

May 13, 1939

Dear President Dodds:

Thank you for yours of the 12th, with which I am in thorough accord. The subject which you mention has come up in conversation with Dean Eisenhart, and Stewart reported a conversation which one of the economists had had with him. We both took precisely the line which you have taken, namely, that the obligations of members of the faculty are first and foremost to the University, that this includes not only the keeping of a schedule but any other duties that naturally go with their posts in the University; but it seems to me that every request for space should be handled over your desk and mine. If, for example, some member of the Princeton faculty desires the use of a room for a specific time and purpose, the request should come to me through you, and I shall, of course, do my best to comply with it. Should anyone approach me on the subject before consulting you and his own department, I shall refer him back, and I shall see to it that this same procedure is followed on our side of the line, that is, that no professor in the Institute promises anything except through me, which will mean that I will not act until the matter has been submitted to you, to be handled in your own way.

With all good wishes,

Sincerely yours,

President Harold W. Dodds
Princeton University
Princeton, New Jersey

ABRAHAM FLEXNER

May 23, 1939

Dear President Dodds:

I cannot but feel that my feeble thanks yesterday were quite inadequate to the occasion. What you said regarding the importance of collective coöperation was so sound and has such far-reaching implications that I wish not only that more people took your broad view, but that your own views could be widely disseminated.

I have also had the feeling that, disinclined to speak, as I was, I should at least have taken this opportunity to tell those who were gathered at Fuld Hall how deeply we are indebted to you and to all your associates for such coöperation and assistance as in my judgment we could probably not have procured anywhere else on earth. I am infinitely grateful to you and to them, and I know that Mr. Bamberger and Mrs. Fuld associate themselves with this feeling on my part.

With all good wishes,

Ever sincerely,

ABRAHAM FLEXNER

President Harold W. Dodds
Princeton University
Princeton, New Jersey

AF/MCE

Dodds

January 8, 1940

President Harold W. Dodds
Princeton University
Princeton, New Jersey

Dear Dodds:

I have just heard from Earle that Beard will be spending a couple of days at the Institute January 25th and 26th. Would you be free to lunch with Beard and me at the Inn on Thursday, the 26th at one o'clock. I hope very much that you can. I am asking only a very small group so that we can make the conversation general.

My wife and I have had a delightful, quiet Christmas vacation here. We return to Swarthmore on the 14th, and I shall be at Princeton the second half of that week as usual. I hope to have a talk with you before very long.

With kindest regards, I am,

Yours sincerely

Frank Aydelotte

FA/db

Just Jen Dodds
Dodds

PRINCETON UNIVERSITY
PRINCETON NEW JERSEY

Just
PRESIDENT'S ROOM

January 10, 1940

Dear Aydelotte:

Replying to your letter of January 8, I should be delighted to have lunch with Beard and you on Thursday, January 25th, but Mrs. Dodds and I are leaving for our quinquennial trip to the alumni associations on the Pacific coast. We shall be gone from January 13th until about the middle of February.

With thanks for thinking of me, I am,

Faithfully yours,



President Frank Aydelotte,
Swarthmore College,
Swarthmore, Pennsylvania.

April 4, 1940

Dear Dodds:

I was sorry to hear from Wintringer that you are still under the weather, but I am glad to know that you have been sensible enough to go away and not try to do any work until you are on your feet again.

Is there any chance that you will be back by Thursday, April 18, and would you be interested to attend a luncheon I am giving at the Princeton Inn to Count Kabayama, Director of the Japanese Society for International Cultural Relations? Count Kabayama is coming down to see the Gest Oriental Library and will, I hope, lunch with me on that day.

I must say frankly that I have some doubts as to whether this is just the best use to which you could put your newly recovered strength if you are back and well, but I send you this invitation to assure you that I should be delighted to have you if it so happens that you are back and able to come.

With warmest good wishes for a speedy recovery,

Yours sincerely,

FRANK AYDELOTTE

President Harold W. Dodds
The Carolina Inn
Summerville, South Carolina

FA/MCE



SUMMERVILLE, S. C.

Inn April 7 40

Dear Aydelotte:

I regret that I can't be present at your luncheon on April 18, but I shall not be back in Princeton until later in the month.

Many thanks for thinking of me.

I am improving right along but I could wish that it might be more rapid.

Yours
Harold Dodds.

Draft - W.W.R.
3-6-41

Dear President Dodds:

I am enclosing a copy of a letter I have just addressed to Dr. W. Braddock Hickman, now on leave from the Department of Economics of Princeton University, confirming his appointment as a member of the Institute for Advanced Study for the year beginning June 15, 1941. In view of the changes this involves in Dr. Hickman's plan to return to teaching at Princeton during the coming academic year, I wish to take this occasion to state the attendant circumstances.

