

✓ BUILDINGS AND GROUNDS

MAYER

Facilities

Biographical

Telegram Bailey to Aydelotte regarding purchase of new house ~~for~~ by Mayers.

See Source.

FA (Elsa Jenkins) 3/19/57, File No. 4.

1930-32

SCHOOL OF MATHEMATICS

ECONOMICS (p. 12)

FELLOWSHIPS (pp. 13, 14, 16)

ASSISTANTS (p. 11)

PARTICIPATION IN ADMINISTRATION

SEMINARS (pp. 15, 16)

POLICIES (pp. 4, 17, 18)

PRINCETON UNIVERSITY (pp. 6, 7, 12, 14, 16, 17)

CALIFORNIA INSTITUTE OF TECHNOLOGY (p. 8)

✓ BUILDINGS AND GROUNDS (pp. 12, 15)

TRUSTEES (p. 3)

FLEXNER, A. (pp. 2, 13)

BIRKHOFF, GEORGE (pp. 4, 5)

WEYL, H. (pp. 6, 9, 10, 12, 14, 16, 17)

GÖDEL, K (pp. 9, 11, 14)

LEFSCHETZ (p. 17)

ALEXANDER, (p. 17)

Academic Organization

Academic Personnel

Academic Procedures

Administration

Relations W.O.A.I.

Facilities

Corporation

Biographical

See Digest Veblen-Flexner Correspondence

VEBLEN - Biographical 1930-32

1930-35

SCHOOL OF ECONOMICS AND POLITICS

HANUS, PAUL H., JR. (Cambridge, Mass.)

FLEXNER, A.

POLICY

✓ BUILDINGS & GROUNDS

Academic Organization

Biographical

Administration

Facilities

Excerpts from File II-35, correspondence between Flexner and Hanus

See HANUS, PAUL H., JR. - Biographical

1930-1945

BUILDINGS AND GROUNDS

Facilities

For much detail on Olden Manor, 69 Alexander Street, and land see Director's file Aydelotte, 1930-1945, during the Aydelotte regime.

D File, Aydelotte, Frank 1930-1945

1930-1955

✓ Buildings and Grounds

Facilities

Housing

For rather detailed and full discussion of changes and negotiations in both housing and Fuld Hall the supplemental buildings, see Directors' files for Herbert H. Maass, 1930-1955.

D Files, Herbert H. Maass, 1930-1955

1931-32

December - January

✓ SITE (BUILDINGS AND GROUNDS)

Facilities

Answers to letter December 17, 1931 sent <sup>by Flexner</sup> to 38 university  
men on east coast and University of Chicago. (See bottom  
for letter).

Filed in Vertical File under "S" for Site.

IV-12

1931-1932

BUILDINGS AND GROUNDS

*Committee*

Facilities

*Corporation*

A brief resumé. Bamberger chose the Committee with help from Flexner. Bamberger's nominees: Maass, Aydelotte, E. S. Bamberger, Flexner. Flexner's were: Maass, Aydelotte, Weed, E. S. Bamberger. Bamberger chose Maass as Chairman. Committee appointed 11/5/31. First meeting was on December 7, 1931, for two and one-half hours. Present were all the members and Louis Bamberger and Flexner. They decided that the Secretary should write ~~various~~ members of faculties of various institutions giving the general ideas of the Institute and asking ~~for~~ for suggestions on site, facilities, etc.

On December 9, 1931, E. S. Bamberger sent to Flexner a map with circles drawn around South Orange with 10-mile radius. A point in discussion had apparently been distance from South ~~Orange~~ Orange, and Bamberger noted the distance from 35 to 40 miles to Princeton by road. The letter sent out was approved by Maass. The list of addressees is in the file.

On February 28 there was a meeting of the Committee near Princeton, to which on Flexner's advice, Veblen was invited

since he knew the ground. Presumption was that Flexner had talked to the founders at Phoenix, Arizona.

The conference was between Leidesdorf, Maass, Flexner, Veblen and E. S. Bamberger.

See letters in file, particularly Hans Zinsser's which Maass suggested should be sent to the founders because of its importance.

File IV-12



1931

9/26

✓BUILDINGS AND GROUNDS

Facilities

GENERAL

Academic Personnel

Dr. Flexner reported in part:

"In course of time, the buildings may be so conceived and executed as to facilitate intercourse of this type. I have in mind the evolution that in the process of centuries has taken place at All Souls College, Oxford, where, as in the proposed Institute, there are no undergraduate students, and where ~~xxxxx~~ advanced students and the older Fellows live under ideal conditions, whether for their individual work or for collaboration and cooperation. No one planned all this. It grew up because scholars were left free to work out their own salvation. It cannot be imitated or taken over; but it is there, as evidence that the thing can be done, if the pace is not forced and if the hand of the executive and administrator touches but lightly the growing organism. There is a school of mathematics, let us say, made up of mathematicians; but the mathematicians will lunch, smoke, chat, walk, or play golf with the physicists; can any possible form of organization give the flexibility, the intimacy, the informality, the stimulus thus attainable? No 'director' or 'departmental head' or 'executive' needs to worry for fear that independent or water-tight groups, ignorant of one another, will form or not form. If the spirit of learning animates the Institute - and without that there is no reason for its existence - men will talk together and work together, because they live together, have their recreation together, meet on the same humane social level, and have a single goal."

Vol. I, No. 4, Report appended to Minutes 10/13/31, pp. 10.

1931

ix 10/13

BUILDINGS AND G ROUNDS

Facilities

Director stressed importance of decision on Site I. A. S. President asked to appoint a committee. Announced at meeting 1/11/32. Maass Chairman, Aydelotte, Edgar Bamberger, Weed, Director ex-officio.

Trustees Minutes, 10/13/31

1931

12/20

POLICIES

Administration

GENERAL

Academic Organization

✓BUILDINGS & GROUNDS

Facilities

Letter from Charles A. Beard to Dr. Flexner - 12/20/31

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

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

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

"O ther facilities will depend upon what you have to spend. The great farce in American education is the expenditure of millions for buildings while scholars live around them on starvation wages. If you start your Institute near New York and include instruction in history (with which I am somewhat familiar), I should say that your scholar in charge would want to have at hand a small library of working materials and then exploit the library resources within reach by motor or train. It is not the number of books he has that counts but his competence in making use of his resources. Unless you have enormous resources you cannot compete with established libraries. There is not point in it anyway. Each scholar will know what general works he should have for his students and will want a special collection in some field for intensive work."

1932-1940

BUILDINGS AND GROUNDS

Facilities

For some early correspondence on the Olden Tract and on the plan to build in University grounds, see these files. Most of the material is covered elsewhere.

*0 - Notes - Committee on Buildings & Grounds*

1932

2/2  
1/5  
1/12

✓ BUILDINGS AND GROUNDS (SITE)

ZINSSER, DR. HANS

WOODWARD ?

Facilities

Biographical

Letters to Site Committee filed under Vertical File under  
"B" for Buildings and Grounds.

IV-12

✓ BUILDINGS AND GROUNDS (SITE)

Facilities

VEBLEN, O.

Biographical

MAASS, H. H.

FLEXNER, A.

Flexner to Maass, February 20, 1932.

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

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

IV-12



1932

3/1

BUILDINGS AND GROUNDS

Facilities

FLEXNER, A.

Biographical

Flexner to Bamberger, March 1, 1932.

The last weekend, Leidesdorf, Edgar Bamberger and Maass drove around the country in Princeton. They decided there was plenty of land and it was very ~~hazk~~ beautiful, and because of the library in the University, an ideal site. Its accessibility to New York, Philadelphia, Baltimore and Washington is good! "However, we shall have no meeting of the Committee on Site until you and Mrs. Fuld return, for we shall do nothing at all without your knowledge and concurrence."

D, Bamberger, Louis, 1930-1936

1932

3/12

BUILDINGS AND GROUNDS

Facilities

FLEXNER, A.

Biographical

FRANKFURTER, F.

Flexner to Frankfurter.

Committee on Site appealed to 40 or 50 scholars for suggestions. Replies emphasized freedom of thought, speech, action; absence of pressure; full-time salaries with adequate retirement ~~and~~ provisions.

Frankfurter 1

1932

6/30

PRINCETON UNIVERSITY

Relations WOA1

✓ BUILDINGS AND GROUNDS

Facilities

FLEXNER, A.

Biographical

VEBLEN, O.

Flexner to Veblen.

Eisenhart has offered space in Fine Hall for mathematicians  
and Flexner.

V-5

1933

5/1

FOUNDERS  
COMMITTEES

✓ BUILDINGS AND GROUNDS

FLENNER, ABRAHAM

VEELEN, OSWALD

Corporation

Facilities

Biographical

Dr. Fleenner to Mr. Maass:

"I lunched with Mr. Eamberger and Mrs. Fuld at Orange yesterday. Mr. Eamberger submitted to me your letter of April 27 regarding the committees. His preference is as follows:

Executive Committee

Dr. Aydelotte, Chairman

Mr. Leidesdorf

Dr. Sabin

Mr. Straus

Mr. Frankfurter

Finance Committee

Mr. Hardin, Chairman

Mr. Leidesdorf

Finance Committee (Cont'd.)

