

December 20, 1939

Mr. David Mitrany  
Balliol College  
Oxford, England

Dear David:

It was good to have your letter of December 3, which I particularly appreciate because it was so much more friendly in tone. As you know, we should all be delighted to have you come back in February if in your judgment it is feasible and desirable. We should all feel, however, that you should be guided solely by your own best interests; all we can do is to put the facts before you as we see them.

There have been no unusual developments in the Institute since I last wrote you except such as I shall try to describe now. Some of the members of the faculty felt very strongly that we should give a small gift to Flexner upon his retirement. I succeeded in getting from Johns Hopkins a rare volume which contains an inscription by President Gilman; and as Panofsky seems to be the most insistent about the gift, we charged him with having a leather case and suitable presentation inscription prepared. At the invitation of the Trustees, also, we adopted at the last faculty meeting a resolution, a copy of which I am sending you enclosed.

The Rockefeller Foundation has under consideration a fairly sizeable gift to the Institute for the work in economics and I am using my best efforts to see what can be done in the way of having the grant made to the School of Economics and Politics as a whole rather than to any subdivision of it. Aydelotte would, I think, welcome it this way, and will try to use his influence to the same end.

The faculty committee, of which I wrote you the last time, is to be composed of Veblen, Goldman, and Stewart. The reasons for these particular selections have been carefully considered and they seem to be the wisest ones.

I had a second cocktail party in the lounge last week to which I invited the members of the Politics and Economics Departments at Princeton, and also a few of my special friends like Shenstone, Langfeld, Taylor, and Thomas Mann. I think it was a great success.

As you know, next week is the time of the meetings of the learned societies in Washington. I am afraid my activities there will be primarily concerned with trying to find jobs for our younger men. Unfortunately the sociologists meet in Philadelphia so that there is nothing much I can do on Rumney's behalf at the moment. I have, however, discussed his case with

Mr. David Mitraný

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Aydelotte, who will see what can be done at Swarthmore or elsewhere.

This is all for the moment, but it brings you our every affectionate good wish for the New Year and the hope that whatever decision you may make will prove to be the choice of wisdom.

Always sincerely,

Edward Mead Earle

Fac. Earle-

18 December 1939  
Dictated Dec. 17

Dear Earle:

I talked with Mr. Maass on the telephone about your proposal to build a cooperative house, and he was delighted. I promised him that we would get a meeting of all the people interested sometime about the middle of January to discuss details.

Yours sincerely,

Professor Edward Mead Earle  
Institute for Advanced Study  
Princeton, New Jersey

As from  
Kingston Blount,  
Oxford.

December 8th, 1939.

Dear Miss Wasserman,

Your letter of November 22 has just come. While I can sympathise with your feelings I can hardly praise your judgment in writing it. Though a research student, you forget facts too easily. I had used my influence with the authorities of Radcliffe College to try to get you a scholarship. I wrote letters of recommendation for you to Mrs Dean, Professor Shotwell and others (sometimes without your knowledge); and, when I engaged you to help me with the work for the article last spring, I came to New York and went round everywhere with you for the very purpose, as I then told you, of introducing you to people who might prove possible employers. I only had to speak out when, without my being consulted as to my needs and resources, it was proposed that work for others should be financed out of the few hundred dollars which I happened to have at my disposal. From Professor Earle's letter it was clear that you had not been as discreet as you might have been in your conversations with him, and it was not only permissible, but proper between academic colleagues that I should explain to him my views on your abilities.

There is no reason why you should not know them yourself. I first employed you because, from your letters to Mrs Lowe, you seemed to be deeply anxious to make an academic career. Work with me would have given you a chance to make a start and to come to America. Because I wanted to give you the best chance and relied on your supposed academic interests, I refrained from using you for secretarial work in England, though I badly needed help; I spent a good deal of time in trying to explain and discuss with you the nature of the work, so that you might come to it with a proper understanding,

Yours truly,

Kingston Blount

rather than simply give you instructions to do this or that; and also made it clear that the work needed personal and original interest because it was not a question of merely collecting facts and figures. Throughout that time, to my surprise, you never once asked a question which might have shown that you were putting your mind to the work, nor once asked for any guidance on reading etc. in the fairly new field into which I was trying to introduce you. Instead, rather naively, during the few weekly visits to my country house, you used to entertain me with stories of your journalistic adventures etc. and, that, though you were supposed to be working on full time for me. I did not ~~even~~ see, during those two months, the faintest glimpse of that single-minded interest which is the first condition for responsible academic work.

When I was asked to do the article for Chatham House I at once thought of you, both because I wanted to help you and because I thought that it was just the kind of work which you would do well; and I also felt it would give you exceptional chances to get acquainted with American problems and to establish useful contacts in New York. In this case I knew no more about the work than you did, but I discussed it with you and made it plain that it was, above all, essential to make sure that the ground was covered completely, as a survey inevitably must do. There were 101 ways in which you might have made sure of this, and the point was both so essential and so elementary that I might well have left it to you to make sure of it, but in fact I did press upon you the need to put together as soon as possible a tableau so that we might classify all the events and all the important instances relating to it, ~~so as~~ to make the picture as complete as it had to be. You never made that tableau. I am very willing to believe that you worked hard, but not with that system which was both indispensable and easy in this case. I should have been, in fact, in serious difficulties, as I had to draft the whole thing before leaving, if at the end Miss Wise of the Institute had not very kindly come to my rescue, though she had other work to do. She used the very simple method of going through the files of Time, and in that way it was easy to discover and to fill the many gaps in the material which you gave me. *Yet I can't help, to your feelings,*

There are two definite and practical experiences on two different occasions and two different kinds of work. It is not the kind of experience on which I should recommend you for employment by the Institute even if the means were available. I have not mentioned this except to Professor Earle, and that because of the peculiar circumstances in which I was confronted with your demand for employment at my expense.

Yours truly,

Miss U. Wasserman.

Balliol College

Oxford,

8.XII.39.

Dear [?],

Here are copies of correspondence  
with Miss Wasserman in which your  
warm generosity has comforted me - just  
the kind of thing to cheer me up in  
times of war! Personally, as I told  
Helen [?], I believe that Miss W.  
is under some exceptional strain, and that  
she will get no satisfaction from, nor give  
satisfaction in, work which does not  
provide some outlet for that strain - for  
the present, at any rate.

Very  
[?]

December 6, 1939

Mr. David Mitrany  
Balliol College  
Oxford, England

Dear David:

This letter has no particular purpose except to acquaint you with the news of the Institute. We had our first faculty meeting under Aydelotte's auspices a week ago in an atmosphere which pleased everyone. Aydelotte asked that we set up a committee of three members to represent the faculty and its dealings with him. On motion of Veblen the Director himself was asked to name the members of the committee, a procedure which surprised me a little as I would have preferred to see it elected. Aydelotte immediately announced, however, that he would consult us all before making any decisions, and he has since announced that he wants the committee to have rotating membership. I have not yet heard who has been appointed, although I rather suspect it will be Veblen, Miss Goldman, and Stewart. I think the choice of Stewart would be a wise one at the moment as I shall explain when I see you.

I had a cocktail party here in the office a week ago for the members of the Princeton History Department and everyone asked for you. The party gave me an opportunity to introduce Gilbert and Ramsey, as well as Vagts and Weinberg, to the group as a whole. Bailey will arrive about December 25 so that unfortunately he could not be included. I am to have a similar party next week for members of the Departments of Politics and Economics.

The seminar is now under way with Weinberg reading sections of his manuscript on Isolation for criticism. Chinard and Sprout were here from Princeton University last week and Chinard in particular was very helpful in making suggestions. We had a first-rate round table discussion to which Gilbert, you will be interested to know, was able to make one or two significant contributions. Later on when we get to discussing the Balance of Power, Stacey and Panofsky hope to attend. Panofsky has some ideas concerning the ideal of Balance in aesthetics which he thinks, in agreement with Vagts, may well have an important place in any study of the problem. We have changed the topic of the seminar to "The inter-relations of foreign military and domestic policies."

Julian Huxley was here last week and spent a day with us. He is, as you know, a charming person and brought first-hand news of a number of things which are being done in England on the terms of a permanent peace. He gave me the impression, in which I may be mistaken, that your group was

Mr. David Mitrany

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December 6, 1939

associated not only with the Foreign Office but with the Ministry of Information.

We all miss you here and hope that it may be possible for you to return in February.

Sincerely yours,

Edward Mead Earle



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BALLIOL COLLEGE,  
OXFORD.

PERSONAL

December 3rd, 1939.

Dear Ed,

Your letter of November 2nd came only a few days ago, and I am sorry that correspondence is so slow. As you foresaw, what you tell me about the opinion of my friends on my decision to stay here has rather taken me aback. But that is just the kind of thing which one rarely hears oneself, and I appreciate therefore both how reluctant you must have been to write to me about this and how decent it was of you to do so.

Not knowing who the people were, and of course it is very proper for you to withhold their names, I am unable to judge what influenced their views. Up to a point it is somewhat unfair. As you know, first papers do not make me into an American citizen, and I am not responsible for the provision which prevents me from becoming one until after a certain lapse of time. I am legally still a British citizen, and quite apart from any personal feelings, bound in a situation like the present to accept official orders. It is true that I did not stay here under orders, but the legal position cannot be left altogether out of account. In the second place, I should have thought that they would have appreciated the fact that I wanted to practise my principles in what I thought England's policy should be; as I am sure they do realise that I did not choose to stay here for comfort or fun.

All this of course does not alter the fact that they do disapprove of my decision, and I would be the last to refuse to take notice of that. I value my friend's opinion, and I appreciate to the full what you say about the Institute.

It is indeed more than unfortunate that I should have to be away just when a new life, so promising both privately and academically, is beginning there. You know how little chance I have had until now to apply myself to my work, and what it would have meant to me to have at last the conditions and the heart for it. Nor do I lightly leave to my colleagues the trouble and the responsibility of shaping the new arrangements. You may therefore be sure that on these grounds even more than on personal grounds I am going to consider the whole matter all over again very earnestly, in the light of your letter. As soon as possible I will write to you again, and in the meantime I know that you will not fail to tell me of anything relevant that may be discussed or done in the Institute. Again my sincere thanks for writing so frankly and all my good wishes for you and all at home.

Yours ever,

*S. M. J.*

Professor Edward M. Earle,  
Fuld Hall,  
Princeton,  
New Jersey,  
U.S.A.

THE INSTITUTE FOR ADVANCED STUDY  
PRINCETON, NEW JERSEY

December 1, 1939

Dr. Frank Aydelotte, President  
Swarthmore College  
Swarthmore, Pennsylvania

My dear Dr. Aydelotte:

You will doubtless recall that last spring Professor Mitrany spoke to you about the possibility of Dr. Rumney, his associate, giving a course at Swarthmore during the academic year 1940-41. Professor Mitrany has written me from time to time asking me to do what I can to obtain a place for Dr. Rumney in the United States as he wishes to reside here permanently.

This is just to inquire whether there is any possibility of his obtaining even part time work with one of your social science departments.

Sincerely yours,



Edward Mead Earle

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COPY.

Ursula Wasserman  
35 West 11th Street  
New York City.

22 November, 1939

Professor D. Mitrany,  
Kingston Blount,  
Oxford,  
ENGLAND.

Dear Professor Mitrany,

I am in receipt of your letter of the 6th inst., and of a very short note from Professor Earle of the 21st.

Your negative reply to my request was no surprise to me since I have unfortunately long been aware of your strong personal prejudice against me, but I did not expect you to go to such lengths as to deliberately bar me from obtaining any other academic appointment.

I wonder whether you realise the implications of your action as far as I am concerned. Please, do not think that I am craving you sympathy: I am not expecting any, nor am I asking for it, but I should like to point out to you that by labelling me as incompetent you are doing your very best to make it impossible for me to earn my living - not to speak of reputational damage.

I am still at a complete loss to see on which grounds you base your opinion as to my incompetence. I have worked with you in England for barely two months, and much of that time was devoted to secretarial and other work - not strictly research. After those two months, however, you decided on my incompetence, and have since acted on that decision. Do you not think that that was a little rash?

I am today as convinced as ever that I am a good research worker and that I can do a competent job in that field. Nor is this merely my personal opinion, but one confirmed by scholars like Dr. Gooch, Professor Neale, Professor Gilbert Murray etc. I cannot believe that it was pure accident that my college in awarding me the Pollard Prize recognized me as the most capable research student of my year, and that six months later I was awarded the Cecil Peace Prize, given on the strength of a treatise based on original research, and open to all students at any British University.

I am not arguing with your own opinion of me: it may be based on personal dislike or a hundred other reasons, but I am appalled to realise that - with surely insufficient evidence, to say the least - you tell others that I am utterly incompetent as a research worker. There is after all a difference between not going out of one's way to help a person and actually depriving this person of a career.

Ursula Wasserman  
25 West 11th Street  
New York City  
25 November, 1939

I am very sorry to have to write this letter, and I am even more sorry to have put myself, in the first place, into a position which made it possible for you to humiliate me in this way. I suppose I should have known your reply before I wrote; but I saw no reason why it should be of any interest to you to make life even harder for me than it is anyway. Still, I have learnt my lesson, and I promise that I shall never ask you for another favour.

I assure you that through future work I shall justify my claims to some measure of intelligence and competence.

Sincerely,

(Signed) URSULA WASSERMAN

November 21, 1939

Mr. David Mitrany  
Balliol College  
Oxford, England

Dear David:

Your letter of November 6 has just come and I shall of course carry out your instructions to the letter. As I hope you understand, I have no desire to be anything other than your agent here and to do what I can to promote your best interests.

I have transmitted to Rumney and Gilbert the information that you expect them to go on with the work which they have been doing except, if they so desire, they may participate in my seminar. They both feel that they can gain something from our discussions and it is just possible that they may be able to contribute to them. Rumney's theoretical work on security, for example, would be highly valuable to us. In his study on the Balance of Power, Vagts is going back to its aesthetic and legal origins, fields in which ~~Rumney~~ and Gilbert have a good deal to suggest. *Parsons*

I am sorry that I did not know all the facts concerning Miss Wasserman. Miss Wise was rightly reluctant about giving me any information and I was compelled to proceed largely on what Miss Wasserman herself told me and what you had told me a year ago last summer in Oxford. I had so many pathetic and persistent appeals from Miss Wasserman that I felt I must do something. I shall now write her, of course, and tell her that there is no place for her here.

The general tone of your letter upsets me a good deal. You feel, I suspect, that I have been officious, which is far from the truth. As to diverting funds, the truth of the matter is that there would have been no funds to divert if I had not taken the situation in hand. Because I did not want to upset you, I did not tell you when I wrote you on October 24 that there was a strong possibility that the Rockefeller Foundation might withdraw its support from your work in view of your absence. I took it upon myself to go in to see Miss Walker and to persuade her that she should continue the stipend to Rumney and the grant for research assistants. She did so with the understanding that I would assume oversight of this work. It is only fair to say that if you do not wish me to do so, Miss Walker may well decide to suspend payment of the funds, although I hope such will not be the case. I may add in the strictest confidence that Miss Walker is one of the people who has been critical of your decision not to return to America.

You must know how difficult it is to handle things by correspondence, especially when an exchange of letters takes a month or more. The difficulties

Mr. David Mitrany

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November 21, 1939

have been increased by the fact that I am the only member of the School of Economics and Politics in residence here and further, that for two months we have had no Director whom I could consult. I have been proceeding all along on the assumption that you would return in February, and have been trying to hold the fort for you. I am sure that a conversation between us of twenty minutes would clarify all of this, which is so difficult to put into writing. I want you to understand beyond any doubt that I have no cause other than yours to serve and if you wish any of these arrangements changed, you have only to say so.

We are having our first faculty meeting under Aydelotte's auspices on Friday afternoon and I am confident that it will initiate an entirely new state of affairs here at the Institute. My only regret is that you will not be here to participate in decisions.

Sincerely yours,

Edward Mead Earle

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November 21, 1939

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Mr. David Mitrany

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~~LONDON, S.W.1~~  
  
BALLIOL COLLEGE,  
OXFORD.

17th November, 1939.

*Private*

Dear Ed,

I realise with some distress that I have overlooked the question which you put to me a little while ago about the Memorandum of Information of the Imperial Policy Group. If they have sent you their various invitations to subscribe to the Memorandum, you will have gathered from them something about the Group itself. Originally it was formed for the purpose of informing itself and a mainly conservative group of members of Parliament on imperial and foreign affairs, and for using that information to influence in their sense the Government's policy. It was intended within this field to be what is known as a "ginger" group. Why they decided, some two years ago, to try to reach a greater public is not quite clear. Certainly not for financial reasons, as the cost of the work far exceeds anything they might hope to get from subscriptions. It may have been either in order to gain greater influence for their views or to gain support for a policy which was already the Government's policy.

On the whole the Group was identified with two major aspects of the Chamberlain policy. It stood for appeasement towards Germany and, as a corollary, but no doubt also from genuine feeling and belief, it was antagonistic to Soviet Russia. The first part of this attitude has naturally gone by the board; but the Group remains considerably more hostile to Russia than the bulk of English opinion, and I would say even than the majority of conservative members of Parliament. I have not seen the recent issues of the



Memorandum and I do not know what line they will take, but I should be much surprised if they did not continue in more or less open hostility to the Soviet.

Besides using the various sources of information generally available, the Group uses a method of sending observers of its own to spend some time at crucial points and gather information on the spot. This costly method is bound to collect for the Memorandum useful bits of information now and then, but I do not know whether in general they have anything to add to what is to be found in the other well-known sources. The Memorandum, which is always well written, is therefore more interesting as a picture of a still influential group of English Conservatives than for any exceptional information it may contain.

Always yours,

Professor Edward Earle,  
Institute for Advanced Study,  
Princeton, N.J.,  
U.S.A.