Dr. Hickman, as you know, was last year awarded a research fellowship at the National Bureau of Economic Research. To assure that opportunities such as those afforded by these fellowships should not have the effect of siphoning young men of promise from teaching, the Carnegie Corporation, which provided the funds for the fellowship, made it a requirement that the incumbent should come from the economic faculty of a university and that definite provision should be made for his return to teaching at his institution on the expiration of the fellowship.

The present change in these arrangements has arisen as a result of Dr. Hickman's work at the National Bureau during the past year. In view of the fact that his Ph.D. thesis had dealt with the history of state regulation of investments eligible for purchase by insurance companies and savings banks, the National Bureau assigned Dr. Hickman to an executive position on the supervisory staff of its Corporate Bond Study, a data gathering project with which Professor Riefler of the Institute for Advanced Study has been intimately associated. This winter Professor Riefler came to the conclusion that it would be wise to see whether arrangements could be made to free Dr. Hickman for a second year so that he would be able to analyse the data he has helped to assemble and incorporate it in a comprehensive revision of his Ph.D. thesis with the object of producing a definitive work on state legal regulation.

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of institutional investment.

The current appointment to the Institute for the coming year has grown out of this situation. I believe that all the various parties at interest have been fully consulted. The National Bureau of Economic Research stated that it would be very pleased with the arrangement provided it was satisfactory to Princeton and to the Carnegie Corporation. The Carnegie Corporation was also agreeable provided Princeton University concurred in the change in plans. Professor Stanley Howard at Princeton on his part has expressed entire concurrence. It is my personal conviction that Dr. Hickman, at the end of a second year, will be infinitely better prepared to play his role as teacher.

March 12, 1941

Dear President Dodds:

I am enclosing a copy of a letter I have just addressed to Dr. W. Braddock Hickman, now on leave from the Department of Economics of Princeton University, confirming his appointment as a member of the Institute for Advanced Study for one year beginning June 15, 1941. In view of the changes this involves in Dr. Hickman's plan to return to teaching at Princeton during the coming academic year, I wish to take this occasion to state the attendant circumstances.

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- 2 -

that all the various parties at interest have been fully consulted. The National Bureau of Economic Research stated that it would be very pleased with the arrangement provided it was satisfactory to Princeton and to the Carnegie Corporation. The Carnegie Corporation was also agreeable provided Princeton University concurred in the change in plans. Professor Howard at Princeton on his part has expressed entire concurrence, but I should like to make sure that you approve the arrangement before writing to Dr. Hickman.

Yours sincerely,

FRANK AYDELOTTE

President Harold W. Dodds
Princeton University
Princeton, New Jersey

FA/MCE

PRINCETON UNIVERSITY

PRINCETON NEW JERSEY

PRESIDENT'S ROOM

October 3rd, 1941

My dear Aydelotte:

I am informed by Professor John B. Whitton that because the Listening Center has been in essence transferred to Washington, the staff is vacating the premises at 69 Alexander Street which the Institute for Advanced Study so kindly provided during the life of the Listening Center. It seems to me that the Center was productive of much good. On behalf of the University I write to thank you most sincerely for making space available for it.

With all good wishes, I am

Faithfully yours,



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

PRINCETON UNIVERSITY
PRINCETON NEW JERSEY

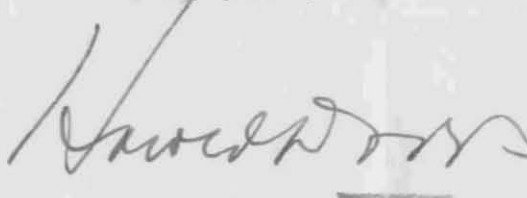
PRESIDENT'S ROOM

March 5th, 1942

Dear Frank:

I have been out of town for two or three days which has prevented an earlier reply to your letter of February 28th. The letter which you have drafted for your aliens of enemy nationality is agreeable to the University. I think that it is a very sensible way to meet the situation.

Faithfully yours,

A handwritten signature in dark ink, appearing to read "Harold W. Dodds". The signature is written in a cursive style with a prominent initial "H". A horizontal line is drawn under the signature.

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

PRINCETON UNIVERSITY
PRINCETON NEW JERSEY

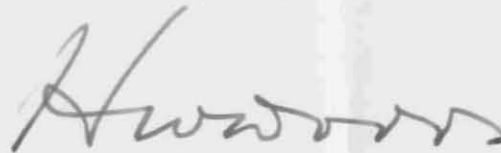
PRESIDENT'S ROOM

October 2nd, 1942

My dear Aydelotte:

Professor Henry D. Smyth has sent you a copy of his memorandum to me of September 28th on the subject of Dr. Bargmann. If you approve the granting of permission to him to hold classes in the Palmer Laboratory, I shall be glad to extend it to him. I feel, however, that in accordance with our policy of keeping the records straight I should have a clearance from you before acting. I assume that the arrangement has been discussed with you and that you are familiar with it.