Dr. Wood

Mr. Louis Bamberger

Mr. Edgar Bamberger

"Saturday afternoon, Professor Veblen and I drove out to the Hale farm, and walked back to Fine Hall at a good pace. The results showed that it is impossible to estimate distances and time by motoring, as you will see from the following figures:

Hale farm to Olden farm -----	13 minutes
Olden farm to Marquand residence <del>444</del>	6 minutes
Marquand residence to 29 Nassau St.	
(where we shall have our office)-----	28 minutes
Office to Fine Hall-----	5 minutes
Total-----	52 minutes

"On the basis of the preceding, it seems to Professor Veblen and to Mr. Bamberg or that if we should purchase the Hale farm now, all our future developments would be determined by the fact that we owned a piece of real estate fifty-two minutes, walking distance, away from Fine Hall. My inclination is to proceed precisely the other way around: namely, to work out the Institute program, plan and procedure, and to buy real estate hereafter on the basis thereof. In fact, I got a newquint on the subject in walking around Princeton this week-end. Whether it will bear criticism and longer consideration I do not know, but in my opinion we ought to have a year, or perhaps two years, of experiment before taking any steps in the matter of site. Then the Institute will determine the site, instead of

the site determining the Institute."

Source: IAS Trustees, Maass, H.H.

1933

5/11

✓BUILDINGS & GROUNDS

Facilities

FLEXNER, A.

Biographical

VEHLEN, O.

Flexner to Veblen (Princ. Univ.):

...

"I should think Finley an excellent choice for the committee you have in mind, but the matter is not one which I myself can pursue.

"Mrs. Bailey is planning to move the office to Princeton May 18. Thereafter, our address will be 20 Nassau Street.

"I know of no particular message which we can send to Weyl at this time. Perhaps you have something in mind which does not occur to me."

File IV-21

1933

5/29

✓ BUILDINGS & GROUNDS

Facilities

Flexner to Veblen:

...

"We moved to Princeton Thursday. I was sorry to have just missed Levi-Civita. I have seen the Lefschetzes and Eisenharts and Alexanders and Ladenburgs. The offices are very neat and comfortable, quite adequate to our purposes. Their simplicity as compared with the beauty of Fine Hall puts the Director in a subordinate position - where he properly belongs!"

...

File IV-21

1934

INDEX

3/27  
4/12

✓ BUILDINGS AND GROUNDS

Facilities

FLEXNER, A.

Biographical

VEBLEN, O.

Flexner to Veblen, March 27, 1934.

"I continue from time to time to turn over in mind the question of site to which you have repeatedly alluded." He asks for a memorandum in black and white what for. Owning real estate may be more of an encumbrance than a help. He welcomes reduction of the ideas to writing.

Veblen to Flexner, April 12, 1934.

He puts it down in writing:

(1) "I hope that the Institute will <sup>be</sup> permanently a seat of learning (italics mine)."



He quotes Mr. M. H. A. Newman of Johns' College, Cambridge in a statement years ago about his own university: "It has been in existence as a seat of learning for a very long time. There have been periods in which learning has not occupied its seat, but the seat has always been there, and learning is generally returned in the course of time."

Veblen pleads for a permanent and visible locus as important to the perpetuation of the purposes of the Institute in the long future.

(2) We are all agreed it is very desirable to work in close cooperation with the University. Well, we are also agreed that the Institute should maintain its independence. He fears a confusion of the Institute with the general conflicting purposes and interests in a university, and he thinks that the preservation of the independence of the Institute with the aid of site and building is important.

of the Institute  
(3) He thinks that the plant should be near that of the University.

This is to ~~mainly~~ promote the good relationship between the two institutions.

(4) It is entirely probable that Princeton will become the site of a group of cultural institutions, much as Oxford is a group of colleges. It will be a decided advantage to be at the center of this group rather than on the periphery.

(5) The considerations stated above lead to the conclusion that the Institute should have if possible a large plot of land. It would be a mistake to get too small a piece. You hardly could get too large a piece. All universities, including all the Oxford colleges, have made the mistake of getting too small plots.

(6) It is up to any institution which settles in a place like Princeton to contribute to the amenities of the place. A large enough plot of land could aid in the accomplishment of this by keeping away "objectionable intruders."

(7) All of the considerations hold good, no matter what

subjects the Institute is going to develop, or how it's going to develop them. However, he raises the question, what shall be the first building the Institute should erect or move into in case there's a suitable building already on the site. He thinks the Institute should have sooner or later a residential center analogous to an Oxford College without the monastic background. He thinks the first step probably ought to be something analogous to the Atheneum at Pasadena, Harnack House in Berlin, the Rhodes House in Oxford, including a residence for the Director, something in the way of club rooms or meeting place for members of the Institute, and, if possible, a certain additional amount of residential accommodation. It should be a recognized social nucleus for the Institute.

(8) The actual working quarters of the different schools might, in some cases, be located right on the University campus, in contiguity to the appropriate department of the University, and that in other cases, it would be possible to have working quarters on the Institute's own territory. "But this matter I regard as not affecting the question of site very seriously, because the site should be adequate to take care of completely the Institute's enterprises in case

at  
circumstances/some time in the future should make it  
desirable to do so."

(9) About Fine Hall. It is now full; therefore, any substantial increase in the School of Mathematics, or the these facilities for theoretical physics, would tend to overcrowd it. The situation with regard to offices in Fine Hall: there are nine offices with fireplaces and fifteen without. The permanent members of the two staffs all have separate offices. In addition to this, the instructors in the University, assistants in the Institute, and a certain number of National Research Fellows have offices which are shared with two or three persons. It is desirable that our assistants have ~~their own offices~~ individual offices for their own work.

to make an  
(10) It will be feasible/~~in~~ addition to the quarters in Fine Hall either by building an addition to Palmer Laboratory or ~~to~~ Fine Hall on the lower side of the hill, or by taking over the University Infirmary and replacing it by a new hospital in a more suitable location. He favors the last proposal, since the infirmary would lend itself to the purposes well. He suggests it might be possible to purchase

/ the land and building now used for the ~~infirm~~ infirmary, or at least lease them for a long term.

(11) He mentions a problem which he says we have not had to face this year, but we might have to deal with it at any moment's notice; serious illness on the part of one or more workers at the Institute. He suggests this would be a problem for the administration of the Institute. If the Ex Institute~~s~~ participates in the replacement of the old infirmary, it should be a simple matter to arrange that members of the Institute had the right to admission to the new hospital on similar terms.

~~.....~~ "....." F.A. 1/8/57

1934  
1935

4/12  
3/19

PRINCETON UNIVERSITY

Relations WOAI

SCHOOL OF MATHEMATICS

Academic Organization

✓ BUILDINGS AND GROUNDS

Facilities

VEBLEN, O.

Biographical

FLEXNER, A.

Originals Veblen to Flexner on School of Mathematics and  
Fine Hall. Very important. Independence of I. A. S. stressed.  
Did he believe that scholarship of I. A. S. adversely influenced  
by graduate school atmosphere?

Also Veblen's recommendation for building first common  
building like ~~Kappa~~ Atheneum at Pasadena with schools on  
campus near University. Buildings appropriate.

Letters filed in Vertical File under "V" for Veblen.

F. A., 1/8/50

1934

4/13

✓ BUILDINGS AND GROUNDS

Facilities

VEBLEN, OSWALD

Biographical

FLEXNER, A.

Flexner to Veblen (Fine Hall, Princeton):

"Thank you for your wise, thoughtful, and very clear letter of April 12th.\* I have read it only once, but I can see that it will give the Committee on Buildings and Grounds something very substantial to meditate upon. I have the feeling that what might have looked like dilatory procedure has really allowed our minds to work subconsciously on what will become in the course of time a question of overwhelming importance. I shall bring this letter to the attention of the Committee at the earliest possible opportunity."

\*Not in file.

File IV-19

1934

10/25

✓ BUILDINGS AND GROUNDS

Facilities

GENERAL

Finance

Flexner to Veblen (Fine Hall, Princeton): Excerpts

"Since we parted ..... I have given some thought to the last words you dropped, namely, that we should not lose this delightful time to walk about with an eye to site, buildings, etc. While I should be glad to have a walk with you at any time, I think it only fair to say that I should find it difficult to get up any enthusiasm now on the question of site and buildings."

"We have an endowment fund of X dollars, which yields an income of Y dollars. In common prudence we are setting aside an annual reserve of Z dollars. ~~XXXXX~~ That leaves a margin of expenditure, with our present endowment, of Y minus Z dollars. If we invest part of X dollars (endowment) in buildings and grounds, we diminish Y and Y minus Z."

" .... Meanwhile, my ambition for the Institute is to leave mathematics substantially as it is, and to get a small nucleus - it will have to be much smaller than the mathematics nucleus - in (1) economics, and (2) the humanities. The three groups can, as Professor Frankfurter pointed out, grow from within as additional resources become available."

"I shall surprise you by the willingness and speed of my activity in the way of



buildings and grounds when some Santa Claus drops into our treasury the requisite funds."