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~~LONDON S.W.1~~

BALLIOL COLLEGE,

OXFORD.

November 6th, 1939.

Dear Ed,

Your letter of the 24<sup>th</sup> October, both the original and the copy, came this morning and I am hastening to reply, so that your arrangements may not be delayed. I shall presently send you a cable for this purpose.

I appreciate very sincerely the interest you are taking in the two young men for whom I am responsible. It is an awkward situation for both of them; but, to speak of the material side first, they are no worse off than if I had been there. Rumney was engaged for two years, and because of the ruling on which Flexner insisted, it was made clear to him from the beginning that that would be all that he could expect from the Institute. I do not know whether the old rulings will hold good under the new dispensation - I take it that it depends partly on whether the organisation of the academic budget will be put into the hands of the several Faculties; but, in any case, it would not be advisable to give Rumney any impression that that ruling has been changed or even weakened. Sooner or later he will have to try to get a footing in college teaching and he must therefore keep his eye on that. I do not want him to expect anything which I cannot be certain of being able to offer him. As regards Gilbert, I had first offered an arrangement of a very temporary kind, as both he and I at the time hoped that he would find an academic position for the current year. It is unfortunate that he has not, as he really is able. Before I left I made it clear to him that I should be glad to keep on the present arrangement, but that on his part he could leave me at a moment's notice if he should find a position. Therefore he is, if anything, more secure for the current year, on however modest a basis, than he could have expected before.

I do not think that the re-arrangement of work about which you enquire is desirable - not from their point of view and certainly not from mine. Both are specialists of a relatively high class in their subjects, and unless a definite opening were available for them in American history and politics, I think it would be a bad mistake for them to neglect their field. If they were to ask me, I should give them that advice without hesitation, as inevitably, while the demand is greater, the supply in this field is both greater and of a better quality than either of them could hope to achieve at this stage of their career. Rumney has a good chance in sociology, which is a developing subject, and the difficulty is not with the subject or his knowledge, but with his personality. Secondly, they were both engaged to help me with a specific piece of work; it is bad enough luck for me to have to stop my own theoretical work just at the time when I was hoping to bring it to a point, but that is all the more reason why they should put all they can in the way of <sup>and the</sup> effort and interest in keeping it going, rather than abandon it altogether, and that is why I wrote to you before with a request that you should encourage Rumney and help him as far as possible to keep going; because his applied piece of work, though on a sociological basis, could profit greatly from intercourse with you and your seminar. Gilbert's work, and his bent, are theoretical and he is supposed to work directly towards my own contribution. Thirdly, the final reason is that I was given a grant precisely for the purpose of trying to work on an approach of my own. It would not be quite proper to divert the money, and it would also be rather unfortunate for me. I cannot get help as easily as you with your connections can; you will remember that when I asked you last spring whether there would be any chance of getting help from Keppel for Jurji, you told me that it was out of the question, as the Foundation was interested only in the humanities. I am glad that your personal connection made it possible for you to get help from there, but it is unlikely that I should have such chances later on, and so must not give up the little help I have now.

About Miss Wassermann, you are of course at liberty to do what you like about her. I have no intention of employing her and would not feel entitled to recommend her for any academic work. She was recommended to me last year and I was assured that her one ambition was to make an academic career. I gave her a chance to start in London, but she did very little and showed not the least interest in the work. Rightly or wrongly, I am convinced that while she may make a lively teacher of an elementary kind, she has not the mind or the temperament for genuine scholarly work. As you may know, I employed her a second time, because she was out of work, in connection with my piece of writing for Chatham House. Then it was simply a question

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of collecting material from sources which I opened up for her, but even there her help was utterly inadequate. She is no doubt very clever in a journalistic way and that is probably her proper field; she is restless and interested in politics in a highly emotional way, and I do not think she will be satisfied unless she can be active along such lines. Moreover, I understood from the Lowes that she had had one or two jobs offered to her during the summer but turned them down because she wanted to do political work; and she has always the possibility of going to South America, where her parents are living with a very rich uncle.

// All this is of course solely for your private information. I hope you will do your best for Gilbert and more especially for Rumney, and I am sure that they can only benefit in their work for me by keeping in touch with your seminar.

Always with good wishes,

Yours sincerely,  
A

P.S. Since dictating the above I have got a letter from Miss Wassermann. She tells me of her conversation with you and asks very much what you suggest. It is unfortunate that you have spoken to her about the available fund, etc. before writing to me, as this puts me in the position of having to appear hard when you appear willing. But I stand by what I said before. There is no doubt that she is clever, but she does not show <sup>any</sup> interest or turn of mind suitable for my work. Moreover, I would not feel in any way justified in using any part of the grant by way of charity, even if she were in absolute need. I feel a real responsibility for the money granted to me, and I have in fact had a bad conscience about the 200-300 dollars which she had from it before, and for which I could show no result. Also, I have on purpose arranged the use of the grant so as to have something to spare for occasional help which I might need from specialists, as you will see from my correspondence with the Foundation. It is in any case a matter of only a few hundred dollars, which I must treasure for this purpose. J

I have just cabled you to Cleveland zone - the use of cable address is not allowed in wartime.

**CLASS OF SERVICE**

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# WESTERN UNION

1201

**SYMBOLS**

DL = Day Letter

NL = Night Letter

LC = Deferred Cable

NLT = Cable Night Letter

Ship Radiogram

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PRESIDENT

NEWCOMB CARLTON  
CHAIRMAN OF THE BOARD

J. C. WILLEVER  
FIRST VICE-PRESIDENT

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NAN205 VIA RCA=CD OXFORD 21 6

1939 NOV 6 PM 7 27

NLT EDWARD EARLE=

57 CLEVELAND LANE PRINCETON (NJ)=

YOUR LETTER 24TH REARRANGEMENTS NOT ADVISABLE GILBERT

RUMNEY SHOULD CONTINUE AS INSTRUCTED WRITING TODAY=

MITRANY.

THE COMPANY WILL

RECEIVE SUGGESTIONS FROM ITS PATRONS CONCERNING ITS SERVICE

November 2, 1939

Mr. David Mitfany  
The Lower Farm  
Kingston Blount  
Oxford, England

Dear David:

Is there any possibility at all that you could return to the Institute for the second term even if it involved severing your connection with the Chatham House group? I am writing you regarding this because I feel that I would be failing in my friendship for you if I did not tell you quite frankly how important I think it is for you to return to the Institute at the earliest possible moment.

I dislike to have to tell you what the facts are as I know you will be greatly upset, but I am sure that you would be justly critical of me if I were to fail to tell you the situation as I see it. There has been a good deal of criticism here in the Institute of your wish to remain abroad, as it seems to some of your colleagues that it is a reversal of your decision of last spring to become an American Citizen and definitely to take root here. I have done what I can to persuade your friends that the choice was an exceedingly difficult one for you and that in some respects you were governed by considerations such as the Oxford house and the health of your wife which made any other course impossible. I am afraid, however, that I have not been very successful. This criticism has gone beyond the Institute and has been made by some of your staunchest friends and admirers in New York and elsewhere whose names for obvious reasons I do not want to mention. As I wrote you some time ago there is a feeling in a number of quarters that the Institute is not justified in subsidizing government service whether it be for the United States in Washington or for the British government in Oxford. I do not know but I think it quite conceivable that this question will be reopened by Aydelotte and the Board of Trustees sometime after the first of Jan.

You know, of course, that this year may well be a decisive one in a number of respects in determining the future course of the Institute and your absence may seriously prejudice your future here. I think it quite conceivable, for example, that both the Carnegie Corporation and the Rockefeller Foundation may grant substantial sums to us for the advancement of the work in which you and I are so vitally interested but I do not see how you could profit by such grants when you may be away for an indefinite period.

I am writing all of the above with only one objective, namely, to keep you informed and to do what I honestly think is best for the protection of your interests. Of course, it would give me a great deal

Mr. David Mitrany

- 2 -

November 2, 1939

of pleasure if you were here, but I am not being influenced by any personal considerations of which I am aware. It has taken me a long time to bring myself to write you this letter as I knew it would be a disturbing one. I cannot postpone it any longer, however, as mails are going to be very erratic after next week when presumably Congress will bar American ships from the North Atlantic.

Everything I have written is in strict confidence. I think the wisest procedure is for you to consider the situation as objectively as possible and then to write some of the people here whom you respect to ask their judgment. I doubt if you would get much from Aydelotte at the moment as his present problems are concerned with terminating his Swarthmore connection and with handling the purely routine problems of the Institute. After the first of January, of course, he will be better able to discuss these questions of policy.

You still have a great many supporters and admirers in this community who will do everything possible to see that your interests are adequately protected. At the same time, a long absence might be disastrous and I think that you should know that such is the case. I might add that I have not the slightest idea how Aydelotte feels about this and I am basing my opinion solely upon other comments which have been made to me as your friend and representative here.

I saw Miss Walker the other day and she is willing, I think, to continue the \$2,000 grant to the Institute to be expended in such a manner as you may wish to direct, or should that be advisable under my supervision.

We all send cordial good wishes.

As always,

Edward Mead Earle

ABRAHAM FLEXNER  
PRINCETON, NEW JERSEY

November 2, 1939

Dear Ed:

I have just learned that Rosamond has a thyroid condition which requires her to be in bed for several weeks. I want you and Beatrice as well as Rosamond herself to know how deeply we sympathize with you in having to bear any such misfortune. I hope that she will make a complete and rapid recovery.

I am still unable to carry on a conversation, though Crowe whom I saw in Baltimore last week assured me that my throat is absolutely normal. He attributed the loss of my voice to sheer weariness and advised me to use it as little as possible and then only in a very subdued tone. Meanwhile, I am resting just as much as I possibly can.

With all good wishes,

Sincerely yours,

*A. F.*

Professor Edward Mead Earle

Fuld Hall

AF:ESB



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# WESTERN UNION

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1939 JAN 28 AM 8 20

NAH10 VIA RCA=CD OXFORD 17 28 0924

LC EDWARD EARLE=

:CLEVELAND LANE PRINCETON NJ=

:NONCOMITTAL LETTER WALKER ALREADY GONE LOWE HAS  
 LETTER RUMNEY MITRANY.

*File*

THE COMPANY WILL APPRECIATE SUGGESTIONS FROM ITS PATRONS CONCERNING ITS SERVICE

October 26, 1939

Professor David Mitrany,  
Kingston Blount  
Oxford, England

Dear David:

Yesterday came your letter which Mr. Ratcliffe mailed in New York.

By this time I hope you have received my letter of the 24th, a copy of which I am enclosing. In view of all the questions raised in this letter, I sent you yesterday evening an over-night cable as follows: "Please withhold letters Rumney and Walker until you receive my long letter dispatched today President Harding. Then cable me reply." You will, I am sure, understand that most of these matters are pretty urgent and that a cable reply would be very helpful. There is, so far as I see, no reason why you should not ultimately recover the cost of the cable from the Institute.

Both Gilbert and Rumney are, I think, eager to collaborate with the men I now have here. Needless to say, I should be glad to have them and they may well get a good deal out of what we are doing. Our principal regret is that you are not going to be here yourself.

What you tell me about your work at Balliol sounds exciting. Needless to say, I am terribly sorry that you are going to be away during this important year in the history of the Institute and also that your own significant work is going to have to be postponed.

Do write me again at some length as soon as you can. I shall, of course, keep you posted on any developments here.

Always sincerely,

Edward Mead Earle

CLASS OF SERVICE DESIRED	
DOMESTIC	CABLE
TELEGRAM	FULL RATE
DAY LETTER	DEFERRED
NIGHT MESSAGE	NIGHT LETTER <input checked="" type="checkbox"/>
NIGHT LETTER	SHIP RADIOGRAM

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# WESTERN UNION

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1207-A

CHECK
ACCT'G INFMN.
TIME FILED

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

OCTOBER 25 19 39

To MR. DAVID MITRANY

Street and No. KINGSTON BLOUNT

Place OXFORD, ENGLAND

PLEASE WITHHOLD LETTERS RUMNEY AND WALKER UNTIL YOU RECEIVE MY  
 LONG LETTER DISPATCHED TODAY PRESIDENT HARDING. THEN CABLE  
 ME REPLY.

EDWARD MEAD EARLE

INSTITUTE FOR ADVANCED STUDY, PRINCETON, N.J.

Sender's address  
for reference

WESTERN UNION GIFT ORDERS SOLVE THE PERPLEXING  
QUESTION OF WHAT TO GIVE.

Sender's telephone  
number

October 25, 1939

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

My dear Dr. Aydelotte:

I am attaching for your information some correspondence with Dr. Flexner extending over the period from June 9 to October 19, 1939. I have no copy of the letter of June 13 to which Dr. Flexner refers, as it was written from Hanover, New Hampshire, but it was simply an apology for the lateness at which my letters of June 9 reached him. I explained that I had some trouble with the carburetor of my car and was delayed some two hours in getting into New York.

Dr. Flexner has also sent me copies of a number of laudatory letters other than the one addressed to him by Professor Morey. Sometime at your leisure I shall talk with you about this if you are willing.

Sincerely yours,

Edward Mead Earle

# THE INSTITUTE FOR ADVANCED STUDY

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

PRINCETON, NEW JERSEY

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PERCY S. STRAUS  
OSWALD VELEN  
LEWIS H. WEED

LIFE TRUSTEES  
LOUIS BAMBERGER  
MRS. FELIX FULD

October 24, 1939

Dear Professor Earle:

After writing to you yesterday

Dr. Flexner realized that he had sent to you only a letter from a Princeton professor, and at his request I am therefore sending you now extracts from letters from two Institute professors. I also enclose a copy of a letter from a Harvard professor, who was formerly a member of the Institute and who after his year at the Institute was immediately promoted from an associate to a full professorship.

Sincerely yours,

*Esther S. Bailey*

Professor Edward Mead Earle

The Institute for Advanced Study

ESB

October 24, 1939

Mr. David Mitrany  
The Lower Farm  
Kington Blount  
Oxford, England

Dear David:

There are some things concerning which I should like your help and advice.

Some time ago I asked whether you would mind if we assigned your office during your absence to one of the men working here with me. There is some uncertainty concerning the assignment of the studies and I should like to have an ace in the hole if it is required. Of course, we should not use your office unless other accommodations are unavailable.

Yesterday I had a long talk with Rumney, who seems to be a little bit uncertain concerning his status now that you are not returning to Princeton. He would like to work fairly actively with my group provided it is agreeable to you. I think he has in mind not merely that this would keep him busier than otherwise, but also that it would acquaint me with his qualifications so that I may be able to talk more intelligently concerning a job for him for next year. Would you be willing to write me at some length concerning what you wish him to do-- that is, whether you have assigned him enough work to keep him busy all or part of the time, or whether it is your wish that he be a member of my seminar and do some active work on American Military and Foreign Policy.

Dr. Gilbert has come to Princeton this morning to consult me concerning what would be wisest for me to do in your absence. I have ascertained from Mrs. Bailey that there is no obstacle in the way of continuing to pay him whatever sums were agreed on last spring so that there appears to be no financial problem at the moment. Dr. Gilbert tells me that he has enough work to keep him busy for about two months on the materials you have already assigned him. He is, of course, quite prepared to receive any further instructions. You will remember that last spring you and I discussed the possibility that he might also be able to do some work for me and I am wondering whether it would still be possible to continue Dr. Gilbert's stipend from the Rockefeller grant. You will understand, of course, that I want to act as you agent and to carry out whatever may be your wishes. Dr. Gilbert and I have discussed the possibility of his participating in my seminar and we feel that he might profit from it and that we certainly would. Would this likewise be agreeable to you?

Then there is the problem of Miss Wasserman, who seems to be

Mr. David Mitrany

- 2 -

October 24, 1939

reduced to desperate straits. She has been unable to obtain a job of any sort and is, as I gather, down virtually to her last cent. She was here in Princeton a week ago but I was unable to see her because I had a bad cold. I have had several urgent letters from her, however, and am wondering whether you can tell me something of the background of her case so that I can handle it intelligently in your absence. I am very much worried about Miss Wasserman and wonder whether there is any possibility that out of your funds you could authorize me to give her some work to do so that she could be taken care of at least temporarily. If you have no particular projects on which you need her, I think I could very profitably have her do some work for me and could probably obtain from Miss Walker consent to use the funds in that way--assuming, of course, that this is agreeable to you and that you will have an unexpended balance, as I gather you will.

Aydelotte has not yet been to Princeton to take hold, although he is to come down this weekend. Also he has notified the Welches who occupy Olden Manor that he wishes occupancy of the Director's House as of January 1. I had a perfectly nasty letter from Abe in reply to my note on his retirement. What he expects to gain by this sort of thing I am sure I do not know. Others are having the same experience.

I hesitate to bother you with any of these matters, but I think you will understand that it is imperative to have some of them cleared up as soon as possible. In view of the urgency of these questions, would you be willing to send me an over-night cable at Institute expense with such instructions as seem advisable, following with a more detailed letter?

Sincerely yours,

Edward Mead Earle

From a Professor of Mathematics of Harvard University

October 22, 1939

Dear Dr. Flexner:

Only within the last day or two have I learned that you have given up your work at the Institute, and I want to write just a word of greeting.

Your whole career has been a most remarkable one. The organizing of the Institute, even the putting it in its own new building, is alone an achievement of which any man might be proud. It must give you immeasurable satisfaction now to see how important the Institute has become, how it is raising the whole level of research in this country.

I think of my own days there with great pleasure. I was enabled to finish a book on which I had been working several years, and which would have taken several more years if I had not had the free time with you. The stimulus of the general atmosphere there improved the quality of my work, too.

You can be assured that you have the deep gratitude of one man both for the Institute in general and his own opportunity there in particular.

My warmest regards and best wishes go to you.

Sincerely yours,



Ex post.  
m.x.34.