Faithfully yours,



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

October 3, 1942

Dear Harold:

I have your letter of October 2nd and Professor Smyth's memorandum of September 28th on the subject of Dr. Bargmann. I have no question whatever as to Dr. Bargmann's reliability and am glad to endorse him as a suitable person to be allowed to hold classes in the Palmer Laboratory.

Yours sincerely,

FRANK AYDELOTTE

President Harold W. Dodds
Princeton University
Princeton, New Jersey

FA/MCE

February 9, 1944

Dear Harold:

I enclose copy of a letter which I am sending to Blackmur, which Stewart tells me is in exact accordance with your discussion with him, both as to leave of absence and as to what you think it would be proper for us to offer Blackmur in the way of a stipend. I should be glad to know if this understanding is correct.

I hope to see McIlwain in Boston on Sunday and to make definite arrangements for his participation in our joint project at the Institute next year.

Yours sincerely,

Frank Aydelotte

President Harold W. Dodds
Princeton University
Princeton, New Jersey

FA/MCE

PRINCETON UNIVERSITY
PRINCETON NEW JERSEY

PRESIDENT'S ROOM

February 14th, 1944

Dear Frank:

Replying to your letter of February 9th,
I may say that your letter to Blackmur of the same
date is in accordance with my understanding. The
University is glad to have you proceed with him
along the lines of your letter to him.

Faithfully yours,

A handwritten signature in cursive script, appearing to read "Harold Dodds". The signature is written in dark ink and is positioned below the typed closing "Faithfully yours,".

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

February 15, 1944

Dear Harold:

I have your letter of February 14th and have accordingly mailed the letter to Blackmur.

I had a conference with McIlwain in Boston yesterday and hope very much that it will be possible to secure his presence here next year or, still better, for a period of two or three years. It looks to me as if the plans were being extremely well worked out and that we should be able to start next year in a quiet but solid way.

Yours sincerely,

FRANK AYDELOTIE

President Harold W. Dodds
Princeton University
Princeton, New Jersey

FA/MCE

February 29, 1944

Dear Harold:

I remember my conversation with Whitton very well. I did not, as a matter of fact, say that the Institute for Advanced Study would be responsible for one-quarter of his salary for one academic year. Indeed, I was a little discouraging about the matter for precisely the reason which he remembered: that we had no department of our budget to which we could charge it. I did tell him that I would consider the matter and let him know if there seemed any possibility of making such an appropriation. Had it been done I would, of course, have written directly to you and to him about it.

As a matter of fact, we all of us here have high respect for Whitton's work and if his leave was given on the understanding in his mind and Carpenter's that this appropriation would be made from the Institute we shall be very glad to do our part.

Yours sincerely,

Frank Aydelotte

President Harold W. Dodds
Princeton University
Princeton, New Jersey

FA/MCE

May 25, 1944

Dear Harold:

I was deeply grieved to hear yesterday morning of the destruction of your gymnasium with its priceless collection of Princeton athletic records and its extraordinarily interesting library. This loss is a great one, not merely for Princeton, but for anyone interested in the history of American athletics.

Yours sincerely,

Frank Aydelotte

President Harold W. Dodds
Princeton University
Princeton, New Jersey

FA:MOH

December 8, 1944

Dear Harold:

I have fixed up by telephone our interview with H. H. Maass, president of our corporation, and S. D. Leidesdorf, treasurer, at Mr. Leidesdorf's office on Wednesday, December thirteenth, at 3:30. Mr. Leidesdorf's office is in the Pershing Square Building, 125 Park Avenue, if you approach it from that side, or 100 East 42d Street, as you prefer. S. D. Leidesdorf and Company have their offices on the 20th floor.

I am delighted that the 3:30 hour is convenient for you.

Yours sincerely,

Frank Aydelotte

President Harold W. Dodds
Princeton University
Princeton, New Jersey

FA:KK

PRINCETON UNIVERSITY
PRINCETON NEW JERSEY

PRESIDENT'S ROOM

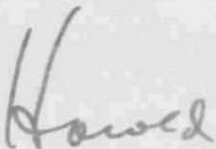
December 9, 1944

Dear Frank:

Thanks for your note of December 8.

I will be at Mr. Leidesdorf's office at 3:30
Wednesday afternoon.

Faithfully yours,



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

May 11, 1945

President Harold W. Dodds
Princeton University
Princeton, New Jersey

Dear Harold:

I am glad to hear that you are back but I am not surprised to learn that you are still not keeping regular hours in your office. Indeed I think you would be very foolish to try that until you get over the tiresome aftermath which inevitably follows every operation.