File IV-19

Jan. 28

✓ BUILDINGS AND GROUNDS  
FACULTY PARTICIPATION  
VEBLEN, C.

Facilities

~~Biographic~~ Academic Personnel

FLEXNER, A.

They have had another discussion on buying property and building of buildings and with Mr. Maass.

Flexner worries about Veblen's statements that he finds himself waking up at night and thinking about the building problem. He ~~thinks~~ *remembers* that as Fine Hall was built ~~he~~ Veblen was not too well.

"I have had a lot of experience in administrative work and I made it long ago an inflexible rule not to spend much time on small things." He may have done some small things wrongly but they did not get in the way of the big things.

"Don't look on this as a lay sermon. I value you perhaps more highly than you have ever been valued in your life. You are the real founder of the School of Mathematics. Since I interested you and Einstein, you and those whom you have associated with you, have done everything as nearly as possible in the way you wish. You have chosen your associates; you have chosen your students, you have chosen your own methods of working. My part in

making the School of Mathematics what it is has been almost negligible. What the future will bring forth whether in respect to my successor or your successor, nobody knows."

File IV-19

1935

1/31

✓ BUILDINGS AND GROUNDS

Facilities

PARTICIPATION IN ADMINISTRATION

Academic Personnel

VEBLEN, OSWALD

Biographical

FLEXNER, A.

Veblen (Fine Hall, Princeton) to Flexner:

".... We would not help things much in Fine Hall by reducing our numbers. The only things that would help would be to reduce the quality. If Dirac, Walsh, Siegel, Ward, Zariski, ... were replaced by men of less consequence the congestion would be much less serious.

"What I was so awkwardly trying to urge the other day was, in general terms, merely that our problem is one of dynamics rather than of statics and that therefore the element of time is highly important.

"Even though I read most of the above to you over the telephone, I will send it so that I can say how much I appreciate the kindly and considerate way in which you handle all these questions."

File IV-19

1935

3/2

PARTICIPATION IN ADMINISTRATION

Academic Personnel

VEBLEN, O.

Biographical

FLEXNER, A.

FRANKFURTER, F.

~~MOETHER, MISS~~ Bldgs • Grounds

Facilities

Excerpts from correspondence between Flexner and Veblen in File IV-19

See PARTICIPATION IN ADMINISTRATION - Academic Personnel

1935

3/19

✓ BUILDINGS AND GROUNDS

Facilities

PRINCETON UNIVERSITY

Relations WOAI

SCHOOL OF MATHEMATICS

Academic Organization

MEMBERS

Academic Personnel

VEBLEN, O.

Biographical

FLEXNER, A.

### Veblen to Flexner.

At Flexner's invitation Veblen has re-read his letter of April 12, 1934 on space. Makes the following points:

(1) During the present year there has not been any over crowding visible to him in the library in Fine Hall. It may be because workers come and find no space and take their work home.

(2) During the present year Dirac has had an office of his own, but when Wigner went away Dirac moved into his office.

Other members the equivalent of Institute staff, Siegel, le Maître, have been using Gillespie's office when he is not there. The older workers have been given the privilege of the professor's room, and it has been used rather regularly by Walsh and Zariski, occasionally by Moore and Ward, and very rarely by Douglas and Eckert--all Institute members and all men of academic standing outside.

The younger members equivalent to instructors in the University are pretty crowded. The only full-time University instructor at Fine on Princeton faculty, Dr. Wilks, has an office to himself.

(3) There were four assistants assigned to the room next ~~to~~ to Veblen. Lefschetz thinking it was too crowded shifted one to another room, leaving three. Veblen formerly had a separate room for his assistant.

(4) The five professors in the Institute and the associate, Dr. Mayer, all have offices. The rooms assigned to

Alexander, Einstein and Flexner are extremely good.

(5) Summary. We feel our present quarters in Fine Hall to be inadequate not so much because of the number of workers enrolled in the Institute as because of their high quality.

(6) Lefschetz intimated strongly the early part of the year that Veblen talk to Eisenhart about space which he did. His ideas which Veblen concurs with he summarizes as follows:

(A) If possible we should have something in the way of an additional building on the campus close to Fine Hall.

(B) This building should ultimately be adequate for the personnel of the School of Mathematics of the Institute so far as office space is concerned. It would not be necessary to do this in the immediate future, however, nor build adequate space all at one time. (Here did he discuss chemistry and biology? Not apparent except that he was apparently saving Flexner from a blow). Also "it was Eisenhart's and my understanding that



members of the Institute will continue to use rooms in Fine Hall, and that certain members of the University might well use rooms in the new construction." The Department of Mathematics should ultimately have available for itself as much room as there is in the whole of Fine Hall.

(C) A small number of seminar and lecture rooms should be provided.

(D) Common use of library, common room and professor's room should continue.

(7) Veblen says that in planning provision of facilities development in theoretical physics should be contemplated.

(8) He is not submitting an actual estimate of space or of size.

FA 1/8/57, Filed in V Vertical.

1935

3/23  
3/25  
3/26

PRINCETON UNIVERSITY

✓ BUILDINGS AND GROUNDS (SITE)

MAASS, HERBERT H.

AYDELOTTE, F.

PLEXNER, A.

Relations WOI

Facilities

Biographical

Flexner to Maass, March 23, 1935.

Some sites being considered are too far away to permit use of University--lose benefits of close association. "This will apply to the Olden Farm and similar properties, which from this point of view would be, I believe, in the long run, the most expensive investment we could make both educationally and financially. If we cannot obtain a single adequate plot near the campus, we can develop, as the foreign universities developed, by building different buildings on different plots

not very far from one another and all sufficiently close to the University to enable us to use its priceless facilities."

Maass to Flexner, March 25.

Surprised Flexner thinks Olden Farm too far away--but idea regarding European universities might be good.

Flexner to Aydelotte, March 26.

Encloses a copy of letter from Maass: "I think [Maass] is beginning to realize that the Olden Farm, though situated on a main highway 3 miles off, is far too distant to permit of anything like the interdevelopment with Princeton which we are carrying on in mathematics and which ~~might~~ ought to extend to one subject after another."

( But see Alumni action after favorable action, <sup>for transfer</sup> 2/17/37. )

D, Site

1935

NOTES

4/2

BUILDINGS AND GROUNDS

Facilities

FLEXNER, A.

Biographical

VEBLER, O.

EISENHART

Veblen to Flexner.

He reports that Eisenhart has checked up with Winteringer again about the property across the street from Palmer Laboratory. The club is in difficulties, the University holds a mortgage on the property, and there is some likelihood that the property could be secured. Though he didn't check again, Eisenhart believes that the mortgage is \$30,000.

Veblen urges giving the property immediate and favorable consideration. Acquiring it will allow us to study the ultimate solution of the housing problem for the mathematical group in an unhurried fashion. "Unless something is done, I feel that we are going to have very

considerable difficulties next fall."

Eisenhart has suggested that another club property just down hill from the one above considered might be considered, but they are not indifficulties, and it might be harder to get it.

V File, "Flexner, Abraham"

BUILDINGS & GROUNDS

Facilities

The Director:

While he does not undertake to report for the Committee on Buildings and Grounds he points out that Fine Hall is an excellent illustration of the virtue of establishing a "communal life" in one school, "but the several schools need not be erected upon a single plot, and if necessary, over a preliminary period of years satisfactory results may be obtained in ~~recess~~ quarters."

*recessed*

He then alludes to the financial stress of the times and urges excellence of academic work rather than handsome and physical facilities. (~~Minutes~~ Minutes, 4/22/35, Director's Report attached, p. 8)

BUILDINGS AND GROUNDS

Facilities

VEBLEN, O.

Biographical

FLEXNER, A.

MAASS, HERBERT H.

BAMBERGER

Veblen to Flexner.

He has just returned from Europe, and went to Princeton .  
He was informed by Mr. Thomas that the lots between Olden Farm  
and the golf course were going to be sold at foreclosure.  
He was fearful that if they fell into other hands, it might  
be difficult to get them. Flexner referred him to Maass,  
took the matter up with Bamberger, and Bamberger very promptly  
put up the money to secure them. As for the rest, Mr. Thomas  
told me this morning he had options on almost everything that  
we wanted, only one or two little pieces being left out still.  
"I have had a talk with President Dodds who told me that  
the Committee on Buildings and Grounds was very favorable to  
cooperation with us, and had left it to a committee composed of

himself, Mr. Wintringer, and some other person whose name I forgot. There was neither time, nor, <sup>was there</sup> I believe, need to call the committee inasmuch as there was general agreement on the Olden Farm and the property connecting it with the golf course. The options all run until late next fall. If the worst comes to worse, and we decide to build elsewhere than on the golf course, we should easily dispose of the lots which Mr. Thomas is going to secure for us."

V File, "Flexner, Abraham"

IV-20 -



1935

9/25

PRINCETON UNIVERSITY

Relations WOAI

BUILDINGS AND GROUNDS

Facilities

FLEXNER, A.

Biographical

Flexner to Dodds, September 25, 1935.