Dear Ed,

I was glad to have your letter, with the copies of those you wrote in the summer to M. H., it is all that we could have wanted, and well within the lines of our former discussions. I hope the various points will find acceptance. If I am to make any addition at all, it is to point 4, with the substance of which I utterly agree. We should add, however, that besides being elected, representatives of the faculty should sit by rotation. This has its drawbacks, but is an indispensable concomitant of 'representation'; otherwise the individual sitting time after time is likely to develop in his own mind a sense of detachment from his electors, and any attempt at renewal is likely to acquire a personal tinge. At the school of Lemmonis, other colleges, representatives of the faculty usually sit for two years in rotation. But one need not follow outside examples; our mathematical group has used that method in selecting their 'spokesmen'. It also cuts out from the outset any validity towards 'politics' - we must try and do all we can to end that era for good. Thank  
good

It is again for all your good will.

Love will bring me all the news. So  
 I need only ask my good wife for me  
 and Beatrice, and especially for an  
 good friend Howard. Very truly,  
 Yours,

P.S. Rummy will speak to you about  
 Swathmore, and I should be glad if  
 you could find out what their intentions  
 are. When I spoke to H. he seemed very  
 glad to make the arrangement (a course or  
 seminar, once a week), and to attempt to  
 write. I am anxious to secure a foothold  
 for Rummy - he is a good house and good  
 fellow, and knows a little biology.  
 Thank you very much.

# THE INSTITUTE FOR ADVANCED STUDY

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

PRINCETON, NEW JERSEY

Director: ABRAHAM FLEXNER

October 19, 1939

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LIFE TRUSTEES  
LOUIS BAMBERGER  
MRS. FELIX FULD

Dear Ed:

I was profoundly gratified by your letter regarding my retirement, but I must be honest with you. I have before me three other letters from you, two dated June 9, 1939, and the third June 13, 1939. I do not believe that anyone would read these three letters and then read your letter of October 18 and remotely guess that they came from the same pen.

We have known each other too long and too intimately to be lacking in candor. Last June I asked you to lunch with me because I had learned that you were under a misapprehension as to the reason why the multiple housing scheme fell through at the time. I had no more to do with that decision than the man in the moon. You accepted this invitation and then five minutes before one o'clock on the day upon which we were to lunch I received the first two letters to which I have alluded. Professor Veblen told me subsequently that he had advised you not to lunch with me. It seemed to me inconceivable, after our relationship during previous years, that you should have sought his counsel or paid the least attention to it.

Moreover, the contents of the longer letter written June 9 are in a large measure unfounded, as both Princeton and Institute men assure me. In so far as they are personal to me or to anything which I have done, I shall

Professor Earle

October 19, 1939

2

not defend or explain them to anyone, but there is one sentence which, in my judgment, is loaded with danger to you. You say, "I have expressed to you my alarm on a number of points, more specifically your policies vis-a-vis Princeton University," etc. At the risk of causing you pain, let me say that I have no recollection of any discussion with you on that point. Without just such a vis-a-vis relationship there would be no Institute. At a great risk you were called to the Institute for the purpose of developing scholarship. The idea underlying the Institute and its relationship with Princeton University were never and are not now a part of your concern. What would happen to the Institute if sixteen men or more each felt himself free, in the babyhood of a new institution embodying a new ideal, to ventilate his views instead of concentrating on his subject? I do not believe that you really or fully understand what our relations with Princeton are, and there is no reason why you should, outside your own field. All you need to know is that you were asked to join the Institute because of my confidence that, in cooperation with Princeton historians and publicists, you might add to the world's store of knowledge. This is just as true of all the members of our staff, in their respective fields, as it is of you. You are here to advance scholarship and to conduct in good faith an educational experiment. You were not and you are not expected to be its architect in whole or in any essential part.

You have done little thus far by reason of your health. Don't bother about the general policies of the Institute; they are now and will be for years to come matters for decision by the Founders, the Director, and the Trustees of the Institute, and the President and the Trustees of Princeton University, who will treat you and other scholars cordially and considerately. Your relation to them is neither more nor less than the relation of Mr. Hegeman

Professor Earle

October 19, 1939

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to Mr. Larson. Mr. Larson designed Fuld Hall; Mr. Hegeman constructed it. I designed the Institute and procured the support of Mr. Bamberger and Mrs. Fuld; you are one of those called in to construct it. If you are willing to accept that relationship, you are in the right place; if you are not willing, you are in the wrong place.

In the years in which I have been here I do not recall that any professor has made a suggestion touching the idea which was of fundamental importance, though they have devoted themselves wholeheartedly to making a success of the Institute. The question which you should ask yourself is this: Am I fulfilling the object for which I was asked to join the Institute? As for the rest, I have had up to the present time to do the thinking, with such aid as I have sought all over the world, and I had to do the thinking because I was trying to build something entirely new. Henceforth President Aydelotte will do it in coöperation with President Dodds, whose kindness and helpfulness in coöperation with his faculty and other scholars have been beyond all words.

The Institute is no place for anyone who is dissatisfied with its policies or its relationships. You told me once last year that you had had two other offers, and it was on the tip of my tongue to suggest to you that you accept one or the other of them. If you were not and are not perfectly happy here, there may be other institutions in which you may be happier.

Do not think for one moment that I speak in anger or in harshness. I am carrying out a great and explicit trust, which I was not free to modify. I explained to Mr. Bamberger and Mrs. Fuld what was in my mind. They have backed me liberally. I explained the same object first to President Hibben and then to President Dodds. They have coöperated without stint. Can we make a success of that idea? That is where you and the other professors come in.

Professor Earle

October 19, 1939

4

I myself cannot make a success of it from the standpoint of scholarship. Whether you and they can do it is something that remains to be seen. President Eliot once said at a meeting of the General Education Board that it requires twenty-five years to test an educational idea in actual experience. We have had six years. Let us see what you do and think when, having fully recovered your vigor and having established intimate working relations with Princeton scholars and other scholars, you can look back over a period of twenty-five years and judge for yourself whether I have been pursuing a will-of-the-wisp or, as your last letter indicates, a dream capable of being converted into reality.

I have been seeking retirement for the last two or three years, and I have postponed it in deference to the wishes of Mr. Bamberger and Mrs. Fuld. I am retiring now with their consent and of my own volition.

Thank Beatrice and Rosamond for their good wishes and believe me,

Always sincerely,

Professor Edward Mead Earle  
Fuld Hall  
Princeton, New Jersey

AF/MCE

P.S. I am enclosing a copy of a letter received from Professor Morey, who does know what has happened and is happening between the Institute and the University. Just compare his opinion with yours as expressed in your letter of June 9.

A. F.

19 October 1939

Dear David

Last Monday morning's newspapers carried the story that A.F. had resigned "for reasons of health, his physician having advised him to avoid all stress and strain". That is the story we are sticking to, especially as regards Princeton official and otherwise. It is now quite all right, of course, for you to inform such of your friends as you wish concerning the resignation. I am hoping that something may have appeared in the British press.

The resignation has not solved all of our troubles. As you know, Aydelotte can come only half-time until his successor is chosen at Swarthmore. Taking advantage of this situation, A.F. continues to come to the office, occupy the Director's chair, and make decisions on all sorts of questions. This is more than a little embarrassing and well may cause difficulties. A.F. has been pretty vindictive to Veblen and one or two others and, I hear, is withholding a barrage for me until he sees me. Thus far I have not seen him alone; and as I have been at home for a few days with a cold, I am not yet the recipient of his fire.

One of the difficulties is that we all feel obliged to write him some sort of letter. If we make it laudatory, he quotes it to others as an example of the injustice of his resignation. If ~~not~~ otherwise, it is an example of ingratitude. I have written a kind of diplomatic masterpiece, the effect of which I do not yet know. I presume you will have to do likewise. Also, I am concerned lest Ben and Mary take it out on me also. I do not know how well they are informed.

Have just completed a long article for the New Republic on American Foreign Policy, a little more isolationist than I was six weeks ago.

Let me know your news. I am sending the original of this by the Clipper, the carbon by a ten-day boat. Meanwhile best wishes from us all.

As always

C O P Y

Princeton  
18 October 1939

Dear Abe,

It is always hard when illness or other unkind fate intervenes to interfere with or terminate one's work. Your friends therefore will understand something of your feelings at this time. For ten years now the Institute has been not only your life's work but also your life, and we all understand how difficult it is going to be for you to sever your active connection with it.

In another sense, however, your name and spirit will always be associated with the Institute. The idea itself was yours, and it was your efforts which made possible its realization. The munificence was Mr. Bamberger's and Mrs. Fuld's, but their interest could not have been aroused and sustained had it not been for you, and the reputation which you had made in education over the years, and the complete confidence which for long they had in your.

The Institute is now more than a dream; it is an ideal realized, in a time when ideals are not too numerous and when the realization of ideals is not too common a phenomenon. In the School of Mathematics, in particular, you have created something unique in higher learning, not only in America but elsewhere, and have gathered together an unequalled group of scholars. The other Schools are in the process of proving themselves, but give high promise of achievement.

The completion of Fuld Hall has given tangible evidence of the performance of the Institute and of the ideals which gave it birth. It terminates one phase of the life of the Institute and initiates another. If you were to have chosen of your own volition a time for retirement, you could not have chosen one which would have brought fewer pangs to you. The period in which the Institute consisted only of men has now given way to one of men and things, and I know that you have never had any interest in the administrative details which will go along with the new building and the new campus.

During the past year I have noticed with alarm from time to time how fatigued you seemed to be. You were always cheerful and courageous enough to say that you were well and in fine fettle. It was less the Institute which was wearing you down than the appalling burden, emotional and physical, associated with the insoluble problem of refugee scholars. No one of your sensitivity and kindness for those in distress could have failed to be depressed and exhausted by the sheer volume of appeals which came to you.

Fortunately you still have much useful work to do. As I have so frequently told you in all sincerity, I feel that your memoirs will prove to be a document of primary importance in the history of the United States, particularly of American education, during these past significant fifty years. You will now have the leisure to do them full justice, without, I trust, putting any burden on your health.

You will be missed at the Institute and in Princeton. But you will not be forgotten. And your name will forever be associated with a priceless gift to American education and to this community.



C O P Y

- 2 -

I cannot, if I would, close without a word of profound gratitude for your many kindnesses to me. During a trying period of illness and convalescence you were a never-failing source of help, encouragement, and affection. All of this I hold in full gratitude and fond memory. My appointment in the Institute I owe to you, and I have high hope that I shall fully justify it during the years which are to come. I know that in no other way can I do so much to please you.

As you know, you carry with you our every wish for a long, happy and healthy life. And if there is anything any of us can do to contribute to your well-being, you have only to ask it. In all of this Beatrice and Rosamond ask to be associated with me.

Ever affectionately,

Dr. Abraham Flexner  
The Princeton Inn

C O P Y

PRINCETON UNIVERSITY  
Princeton New Jersey

Department of Art and Archaeology

October 17, 1939

Dear Dr. Flexner:

When I asked for yesterday's date with you it was not for the business I actually brought with me, which intruded itself in the meantime, but to express personally the regret which I and all of us in McCormick Hall feel on hearing of your retirement. Your words yesterday about your successor were a great encouragement for the future. Nevertheless, I think there can never be duplicated the combination of kindness, understanding, and humour with which you have skilfully handled the relation between the Institute and our Department. Without this easy cooperation Antioch could have been dug, but would not have been promptly published. Without it Panofsky's, Lowe's and Herzfeld's stimulation of our graduate students would not have contributed to the doubling, since the Institute was founded, of the number of young men working in the history of art at Princeton, and to a distinct rise in their quality as graduate students. This is just to mention two outstanding results of our cooperation.

The main thing you have provided, to my mind, is the definition of pure scholarship as a visible value in American culture, or, as you once expressed it in a phrase I like to remember, the Institute has given America "something excellent."

Please accept the best wishes of McCormick Hall and the hope that your advice and spirit will continue to inspire and guide your great institution.

Sincerely yours,

(Signed) C. R. Morey

From a Professor in the School of Mathematics of the Institute

October 16, 1939

Dear Dr. Flexner:

When I saw you this morning, I had not yet learned about your resignation from the directorship of the Institute. So there will now be another man at the helm of our ship! For no one who has been in the crew these last six years is this easy to realize. It was your vision that built this thing and set it on its course, and you have steered it, energetic and clear-sighted as a captain should, and yet at the same time with such a liberal and open mind, such kindness and flexibility that I am certain we early members of the Institute shall always cherish the memory of these years as an unforgettable experience and will do all we can to carry on the tradition which you set!

I hope you will enjoy to the full and in good health the coming quieter years when you no longer have to deal with a lot of queer and sometimes recalcitrant professors. Please accept my best wishes and my expression of deep esteem and warm everlasting gratitude.

Sincerely yours,

From a Professor in the School of Humanities of the Institute

October 15, 1939

Dear Doctor Flexner,

I learned from the papers today that your decision to resign from the directorship of the Institute has been made much sooner than we were led to believe. You have been kind enough to prepare us for this step, but your resignation is one of those things which, though foreseen and dreaded for a long time, dismay us when they actually happen. I am sure that there is no one in the Institute who does not deeply feel the loss of a man who looked upon it, not as upon an organization to be "directed" but as upon his own living creation, and bestowed upon its members a feeling akin to that of a father toward his children.

I know only too well that such a uniquely personal relationship between an individual scholar and his superior cannot be duplicated. I, like my colleagues, will do my poor best to be useful to the Institute, but I should like to express a feeling of admiration and gratitude to you which is independent of my professional activities and will not be affected by time.

*Mead*  
*Oct 15, 39*

as from Kingston Blount  
Oxford.

8.X.39.

Dear Ed,

The air mail has stopped, and ordinary mail seems erratic. I am using the opportunity of sending you a few lines by Mr. St. Leger, to answer the main points of your kind letter of the 27th. For my general plans, I must wait the decision of the Board, which should come in 2-3 days if they cable me. Then I can write you again. But you will know it before I do, and if they are willing to give me leave, under suitable financial conditions, you can arrange for other things without waiting any further. You can of course use my room while I am away - I take it that Runney and Miss Harper will put my books in some order and make a list of them. Runney was supposed to have the little room next to mine. - As soon as I have a decision, I will write Runney in full about his work - I do not think it proper to discuss that while the matter is in the hands of the Trustees (F. sent me a friendly cable just saying that he would submit my request on Oct. 9.). I am sure that you will do your best for him; he is a good fellow and

a good worker, and I am anxious that he should be able to find his footing soon. But I will write him in detail soon.

I ought to have an interesting time with your new workers, and I am sure to miss it. Our own 'seminar' is typical rather than first-class, but we have an interesting group at Balliol, and the situation is certainly full of excitement and instruction. I am sure glad that Ray is getting straight again, and I shall be pleased to see her too when she is her cheerful self again. Meanwhile my regards with to you all, and kind remembrance to our friend, as well as thanks for your help.

Yours truly,  
 J. H. Coatsworth

P.S. Dr. Lyall means write to Wallace as soon as you know the decision. I will then also write to his brother.

October 3, 1939

Mr. David Mitrany  
The Lower Farm  
Kingston Blount  
Oxford, England

Dear David:

10710 ( Since I wrote you the other day, there have been no strikingly new developments, although there is increasing evidence that there is not likely to be any slip-up in the arrangements concerning which I have previously written you. My guess is that an important announcement will be given to the press a week from today. The only question now is how Faculty-Trustee cooperation can best be realized with a minimum of delay.

While I was in New York last week I saw Sydnor Walker and Fred Keppel. Miss Walker asked about you and was interested to hear what you were doing. Keppel gave me the money for Weinberg so that my seminar is now complete.

During the summer when I was acting as my own secretary I could not hope to write you in as great detail as I should have liked. Now, however, I want you to have a copy of the enclosed letter; in which I outline what seemed to me to be the proper future procedure for the Institute. When you have the time perhaps you would be willing to let me know what you think about it. Also I should like to have the letter returned as I do not wish copies of it to be out of my possession for any length of time.

I have sent Mr. Aydelotte a copy of that paragraph of your letter which dealt with your plans for working with the Chatham House group. As soon as it is possible to do so I shall write to you again concerning what the outlook is. Meanwhile, my every good wish, and let me hear from you again as soon as possible.

Sincerely yours,

Edward Mead Earle

57 Cleveland Lane  
Princeton, New Jersey  
1 October 1939

Dear Mr. Aydelotte

This is a kind of ad interim report on a number of things. I was sorry to be in New York when you were here the other day, although Veb-len was good enough to tell me something of your conversation with him. I telephoned you yesterday morning at your home only to find that you already had left for the office.

First, as regards my own work. All the obstacles having been cleared away, the Rockefeller Foundation has definitely given the funds to bring to the Institute to participate in my seminar: Professor Thomas A. Bailey of Stanford and Dr. Alfred Vagts, author of "A History of Militarism" and other books. Keppel told me on Friday that he would provide a grant to Dr. Albert K. Weinberg, fellow in the Walter Hines Page School at Johns Hopkins, author of "Manifest Destiny", who is now engaged on a study of the American dogma of isolation. Professor Harold Sprout of Princeton, author of "The Rise of American Naval Power", has received leave of absence from Princeton and will attend my seminar as Penfield Fellow from the University of Pennsylvania. Just what I shall do with Dr. Hans Herz, who holds an Institute stipend, I do not know; at present he is taking undergraduate courses at Princeton in American history and government, as he needs a thorough grounding in those subjects. I may be able to use his knowledge of international law from time to time.

Keppel told me that he is going to propose to his trustees at their October meeting that, en principe, they make an annual grant for three years to the Institute for my work in American foreign relations. Later he and I can work out, in agreement with the Director of the Institute, a definitive program. Keppel seems to be aware that there is a kind of interregnum in our affairs and is therefore merely clearing the ground to do what he can to help when the moment seems propitious. He is friendly to the Institute as such and, as a kind of pater familias to me, said that in particular he would like to do something to keep my work from a hand-to-mouth existence until such time as we ourselves can put it on a substantial basis. If, of course, this is contrary to your wishes or to any policies you may have in mind, I shall wish to be guided by you.