Meanwhile Walter Stewart and I are wondering whether there is anything we could do to urge Viner to accept your invitation. When I talked to you at the Hospital you had not yet seen his letter of refusal. We are hoping that this letter does not absolutely close the matter and that perhaps there might be something we could do to urge Viner to accept. Certainly we can give him every assurance that we would welcome his coming to Princeton University with the greatest enthusiasm.

If you would like us to do this perhaps you would have your secretary send me a telephone message to that effect or if you prefer and feel up to it I should be glad to ask Stewart to look in on you at your house.

I hope you will soon be on your feet and going strong.

Yours sincerely,

Frank Aydelotte

FA:jsr
Copy to Walter W. Stewart

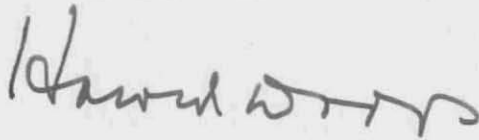
PROSPECT
PRINCETON, NEW JERSEY

May 15, 1945

Dear Frank:

Now that I am back from the hospital undergoing the drudgery of convalescence, I want to tell you how welcome your note to me was at a time when I was feeling pretty miserable and to thank you for your kindness in writing me. It was deeply appreciated.

Faithfully yours,



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

PRINCETON UNIVERSITY
PRINCETON NEW JERSEY

PRESIDENT'S ROOM

Yes
WHD

try Egan ✓
try Messer ✓
are you interested?
R.O

Sorry No - Mouse

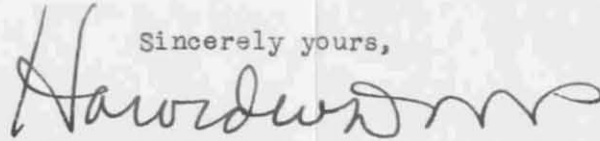
November 11, 1949

Dear Dr. Oppenheimer:

I am writing to invite you to attend or send a representative to a conference at the Princeton Inn on Saturday, December 3, 1949, of New Jersey colleges and universities to discuss ways and means of encouraging college graduates to participate actively in politics. Recently, the Honorable Arthur T. Vanderbilt, Chief Justice of the New Jersey Supreme Court, established the Citizenship Clearing House at New York University to assist college graduates in making contacts helpful to them in embarking upon political careers. The Citizenship Clearing House has been cooperating with a committee of the American Political Science Association in promoting its work throughout the United States. Princeton University wishes to assist Chief Justice Vanderbilt and his group to initiate a working arrangement among the colleges and universities of New Jersey.

It is planned to have the conference on December 3 begin at 11 o'clock with a meeting to be addressed by Chief Justice Vanderbilt. All in attendance are invited to a luncheon at 12:30 as the guests of Princeton University. The afternoon session will be devoted to further discussion of the general topic and to perfecting arrangements for later cooperation with the Citizenship Clearing House and the committee of the American Political Science Association. I hope that you will be able to attend.

Sincerely yours,



Harold W. Dodds

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

HWD:md

November 15, 1949

Dear President Dodds:

Thank you for your good letter of November 11th. I am very grateful to you for inviting our participation in the conference on the encouragement of college graduates to enter political life. I myself must be in Washington that day, though not, I assure you, as an affirmative example of the purposes of the conference. Professor Edward M. Earle has expressed his interest in attending the conference. If this meets with your approval, we shall ask him to represent the Institute.

With every warm good wish,

Robert Oppenheimer

Mr. Harold W. Dodds, President
Princeton University
Princeton, N. J.

PRINCETON UNIVERSITY
PRINCETON NEW JERSEY

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S.F. Models

PRESIDENT'S ROOM

November 17th, 1949

Dear Dr. Oppenheimer:

Ed Earle will be very welcome at our conference on the encouragement of college graduates to enter political life, on December 3rd, and I have dropped him a note to this effect.

Faithfully yours,

Harold DODDS

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

PRINCETON UNIVERSITY
PRINCETON NEW JERSEY

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S.F. Dodds

PRESIDENT'S ROOM

February 13, 1950

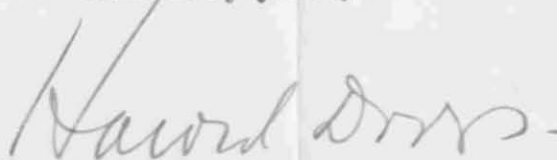
Dear Oppenheimer:

I know you have been as busy as a man could be and away a great deal of the time. Moreover, in view of the long period it took me to answer your simple letter about the use of the swimming pool I have no right to send you this note.

However, on January 25th I wrote you about a proposal for muscling in on a call to George Kennan. I assured George that if such an arrangement is not possible from the administrative standpoint, it would make no difference whatsoever as to his welcome here by all parties.

If you can spare a moment to give me your reaction I shall appreciate it. If you want to talk it over I shall be very happy to come out and call on you. I have another long-standing matter, about which we spoke over the phone some weeks ago, which I ought to take up with you also.

Faithfully yours,



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

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