The Institute has been deliberating on sites. "As I did not at the beginning feel myself at home in Princeton, we have proceeded in a very leisurely way." He expresses the hope that the location of the building should be such as to give Princeton <sup>University</sup> the hospitality which Fine Hall has given to the Institute. He suggests a site which would begin at the corner of Alexander Street on the road which leads to the Graduate College. However, three lots with two wooden houses of them now belonging to three elderly women block this plan. He then suggests the nearest point would begin with the golf course and extend toward the Graduate College and back toward Princeton Inn. "If in the future it is possible to obtain the properties which I have above mentioned, a second building, if and when required, could be located on that site." He tells Dodds the

Institute has taken options on Olden Farm, and on practically all the vacant property lying between Olden Farm and the golf course. "The really important point to decide at this moment is the willingness of the University to cooperate with the Institute by allowing us to obtain the land needed, each party relying upon the good faith of the other and upon the determination of both to preserve as much open space on both sides of the Graduate College as is possible so as to preserve the amenities of the situation and to shut out the possibility of any real estate development which might be objectionable. The options as which we now hold run until towards the end of October and involve the expenditure of about \$200,000. If the University is prepared to cede us the requisite amount of ground, the Institute would be equally willing to cede the University whatever may be needed on the plot we would possess in order to allow the extension of the golf course in that direction."

Flexner says, although they have not retained an architect, he hopes that the architecture of the building would harmonize with the buildings at Princeton University.

"The experiment of cooperating with the University in the field of mathematics has been so brilliant a success and the good will manifested by the University as respects the two new schools which we are proposing to establish encourages me to believe that Princeton University and the Institute for Advanced Study have an opportunity to give the country an example of cooperation in the field of higher education such as the country has never before experienced..."

D File, Dodds, Harold W.

1935

10/14

✓ BUILDINGS & GROUNDS

Facilities

Mr. Maass, Chairman of the Committee, reported that the Committee has ~~unanimously~~ concluded to recommend the acquisition of the site.

He credits conversations conducted by the Director with authorities of the Princeton University as evidencing a willingness on the part of the University to cooperate in the choice of the site "which, by way of the contiguity to the property now owned by the University, would lend itself admirably to future developments. [It] ...would tend to insure the permanence of a development of both the University and the Institute without further encroachment by private building enterprises and afford a substantial measure of protection to landscaping and architectural features of the entire project.

"In conforming with this tentative understanding the Institute has secured options on extensive properties totaling almost 200 ~~ha~~ acres which are not in the Borough of Princeton but are in substance an extension of the University's real estate holding. Located outside of the Borough, they have an advantage of lower assessed valuation and low taxation, the list valuation presently being \$34,075 and the tax is about \$1,000 per annum.

"Of the \$10,000 authorized for use by the Committee \$3,100 was expended

to acquire the property under foreclosure and about to be sold. \$6900 remains unused. Options on the remainder of the property run until the end of November and entail a total expenditure of about \$175,000. When this property has been purchased there remains to be acquired two or three smaller properties for which at present no negotiation are under way but the cost of which should not exceed an additional \$75,000.

"The Committee recommended an appropriation of not to exceed \$250,000 to be placed at the direction of the Committee. The appropriation is made. (Minutes, 10/14/35, p. 6-7.)

1955

NOTES

10/28

✓ BUILDINGS AND GROUNDS

Facilities

FLEXNER, A.

Biographical

VEBIEN, O.

Flexner to Veblen. They have had a conversation on additional land. Flexner lays down his position again:

(1) Every dollar invested in real estate diminishes income, and thus hampers what we can do in respect to men and facilities. It is men and facilities that make institutions of learning, not acreages or frontage. Same is true of building.

(2) Our next moves must be in the very nature of things ~~xx~~ in the direction of strengthening the two new schools. I do not wish to do this at the expense of mathematics, and yet unnecessary investment in real estate may threaten it.

(3) You are rightly insistent on the importance of additional space for the mathematicians, but we are unlikely to invest in additional space for the mathematicians if we are simultaneously confronted with the need of gradual

1933

for  
expansion of the two new schools and a considerable additional  
investment in real estate.

(4) Someday or other, we shall want to consider our  
relationship to the Princeton Library which is, again, from  
my point of view, more important than additional acres.

"I have absolutely no desire to speak with finality as to  
the order in which these various questions shall be met. In  
fact, the primary responsibility for decisions must be taken  
by the Committee on Buildings and Grounds. Having stated my  
own views, I shall carry out loyally any decision arrived at  
by the Board."

V File, Flexner, Abraham

1935

10/28  
10/29

FOUNDERS

Corporation

✓ BUILDINGS AND GROUNDS

Facilities

MAASS, HERBERT H.

Biographical

VEBLER, O.

FLEXNER, A.

Flexner to Samberger, October 28, 1935.

He has talked with both Maass and Veblen, and is glad the Institute has acquired a site. It would be prudent to keep the matter quiet. "Though I do not wish to criticize either Mr. Maass or Professor Veblen, I think there is some danger that they will both be too enthusiastic about the acquisition of additional land. My own inclination is to go very slowly..." in the interest of not impairing our ability to obtain men of the highest rank.

He recounts a conversation which Morgenthau had with him at the Inn yesterday noting that the Institute had taken



Riefler, "the best man we had in Washington."

Bamberger to Flexner, October 29.

"Your letter of October 28 was quite impressive, as it expressed the thought that possibly some of our co-workers in the management of the Institute were inclined to rush along with more haste than wisdom. Mrs. Fuld has repeatedly commented on a policy of acquiring so much land for an institution that proclaimed not size but highest standards. This also has been my feeling.

"After our present commitments are completed, our resources will not permit of further expansion at the present time. So far everything has developed beyond our fondest expectations, thanks to you. Nor have I any misgivings about the future."

D, Bamberger, Louis, 1930-1936

1935

11/19

PRINCETON UNIVERSITY

Relations WOA I

✓ BUILDINGS AND GROUNDS

Facilities

DOBDS, H. W.

Biographical

Dodds to Flexner, November 19, 1935.

The Buildings and Grounds Committee of Princeton University formally expressed itself through President Dodds, November 19, 1935, as favorable and would be prepared to recommend to the Board of Trustees at the proper time the transfer of the necessary land on the golf club house location, subject to whatever arrangement it is necessary to make with the Springdale Golf Club for an adequate club house elsewhere.

D File, Dodds, Harold W.

1935

11/20

✓ BUILDINGS AND GROUNDS

Facilities

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

DODDS, H. H.

Biographical

FLEXNER, A.

EISENHART

Flexner to Dodds acknowledging his of November 19, 1935, regarding Princeton Buildings and Grounds Committee, and saying that he will confer with Mr. Houghton on members of the Institute Committee to meet with the Princeton Trustees' Committee.

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

D, Dodds.

1936

1/24

✓ BUILDINGS AND GROUNDS

Facilities

From a clipping from The Princeton Herald, January 24, 1936;

Negotiations between the Institute for Advanced Study and the Estate of Walter Hart Olden for the purchase of Olden Farm reached the final stages.

The Battle Park Farm purchased has been in the possession of the Olden family since Colonial days. It is part of a huge tract acquired in 1696 for the Oldens who were among the pioneer settlers of Princeton. A portion of Olden Manor, residence of the family, was built before the Revolutionary War.

Bulletin No. 5 (February, 1936) announced the purchase of approximately 200 acres, and said that the Institute had no intention of building until the institution has developed beyond its present size and scope. (P. 3)

D, Publicity - Press Clippings

1936

2/13

✓ GROUND AND BUILDINGS

Facilities

AYDELOTTE, FRANK

Biographical

VEBLER, OSWALD

Veblen to Aydelotte:

"...I have walked over the new property of the Institute several times since there has been a hard crust on top of the snow. This enables one to explore the woods down near the brook much better than one will be able to after the ground gets soft again. I wish that it would be possible for you to take this walk with me while the conditions underfoot are still favorable."

Source: A File IAS (home)

1936

4/13

BUILDINGS AND GROUNDS

MAASS, HERBERT H.

Facilities

Biographical

265 acres had been bought including some on Alexander Street. (p. 5) Land owned by Princeton University and the Institute now totalled 3,000 acres. I. A. S. investment \$290,000.

Trustees' Minutes, 4/13/36

1936

6/15  
10/30

PRINCETON UNIVERSITY

Relations WOI

✓ BUILDINGS AND GROUNDS

Facilities

June 15--See Chrono memo on Flexner's report to Executive Committee on I. A. S. use of Marquand and Fine Libraries without compensation.

October 30--On Buildings and Grounds.

1936

7/13

ARCHEOLOGY

Academic Activities

✓ BUILDINGS AND GROUNDS

Facilities

CAPPS, EDWARD

Biographical

MERRITT

Flexner to Capps. On reaching Canada for a vacation has told Meritt that the humanists will be domiciled at 69 Alexander, and Capps should have a room to work with Meritt, Lowe, and the others .

Flexner says he hopes this suggestion will put an end to any idea Capps has of leaving Princeton.

The suggestion is warmly received by Capps (July 18, 1936, Ibid.) and says he hopes to remain in Princeton if he can find a place to live in.

This brings a response from Flexner (July 26) saying he and Ben want to help Capps find a place to live. Capps' wife is disabled.