I also had a long talk with Sydnor Walker of the Rockefeller Foundation. This was largely a friendly conversation concerning the European situation, the effects of the War upon the work of the Foundation, and other matters of the sort. Incidentally I picked up the information that A.F. has been very active in urging Mr. Fosdick to make a large grant to the Institute to endow the work in economics but that there is not the slightest chance that anything of the kind will be done at the moment.

Both Keppel and Miss Walker raised, on their own initiative, the question of policy involved in loaning Riefler and Stewart to the Treasury. I said that I knew nothing more than the newspaper accounts. If you should wish to discuss the subject, on the basis of what they said, I am at your service.



Judging from comments at Columbia and at the offices of the Carnegie and Rockefeller groups, it is apparent that the situation at the Institute, in its broad outlines, is not a secret. Fortunately, however, it does not seem to be known here in Princeton.

As regards October 9, Einstein feels very strongly that the essential thing is that a new regime be established without delay. Inasmuch as we are in substantial agreement as to what should be done, he thinks it would be unwise to become snarled on questions of procedure. Veblen already has expressed his viewpoint to you. My judgment is about as follows: It would be desirable, for the reasons you and I have discussed at various times, to have the new Director chosen jointly by the Faculty and Trustees; the chances are 999 out of 1000 that you would be that choice; as Mr. Bamberger's wishes are obviously paramount, and as he obviously wishes you to take over, you are certain to be elected by the Trustees; I have every confidence that, once in office, you will establish an administration on principles acceptable to the Faculty. I am therefore inclined to agree with Einstein rather than with Veblen on the broad question of immediate procedure. If, therefore, it should be impracticable for one reason or another to set up an joint committee for immediate action, it would seem to be best to have the Trustees to make a definitive choice at their next meeting.

I cannot tell you how much we all look forward to welcoming you here. This is not alone because the Institute desperately needs a new hand at the wheel, but because those of us who know you have every confidence that the fundamental principles of your administration will be such as to avoid ipso facto our past mistakes. And as for myself I think I do not need to say that it will be a real joy to work with you and Mrs. Aydelotte and to give you a full measure of loyal cooperation.

Unless you think it unwise for me to be away at the time, I am to attend an important meeting of the Board of Trustees of the Foundation for the Advancement of the Social Sciences at Oberlin, Ohio, October 7-8. I shall be back in New York early on Monday morning and should be available if needed either in New York or in Princeton that day. I can be reached at Oberlin in care of President Wilkins, who also is a member of the Board.

I am not sure that you have a copy of my letter of June 18 to Mr. Maass, in which I made such suggestions concerning the future organization of the Institute. I am therefore enclosing a carbon for your files.

With all good wishes and with keen anticipation of a happy future for the Institute and for us all

Sincerely yours

Dr. Frank Aydelotte  
Swarthmore, Pa.

September 27, 1939

Mr. David Mitrany  
The Lower Farm  
Kingston Blount  
Oxford, England

Dear David:

Thank you for writing me so fully about your plans. Affairs here at the Institute move along according to schedule and I anticipate that there will be no slip-ups between now and the October meeting. Meanwhile we have moved into the new building, which I think is lovely beyond description, and which will provide us with comfortable, not to say luxurious, offices. I wish you could be here to see it.

I have taken the liberty of telling Rumney that you have asked for a leave of absence and of saying to him that I shall be very glad indeed to do anything I can to help in his work and in the work which he is doing for you.

If you like I shall write to Schuyler Wallace at Columbia to say that there is a good chance that you will be back during the second semester, but if you are not I shall be happy to cooperate with him in finding a substitute for you in the big lecture course.

On the question of a leave of absence, there will, I think, be no difficulty for the present. Flexner has loaned Riefler and Stewart to the Treasury and they are now in Washington full time. The New York Times said they were to be dollar-a-year men, so that I presume the Institute is paying their salary and some of their expenses. Also Miss Wise is to go down with them from time to time, and perhaps ultimately on full time. In the circumstances I should think it would be difficult to do other than grant your request, which may for all I know already have been done. However, there is some possibility that this whole question of leaves of absence may have to be reopened in October, for reasons which you will readily understand. You may be sure, however, that Veblen and I will do everything possible to see that you receive as good treatment as anyone else in this respect and that your case is put to the attention of the trustees who may be responsible for the ultimate decision.

I have not seen A. F. as he has not been in to the office at all. He is confined to the Inn with a cold, and there is some possibility that he will be away indefinitely.

Would you mind if we loaned your office to someone in your absence? There is likely to be a good deal of pressure on this available space here,

Mr. David Mitrany

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September 27, 1939

especially as far as I am concerned. Vagts is here, Bailey is coming January 1, and Keppel tells me that he thinks he can provide the funds for Weinberg. As you know, I also have Herz, so that I promise to be pretty busy. In any case, it is encouraging at long last to get something really under way in history and politics. We are going to concentrate our energies on American Foreign Relations, as you know. Sprout and Shenar are going to participate in our seminar.

Rozy has been allowed to go to school half time. She is somewhat better, though by no means well, and we have to keep a pretty tight rein on her.

I am dictating this letter to Miss Harper who is your and my new secretary, and who will, I think, emancipate us from our former status of Cinderellas.

With all good wishes from us all,

Sincerely yours,

EME:BH

Edward Mead Earle

P. S. Some time ago I had a circular about the publications of The Imperial Policy Group. Do you know whether it is still a going concern and whether it would be wise for us to subscribe to its confidential reports?

## Abstract of a letter from David Mitrany

dated Oxford, September 21, 1939

"I have written formally to Flexner asking for leave of absence for the first term of this academic year. I have been asked to work with a small group which has been organized by Chatham House under Toynbee. It consists almost exclusively of academic people most of them well-known. Our work will be to interpret the political situation in the various countries in relation to the general problem, and, we hope, to work out possibilities in regard to a future settlement. We are working for the Government but not under the Government. The group is autonomous, and the agreement of Chatham House with the authorities, as well as with ourselves individually, clearly stipulates that we shall not be expected to do anything which would in any way be derogatory to our scientific autonomy. While it is war work, it is however as near to academic work as it can possibly be; and while it interrupts the theoretical work on which I was engaged, it cannot fail to be very useful experience, however painful. We work in Balliol College, but are fairly detached from the routine work of war. I am very anxious to do all I can, but in my private circumstances, I should be helpless if the Institute were to refuse my request. I have asked only for the first term because the whole situation is now in a state of flux; by the end of the year we shall be able to see more clearly whither we are going and what my particular needs will be."

*Office  
Collection*

THE LOWER FARM,  
KINGSTON BLOUNT,  
OXFORD.

September 21st.

Dear Earle,

I am much obliged to you for your letter of the 13th, which came yesterday. I am writing rather than cabling because I can make myself more explicit, and also because I know that whatever may crop up in the meantime will be secure in your hands.

As regards the Institute, I stand by the suggestions which I left with you before I sailed. I hope that what you mention in your letter will come true. In that case, we can be well satisfied ~~by~~<sup>with</sup> simply accepting the effect, well knowing that we shall have good opportunity afterwards to change the constitutional arrangements in a satisfactory way. As you know, I have always felt that proper rules are indispensable and we should get some, later if we cannot get them now. At the same time, I see the wisdom of Mr. Einstein's point of view, of accepting the right man first and dealing with the rules afterwards. If, on the other hand, an attempt were to be made to push in the wrong man, then one must make a determined effort to get the Joint Faculty-Trustee Committee as a means of securing, if possible, our wishes. Apart from the fact that I know that all these matters will be safe in your hands, there is no sense in ~~your~~<sup>my</sup> making suggestions which may have no relation to conditions as they may arise. But anything upon which you and Mr. Einstein and Veblen were agreed would be satisfactory to me and, I am sure, also to Lowe.

A few weeks ago I wrote to Mrs. Bailey that I might have to stay here if war broke out, and asked her to secure a ruling from the Institute authorities. I wrote to her as secretary of the Institute, because at that time I was not certain what the situation was in regard to the directorship, but I have had no reply. I have now written

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THE LOWER FARM,  
KINGSTON BLOUNT,  
OXFORD.

formally to Flexner asking for leave of absence for the first term of this academic year. I have been asked to work with a small group which has been organized by Chatham House under Toynbee. It consists almost exclusively of academic people, most of them well-known. Our work will be to interpret the political situation in the various countries in relation to the general problem, and, we hope, to work out possibilities in regard to a future settlement. We are working for the Government but not under the Government. The group is autonomous, and the agreement of Chatham House with the authorities, as well as with ourselves individually, clearly stipulates that we shall not be expected to do anything which would in any way be derogatory to our scientific autonomy. While it is war work, it is however as near to academic work as it can possibly be; and while it interrupts the theoretical work on which I was engaged, it cannot fail to be very useful experience, however painful. We work in Balliol College, but are fairly detached from the routine work of war. I am very anxious to do all I can, but in my private circumstances, I should be helpless if the Institute were to refuse my request. I have asked only for the first term because the whole situation is now in a state of flux; by the end of the year we shall be able to see more clearly whither we are going and what my particular needs will be. ]

I will write to you again privately about things here. We are all well and grimly calm, and naturally deeply concerned about the attitude of America. Write to me whenever you can, as it is a cheering relief to get a letter from outside. Meanwhile, my very best wishes to you and Beatrice and Rosamund, and my sincere thanks again for all the work you have put in this summer on our behalf.

Ever yours,  


Professor Edward Earle,  
57, Cleveland Lane,  
Princeton.

Nassau Point, Peconic L.I.  
September 6th, 1939

Professor Edward M. Earle  
Coreys N.Y.

Dear Colleague:

Thank you very much for sending me the copy of your letter to Veblen of September 4th. I confess not to be quite of your opinion that we should try to enforce the cooperation of the faculty in this election of the new Director. In this time of tension it might happen that some of the Trustees might be antagonistic to such a procedure which is not provided for in the present statutes. The only thing we should try is to prepare as many Trustees as possible. You mentioned the fact that Maass, Leidesdorf and Hardin are not quite in the position to accomplish this effectively. So we should try to find inofficial contacts with other Trustees. I believe, that Miss Goldman for instance could help in this respect. If such contact would be possible we should ask them to propose that the faculty should be consulted before the nomination of the new Director becomes final.

I confess to feel better since France and England have resisted the continuous threats of Germany - despite the terrible things which must happen there in the near future. It is now evident that the moral degeneration of Europe is not so complete as it seemed in the last years.

With my best thanks,

cordially,

*A. Einstein.*

Corcys, N. Y.  
4 September 1939

Dear Veblen

A few days ago I had a letter from Professor Einstein expressing some misgivings about the situation, particularly as to the possibility that A.F. might be contemplating some coup d'etat as regards his successor. I wrote Aydelotte saying that in my judgment this concern was justified and suggesting two things: that it be suggested to A.F. that he take the Faculty into his confidence concerning his resignation, thus making possible the election of our proposed Committee; second, that the Trustees be canvassed as to their views on the new Director, so that there might be no slip-up in the October meeting.

Aydelotte telephoned me yesterday, and we had a long talk on the situation as it exists. He said that A.F. had telephoned him several times recently and said that he is quite ill and doubts that he really will be able to hold on until October. This seemed to offer the possibility of a special meeting of the Board, but A.F. finally decided that he did not wish to do this and will remain until October. He suggested that Aydelotte absent himself from the October meeting, as his presence might be embarrassing. A.F. had been talking with Mr. Bamberger, and Aydelotte suspects Mr. B. had said that he wished A. to be the new Director. He is confirmed in this by a request from Mr. Bamberger that he (Aydelotte) see him as soon as convenient after September 11, when Mr. B. returns from Lake Placid. I told Aydelotte that, although we had no objection to him, we still felt that the proper procedure would be election of the new Director by a Faculty-Trustees Committee. Aydelotte said he agreed but feared that A.F. (and perhaps others) had prejudiced Mr. Bamberger against that procedure. He said, however, that he still believed that that was the proper method. He also said that if he were offered the Directorship by Mr. Bamberger or by the Trustees that he would suggest that he be given an opportunity to consult the Faculty, as he did when he was chosen president of Swarthmore. He suspected that an attempt would be made to elect him at the October meeting without any such previous consultation; in fact, he is prepared to give half his time to the Institute during the coming semester. In other words, we seem to be faced by a fait accompli.

Aydelotte suggested that we think about the proper procedure for ourselves from now on. He said that he knew A.F. to be adamant on the question of Faculty participation in decisions and that there was little hope in expecting him to give us any sort of lead. Also, there is apparently a state of open war between A.F. on the one side and Maass, Leidesdorf and Hardin on the other, so that the latter can do little by way of canvassing the Trustees. Houghton will not do it, and I question the reliability of Weed (who has his own cause to serve).. I therefore suggested that we, the Faculty, take the bit in our own teeth. We could call a Faculty meeting for the first of October. We could say that we understand that the Institute has a heavy deficit and other critical problems. We can also say that Flexner has told several of us of his intention to retire at the end of this academic year and that we consider it of the utmost importance that we be consulted on the question



Veblen  
4 September 2

of his successor. We can also say that events have confirmed the wisdom of the position we took last spring, and that the time seems ripe to communicate our wishes directly to the Trustees. We could then proceed to elect a kind of ad-interim executive committee with as wide powers as possible. We might also hold a round-robin discussion on persons who would be suitable for the new directorship and give the committee <sup>authority</sup> to act in favor of any one of two or three. This committee could then communicate with the Trustees and ask a hearing. And when the Trustees meet on October 9 and accept the resignation, they might adjourn for a few hours or for a few days to enable proper consultation to take place.

One thing we must not do, is to give A. F. any pretext whatsoever (such as breach of confidence) for withdrawing his resignation.

I am sending a copy of this letter to Professor Einstein for his consideration. Meanwhile, would you please turn this over in your mind and let me know what you think? I think I shall return to Princeton on the 19th or 20th and shall be there thereafter.

This letter is full of typographical errors, for which I ask your indulgence. I shall be glad when I no longer have to be my own stenographer.

Sincerely yours

Professor Oswald Veblen  
American Mathematical Society  
Madison, Wisconsin

Coreys, N. Y.  
31 August 1939

My dear Mr. Aydelotte

Some time ago I sent Professor Einstein a copy of my letter to Mr. Maass, outlining some suggestions for the future government of the Institute. The enclosed letter from him is a comment.

Like Einstein, I am fearful that A.F. is planning some sort of coup d'etat. There are certain trustees who are bound to him by ties of personal loyalty and who have had heretofore taken little or no part in the affairs of the Institute (Dr. Friedenwald, for example). There are others, like Stewart and Riefler who have their own purposes to serve and therefore will in all probability support any program of the present Director.

Would it not be possible to persuade Flexner that he should take the Faculty into his confidence; and if he is not willing to do so voluntarily, could not some way be found to bring about the same result? Flexner's only motive for refusing so reasonable a request might well conceal some purpose other than the welfare of the Institute. What do you think?

As always

Nassau Point, Peconic L.I.N.Y.  
August 28, 1939

Professor E.M.Earle  
Coreys, N.Y.

Dear Mr. Earle:

I thank you for your kind information. You know from our conversation in Princeton that I am in perfect agreement with your statements. You will be - of course - well informed about the latest news concerning the imminent change of our Director. I was informed directly through Veblen. Unfortunately, it seems impossible for the faculty to cooperate in the election of the new Director because the most active Trustees are acting in perfect secrecy and are trying to avoid that anything becomes known before the retirement becomes official.

It seems to me, therefore, most important that a certain agreement of a majority of the Trustees is reached concerning a list of persons who would be acceptable as Director. Unfortunately, Veblen and Aydelotte cannot be active in this respect because their names should appear in this list.

If the Trustees are not prepared in this respect there will be great danger that Flexner will take them by surprise with his candidate, as he will undoubtedly try to do. It is quite probable that he will attempt to win over beforehand certain Trustees who are less informed concerning the problems of our Institute. I am a little bit out of the world here and have no opportunity to deal with anybody concerning this important matter.

With kindest regards for you and your family

yours sincerely,

*A. Einstein.*

BROOKLIN  
HANCOCK COUNTY, MAINE

23 August 1939

Dear Earle:-

I have a letter from Miss dated the 21<sup>st</sup> saying: "I also received a letter announcing Dr. Flesner's intentions, and if yours read the same as mine you probably noticed its confidential nature and the request that no publicity be given to it at present. This I think we must respect for the sake of all concerned and, therefore, it will be impractical to call a summer meeting as you request." I am sure that when the Trustees meet early next October, the matter can be handled with complete thoroughness."

I doubt whether anything can be done against this attitude, especially with

out knowing more facts than I know, and as I  
have merely replied that I don't see that a meeting  
involves publicity <sup>BROOKLIN</sup>, that such a possibility  
<sup>HANCOCK COUNTY, MAINE</sup>  
he and you have heard of will only be encouraged  
by a period of suspense, that though it is more con-  
venient for me ~~to~~ if the matter is delayed  
till Oct. I think it contrary to the best in-  
terests of the Institute.

So far as I can judge you are  
blocked from doing anything on the basis  
of the impending resignation by the apparent  
agreement to emphasize the confidential  
aspect.

Did I tell you that I now expect to  
attend the Am. Meth. Soc. meeting at Madison  
during the Labor Day week?