On October 15, 1936, Flexner informed Capps that he had been appointed Visiting Professor, effective October 1, 1936, at \$2,400 a year honorarium, and informed Capps' sister, Mrs. C. H. Rammerkamp, Editor of the Illinois College Alumni Quarterly, of the appointment which was thereupon published in the quarterly.

D, Capps, Edward

1936

7/17

**BUILDINGS AND GROUNDS**

**Facilities**

**SCHOOL OF ECONOMICS AND POLITICS**

**Academic Organization**

Miss Eichelser to Mr. Maass:

"We are giving up the three rooms at 20 Nassau Street which were occupied by the School of Economics and Politics during the past year, as the members of that School will move into the house at 69 Alexander Street."

Source: IAS Trustees \_ Maass, Herbert H.

1936

9/10

✓ BUILDINGS AND GROUNDS

LOWE, E.A.

Facilities

Biographical

Dr. Flexner to Dr. Lowe:

The Institute has purchased a tract of ground about a block from the University ~~camp~~ campus, on which there is an old house. Flexner says they will house the School of Economics there. "If you establish yourself in the library you will of course be in pretty close contiguity with Panofsky, <sup>M</sup>orey, and their associates. If you go to 69 Alexander Street you will find a separate room for your secretary and the companionship of Meritt and Capps." Dr. Flexner wants Lowe to let him know which arrangement he prefers and says they will do everything in their power to make him happy wherever he is.

File: IAS - E.A.Lowe - 1933-43

1936

10/13

✓ BUILDINGS AND GROUNDS (p. 12-14)

Facilities

PRINCETON UNIVERSITY (p. 14)

Relations WOAI

Financial report on purchase of real property (p. 15)

Acquisition	\$229,360
Repairs	6,333
	<hr/>
	\$235,694

Trustees' Minutes, 10/13/36

1938

10/23

SCHOOL OF MATHEMATICS

Academic Organisation

PRINCETON UNIVERSITY

Relations W.O.A.I.

✓ BUILDINGS AND GROUNDS

Facilities

~~Excerpts from~~ Digest of a typewritten memorandum found in V-2 file with Flexner's initials at the ~~top~~ top. It is apparently a working draft of a paper of Flexner's. The paper discusses problems raised by the extraordinary prominence of the mathematicians assembled at Princeton which it characterizes as "not simple". Princeton consists of three separate but overlapping groups, the undergraduate school, the graduate school which overlaps with the IAS, and the IAS which overlaps the graduate school.

As far as numbers are concerned the limit can be fixed on the undergraduate school on the basis of considerations which do not concern the other two units. As far as the graduate school is concerned a limit on numbers is fixed by the size of the graduate college and also by the consideration that there are other graduate schools in the country that can take care of students not accommodated at Princeton. "Even so the precise number of graduate students that could be admitted depends also on (1) physical facilities, (2) size and quality of staff, etc." Admitting that because of the eminence of the Princeton group more graduate students will want to study mathematics here than elsewhere it is necessary to impose a limitation and the limitation should be one of quality. So much for the University's problem."

As for the Institute it can carry the same difficulty a step further. "It can easily impose certain limitations, as, that (1) it will admit no one who has not achieved the Ph.D. degree, (2) no one who has not beyond the Ph.D. degree given evidence of promise, but with the Ph.D. training comes to a halt..."

The Institute "was founded to offer easy going, informal and stimulating help to men capable of independent work..." The two policies outlined above create two forces which will inevitably bring to Princeton more applications than could otherwise be received. A severe limitation on the numbers which would be accommodated is the precise load upon the teaching<sup>Faculty</sup>. This will shift from year to year.

A study of the figures shows that during the current year there are 41 persons registered in the Institute. This does not mean that there are 41 who receive anything like regular instruction or guidance from the members of the Institute's staff. There may be some who attend lectures or seminars, there may be some who do their work mainly with the members of the Princeton Faculty; on the other hand, there are some registered in Princeton who do their work substantially with Institute Faculty. There are also some of the 41 who are registered twice, as for example, the National Research Council, the Commonwealth Fund and G.R.B. Foundation Fellows.

Fine Hall itself imposes a limitation on members. Its space is not indefinitely expansible. Its library facilities are essential to study. It must not be over crowded. Most important of all is the necessity for maintaining an adequate enrollment for stimulating the Faculty of both institutions. "...an able body of students does as much good to the professor as a professor does to the advanced student."

He then suggests a mode of handling the problem:

- " (1) ...would it not be well to restrict the number on a qualitative rather than a quantitative basis. whenever
- " (2) To emphasize a quantitative limit/there is the real danger that the members of the staff are being pushed unduly hard.
- " (3) To procure additional space ~~if~~ the total admitted by the two groups seems to make Fine Hall too populous."

In the latter contingency he suggests that it would be wise if additional space is provided to do so on the basis that the mixture of the two groups should continue without any limitations, physical or otherwise, being placed on it. "Thus cooperation between Thomas and Meyer, between Lefschetz and Alexander, and so forth, ought not to be interfered with or made difficult. And again it is a wonderful thing that the men doing advanced mathematics here glide unconsciously from one group to the other without raising any question either in their own line or in that of their respective staff."

BUILDINGS AND GROUNDS

Facilities

VEBLEN; OSWALD

Biographical

Memorandum for Messrs. Aydelotte and Maass:

1. Prof. Russell wants to see Flexner to discuss questions on the ground.
  2. "I talked with Mr. Paris, explaining that with regard to the land the present policy is first, to conserve what facilities it contains and to try to use these in such a way that the Institute would at least not lose money on it; and second, to make a very modest beginning in the direction of improving the land by reforestation, etc. I also suggested that we should be glad to make an arrangement by which Mr. Paris would continue to cultivate the fields which he already has under cultivation, and perhaps extend his operations to other fields. He pointed out that it is not reasonable to expect a return from fields which have been lying waste, until some time and money have been spent upon them..."
  3. "With regard to the utilization of the Olden Manor, my wife and I got some very helpful advice from President Aydelott, as a result of which we probably shall not initiate any general discussion of the question, but make a few inquiries and see whether it is possible to make a beginning in a small way which would not commit the Institute too far in any direction."  
/s/ O.V.
- Source: A File IAS (home)



1936

10/30

GEST ORIENTAL LIBRARY

Facilities

✓ BUILDINGS AND GROUNDS

Flemer to Haass"

"As to Dr. Swann: The Gest Library will always need a curator who is thoroughly familiar with the Chinese language and literature, and I have had since the Board meeting two conferences with President Dodds and one with the Chinese scholars of the Princeton faculty in respect to the Library, which will undoubtedly in the course of time form the nucleus of a school of oriental studies - something that does not exist in this country and is badly needed...At the meeting I recommended a permanent appointment for Dr. Swann therefore similar to the permanent appointments of the professors."

...

"Yesterday I had a long talk with President Dodds as respects the golf course. He has not been idle at any time since the negotiations began, but he has had to move very diplomatically. There are two parties whom he must carry with him: one, the Board of Trustees of Princeton University who were unanimous in wishing to accommodate us in the way we desire; two, the Class of 1906 which presented the golf club known as the

Springdale Golf Club with the club house. There are a number of old-timers in this group on the Club House Committee who are extremely reluctant to have this memorial touched in any way. The architect is dubious about the feasibility of removing the building as it now stands, though it can be done. President Dodds suggests that, if we can authorize him to offer the Class of 1906 a somewhat improved and modern club house to be located at the far end of the Princeton Inn, the Class of 1906 will feel that they are getting paid for cup, and he will be relieved of a large part of one of these personal situations which are difficult to handle in a university. The cost to us of building an improved golf club house to be known as the 1906 Club House would be between \$20,000 and \$25,000. The University will not need any part of the Olden Farm to replace any damage done to the golf club, for they own land at the far end of the golf course which can be used for that purpose and thus avoid crossing the road to the Olden Farm."

Source: IAS Trustees - Maass, Herbert H.

1936

10/31

BUILDINGS AND GROUNDS

Facilities

PRINCETON UNIVERSITY

Relations WOAI

FLEXNER, A.

Biographical

VEBIEN, O.

By date of the letter to Veblen, Flexner is able to say plans for adding capacity to Fine Hall are at an end.

*I don't think so. There is a sub. that V. pulled out, but that is always*

Flexner had investigated availability of Gateway Club but has dropped it. Mortgage exceeds value; University has a use for it.

Veblen receives information with sense of shock, and informed Flexner he was consulting his colleagues.

*considered it possible to find 500 spaces on the hill r =  
by.*

1936

11/7

SCHOOL OF MATHEMATICS

Academic Organization

PRINCETON UNIVERSITY

Relations WOA

✓ BUILDINGS AND GROUNDS

Facilities

VEBLEN, O.

Biographical

FLEXNER, A.

HARDY, G. H.

Letter from Flexner to Veblen acknowledging his letter of  
November 7, filed under Chronological file, November 7, 1936.

IV-20

1936

11/11

PRINCETON UNIVERSITY

SCHOOL OF MATHEMATICS

BUILDINGS AND GROUNDS

DODDS, HAROLD W.