As ever,

Ormond Verden

*Please return to E.M.E.*

Coreys, N. Y.  
22 August 1939

My dear Mr. Maass

This is to express to you and Mr. Leidesdorf my very great appreciation of the efforts which you and he have expended during the past three months to bring about the result which you described to me over the telephone yesterday morning. I am fully aware that this has been a difficult and at times seemingly impossible task. It is, of course, only the first step in bringing about a new regime at the Institute and of initiating measures which will assure the realization of the high purposes which Mr. Bamberger and Mrs. Fuld have always had in mind. If the loyalty of the Faculty can expedite these results, as it is certain to do, you and the other Trustees will have it in unreserved measure. I have every confidence that the coming year will be productive of excellent results and that, after certain inherited difficulties are overcome, the Institute will be a happy community of productive scholars. We all hope, of course, that Dr. Flexner will retire with every honor and generosity which the Trustees can confer and that his successor will be so chosen that he will command united support of the entire Institute community.

Respectfully yours

Edward Mead Earle

Mr. Herbert H. Maass  
New York

King's College  
Oxford.

20.11.39.

Dear Ed,

My best thanks for your letter, and also for  
your kind help in reading the MS. I appreciate greatly  
the trouble you took, and I will make good use of  
your points. I was much interested in what you said  
about Hillis - I had not known it myself - but I am not  
sure whether I can make use of this interesting sidelight.  
It may be thought too personal.

You shall certainly have a copy of the Survey. If  
war comes, all these things will no doubt go westward.

I realize only too well what an unpleasant time  
you have had with the institute problem. I never  
dreamt that it would grow into such a prolonged agony,  
and I am baffled to understand its mentality. With  
all his ability and cheerfulness, he is of an curiously  
hesitant in judgment; it seems pretty obvious that he  
delays so as to push through his own wishes in regard to  
the succession, and yet he might realize that he is  
not improving the chances of any candidate of his by  
making things so unpleasant. There always seems  
to be a dual personality in his conduct, and in crisis  
the less attractive and reasonable side comes to the  
fore. It must be hard for Mr. Hans Ledesma,  
who are bearing the brunt of it, and it is really mean  
towards Mr. B. Arnold. I hope the old people are  
allright.

Your statement of constitutional changes seems admirable, and would go a long way to prevent the recurrence of the things (in which the Institute has suffered), and the wasting of its resources. I hope that the trustees will see that there is nothing in what you have done which does not spring from a real wish to serve the Institute. You have done your part well, and I trust the matter will soon be settled and an era of decent relationships begun in the Institute.

We are having a rough summer here, and at the moment it looks as if war were inevitable. Both sides have maneuvered themselves into positions from which there is no retreat - and no third party seems available to initiate a discussion. One cannot blame anyone in America for being suspicious of Chamberlain - though I still believe that he is stupid and narrow-minded rather than cynically treacherous. Feeling is strong here, and I am sure that if war breaks out there will be at once a drastic reorganization of the Government. His line is to offer no provocation whatever and to start if war comes with a clean slate, even if that means certain deficiencies in preparation. It would be an acceptable point of view if were not so patently a misunderstanding of German psychology. Anyhow, we seem in for it now, and we cannot plan even from day to day; it is tragic to see how in spite of all democratic clap-netts we are, as individuals, utterly helpless in the face of such a horrible threat.

My wife's father died last week, and we are not yet recovered. My wife seems to be <sup>is</sup> coming up.

collyer, but it is a very long time, all the more so because I have not been home for some time. I have not had one day off since coming over, and I am pretty well worn out. But I do not see anything of what is present.

I have very much to do in the office and I am sure you are very busy. I have not had one day off since coming over, and I am pretty well worn out. But I do not see anything of what is present.



Kingston Blount  
Oxford.

28-VIII-39.

Dear Ed,

Your note of the 17th. has just come, and I am writing at once to send our very good wishes for Rosamund - I don't like the idea of her being unwell, and I can well imagine how this must add to the strain on you. She has been such a cheering presence ever since I came to Princeton, that I want her to be blossoming happy for purely selfish reasons. I do wish her full health again, and speedily.

I am writing only briefly, as we are all busy preparing shuttles, gas-puff shuttles, rams for valves, etc. I, for one, see no way out - Hitler is too deeply committed to go back, and I can see witness to the general determination here. People are sick at the very idea of war, but I have heard of one person to suggest that we might have a deal again. Lyons feels that one can't go on like this any longer, and Hitler has succeeded in making the country, & he has apparently done so in France. The Russians ~~will~~ <sup>are</sup> amazed us, but so strong is the feeling that this incubus must be dealt away, that it would not over a doubt in the general calm but at ~~the~~ <sup>the</sup> ~~same~~ <sup>same</sup>. Militarily it will make a tremendous difference; for the Lyons, it is all to the good, for it has knocked the others out

of the Communist - fascist propaganda, and I trust  
 people will not turn to problems rather than to blarney,  
 it is here that C. has been dilatory - but then the Comis  
 could simply have stayed at; and the Communists  
 G. must have been pretty far advanced, if the time  
 they asked for the military missions. We have come  
 to expect a little in the new political morality, but  
 this piece of neutral double-dealing has hardly been  
 a show.

I must stay here for what little I can if war  
 breaks out - I hope A.F. will return this as an  
 excuse to play tricks on me; we have enough to  
 bear now without that. You might, perhaps, give  
 privately a hint to Wallace that if you see him,  
 it will be pretty horrible, or in all respect a nuisance,  
 but there can be no choice.

Again, as kind regards and warmest good wishes  
 for Marie - and my special love to her. She shall  
 have any Xmas present she wants if she gets  
 well. Best all good things & my sympathy to  
 you and Bob. (see p. 1).

BROOKLIN  
HANCOCK COUNTY, MAINE

18 Aug. 1939

Dear Earle:-

I received a note labelled confidential which from its form I suppose was sent to all the trustees, from A.F., announcing that he will ask to be relieved of his duties at the meeting on Oct. 9. Since I have had nothing which looks like a notice to the professors I must ask you to keep this confidential. At the same time I had a letter from Einstein asking me to compose one for him to sign, which could be sent to M. & C. to show to B. & F. (to use Einstein's notation) This was out-dated by events, but I did write to M. to say that there was now all the more reason for action to appoint the committee etc. I presume that this is all that can be done till more information comes in.

As ever

Orwell Nelson

THE INSTITUTE FOR ADVANCED STUDY  
PRINCETON, NEW JERSEY

August 15th, 1939.

Mr. E. M. Earle,  
Corey, N. Y.  
(via Saranac)

Dear Ed:

We have been scanning the horizon in vain for a sight of Beatrice since our very pleasant visit to you. I came away with a feeling that through your tenacity and energy you had really brought matters at the Institute to a head and I only hope that the change may come quickly enough for the next academic year to be more peaceful than the last. I confess that I was deeply disturbed all last winter by the situation and I feel too deeply involved in the problems of the Institute to consider departure for Tarsus as a solution even for myself.

I have thought over what I said about Meritt serving on the Committee and I think it was perhaps a mistake to urge him upon you. It has occurred to me that he might be used as a last means to force upon us Flexner's candidate for the directorship. It seems to me that his incredible tenacity in clinging to his position, must in large part be ~~due~~, not so much to a desire for personal rule as to a wish to have his policies continued by his successor. At all events, if called upon, I shall be willing to serve on the Committee.

I look with dismay towards September 1st, when my Adirondack vacation will come at an end. It has been a wonderful six weeks, such as I cannot hope to have again in some time to come.

Sincerely,

Betty Gredman

Kingston Blount  
Oxford.

6.VIII.39.

Dear [?],

Two days ago I had a letter from a N.Y. friend, in which he speaks also of our Institute. (He frequents the F. circle, and, as you said, A-F. has been speaking). He says - 'it seems certain that A. will resign before the year is out'.

I may take it that this way of putting it, if accurately repeated, as I have reason to think it is, comes straight from A.  
(1) He may have put it in this dilatory terms to cover up any suspicion of trouble;  
(2) but it may represent his actual attitude. In that case, why should he want to prolong by a few months a situation painful to all? Again, he may wish to do it for 'surface' reasons; but is it not perhaps ~~also~~ to try to influence the succession? The more he stays, the more trouble there will be; and if he threatens a fuss, will the trustees not give in to avert it? This is a danger

there, which needs watching; and I repeat  
 my belief, that he will have nothing to  
 gain much to lose by staying within the  
 institute. As usual, if not only, care is  
 to pass for you discuss & discuss - you  
 within the institute through a committee,  
 but a committee representing the faculty and  
 keeping in touch with them. Otherwise the  
 only upshot maybe new worse unpleasantness,  
 inevitably of a personal kind, with bad  
 consequences for the life of the institute.  
 We do not want to put too great a burden  
 on you, but it is inevitable for the next  
 two crucial months; and I hope you  
 are keeping in touch with it, as well  
 as with the trustees. You will see from  
 what trickles through from his own circle  
 that A. is not resigned to resign, and  
 inactive.

I hope you are having a pleasant time.  
 My life is a bit rough - my wife's father  
 fell seriously ill, & the day after she  
 herself had come home, so we brought  
 him here and have two nurses & doctors  
 all the time. And we have not had  
 a rainless day for the last six weeks or  
 so. It is a black summer on all  
 counts. My best to you & Bee & Rand.

Tom Hunt

Of course, my message  
 is for your personal  
 information. I hope  
 let me know if  
 anything would  
 be of any help to his  
 account.

BROOKLIN  
HANCOCK COUNTY, MAINE

9. Aug. 1939

Dear Earle:-

I have written a letter to Einstein giving a general account of the directorial affair and quoting your account of the situation as it now exists. I added a few words about the importance of getting something definite done before Oct. 1<sup>st</sup> and suggested that a few words from him might help. I said that you would be glad to send him a copy of your letter about future procedure if he wished. I doubt whether he would want to see any of the rest of the correspondence.

If there is a Trustees meeting it would probably be well for me to have some copies of the your letter to F. W., & M. in my possession in case I am challenged on details. But I prefer to keep on general grounds & hope to be able to stick to that position.

I hope that, unlike F. W., you will follow my advice-which is the same as I gave him-to follow the advice you have been receiving. In other words, to take a good vacation  
Earle, A.V.

Coreys, N. Y.  
5 August 1939

Dear Veblen

Aydelotte called me the other evening just before leaving for Mexico City, to tell me the latest developments. Hardin has seen A.F. a second time and has written him a second~~ary~~ emphatic letter, telling him that he must resign. The conversations were indecisive, for reasons which we can readily understand, and A.F. has simply ignored the letters. Maass and Leidesdorf now favor a special meeting of the Board to remove the director, a special Faculty meeting to choose a committee to sit with a committee of the Board, and the immediate choice of a new director. Hardin is hesitant about such drastic procedure, favoring removal at the October meeting. But as there are so many important decisions to be made, especially with respect to the new building, ~~that~~ Maass, Leidesdorf and Aydelotte are opposed to further delay. Therefore, M. and L. are going to Lake Placid (I think this weekend) to try to obtain the approval of Mr. B. and Mrs. F. to a special meeting of the Board. The decision, of course, will have to lie with them, as Mr. Hardin apparently is averse to acting except as their personal representatives. A. has made them promise to call us (you, Einstein, and me) for further consultation in the event that Mr. B. and Mrs. F. decide against a special meeting. If they consent to the procedure advocated by Maass and Leidesdorf, everything would seem to be clear sailing, although it will probably be September 15 at the very earliest before a new director is installed. It seems to me unpardonable that these past two months have been so largely wasted because of indecision in high places. Aydelotte will not be back until August 20 or 27.

Would it be a great imposition if I were to ask you to write Einstein, reporting all the developments since we left Princeton? I have thought about it and feel that this might ~~more profitably~~ come from you. You are the head of the mathematics group and could write a less subjective account than I fear I would have to write. You know everything I do and some additional things, such as the interview between you and Miss Goldman and M. and L. at Elberon. In addition, I should like to be relieved of a time-consuming task, although this last consideration is not foremost with me. Do not forget to tell Einstein of my letter concerning procedure in the future as between the Faculty and the Trustees.

Miss Goldman is driving over here tomorrow from Keene Valley, and I shall tell her all this. Of course, if you do not wish to write Einstein, I shall do so. I also shall have to write



Mitrany (who will report to Lowe). Mitrany writes me that it is common gossip around Oxford that there is some sort of row at the Institute, that A.F. proposes to resign next spring, and that Stewart is to be named as his successor. From the content of the gossip, and from the fact that Mitrany and Lowe say they have not been discussing the matter, it is easy to see from what source, this sort of gossip arises.

In the midst of these negotiations I am trying to do a little work, without much success. I have been asked to contribute a chapter on American foreign policy to a symposium on "The Promise of American Life", copy of which is due September 1 for publication the first week in November. It is important that I do this, but I hesitate to accept lest most of the time between now and September 1 be occupied with Institute matters. And my Saranac Lake friends tell me that I am tempting Providence by not forgetting my work for this summer. I may take some time off in the autumn if Institute affairs make that possible.

No more for now, except all good wishes to you both from all three of us.

As always

IN THE HEART OF PORTLAND'S BUSINESS AND THEATRE DISTRICT



# THE FALMOUTH HOTEL

RICHARD I. PETERSON, MANAGER

Middle Street, Portland, Maine

ONE MINUTE FROM MONUMENT SQUARE

HEADQUARTERS  
AMERICAN AUTOMOBILE ASSOCIATION  
RECIPROCIY CLUB AND  
ROTARY CLUB

30 July 1939

Dear Earle :-

Elizabeth met me here and we shall drive back in a day or so. She brought your letter of last Wednesday along and I am returning the enclosures herewith. The previous ones were sent back some days ago and I hope are safely in your possession. I gathered from Agdelotte that your letter has been very helpful in bringing matters to a head, and they seem to me to give a very clear picture of our difficulties. It is to be hoped that our trustee friends will move rapidly enough ~~to~~ \$ so that we shall have a reasonably orderly situation }  
Oct. 1<sup>st</sup>.

Meanwhile we are glad that you are having so pleasant a summer. I am yours with  
sincerely

As ever,

Osmond Veblen

Coreys, N. Y.  
26 July 1939

My dear Mr. Maass

Immediately after receiving your letter of the 24th, I telegraphed that I was glad to give you full discretion in the use of all correspondence which we have had concerning the affairs of the Institute. I referred, of course, not only to my letter and memorandum of last Friday but also to my letters of June 9 to Dr. Flexner should you consider it necessary or advisable to use them. I am assuming that the third Trustee to whom you refer will preserve the confidence heretofore observed by you and Mr. Leidesdorf.

It might be advisable to emphasize to him what I have told you and Mr. Leidesdorf concerning my feelings toward Dr. Flexner. I have known him for almost fifteen years, for most of which time he has been almost a father to me and I have truly loved him. He has always been kindly, considerate, and straightforward. During the last two years, however, he has become increasingly hostile to the most friendly advice and criticism and has been so abusive toward those who offer it that it has seemed that friendship with him could be preserved only by becoming a "yes man", which to most of us is altogether repulsive. He has developed all sorts of eccentricities which make it exceedingly difficult to transact business with him. Most serious of all, however, is his ability at self-deception; this makes him so untruthful that none of us can trust him in the smallest detail. He has lost his grip on the affairs of the Institute and is altogether unable, I believe, to handle the details which will go with our occupancy of the new building; as he himself admits and even boasts, the real directors of the Institute are Mrs. Bailey and Miss Eichelsler. In view of his long record of distinction in his work and of kindness in his personal relationships, this change in him can only be accounted for by his age; as I have told you, one of his physicians told me that he has shown definite medical signs of senility.

My feeling is that of a dutiful son who finds himself compelled to consent to a surgical operation for cancer and who knows that, unpleasant as surgery undoubtedly will be, procrastination will lead to progressive disease and personal tragedy. It is because I am still devoted to Dr. Flexner that I wish to avoid the ~~personal~~ scandal which is almost certain to occur if he  
*public*

he continues another year as director—a scandal which may destroy his professional and personal reputation, be disastrous to the Institute, and be the greatest possible unkindness to those sweet and kindly people Mr. Bamberger and Mrs. Fuld. Dr. Flexner is not likely to appreciate my motives; already he has indicated that I am in disfavor with him. He has shown a number of people my confidential letter, accompanying it with some highly uncomplimentary remarks.

My conscience is altogether clear as to the course I have chosen. It would have been easier for me personally to keep still, draw my salary, do a minimum of work and let events take their course. That, however, is not my conception of loyalty to Dr. Flexner. And I am hopeful that after this unpleasant crisis is over he himself will see that his true friends are those who have chosen the harder rather than the easier way.

I need not tell you that we are all appreciative of what you and Mr. Leidesdorf have done in this instance, as in others, for the welfare of the Institute. It is not a pleasant task and certainly not an easy one. But continued firmness will see us over the hurdle and will enable us to begin the new year as a happier one for all concerned. I am sure you agree that there is no possibility of turning back now.

Sincerely yours

Edward Mead Earle

Mr. Herbert H. Maass  
New York

THE LOWER FARM,  
KINGSTON BLOUNT,  
OXFORD.  
24.VII.1939

Dear Ed,

Your letter was very welcome, and I can well understand how painful must have been your last days in Princeton. It is so much more difficult for you and me, who have been personal friends; and though his conduct ~~beyond~~ towards me has been unspeakable, it turns me sick to think of so many fine qualities so misused, and of his second great opportunity ending like the first in bitterness to himself and to his family. If I blame myself for anything, it is for not having pressed more for open action, open within the Institute not outside it, as Mr. Einstein and I have advocated for the last three years. It would have helped the trustees and the Institute, and it would have prevented the matter becoming so personal. It was obvious that matters were getting from bad to worse, and it would have been a service to all, not the least to Abe himself, to have prevented them from reaching this awful stage.

One of the causes was precisely that there was no arrangement and custom of open discussion of the Institute's problems, and in my view much more important than any change of personnel is to use this unpleasant opportunity to end once and for all the regime of whispers and intrigue. I trust that once Abe's resignation has been secured, the trustees will put all action on a basis of frank discussion and cooperation, and that you will speak in our name in encouraging them in that. It is not from us that things get about; it was not from within that three years ago we heard that Aydelotte had been dropped, not even from America. And the first thing I heard this summer on returning here was that Abe was rampaging about this and the other, so that my informant concluded that he was breaking up; and that Stewart was the new director-designate. As the information had come to my friends from New-York, it could have come only

from Abe's entourage. We shall never get discretion outside, so much needed for the Institute's good name and good working, till we have utter openness inside. We just must not let things get again to the state where the Institute is broken up in groups suspecting each other - it is a poisonous and tragic atmosphere, and utterly incompatible with intellectual achievement. I have never seen anything like that, and I am sure nor have you.

I have shown your letter to Helen Lowe (and to no one else), so that she may write to her husband. He has been frantic for news and your letter will help to relieve him.

As you may imagine, this is not a very cheerful place. The atmosphere is very different from last year, more pessimistic and yet more comforting, for we now know where we stand and there is no longer the disheartening suspicion of cliques and intrigues. As far as I could see, most people would wish Chamberlain to go, or at least to see a few new faces in the Cabinet. But he is dour and without imagination, and does not see all that is implied in his name and reputation. But I do not think there is any danger of his playing tricks again, even if he wanted to, for the country is thoroughly roused. People are clam and do not worry, but neither have they much hope. It is a mad world - the latest London apartments advertise "central heating, lifts air raid shelter, etc". Everyone wants the pact with Russia, and so do the Russians; their claim about the Baltic States is legitimate, but they are being unnecessarily sticky and evidently enjoying their new position.

In addition to all this, we are having the most miserable of summers - rain every day for weeks and cold. If the English were not accustomed to drafts and wet feet they could not fight even the Patagonians now. I am delighted that you have found so nice a place for the summer; I hope you will all have a real rest and much fun, and that you will write again. My best to the Veblens if you write or see them. With love to you and Bee and Rosamond

Ever yours  
*(Signature)*

*15. Have you least anything more from Columbia about these lectures - Jakes' indicates?*  
*I have Walker's text for review for Columbia House - it's small, but it's a book, a sort of compendium, more like a civil servant's programme.*

*Let me know if there is anything you want from here.*

24 July 1939

Dear Earle:-

Have just (after sending  
pink slip note) received telegram  
that I must be in Providence for  
a meeting on Saturday. Have  
telegraphed Aydelotte to that effect.  
My address is c/o Dean R. B. D.  
Richardson, Brown Univ.  
Hope we can have an "informal conference"  
this weekend.

As ever

Oswald Veblen

May leave here on Thursday or Friday, depending  
on what Elizabeth does while I am away

24 July

Dear Earle:

I got your letter of the 21<sup>st</sup> on my way over here to Black Hill and am returning the enclosure at once. Very interesting. Am glad you are keeping up the pressure. I don't have Einstein's address, but am waiting for the steno-grapher in Fine Hall for it and will send it on when it comes. To reach me by telephone it is usually best to try about 1:30 or 2:00 at the Mountain Ash



Inn, Brooklyn. Main  
where we come for lunch. They  
have only a pay phone and  
I don't know its number but  
a person-to-person call  
would (and did, from Aydelotte)  
reach me. At any other  
time than our lunch  
time R. A. Bowden's  
telephone Sedgewick

122 R 2

might reach me. Telegram  
reach me. addressed

just 2, Brooklin,  
(All Brooklin telephones  
are listed under  
Sedgwick)

It is not yet  
certain whether I  
go to Providence  
on Saturday. Will let  
you know if I do.

Love

Donald Wiley

*Maass & Davidson*  
*Attorneys*

*Cable Address "Maashort"*

*Herbert H. Maass*  
*Willbur C. Davidson*  
*Monroe L. Friedman*  
*David J. Levy*

*20 Exchange Place*

*New York* , July 24, 1939.

Professor Edward M. Earle,  
Coreys,  
New York.

My dear Professor Earle:-

Thank you so much for yours of the 21st inst., with enclosure.

There have been developments, of which, however, no one has been apprised, because they are as yet far from defined. It has been necessary for us to take up the matters at issue with one of the other Trustees, and I regret that the confidential status which you have imposed upon your letter and memorandum prevents our showing them to him. I think if you could withdraw that injunction and permit the Trustee in question to read your letter and memorandum, it would be very helpful in bringing the situation to a quicker focus. Will you be good enough, therefore, upon receipt hereof, to wire me releasing your letters for inspection by this third Trustee, whose name for the present I must withhold.

In the meanwhile, I trust that you are enjoying your summer vacation and getting its full benefit without being too much distracted by the issues which have been discussed between us.

With kind personal regards, I am,

Sincerely yours,

*Herbert H. Maass*

HHM:JR

July 25.

Glad to give you full discretion regarding use all correspondence.

BROOKLIN  
HANCOCK COUNTY, MAINE

23 July, 1939

Dear Earle -

Agdelotte called me up this afternoon to ask what I thought of coming to N. Y. for an "informal conference" with yourself, Einstein and some of the Trustees. I said I would gladly come and, if necessary, stay several days (she suggested the latter possibility). I have just written a letter to add that I hope such a conference would convince the trustees present that it is their duty to call an early meeting and ~~for~~ then create the committee to choose a new director. I think I applied as much pressure as I could, and hope that you & Einstein will do the same when opportunity presents itself.

As ever,

Oswald Veblen.

Coreys, N. Y.  
23 July 1939

Mr. Herbert H. Maass  
20 Exchange Place  
New York

My dear Mr. Maass

Since writing you on Friday, I have had another letter from the Rockefeller Foundation indicating that a way may be found to handle the grants which I have discussed with you in my earlier letter. The fellowship to Bailey is apparently to be awarded in any case. The case of Dr. Vagts is being referred for an independent opinion to another student of international affairs; if it is favorable, the funds will be offered to Dr. Flexner who will then be obliged to reject them if he chooses (but the decision will definitely be his). And there is some possibility that I shall be able to take care of Dr. Weinberg through the Carnegie Corporation should the situation at the Institute be favorable in September. These results, however, will be achieved because of the interest of the Foundations in what is being done by Professor Littray and me rather than because of anything which Dr. Flexner has done to bring them about. This, of course, is also in confidence, as any discussion of the matter at this time might jeopardize the gifts.

Faithfully yours

Coreys, N. Y.  
22 July 1939

Dear Veblen

I have not written Einstein, partly because I do not have his summer address and partly because there have been some new developments. Could you let me have his address; I hesitate to send a letter to Princeton, lest in some way it be intercepted.

Aydelotte phoned again after receiving my letter. He had gotten over his discouragement and said he altogether agreed that the resignation must be gone through with. He said Maass also saw no way of retreat but was uncertain only about ways and means. The present program is to have Mr. Hardin see A.F. (either in Canada or New York) and tell him that Mr. B. and Mrs. F. are adamant and that there is no alternative but for him to resign. They will also tell him (so they say) that if he does not resign he will be removed at the October meeting of the Board.

I have written Maas a very emphatic letter warning him that the present situation is intolerable and saying that very little time remains between now and September. I am hoping that he will either write or phone me. Then if no prompt and effective action appears to be in the offing, I think it might be wise for you, Einstein, and me to see Maass and Leidesdorf and put the case as strongly as we know how. Much as I dislike to interrupt the summer in this way, there is a good deal at stake. What do you think? And when you write, you might let me know how you may be reached by telegram or telephone. You have my phone number, which is Tupper Lake 20-F-4; telegrams come via Tupper Lake also.

So that you may have everything before you, I am enclosing the copy of my letter to Maass with an accompanying memorandum. Concerning the memo I should like to ask especial secrecy on your part.

No more for now. The next three weeks are critical, and we must establish means of keeping in close contact.

I like your idea of having the new director named now, even should A.F. hold on until October. But that is a reserve measure to be brought forth only after all means have been exhausted to bring about his resignation.

Best wishes to you both.

As always

I have had numerous indications from A.F. and Mrs. Bailey that life will be made pretty difficult for me next year if they are still on the job.

Please return the enclosed correspondence when you have read it.

Confidential statement for Mr. Kaess  
and Mr. Leidesdorf.

2 July 1939

Last spring I had applications from three distinguished young scholars to come to the Institute for Advanced Study during the coming year to work under my direction. They were: Professor Thomas A. Bailey, of Stanford University; Dr. Albert K. Weinberg, Fellow in the Walter Hines Page School of International Relations, at the Johns Hopkins University; Dr. Alfred Vagts, son-in-law of Dr. Charles A. Beard, and the author of an outstanding two-volume work on German-American relations in world politics. Each of these men is engaged in researches closely associated with mine and could profitably participate in a seminar which I propose to offer during the coming year in American Foreign Relations. Also to participate would be Professor Mitrany and his assistant Dr. Runney, and Professor Harold Sprout of Princeton University, is to be on leave of absence from his teaching. The Institute has been under criticism for not having offered any actual instruction in Economics and Politics, and this seemed a propitious time to initiate a particularly attractive program which would assuage the admiration of the scholarly world.

I was aware, of course, that the Institute might have some difficulty in raising the funds necessary to bring these men to Princeton: \$1500 each for Bailey and Weinberg and \$2000 for Vagts. But I was amazed to have Dr. Flexner throw cold water on the program. And I was shocked to have him comment on the "undesirable" name of Dr. Weinberg; although this was done jocularly, it reflected in my opinion his sensitiveness concerning the anti-Semitism of Princeton; in any case, it is the sort of thing which should on no account be done in humor or otherwise.

Over a period of weeks I patiently explained to Dr. Flexner the importance of undertaking this proposed program of work, even if funds had to be raised elsewhere than from the budget of the Institute. I was always told that there were no funds. Nevertheless, Dr. Flexner gave a grant of \$1500, for work with me, to Dr. Hans Herz, a young German refugee whose only qualifications for participation in my studies are that he is a pleasant young man and that he is a friend of Dr. Flexner's family in Louisville. Herz will be a liability rather than an asset, although I shall do all I can to help him. Parenthetically, I may say that this is an experience which I share with others of my colleagues, notably Dr. Herzfeld and Dr. Goldman. The Humanistic Group has been shocked by the grant to young Breasted, who was described to me by Professor Panofsky as a dilettante, but whose father was a friend of Dr. Flexner's. *Even Professor Muir was indignant about this.*

Finally I asked Dr. Flexner whether I might not approach Mr. Keppel of the Carnegie Corporation and Miss Walker of the Rockefeller Foundation concerning the project. He consented. Mr. Keppel saw me the day before he sailed for Europe and said that he was very desirous of making a substantial contribution to my work, provided that I personally outline what was required and provided a decision could be postponed until September. Miss Walker said she would give a Rockefeller Fellowship to Bailey, as this could be done direct as a personal grant and not through the Institute budget. She would be willing, also, to give \$2000 to the Institute for Dr. Vagts if Dr. Flexner would endorse my application on Vagts's behalf.

Memorandum to Messrs. Maass and  
Leidesdorf

-2-

I reported these results to Dr. Flexner, who congratulated me and said he would be happy to endorse any application I might make to the Rockefeller Foundation. A day or two later I was invited to lunch with Dr. and Mrs. Flexner but, on the advice of Mr. Maass, declined; instead I wrote Dr. Flexner a letter stating my position on the affairs of the Institute. Since then I have had no communications whatsoever from Dr. Flexner, although I have had some petty indications that I am to be punished for my conduct.

After an interval of about two weeks I prepared the application for Dr. Vagts and sent it to my secretary with a request that she secure a brief note of endorsement, as promised, from Dr. Flexner. In reply I was informed that Dr. Flexner would see Miss Walker, of the Rockefeller Foundation, about the matter. I immediately suspected that the grant would be sabotaged, as is in fact the case. Discretion requires that I write nothing of the details, although I could discuss them verbally with you if you wish. The Rockefeller Foundation still is prepared to make the grant should the director's objections be withdrawn. Presumably the fellowship to Bailey will be denied if the grant to Vagts cannot be made, as the project will stand or fall as a whole.

It will, of course, be much easier for me to coast through the coming year without any students or without the research assistance which Mr. Keppel is, I believe, prepared to give me if the conditions at the Institute are favorable. The real victims are, therefore, the unfortunate young men who might have been the beneficiaries, as well as the Institute which had an unequalled opportunity to see a program initiated in the field of international politics.

The only purpose of this memorandum is to set forth the difficulties inherent in conducting scholarly work at the Institute under the prevailing state of affairs.

I might add one more point: Dr. Flexner was assured that the proposed grant by the Rockefeller Foundation would be made without prejudice to the application which he has pending with them for the work in economics.

I must request with especial emphasis that the contents of this memorandum should be held in the utmost confidence.

Edward Mead Earle



Corays, N. Y.  
21 July 1939

Mr. Herbert H. Maass  
20 Exchange Place  
New York

Personal and Confidential

My dear Mr. Maass

Much as I dislike to trouble you further with the affairs of the Institute, I feel that I should call <sup>a matter</sup> to your attention. It involves a proposed grant to the Institute by the Rockefeller Institute for the furtherance of my work, which appears to have been sidetracked by Dr. Flexner as a punitive measure against me. In reality, of course, it is the Institute which suffers as well as the distinguished scholar for whom the grant is intended. I am enclosing a statement of the facts of the case, so that you may realize the dangers inherent in Dr. Flexner's continuance in the Directorship. I have a similar and much more substantial grant pending with the Carnegie Corporation, concerning which nothing can be done while the present uncertainty continues.

As I have heard nothing from you from a long time, I presume that there are no further developments. I hope you will not consider me impertinent if I reiterate what I have previously said concerning the seriousness of the situation facing the Institute. I think I can understand Dr. Flexner's tactics: to minimize the importance of the crisis and by procrastination, evasion, and delay to retain his present position of authority. He can, if necessary, give his entire time to conspiratorial activities; and as none of us has an equivalent amount of time to devote to the purpose, he can eventually wear down our resistance and determination. It must be remembered that if Dr. Flexner is on hand in October it will almost inevitably follow: that he will begin a campaign to nominate his successor; that he will institute a ruthless campaign of rewards and punishments for members of the Faculty, depending upon their attitude toward his administration; that he will be able to make financial commitments for the present as well as the future, including a large hand in the formulation of the budget for the year 1940-1941; that he may make dispositions in the new building which will be binding for years; that he will be responsible for an appalling waste of time which will nullify most of the scholarly work of the Institute for another twelve months. There are some of us to whom this is an appalling prospect, as I am sure it is to ~~some of us~~. ~~Einstein, leave of absence for the year, there are some others who~~ is to you. Einstein, I am fearful, will resign. There are others who will desire a leave of absence for the year.

Mr. Mass  
21 July 1939

-2-2-

In short, I do not see how we can get through another year at the Institute, under the present administration, without some sort of public scandal or, at the least, the creation of internal schisms which will be difficult to heal. I have known Dr. Flexner for a long time and can say with assurance that he can be dealt with only with the utmost firmness. Any compromise now will be fatal to the two objectives we all have in mind: that we start the new year at the Institute with an entirely new spirit to assure the continuance of its work; that we save Dr. Flexner's reputation. And may I add that we are all equally desirous, also, of relieving Mr. Banberger and Mrs. Fuld of the anxiety which the present situation must entail for them. It would, in my judgment, be something close to a major tragedy to the Institute, to Dr. Flexner, and to the Donors, if firm action is not taken now.

May I add just one thing more? The time between now and 15 September is getting short. If some sort of new, or an ad interim, regime is to be established, prompt action on Dr. Flexner's resignation is imperative.

Need I say that everything I say here, as well as the facts of the enclosed memorandum are for your eyes and those of Mr. Laddendorf exclusively. If the information concerning the Rockefeller Foundation should come to others, especially to Dr. Flexner, it would be most embarrassing.

Should you need me, I could come to New York at any time. My telephone number here is Tupper Lake 20-F-4.

Sincerely yours

Thank for letting me see  
the letters. Progress very well stated, I think.  
D.V.

BROOKLIN  
HANCOCK COUNTY, MAINE

Monday 17 July 1929

Dear Earle:-

I have just left a telegram  
for you saying that I have written to A. in  
support of your letter of the 13<sup>th</sup> and suggesting  
that you write Einstein. I think the latter should  
at least know what the present state of affairs is.  
To Bydelotte I urged the bad effect of delay on  
moral and suggested that if A. F. stands on  
a legal right to serve the year it would still  
be very useful to choose the new directors before  
Oct. 1<sup>st</sup>. Naturally I think that the motion for A. F.  
& hold on would thus be removed. Your letter is  
the only word I have had from anyone. Let  
me know developments.

Deason, Donald Noble

BROOKLIN  
HANCOCK COUNTY, MAINE

14 July, 1939

Dear Earle:

Thanks for yours of the 12<sup>th</sup>. Like you I have heard nothing. I am not much impressed by the Meritt suggestion. If as and when, Abe will be still trying to choose his successor, and I don't think it wise to take chances. On such a committee each member will be very influential and I should not wish to vote for anyone whose ~~old~~ ideas I was afraid of.

I don't understand at all how so much gossip about the Institute gets around.

We are very sorry to hear that Rosemund has not been doing so well. Hence hoping that she will soon take a turn for the better.

I am supposed to attend some mathematical meetings in Madison Wis. in the week which includes Sept. 7, but whether I go from there to Princeton or back here is still undecided.

As ever,

Osmond Veblen.

Coreys, N. Y.  
13 July 1939

My dear Mr. Aydelotte

I have been thinking over our conversation of last night, when you were good enough to telephone me the results of your visit with Flexner. I am more convinced than ever that if he is given the opportunity to return on any terms we are lost on all points. The tactics which he has used now--of wearing down our determination and resistance--will be repeated throughout next year. I am convinced, among other things, that he will then succeed in naming the new director. None of us is disposed, I think, to spend all of next year as we have spent most of last in endless and futile discussions of this sort. And our morale will have been destroyed by the knowledge that the Trustees have flunked the first serious test of authority.