FLEXNER, A.

Relations WCAI

Academic Organization

Facilities

Biographical

Flexner to Dodds, Nov. 11, 1936.

"Thank you for yours of the 6th [not in file] in regard to the Infirmary and the Hospital. I shall take up the matter at once.

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

D, Dodds

1936

12/3

GENERAL

Facilities

HOUSING

✓ BUILDINGS AND GROUNDS

A long memorandum on "Housing for Institute Professors"  
dated December 3, 1936. (Extra Copy)

Filed in Vertical File under "H" for Housing.

Extra Copy from D File, Buildings and Grounds, 1932-1936

1936

12/14

✓ BUILDINGS AND GROUNDS

Facilities

VEBLEN, OSWALD

Biographical

A letter from Veblen to Mr. Maass with blue-prints of a tentative plan for the reconditioning of Olden Manor. According to these plans, the most economical Veblen could concoct, the exterior would be left unaltered, and the good features of the interior would be undisturbed. "The structural changes would probably cost less than \$2000." Also heating, plumbing, electric wiring, redecorating, etc., making an estimated budget of \$10,000.

"The chief weakness of the plan proposed is that it does not provide servants' quarters. This is not a very serious difficulty if the house is utilized as I suggest below. But if it were to be used as a home for the Director, a servants' wing or servants' quarters in another building would probably have to be added...

Modification of the second and third floors would make nine bedrooms and four baths between the two floors.

"On the ground floor the room marked 'Library' (the present dining room) is to be improved by tearing out the present badly designed closets and staircase. The fine old fireplace in the room marked 'Dining room' would be restored. A servant's bedroom and

bath would be introduced at the expense of the present unduly large kitchen...

"...The ground floor is admirably suited for social gatherings...A place for social gatherings of the ~~px~~ temporary members of the Institute and their wives is a very real need at the present time...Mrs. Flexner and s the wives of the Professors have done a great deal to meet this situation, and I am sure would be greatly helped by the facilities which the Olden house would provide.

...

"Room on the second and third floors could be rented to members of the Institute... One or two could be reserved for visitors who come to the Institute on scientific or other business for short period."

Source: A File IAS (home)



1936

12/22

← BUILDINGS AND GROUNDS

Facilities

Maass to Flexner:

He writes about two proposals to be presented at the Executive Committee meeting:

"...First, to consider the proposed alterations to the Olden Manor in order that it may be used as a centre and club for the activities of the staff and student body of the Institute. Herewith enclosed is a blue print which indicates the suggested changes in part but not in whole, as some modification of the proposed plan may be suggested later on. At present Olden Manor is a dead loss to the Institute..."

"The second proposal to be taken up by the Committee is much more vital and far-reaching. You will remember having discussed with me on various occasions the practicality of using a part of the land acquired by the Institute to enable members of the staff to build homes for themselves in order to meet the housing difficulties in Princeton!"

Mr. Riefler drew up a plan, which Maass approves, and says the capital expenditure by the Institute will be fully repaid over a period of years. "If the opportunity of the plan were extended to the members of the Princeton faculty and staff, it should result in the development of an entirely new community which would in and of itself add immeasurably to the value of the remainder of our land..."

Source: IAS Trustees - Maass, Herbert H.

1937-38

✓ BUILDINGS AND GROUNDS

AYDELOTTE, F.

Facilities

Biographical

His correspondence regarding architects.

A, 10/18/56, Architects

1937-1938

✓ BUILDINGS AND GROUNDS

Facilities

See correspondence between Maass and Aydelotte: Bldg. (Fuld Hall).  
Also on Advisory Boards of Architects at Johns Hopkins, Goucher, etc.

A. File I. A. S. (home)

✓ BUILDINGS AND GROUNDS

Facilities

FLEXNER, A.

Biographical

VEBLEN, O.

RIEFLER, W.

MERITT

Veblen has evidently taken up the question of buying ~~Olden Manor and Olden Farm~~, and Flexner is against it, because with falling interest rates there is doubt there will be money next year for Dirac or a Greek scholar whom Meritt would like to bring over for his Agera work. Such being the case, ~~the Olden Farm~~, the Olden Manor and landscaping were out of the question. It is a long letter. He says that housing for the Faculty and the closing of the golf course transaction are the big things to be concentrated upon. Let's get them finished so that Riefler and his associates may at once be able to get homes for themselves and quit thinking and speculating on the subject, for it really does not interest them. He suggests renting additional

*In moving to  
said site*

*No!  
Purchased  
already  
the Farm*

*Remodeling!*

*for unfulfilled needs*

space in 20 Nassau Street, and thus, "Get our minds so full of the purpose for which we exist, that we will all become relatively indifferent to buildings and grounds."

*11.e. (land + buildings)*

"It is, I think, quite clear that these things dwelled ~~(?)~~ much less largely in your mind than they do in mine or Riefler's or Meritt's, for we are strangers to them, but I fear them as I fear the plague for these young men bursting with ideas and alive to opportunities who find themselves distracted by things in which they are not interested, though insofar as the housing is concerned, they have got to take a minimum amount of their time to settle their problems in a brief period once and for all as you settled yours many years ago."

( He sends copies to Riefler and Meritt. He worries about getting committed on the real estate thing.) ~~"If we start on 69 Alexander Street, We have already spent on Alexander Street three times the amount expected. If we start on Battle Road, landscaping, and Olden Farm, then we may have to cut the mathematics budget seriously."~~

~~V File, Flexner, Abraham~~ IV - 20

1937

1/25

✓ BUILDINGS AND GROUNDS

Facilities

\$1,000 was appropriated to be administered under the direction of Veblen and Riefler and used for reforestation and transplantation of trees on the Institute property.

Trustees' Minutes, 1/25/37, p. 10

1937

1/25

✓ BUILDINGS AND G ROUNDS

PRINCETON

DODDS, HAROLD

FLEXNER, A.

Facilities

Relations WOA

Biographical

Negotiations with Princeton regarding transfer of a portion of the Golf Course in exchange for the remodeling or moving of the Golf Club House have been entirely completed, said Flexner. After the meeting of the Trustee, Dodds notified Flexner that final action had been taken on the basis of several committee meetings and a report of the advisory architect who also approved. "This is the first time that the University has alienated any of the land which it has acquired for its use and protection."

Trustees' Minutes, January 25, 1937, pp. 1-2

1937

1/26

FOUNDERS

Corporation

BUILDINGS AND GROUNDS

Facilities

HOUSING

FLEXNER, A.

Biographical

Flexner to founders January 26, 1937.

Just before they take off for Arizona, Flexner writes this.

"While I am hoping that we shall meet in Arizona I want to express to you both how deeply I am gratified by the action that was taken at the meeting yesterday and how grateful I am to you both for having made it possible for me to realize at this time of life an institution which, as Professor Veblen rightly said, is unique in this country and perhaps in the whole world.

"You will also be happy to know that I have had confidential talks with a few people this morning regarding the action taken in reference to the housing situation, and their minds



are enormously relieved by the fact that the problem has been solved in a feasible manner...I am sure that the administration of the Institute will in no wise be complicated and that on the contrary we shall have added to the happiness of our professors in disposing of the land which is actually useless to us as far as academic purposes are concerned."

D. Bamberger, Louis, 1937-1944

1937

2/3

*Amman*

✓ BUILDINGS FAND GROUNDS

Facilities

MEMBERS

Academic Personnel

Flemer to Maass:

"I showed Riefler the report you made at the recent meeting as Chairman of the Committee on Buildings and Grounds to the Board of Trustees. He made one or two slight alterations. We cannot complete the minutes until you have passed judgment on these amendments. My own recollection was that Riefler's memorandum provided for amortization at the end of a period of twenty-five years.

"The sentence on page 2 marked 'O' depends in part on the amount which the Institute charges for the ground, and I therefore suggest its omission at the present moment, for I mean while in Phoenix to suggest to Mr. Bamberger more liberal terms for the small number of men involved. In Riefler's opinion, the charge of \$5,000 for the lot plus the cost of the house would constitute a heavy monthly burden, and I cannot insist too strongly that, if we are to keep this group of younger men together - and upon them the future of the Institute depends more than it does upon the older men, we must exert ourselves to the uttermost to make positions in the Institute financially attractive to them..."

Source: IAS Trustees - Maass, Herbert H.

1937

2/17

PRINCETON UNIVERSITY

Relations WOI

BUILDINGS AND GROUNDS

Facilities

DODDS, HAROLD W.

Biographical

Dodds to Flexner, February 17, 1937.

His Trustees have approved the recommendations of the Committee on Grounds and Buildings and the Finance Committee for the transfer to I. A. S. by the University ~~ask~~ a plot of ground on the north side of the golf course fronting on the Graduate College road, the particular piece to be used as a site for a building to be erected by the Institute at some time in the future, the design of the new building to be submitted to the University for its approval, and the Institute to provide the necessary funds for the erection of a new golf club house.

He says this general approval was at the moment all that was possible, and he suggests limitations and specifications in the understanding to be undertaken in the future.

D File, Dodds, Harold W.

1937

Summer

BUDGET

Finance

✓ BUILDINGS AND GROUNDS

~~Facilities~~ Facilities

FLEXNER, A.