If we should have the courage and the persistence to fight on, another whole year of the work of the Institute will have been wasted. In my own case, this will be something of a tragedy. I feel that I have under way a volume which will not only be a good piece of objective scholarship but may conceivably be of some use to my country in these critical days in international affairs.

The next year in the history of the Institute is likely to be crucial in a number of ways. If we allow A.F. to have anything to say in such important matters as the preparation of the budget for the succeeding year, we may well be ruined. And each passing day in this summer of 1939 enables him to make commitments which it may take years for us to overcome.

On no count, then, do I think we should even reconsider for a moment the question of a resignation here and now. The success of such tactics at this time will assure their success again. It is like the Germans with the "war of nerves" which they wage in Europe. And we cannot allow the Institute to become demoralized in the same manner as the civilized peoples have Europe have become.

I hope you will do what you can to urge firmness. I had a feeling last night that you yourself felt that A.F. was unmanageable. He is--except with absolute and uncompromising firmness.

I have spoken frankly but you will understand sincerely.

As always

Corneys, N. Y.  
13 July 1939

Dear Veblen

Aydelotte telephone me a little over a week ago to say that A.F. had invited him up to Canada for a week and that, partly on the advice of Maass, he had accepted. Last night, A. telephoned again to report, about as follows: That A.F. has no idea of the seriousness of the situation; or, if he has, has succeeded in talking himself out of it. Second, that he said he had intended in any case to retire next year and that he requested that he not be compelled to retire at this time. More especially that no action be taken before the October meeting of the Board. Aydelotte seemed to feel that it was useless to try to persuade A.F. (we could have told him this long ago), and he seemed to be doubtful of the wisdom of taking violent measures with him. I told Aydelotte that I saw absolutely no reason for altering our convictions that action must be taken immediately. A. is going to see Maass and said that he would suggest that Maass talk with me.

I do not need to tell you that allowing Abe to continue on any terms would be a major catastrophe. He will consider it a triumph over everyone concerned. It will give him an unparalleled opportunity to exercise his conspiratorial abilities. Even more serious, it will give him control over the budget and other vital matters during the coming critical year for the Institute.

No matter how good our case on its merits, however, there is no assurance that it will triumph over the timidity of Maass and Leidesdorf. They are the crucial people, and I write to ask you to consider what measures had best be taken. I am morally certain that A.F. returns this autumn, furthermore, he will succeed in naming his successor. Einstein indicated to me the day I drove him into New York that he would not be disposed to continue at the Institute if action were not taken on A.F. at this time. Do you think it would be wise to request Einstein to bring further pressure to bear at this time? In any case something must be done.

We are delighted with our house. It has a charming location, is unbelievably peaceful, and is blessed with a delightful climate (cool and sunny during the day and really cold at night) Our best wishes to you both.

Always sincerely

July 1, 1939

Dear Professor Earle:

The papers which you sent regarding Dr. Vagts have been forwarded to Dr. Flexner, and I have just heard from him that he has had a conference with Miss Walker on the subject. Miss Walker will investigate the matter and report to Dr. Flexner at her earliest convenience. I shall let you know the result promptly.

Very sincerely yours,

**ESTHER S. BAILEY**

Professor Edward Mead Earle  
Coreys  
Franklin County  
New York

ESB

Coreys, N. Y.  
28 June 1939

Dear Veblen

I was going to write you this morning in any case, and now comes your note telling me of your summons to the throne. The Old Man is holding on for dear life, but from what Aydelotte told me over the telephone last night he is now holding on by the skin of his teeth. It is a tragic thing that he has not had the courage and the dignity to step down gracefully, but I suppose it was too much to expect. But it should all be over soon now.

A. tells me that Stewart has been playing some sort of game. He has taken a strong stand that this is all a tempest in a teapot; therefore Aydelotte asked me for a statement as to where I thought the members of the Faculty would stand on a vote of confidence. I said--and may the good Lord forgive me for arrogating so much to myself--that with the exception of the Famous Four and with the possible exception of Lowe (who might wobble at a crucial moment), everyone could be counted on in favor of a new deal.

I suspect that Stewart is not being altogether ingenuous. For that if for no other reason he has eliminated himself as a candidate for the directorship. Presumably A.F. desired to hang on in the hope of naming Stewart as his successor. At least this would account for S's point of view, which is otherwise no credit to him.

We have taken a lovely little house at Coreys, N. Y., about midway between Saranac Lake and Tupper Lake. Although it is in a veritable wilderness, it is a completely equipped home and will not tempt me to engage in unwise pioneering. It is situated on the shore of a small lake, with a beautiful view of the mountains. There are a boat and a canoe and swimming within a stone's throw. We should be free from heat and turmoil. Although I shall be without library facilities, I can get books by mail from Princeton and New York and I already have a good many with me (Beatrice says more than I can read in any case). We are delighted, as I had no luck at all in several days of house-hunting in the neighborhood of Hanover, N. H. While I was in Hanover I had lunch with the Larsons; he was puzzled by a request from A.F. for a statement on the housing matter, but his reply was one which would give its recipient no comfort.

My post-office address is Coreys, N. Y. The telephone number is Tupper Lake 20-F-4. And as there is overnight train service (as well as a good day train), I can get to New York easily if we are needed there.

This is already too long. I am looking forward to the day, not too distant I hope, when I can get back to my first love and drop diplomacy as a career. My best wishes to you both. And let us keep in touch, for there are important things at stake even after the resignation is filed.

As always



Saranac Lake, N. Y.  
28 June 1939

My dear Mr. Aydelotte

It was good of you to telephone me last evening to give me the latest news. In some ways I disliked the idea of showing my letter to Mr. Maass, as I do not want him or anyone else to think that I have arrogated to myself any spokesman-ship for the Faculty as a whole or that I am trying to be officious. I have enough confidence in your good judgment, however, to feel that you will explain the circumstances in which the letter was written and in which it happened to be shown to Maass. And if you have not already done so, I am sure you will.

Stewart, I fear, is not disinterested in the advice and opinions he is giving. It is conceivable that there is some working arrangement between him and A. F., by which the latter hopes to hold out long enough to name Stewart as his successor. One of the difficulties which we have encountered in explaining the situation to Stewart is this: we have not wanted to offend him by saying that the appointment of him and Warren was objectionable on its merits, as well as on grounds of procedure. And it was these appointments, added to everything else, which made the situation no longer tolerable. Granted all of this, however, it does not seem to me that Stewart is being altogether ingenuous. And if for no other reasons he has thereby eliminated himself as a candidate for the directorship.

This morning I have the following from Veblen: "Just before I was to get away on Thursday afternoon, A. F. called me in for a conversation with your letter to him as a starting point. I declined to discuss details and said that I thought it would be best for himself and for all of us if he would follow the advice he had received to retire now instead of at the end of the academic year (as he said he had intended). He thanked me for my advice but did not look as if he liked it. Maass had called him up that morning to ask for an answer." So you see my letter apparently has been seen by more people than I suspected. It is all rather tragic that Flexner does not have the dignity and the courage to step out gracefully, but I suppose it was too much to expect that he would.

What would you think of an acting director (without any prejudice whatsoever as to the ultimate appointment) to be named as soon as the resignation is in hand? It is possible, of course, that the new director might be named within a week or ten days, making any such ad interim appointment unnecessary. That would depend on procedure. But there ought to be some sort of interregnum should that be necessary.

Won't it be a joy when this is all settled and we can get down to work once more?

Always sincerely

BROOKLIN  
HANCOCK COUNTY, MAINE

26 June, 1939

Dear Earle:-

Just before I <sup>went</sup> got away, on  
Thursday afternoon, A.F. called me  
in for a conversation with your letter  
to him as a starting point. I declined to  
discuss details and said that I thought it  
would be best for himself & for all of us if  
he would follow the advice he would receive  
from M., L., and B., and retire now instead  
of ~~waiting~~ at the end of the coming academ-  
ic year (as he said he had intended). He  
thanked me for ~~the~~ <sup>my</sup> advice but did not look  
as if he liked it. M. had called him up  
that morning to ask for an answer, and I  
suppose there may be developments this week.  
It is cold and raw here, but

the lilacs are not quite over and  
it is very sweet and spring-like. Hope  
that you are settling into a bit of  
peace & quiet.

As ever,

Oswald Vobler.

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PERSONAL AND  
CONFIDENTIAL

Santanoni Apartments  
Saranac Lake, N. Y.  
25 June 1939

My dear Mr. Aydelotte

As I hesitated to send the only copy I had of my letters of June 9 to Flexner, I have copied them and am sending you a set of carbons. In the circumstances it is probably just as well that I send them also to Maass, which I am doing in this same mail. You will understand, I am sure, that these are under no conditions to be shown to anyone else or to be quoted in any way. They are being sent so that you may understand at least some of the information which Flexner has at his disposal. I talked over the phraseology of the letters with Veblen before sending them, but otherwise no one has seen them or knows of their content.

Apparently Flexner, like General Grant, intends to fight it out on this line if it takes all summer. I am sure you resent, as I do, the appalling waste of time which this involves for us all. If you multiply what you know ~~of~~ by thirty or forty, you will have some idea of what has gone with the wind for some half dozen of us since January. I have had every desire to be patient, and still have, but there is a point beyond which patience is folly. And there is so much which must be done before September that further delay may have very serious consequences for the Institute. I myself, for example, have two grants pending (one from Keppel and one from the Rockefeller Foundation) which may be jeopardized by this situation.

Since talking with you last night I have thought seriously about the viewpoint of my colleagues on the question at issue. Of course, it has never been put to them in any categorical form. And it must be remembered that not all men are as courageous as others and that their votes might be influenced by the sort of pressures to which they might be subjected. Others are sensitive: Lowe, for example, does not like to do anything which will hurt the Old Man, not realizing that what will hurt him most is a continuance of the present anarchy: Morse had to go to bed for two days after one of his bouts with Flexner and was only with difficulty persuaded not to resign.

Assuming, however, that a committee of the Trustees were to call the Faculty together and discuss the situation as frankly as Maass and Leidesdorf discussed it with me, I think the following would without hesitation vote yes on a resignation: Einstein, Veblen, Morse, Alexander, von Neumann (personally indifferent but loyal to the group), Weyl, Mitrany, Goldman, Herzfeld, Earle, and probably Panofsky. Unreliable under pressure, but thoroughly fed up with the prevailing state of affairs: Lowe (whose proxy Einstein holds). This leaves Meritt, Riefler, Stewart, and Warren, who are, as you know, in a special category. Riefler has frequently voiced a good deal of dissatisfaction in the past but would not admit as much. Meritt, I think, was genuinely shocked by some of the things I told him; I should very much hope that his cooperation might be won once the resignation is in hand, although he will never be completely trusted by his colleagues as a whole. After all, Meritt is a really great scholar and a credit to the Institute.

I hope for his own sake that Stewart does not persist in saying that this is a tempest in a teapot. He knows otherwise, unless he does not care to lend credence to what he has been told by his colleagues. And it is a kind of presumption for one of the youngest members of the Faculty in point of service to venture an opinion on this delicate matter. Certainly it is no service to Flexner. I know, for example, that Einstein has about decided to resign in October unless there is a new Director. Would that be considered a tempest in a teapot?

We have taken a delightful house at Coreys, N. Y., about midway between here and Tupper Lake. It is situated on a little lake and has a beautiful view of the mountains. Although it is situated in a veritable wilderness, it is a thoroughly and comfortably equipped house. (I fear I have gotten beyond the pioneering days, although I used to love it). It will give me the kind of quiet and isolation I enjoy, although I shall have to get my books from Princeton and New York by mail.

The post office address is:

Coreys, N. Y.

The telephone number is:

Tupper Lake 20-F-4

Do keep me informed of what goes on. If I am needed, I can get to New York overnight or by the day train. And I can always drive.

My best to Mrs. Aydelotte. It would be nice to have you up here, but I gather that your plans will involve Europe as soon as Institute business can be settled.

Always sincerely

Dr. Frank Aydelotte  
The Harvard Club  
New York

The Santanoni Apartments  
Saranac Lake, N. Y.  
25 June 1939

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

My dear Mr. Maass

This is to let you know that after Wednesday, June 28, mail for me should be addressed to Coreys, N. Y., where we have taken a small camp for the summer. The telephone number there is Tupper Lake 20-F-4. I shall be at this address and telephone number through luncheon on Thursday; thereafter at Coreys. There is good train service from Tupper Lake, so that I can get to New York should I be needed.

It has occurred to me that it might be wise for you to have before you the letters which I wrote Dr. Flexner on June 9, when I declined his invitation to luncheon. I am therefore sending you copies herewith.

I know how difficult all these negotiations must be and how time consuming they are. But I trust they will soon be over and that an entirely new atmosphere will prevail in the affairs of the Institute.

Please present my respects to Mr. Leidesdorf, and to you all good wishes.

Sincerely yours

Edward Mead Earle

June 21, 1939

My dear Professor Earle:

Thank you for your letter of June 14.

Both Dr. Flexner and I talked with Miss Harper on Saturday morning, and she did well on her test. We are therefore offering her a position as secretary to begin on Monday, September 18. It is understood that her services will be available to any member of the School of Economics and Politics who needs them, and Dr. Flexner is certain that among yourselves work can be distributed in an equitable and coöperative fashion.

With best wishes for a happy summer for you and your family,

Very sincerely yours,

ESTHER S. BAILEY

Professor Edward Mead Earle  
The Santanoni  
Saranac Lake, New York

ESB

C O P Y

The Santanoni Apartments  
Saranac Lake, N. Y.  
18 June 1939

Mr. Herbert H. Maas  
20 Exchange Place  
New York

My dear Mr. Maas

As I know your thoughts are much occupied these days with the affairs of the Institute, I am being so bold as to send you enclosed a letter for consideration by you and Mr. Leidesdorf. We already are under heavy obligation to you both for the great amount of time, energy, and experience you have placed at the disposal of the Institute at considerable sacrifice to your personal business. We therefore are hesitant to make any further demands upon you. You will understand, I am sure, however, that what I have written is intended to be helpful. And I am not unmindful of the fact that you have expressed your desire to have the cooperation of the faculty in these trying days.

Please do not take the time to comment upon these suggestions at the moment. I am satisfied that they will have your careful consideration, and no more is desired. And if there are any points to be explained or amplified, I am at your service.

Faithfully yours,

Edward Mead Earle



C O P Y

18 June 1939

Mr. Herbert H. Maass  
New York

Personal and  
Confidential

My dear Mr. Masse:

In view of the possibility that there will shortly be some changes in the administration of the Institute for Advanced Study, I am submitting to you and Mr. Leidesdorf certain suggestions which it is hoped will receive the serious consideration of the Trustees. Although they are not in any formal sense proposals from the Faculty, they do, I am confident, represent the best judgment of a majority of my colleagues. You will recall that some of them already have been discussed with you and Mr. Leidesdorf by Professor Einstein and me when we recently were granted an interview with you. You will understand, I am sure, that this letter is written only with the desire to be helpful by presenting for consideration some suggestions which otherwise might be overlooked.

1. Choice of the new Director. It appears to us that the position of the new Director would be immeasurably stronger if he were to be chosen by a joint committee of faculty and trustees. The proposal for a joint committee is by no means a radical procedure in the academic world; just recently the new president of Brooklyn College was chosen in this manner. As the qualifications of the Director involve both administrative ability and scholarly accomplishment, they should be scrutinized by trustees and faculty who have special knowledge of these respective fields. A choice made in this manner would have unanimous and enthusiastic support. Although we are confident that the faculty will be consulted in any case, we nevertheless feel that the proposed procedure would be most satisfactory. The members of the faculty to serve on the proposed committee should be elected by the faculty at large and should not include members of the faculty who also happen to be members of the Board of Trustees. This is, of course, a frankly democratic procedure; speaking only for myself, I feel that democracy as a way of life and a state of mind is being increasingly justified in the world at large and that, in particular, it might have avoided some of the worst ills from which the Institute is now suffering.

2. The Trustees should take into consideration the advisability of setting a retirement age for the staff of the Institute, including members of the faculty and the Director. It would seem advisable for a number of reasons to set the same retirement age for the Director as is set for members of the faculty.

C O P Y

Mr. Herbert H. Maass - 2 -

3. Appointment of future members of the faculty. There is the strongest sort of feeling that future appointments should be made by the Trustees only upon nomination of the faculty as a whole. Neither the faculty nor the trustees should be put into the position of ratifying as a matter of course or of rejecting the choices of the Director. Appointments to the faculty involve almost entirely the question of scholarly accomplishment (including those qualities of character which make one a satisfactory member of an academic community), of which, it will be generally admitted, the faculty is most likely as a general rule to make the best-considered decisions. In rare instances there may be reasons for departing from this procedure, although such would not seem to be the case. It might be added that the Institute has had most success where it itself has followed this method of appointment, namely in the School of Mathematics. As each new appointee will be a member of the faculty and of the Institute community, he should not be nominated solely by the School of which he is to be a member.

4. Faculty trustees. There are at present three members of the faculty who also happen to be members of the board of trustees. They are not representatives of the faculty on the board and therefore are in an anomalous position. If there are to continue to be members of the faculty on the board of trustees--as we hope there will be--they should be there as representatives of the faculty. If they are not to be truly the representatives of their colleagues, it would appear the wiser not to have them on the board at all. In the existing circumstances one of the faculty-trustees was a trustee before he was a member of the faculty; one has never shown the least disposition to represent (and sometimes has misrepresented) his colleagues; one has found his duties difficult of definition. It might be wise to have members chosen by the faculty at large even though the choice be made with some reference to representation for all three schools. The number of faculty-trustees need not be fixed but might be altered with changing circumstances and needs.