Biographical

BAMBERGER, LOUIS

Flexner (draft) to L. Bamberger (3/10/43)

Flexner visiting Bambergers at Murray Bay told by  
Bamberger wanted to ~~acquire a site and~~ erect a building  
for I. A. S.

A - Supplemental Budget Material, 1943 Vertical

1937

8/25

✓ BUILDINGS AND GROUNDS

Facilities

FLEXNER, ABRAHAM

Biographical

MAASS, HERBERT

Flexner to Maass:

"You were quite right in your recollections that the Executive Committee voted ~~in~~ a sum up to \$10,000 for the rehabilitation of the Olden Farm. I kept the item out of the docket because I meant to ask you to draw a resolution safeguarding and defining its expenditure and have so written Mr. Leidesdorf. I had no intention of waiting indefinitely, but first you went to the Coast and then I went to Phoenix and the thing just slipped my mind. I really came away thinking that I had attended to it. Long before this reaches you Mr. Leidesdorf will have a statement of the fact and, when you get back, we will draft a resolution which will be incorporated in the minutes of the Executive Committee meeting held last December so that the appropriation will be technically authorized.

"I am drafting a new by-law setting up a Committee on Budget, for, if the funds of the Institute increase perceptibly, we ought now to be able in the light of experience to follow a more definite procedure than has been possible up to the present time. I am drawing upon the experience of the Rockefeller Institute, for they went through the same evolution through which we have come..."

Source: IAS Trustees - Maass, Herbert H.

1937

10/11

BUILDINGS AND GROUNDS

Facilities

*rational  
sections*

The mathematicians have been in Fine Hall, the humanists have been partly accommodated in McCormick Hall, partly at 69 Alexander Street, and partly in their own homes. The economists and publicists have worked either at home or at 69 Alexander Street. The offices at 20 Nassau Street.

Though considerable property has been obtained, including the Olden Farm, "[Director] was averse to taking any step until it became perfectly clear to me what the varying needs of the three faculties or schools would require." Now he thinks the first building should be erected. The founders have offered the money to the Institute. They are eager to proceed with the building.

Flexner proposes to ask each of the three groups for a definite statement as to accommodations and facilities required. He thinks that these plans can be rationalized and that no member of the Faculty should seriously be interrupted during the building process. (A stab at Veblen) Gratitude expressed to the founders. He has undertaken to insure cooperation with Princeton through talking this over with President Dodds.  
Trustees' Minutes, 10/11/37, pp. 4-5

1937

10/11

✓ BUILDINGS AND GROUNDS

Facilities

The Committee on Buildings and Grounds was authorized to engage landscape engineers and architects to study the land of the Institute to determine the most practicable site for building.

Trustees' Minutes, 10/11/37, p. 13

1937

10/21

✓ BUILDINGS AND GROUNDS

Facilities

SCHOOL OF MATHEMATICS

Academic Organization

For a report from Riefler ( or Veblen) October 21, 1937, see Source.

-14  
S. I. A. S., Housing Plans Fuld Hall



1937

11/4

✓ BUILDINGS AND GROUNDS

Facilities

FLEXNER, A.

Biographical

Flexner to Aydelotte at Swarthmore, November 4, 1937.

"I had to be in Boston the other day and had tea with Conant one afternoon. I got an outside glimpse of the new residence halls, another look at the School of Business which I had previously seen, as well as an outside look at the Littauer School of Public Affairs. I wonder if the type of architecture embodied in these schools will not come pretty near to serving our purposes. At any rate I hope you can manage to see these new Harvard structures.

"Do you know who was the architect of the new Hopkins, for Gilman Hall, the central building of the Hopkins group, appeals also to me as worth considering?

"From informal conversations with the members of the faculty I am rather fearful that, when their suggestions are added up, they are going to require a building far beyond anything that Mr. Bamberger contemplates in point of

construction and upkeep. However, I have had no final information from any of the groups up to the present time."

File I-7

1937

11/5

~~BUILDINGS AND GROUNDS~~

Facilities

The the Faculty to Dr. Flexner, Nov. 5, 1937 in regard to  
recommendations with respect to accomodations in Fuld Hall.

Filed under Chronological File under 1937, 11/5.

(S-14)

S File, Housing Plans, Fuld Hall



together with a memorandum of the needs of the mathematical faculty as worked out by themselves. ~~They provide the~~  
The first prospectus provides approximately as follows:

(1) Director's office: four well-lighted rooms for Flexner, Mrs. Bailey and the administrative staff. He suggests that Flexner should specify the requirements a little more definitely, and he adds, "I wish that you would specify for the Director a room at least as large as those desired by the professors, even though you don't want it."

(2) Studies for Professors: The professors generally want the same thing, rooms comparable to those occupied by Alexander and Veblen in Fine Hall. The room would be approximately 18' x 24' and gives space, therefore for a large working table, blackboard, charts, and a meeting place for a group of half a dozen students or colleagues. Near to the professor's study should be a smaller room for the professor's assistant. This would mean at least 15 large rooms and 15 smaller rooms. Veblen adds that his current count of professors at the Institute is 14.

(3) There should be 20 studies for distinguished visitors, approximately 15' by 18' or less.

(4) Special needs of the School of Humanistic Studies: Two rooms for Herzfeld and Meritt, respectively, with laboratories, special shelving, and spaces for objects d'art.

(5) Library: He estimates a library for 15,000 volumes.

(6) Secretarial Rooms: Each School requires 1 or 2 secretarial rooms for its purposes.

(7) Lecture and Seminar Rooms: 2 small lecture rooms each for 45, and 2 seminar rooms about 16' by 28'.

(8) There should be a large Common Room capable of seating 150 people, and preferably with projection apparatus and blackboard.

(9) Lunch Room:

(10) Women's Room in addition to normal toilet accommodations.

(11) Very adequate parking space.

On November 17, he re-submits this to Flexner with a statement that, "Johnny and I have gone over it together and estimate that the cubic contents will not exceed 600,000 cubic feet," and that \$1 a cubic foot is a large allowance for building at the time.

November 22, 1937, Flexner to Maass.

He evidently transmits the <sup>attached</sup> memorandum, and now suggests two changes:  
^

(1) The library can be cut to 10,000 square feet, and the shelves to about 4,000 feet.

(2) The lunch room should also have an additional room, a small dining room, in which a small luncheon party for 10 or 12 people could be given. This will be for ceremonial visits of distinguished visitors, etc. He also sends at the same time special design for Professor Herzfeld's library.

Maass to Flexner, November 24, 1937.

"It was a great satisfaction to learn from your telephone conversation this morning that Mr. Bamberger and Mrs. Fuld have not circumscribed us in planning the new building by fixing any rigid amount which they are willing to spend, but that they prefer to approach it from the standpoint of planning an adequate but not extravagant building, the cost of which they are ready to defray, and I shall, of course, take up the matter accordingly."

Attached to here is an undated extra copy of a memorandum, evidently deriving from the original memorandum after conference. It is marked 1937. (Attached Here.)

Thereafter, the Committee set about canvassing the procedures whereby they could secure the best architectural plans. There were a number of ~~and~~ candidates among architectural firms suggested by the experience of one or another of the Building Committee or the professors or the Trustees. In the beginning, (Maass to (November 22, 1937) informs



Flexner that he has written to 6 architects asking them whether they would be willing to undertake to furnish studies and the cost of the studies in each instance. There is some confusion about this.

Coolidge

Aydelotte is very desirous of seeing Shepley, of the firm of Shepley, Bulfinch & Abbott who did some work at Harvard considered. He also is very eager to see Cram and Ferguson considered. They have done work at Swarthmore which he likes very much.

Flexner early, under an arrangement with Maass, took the position that all communications from the architects, etc. should go direct to Mr. Maass, and, also, acted to prevent Veblen, Aydelotte, et al, from going off on their own in discussions. Maass apparently handled all arrangements, and his files should, therefore, be most helpful in supplementation of the files of the Institute. ~~XXXXX~~

Maass handled a situation with the Institute of Architects by which something closely approaching a competition was authorized, although the charter of the Institute of Architects,

(American Institute of Architects) ruled against such competitions. It was understood that the architects who were invited to consider the Institute's needs and provide basic plans would be paid by the Institute for such plans, even though their plans were not chosen in the final award.

Flexner to Maass, December 15, 1937.

Veblen has informed him Maass told him about a visit of Cram and Ferguson's man, Mr. Hoyle, set for December 16, 1937. "The prospect of a visit from an architect usually costs Professor Veblen a day's work and a night's sleep. I think it would be better if you notified me of visitations connected with the buildings, so that I can communicate the information to Veblen in a way that imposes no responsibility upon him... I could get Aydelotte here so as to share the responsibility in your absence, and also save Veblen from the necessity of breaking a number of appointments tomorrow. He is a most excellent person, but the work 'building' or 'farm' has an intoxicating effect upon him.