5. The budget. It is our profound conviction that by cooperation of the Director, the trustees, and the faculty in the preparation of the budget, it would be possible to effect substantial economies, to assure the best possible utilization of the Institute's funds, and to assure a minimum of personal favoritism. In this same connection the trustees could be assured that expenditures would be made with sole consideration to the welfare of the Institute and not with major emphasis (as has heretofore sometimes been the case) upon what has been considered "cooperation" with Princeton University. I am reliably informed, for example, that the Antioch excavations are no concern of the Institute and were incurred over the protests of certain members of the School of the Humanities, including Professor Meritt. They have recently been renewed in spite of similar protests.

There is in the faculty of the Institute an extraordinarily fine body of men possessed of loyalty, technical competence, and a large measure of good sense and sagacity. It would appear unwise for the Institute to overlook these very considerable assets.

Respectfully yours,

Edward Mead Earle

*Maass & Davidson*  
*Attorneys*

*Herbert H. Maass*  
*Willis C. Davidson*  
*Monroe L. Friedman*  
*David J. Levy*

*20 Exchange Place*

*New York* , June 15, 1939.

*Cable Address "Maashert"*

Professor Edward M. Earle,  
c/o Santanoni Apartments,  
Saranac Lake, New York.

My dear Professor Earle:-

Thanks for yours of the 13th. I trust that  
you are enjoying your vacation.

Noting the contents of your letter, I can only  
say that I have no further news in the situation, nor do  
I know what further moves are being made. My intention  
is personally to bring the situation to a focus within  
the next week. Should anything of interest transpire,  
I will advise you.

Yours very truly,



HHM:JR

THE HANOVER INN  
AT DARTMOUTH COLLEGE  
HANOVER · NEW HAMPSHIRE

14 June 1939

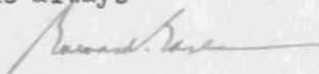
My dear Mrs. Bailey

Please forgive my tardiness in returning the enclosed receipt.

Mrs. Morrison, the secretary at Miss Fine's School, was good enough to give me the name of Miss Barbara Harper as a <sup>possible</sup> secretary. Miss Harper is a very superior sort of young woman—much the best candidate I have interviewed—and I am sure you will like her. She tells me that matrimony is not yet on the horizon and that, in any case, she would wish to keep her job after marriage, should the latter materialize. She is a girl of the type of Miss Wise and Miss Cutter and would fit in well with them. I am sure that you and Dr. Flexner will agree.

My best salutations

As always



I am keeping Miss Wise posted as to my whereabouts.

Personal and strictly  
Confidential

9 June 1939

Dear Abe

The enclosed letter is very formal, so that I am adding this purely personal note.

You will understand, I am sure, that I have come to the decision that the proposed discussion at lunch today would be unwise only after the most careful consideration. It is not that I wish to avoid any responsibility or to shirk any friendly service however unpleasant. It is rather because it is my firm conviction that your own best interests and the best interests of the Institute would be better served by my not coming.

You asked yesterday that I tell you the truth without fear or favor. As a matter of fact, that is precisely what I have been trying to do in innumerable conversations during the past three years. I have expressed to you my alarm on a number of points, more specifically: your policies vis a vis Princeton University; your refusal to admit the existence of anti-Semitism in this community; your openly expressed contempt for fellow-members of the Faculty, sometimes taking the form of personal abuse; your insistence upon dealing with us (except the mathematicians) as individuals not as members of the several schools or of the Faculty as a whole; your resistance to a measure of Faculty participation in vital decisions; your refusal to transmit to the Trustees a respectful and modest request for such participation; your procedure in the most recent appointments in the School of Economics and Politics, which violates every tenet of long-established and universally respected principles of scholarly communities; your marked favoritism toward individuals (including, doubtless, me myself) and toward certain subjects, notably economics; an increasing tendency to make ex parte decisions.

It has not been pleasant for me to tell you these things, and it has not been pleasant for you to hear them. It would have been easier for me to tell you what you would have liked to hear--namely that all is well in the best of possible academic worlds. If I were to see you today and discuss all of these matters again, nothing new would be added. I know from bitter experience that you do not welcome criticism, however friendly, which expresses disagreement with some of your policies and attitudes. What I--who owe you so much and who hold you in so deep an affection--feel and see is felt and seen in more marked degree by other members of the Faculty. I could at best express only a small amount of the prevailing disaffection.

Please believe me that all of this proceeds from one who still would make every decision primarily from the point of view of what is best for you and for the great reputation which you have built up over the years.

Always affectionately

9 June 1939

Dr. Abraham Flexner, Director  
The Institute for Advanced Study  
150 East Seventy-second Street  
New York

My dear Dr. Flexner

After the most careful deliberation I have come to the conclusion that no useful purpose could be served by my coming to lunch with you and Mrs. Flexner today. From what you told me, and from what I learned from Professor Meritt in two long interviews, I gather that the subjects to be discussed are the administration of the Institute and the prevalence of dissatisfaction and disaffection in the Faculty. During the past two or three years I have frequently and with the utmost frankness expressed to you my views on the problems of the Institute; anything which I might add would only be in further support of what I already have said. As to the Faculty, there is indeed a critical situation which no single member can adequately describe. And as I feel that I already have done my share in trying to explain the fundamental causes of this situation, there is little that I could add at this time.

Sincerely yours

Edward Mead Earle

THE INSTITUTE FOR ADVANCED STUDY

9 June 1939

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Sincerely yours

Edward Mead Earle

Property of E. M. Earle.  
Personal and strictly confidential.

57 Cleveland Lane  
Princeton, N. J.  
9 June 1939

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Always affectionately



June 8, 1959

Professor Edward Mead Earle  
57 Cleveland Lane  
Princeton, New Jersey

My dear Professor Earle:

I am sending you herewith check of the  
Institute for Advanced Study for \$141.87 for your  
expenses in 1958-1959, as follows:

Trips to New York	
Oct. 18-19, Nov. 17-18, 21-22	
Dec. 12-13, 21-22, April 18-19	
May 3-5	\$68.72
Trip to Washington	
April 25-29	58.15
Superintendent of Documents	
Purchase of Government documents	15.00
	<u>\$141.87</u>

Very truly yours,

ESB

Secretary

THE INSTITUTE FOR ADVANCED STUDY

SCHOOL OF ECONOMICS AND POLITICS

PRINCETON, NEW JERSEY

June 2, 1939

Dear Mr. Flexner:

I have just received word that Dr. Albert K. Weinberg, whose application for membership in the Institute is before you, has been appointed to give the six Albert Shaw lectures in Diplomatic History at Johns Hopkins University during the coming winter. This lectureship is, as you know, one of the real distinctions which can be awarded an American historian and will add considerably to Dr. Weinberg's reputation. The lectures will in no way interfere with the plans which we have under consideration for him here, but would seem to me to make his membership even more important.

Sincerely yours,



Edward Mead Earle

Dr. Abraham Flexner

THE INSTITUTE FOR ADVANCED STUDY  
SCHOOL OF ECONOMICS AND POLITICS  
PRINCETON, NEW JERSEY

May 29, 1939

My dear Dr. Flexner:

I am sending you enclosed a brief biographical sketch of Dr. Alfred Vagts. In addition to his academic qualifications he is, as you know, the husband of Miriam Beard, hence a son-in-law of Charles A. Beard. As I told you over the telephone the other day, I should like very much to have Vagts here next year. He estimates that he would need \$2,000 to cover the differential between his living costs at Gaylordsville, Connecticut and at Princeton. If he comes, Miriam Beard will be here with him and would participate in the seminar which I hope to have.

I have already put before you the names of Thomas A. Bailey and Albert K. Weinberg. As I explained to you over the telephone, my preferences as regards these men are in the following order: first, Bailey, second, Vagts, and third, Weinberg.

Sincerely,



Edward Mead Earle

Dr. Abraham Flexner

Alfred Hermann Friedrich Vagts was born on December 1, 1892, at Basbeck, a village in Northern Hanover; visited schools in his native village, in Otterndorf and Hanover; studied history, including that of literature and the arts in the University of Munich, from Easter 1912; joined the Prussian Army in August, 1914, as a volunteer and left it Christmas, 1918, as an officer; resumed studies in 1919, which henceforth included political science and international law, but was forced by the inflation to do editorial and publishing work from the end of 1919; did much translating in the following years. From 1923 until 1927, assistant at the newly founded Institute of Foreign Affairs in Hamburg, headed by the late Professor A. Mendelssohn Bartholdy; wrote numerous articles and reviews on foreign affairs for German scientific periodicals; studied 1924-5 in the Yale Graduate School; Ph.D. of the University of Hamburg in 1927 with the highest honors; 1927-30 on a Rockefeller Fellowship in the United States; 1930-2 archival studies at Berlin and Hamburg, preparing for the so-called habilitation; left Germany at the end of 1932 for studies in London; after beginning of Hitler regime preferred not to return to Germany for every possible reason except the racial one, but came to U.S. instead. Since then writing, lecturing, teaching a course on American diplomatic history in Harvard University and Radcliffe College, 2nd semester of the year 1937-8. Chairman of the G.L. Beer Prize Committee of the American Historical Association. During the last four years studying military history, besides preparing a history of the Balance of Power Idea. Married; one son; Lutheran.

Publications:

Mexico, Europa und Amerika. Berlin, 1927, "with special reference to oil policies." ----- Deutschland und die Vereinigten Staaten in der Weltpolitik, 1935, 2 vols. --- A History of Militarism, 1937.

Since 1933, articles and reviews in American Historical Review, New Republic, Harper's Monthly, Social Research, Zeitschrift fur Sozialforschung.

THE INSTITUTE FOR ADVANCED STUDY  
School of Economics and Politics

May 20, 1939

The Institute for Advanced Study

to Edward Mead Earle

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Expenses, academic year 1938-1939 to date, as follows:

Trips to New York: October 18-19 (for report to Carnegie Corporation re European trip; meeting at Social Science Research Council); November 17-18, 21-22, December 12-13, (Research and study groups, Council on Foreign Relations, on problems of national defense); December 21-22 (work at New York Public Library and Library of Columbia University; luncheon meeting with Professor Warren); April 18-19, ditto; May 3-5 (meeting of Academy of Political Science). On each of these occasions other business was transacted on Institute matters in addition to main purpose of trip:

Railway fares	\$17.22	
Hotels	24.00	
Taxis	7.50	
Meals	<u>20.00</u>	\$68.72

Trip to Washington, April 25-29, to attend meeting of American Society of International Law and meeting of program committee for forthcoming meeting of American Historical Association:

Railway and Pullman fares	\$12.70	
Hotel	31.60	
Meals	9.50	
Taxis	2.20	
Gratuities	<u>2.15</u>	58.15

Superintendent of Documents, deposit on account of purchase of Government documents

15.00  
\$141.87

Check of National Newark & Essex Banking Co.  
June 5, 1939 No. 2715

To be paid by  
Treasurer

June 2, 1939

Dear Dr. Flexner:


As you know, Westermann at Columbia is the person with whom I am in the most intimate touch in the field of Ancient History and I am therefore sending you his letter of May 31st regarding Professor Täubler. His statement of the case is pretty discouraging, but I think substantially accurate.

I shall, of course, be glad to make a further search, if you deem it advisable, but I am wondering whether perhaps Professor Lowe is not the person to take this matter in hand. His acquaintance in Täubler's field and among the classicists is so much more extensive than mine both here and abroad.

As always,

Edward Mead Earle

Enclosure .



THE INSTITUTE FOR ADVANCED STUDY  
PRINCETON, NEW JERSEY

18.v.39.

Dear Earle,

If anything were to be undertaken this summer in the matter of the Institute's directorship, I hope you will be good enough to act as my proxy.

(1) If, as I hope, a joint committee were to be appointed to consider Dr. Planer's successors, my wish would be that yourself, Dr. Bunker, and Miss Goldmann might accept to represent the faculty.

(2) As to eventual candidates, my vote would go in the first place to President Aydelotte. Apart from his exceptional personal qualifications, he has in my view the advantage that he has been closely associated with the Institute from the outset, while having been outside the difficulties & discussions which have surrounded

our life here. He can thus start with a full knowledge of our affairs, and at the same time with a clear state as regards personal relations with the various groups.

Failing his appointment, for whatever reason, I would support Veblen as a second choice.

With many thanks, yours sincerely

E. Hartman



May 16, 1939

Dear Professor Earle:

Dr. Flexner has just received word that Professor Jewkes will not be able to make his proposed visit to the Institute. Inasmuch as Dr. Flexner promised Mr. Slocum that the Institute would release the rooms at the Princeton Inn whenever possible, we shall have to ask that you give up the room you are now using as an office at the Princeton Inn. May I notify Mr. Slocum that the room will be free beginning May 16?

Sincerely yours,

ESTHER S. BAKER

Professor Edward Mead Earle  
57 Cleveland Lane  
Princeton, New Jersey

ESB

THE INSTITUTE FOR ADVANCED STUDY

SCHOOL OF ECONOMICS AND POLITICS

PRINCETON, NEW JERSEY

May 13, 1939

Dr. Abraham Flexner  
20 Nassau Street  
New York City

My dear Dr. Flexner:

As I told you the other day, I have received applications for admission to the School of Economics and Politics for the academic year 1939-40 from Dr. Albert K. Weinberg of the Johns Hopkins University and Professor Thomas A. Bailey of Stanford University.

Dr. Weinberg is a distinguished young scholar who has published an illuminating study on Manifest Destiny dealing with the expansionist tendencies in American foreign relations during the past 150 years. He has been teaching for the past six years in the <sup>William</sup> Hines Page School of International Affairs and in the John Hopkins University. He is at present engaged in an important study on the principle of isolation as it has manifested itself in American history. As you know, this subject is of primary importance at the present time. Dr. Weinberg's application is supported enthusiastically by Professor Philip Jessup of Columbia and by Dr. Isaiah Bowman and Professor Arthur I. Lovejoy, Kent Roberts Greenfield, George Boas, and W. Stall Holt of Johns Hopkins.

Professor Bailey is one of the ablest young historians in the United States. He first attracted attention by an illuminating articles in the American Historical Review on the sinking of the Lusitania. He based this article upon extensive research in government archives in both Great Britain and Germany and made a notable contribution with the salient facts from the log of the submarine which sank the liner. He also has written an excellent volume on Theodore Roosevelt and the Japanese question in California and has recently had accepted for publication a volume on the History of American Foreign Relations, portions of the manuscript of which I have read with enthusiasm. He is now engaged on the history of the foreign policy of Herbert Hoover to be based upon Mr. Hoover's personal and official papers

Dr. Abraham Flexner

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May 13, 1939

to which Professor Bailey has unrestricted access.

To have these men here next year would be a great credit to the Institute and would launch our work in international relations under the most favorable possible circumstances. Dr. Weinberg would need a stipend of about \$2500 and Professor Bailey about \$1200. Although I realize that the Institute funds are so restricted for next year that it may be virtually impossible to assign these funds out of the budget, I am confident that they can be raised ~~out of~~ other sources. In any case, I feel that the appointment of these men as members of the School of Economics and Politics is of such transcending importance that every possible effort should be made to bring them to Princeton. This is the sort of thing in which Mr. Keppel has expressed considerable interest from time to time and I have recently had intimations from Miss Walker that she would be glad to help in something of this kind.

I shall hope to have the opportunity of talking with you about this further.

Sincerely yours,



Edward Mead Earle

Professor Earle telephoned to find out when the budget would be made up, as he had a few things to talk to you about. I told him that the Board would meet on May 22 this year and that the Committee would meet the latter part of April probably. I asked if there were anything particular he had in mind. He said that the most important was provision for Dr. Herz who should be associated primarily with the Institute next year and learn American history and government which with his knowledge of international law should enable him to get a good post in an American university after his year here. I told Professor Earle that Dr. Herz was already placed on the list at \$1,500.00 a year, and you were very hopeful that this could be managed. He was much pleased.

Professor Earle is going to have the rest of his tonsils removed and will be quiet for a while afterwards as a matter of precaution, so that he will be away for a few weeks.

March 25, 1939

ESB

CLASS OF SERVICE DESIRED	
DOMESTIC	CABLE
TELEGRAM	FULL RATE
DAY LETTER	DEFERRED
NIGHT MESSAGE	NIGHT LETTER
NIGHT LETTER	SHIP RADIOGRAM

Patrons should check class of service desired; otherwise message will be transmitted as a full-rate communication.

# WESTERN UNION

R. B. WHITE  
PRESIDENT

NEWCOMB CARLTON  
CHAIRMAN OF THE BOARD

J. C. WILLEVER  
FIRST VICE-PRESIDENT

1206-A

CHECK
ACCT'G INFMN.
TIME FILED

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

February 16, 1939

Dr. S. J. Crowe  
The Johns Hopkins Hospital  
Baltimore, Maryland

Earle cannot keep appointment tomorrow at twelve

but will communicate with you a little later      Many thanks

Abraham Flexner

(Charge Institute for Advanced Study)

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WESTERN UNION MESSENGERS ARE AVAILABLE FOR THE DELIVERY OF NOTES AND PACKAGES.

Earle

January 7, 1939

Dear Professor Munro:

Thank you for your kind and reassuring note of December 30th. Earle's illness is a trivial affair, but his doctor thinks that it will be safer for him to be quiet until every vestige of it disappears. I read him your note over the telephone and he was very much pleased. I hope that he will be able to take advantage of your invitation and go to southern California in the spring to take up the work which he had planned for the winter. He is in excellent spirits. He is reading and writing, and gives no external evidence whatsoever that there is anything the matter with him. The infection of the tonsils is the only thing that has been discovered and his physicians are confident that with rest it will disappear.

Many thanks for your holiday greetings. I hope that you and your associates may have a happy New Year and many more yet to come.

Sincerely yours,

Professor William B. Munro  
Dabney Hall of the Humanities  
California Institute of Technology  
Pasadena. California

ABRAHAM FLEXNER