"I talked to President Dodds this morning about his

experience with architects. He said that the University had found that, though they obtained a similar ruling to that which you have obtained from the New York chapter of architects, ~~EMERSON~~ [allowing a number of architects to consider the plans] these architects are an undisciplined lot of artists and they made difficulties about just the sort of thing we are doing and what he had previously tried to do. He found that the only way he could get ahead expeditiously was to take the architects one at a time, pay each one as he finished, and drop him for the time being, before going ahead with another. In the long run, he said, we would save time and avoid the sort of situation into which we are apparently drifting, and we are still free to use any one of those who makes preliminary plans, or to go to an entirely different person."

Maass wrote, January 17, 1938, to Cram & Ferguson, and three other firms, including the successful man, Jens Frederick Larson, informing them that what was wanted was not a competition, but rather "a more or less philosophical treatise which embodying the thoughts herein outlined, would result in the projection of a program that would appeal to the Trustees and the Building Committee and enable them therefrom

to judge not alone which such thesis best visualized the Institute and its future but which author appeals to them as the one with whom they could best conduct the relationship that must exist between the Institute and an architect whose ideas will create an arrangement for the future to which the Board of Trustees is ready to commit itself."

Flexner to Maass, March 22, 1938.

There are two points which he would like to make in connection with the building:

(1) That you write a letter to each of the architects, telling him that we desire the building to be ready for occupancy September 1, 1939. This means that their initial sketches should be in our hands within a reasonable time - say four weeks from this date. We can then make our choice and set the architect to work, in the hope that the building operations may begin during the coming summer.

(2) That you should ask each architect to submit in connection with his sketch his estimate of what the building will cost.

He understands that these estimates cannot be firm, but that they should give some means of guidance to the Committee.

He also suggests that since all the architects have given far more time and thought to the project than he could have imagined, the Building Committee might be willing to consider whether or not we ought to increase the amount we will pay each of the architects who submits plans. This should not, however, be mentioned to any of the architects.

Maass to Flexner, March 24, 1938.

He has already concluded that the architects should be told to have their studies in ~~his~~ his hands by April 20, and has advised them.

The award was made to Larson, and the file does not disclose how it was done, or when; presumably those papers will be in Mr. Maass' files.

<sup>21</sup>  
July 1938

D File, Fuld Hall--Architectural Plans & Proposals

MEMORANDUM ON FULD HALL

11/22/37

1. Reception Room

Near the entrance to Fuld Hall there should be a small reception room, containing also a switchboard. The operator can also be the receptionist.

2. Administrative Offices

Three rooms of ordinary size, one on the southwest corner and one on each side of the corner room. If the building is three stories, as I assume, the administrative offices should be on the second floor.

3. Studies for Professors

The requirements of individual professors are very much alike. They would be satisfied by rooms comparable with those occupied by Alexander and Veblen in Fine Hall. These rooms are approximately 18' x 24' and give space for a large working table, a blackboard or charts, and the possibility of meeting a group of half a dozen students or colleagues in informal conference. Adjacent to or near each professor's study should be a small room for the professor's assistant. Both rooms should be well lighted. There should be 20 larger rooms and 20 smaller rooms.

4. Studies for Members, Visitors, etc.

Experience indicates that we must expect to have as many distinguished visitors as members of our faculty. The visitors, however, do not need large studies. In addition to distinguished visitors there are, roughly speaking, from three to five times as many members - young workers who have given great promise but who have not yet attained high academic rank. There should be twenty studies for the visitors and the members. The size of the rooms should be 15' x 18' or less, according to architectural requirements. Three or four young men may share a large room, while the distinguished visitors have a room each

for himself. The use to which these rooms are put can be shifted from year to year.

#### 5. Special Needs of the School of Humanistic Studies

Professor Meritt needs a fireproof room approximately 18' x 30' in size, in addition to the normal equipment of a professor.

Professor Lowe also needs a room of the 18' x 30' size.

Professor Herzfeld needs a room for his library approximately 19' x 23' and at least 11' 6" high. Wall space for his shelves, which are themselves museum pieces, should be provided in a manner equivalent to that indicated on the attached sketch. He also requires a museum for antiquities, approximately 18' x 20', and a storage room 15' x 18'. The storage room should be provided with a sink and hot and cold water. To meet the requirement of a high ceiling Professor Herzfeld's rooms could be put on the same floor as the library which will be required for general use.

For the general use of this school there is desired a photographic laboratory, a room approximately 15' x 20', and a darkroom 12' x 12'.

#### 6. Library

The library should have a floor space of about 15,000 square feet, a ceiling height of about 14 feet, and about 10,000 feet of shelves. High ceilings are important as making for quiet. The shelves in the library should be so arranged that between them there will be small alcoves, each of which could be occupied by a member or student.

Connected with the library should be a few small rooms which can be used by workers in the library who wish to retire from the reading room for the purpose of discussion.

#### 7. Secretarial Rooms

Each School requires one or two secretarial rooms, say 15' x 18', for its particular purposes (typing, mimeographing, filing, postboxes, storage of multigraphed notes, etc.)

#### 8. Lecture and Seminar Rooms

There should be two small lecture rooms, each seating about forty-five persons, and three seminar rooms about 16' x 23'.

#### 9. Lunch Room and Kitchen

The lunch room and kitchen should be adequate to the needs of one hundred persons, so as to allow for gradual expansion in the number of professors, members, secretaries, etc., that the Institute already has.

#### 10. Lavatories for Men

There should be a lavatory for men on each floor.

#### 11. Women's Room

On the second floor there should be a lavatory for women and a rest room containing couch and chairs in addition to the normal toilet accommodations.



1937

12/3  
12/7

✓ BUILDINGS AND GROUNDS (COMMON ROOM  
A LA OXFORD HIGH TABLE)

Facilities

LOWE, E. A.

Biographical

FLEXNER, A.

Correspondence regarding Common Room. Lowe implies Flexner could persuade founders to provide room where professors could dine their friends. Flexner says they wouldn't be persuaded--better not try.

A, 10/18/56, A. E. Lowe

1938

✓ BUILDINGS AND GROUNDS

facilities

SHENSTONE, ALLEN

Biographical

VEBLER, O.

Veblen interested his friend Architect Roy Bauhan (now in New Hope) in planning Fuld Hall. But in I. A. S. internal squabble Bauham was eliminated. His plans good. Shenstone doesn't like result.

Interview with Allen Shenstone, May 23, 1956

1938

1/29

✓BUILDINGS AND GROUNDS

GÖDEL

Facilities

Academic Personnel

Flexner to Veblen:

"Before you discuss the question of Gödel with your associates see ~~my~~ me again or talk with me on the telephone, for I have had an idea which may be of some value in connection with him. I hate more than I can say to place a limitation of this kind on you and your group, but in the present financial situation we have got to hew to the line.

"I myself regret that we have embarked upon a building project, though we undoubtedly need a building, and I can appreciate that Mr. Bamberger and Mrs. Fuld would like to see us housed."

File IV-20

1938

4/5

BUILDINGS AND GROUNDS

Facilities

FLEXNER, A.

Biographical

AYDELOTTE, F.

Aydelotte to Flexner, April 5. He recommends the prompt acquisition of the Maxwell property some time within the next few months. He thinks we need it, and he also thinks the buildings will place better if the land is acquired. In addition, if the ~~Maxwell~~ buildings are built, the Maxwell property would go up in price, so he advises getting it then.

A. File, Flexner, Abraham

1938

5/9

✓ BUILDINGS AND GROUNDS

Facilities

TRUSTEES (BUILDING COMMITTEE)

Corporation

VEBLEN, O.

Veblen to Aydelotte, May 9, 1938.

Dr. Flexner told Veblen the day before that he had decided not to register any definite opinion about the architect "although he was clear that Larson ~~was~~ the best choice. He thought that you and I could deal with the matter in a tactful way, and that there would be no ~~harm~~ <sup>harm</sup> if delay should result from our deliberations. Apparently he is ~~backing~~ no longer wanting to push the thing through to completion by some definite date." Veblen then continues to discuss ways and means of cutting down the cost of the building as proposed by Larson discussing Herzfeld's suggestions along this line. It is clear that Larson is also Herzfeld's <sup>choice</sup> ~~choice~~, succeeded next by York and Sawyer.

1938

5/26

✓ BUILDINGS AND GROUNDS

TRUSTEES (BUILDING COMMITTEE)

AYDELOTTE, F.

Facilities

Corporation

Biographical

Aydelotte to Maass, May 26, 1938.

Informs Maass that Mr. Bamberger and Mrs. Fuld with whom he and Mrs. Aydelotte have spent a night recently stated in the course of conversation that all the plans and estimates he had heard of "want far beyond the figure which he originally had in mind" -- \$300,000 including the \$50,000 which he had already given for preliminary architectural studies. "He would really like us to build a building for \$250,000, retain \$40,000 for furnishings" and \$10,000 for the architect, total \$300,000. "I think Mrs. Fuld is less concerned about economy but she is extremely anxious that no decision should be reached which would trouble Mr. Bamberger."

Aydelotte says he favors cutting ~~the~~ down the plans to fit this estimate. This would probably involve lessening the size of the central building and leaving off the wings entirely. Mr. ~~Bamberger~~ Bamberger and Mrs. Fuld also conciled that they take their time.

V-6

1938

5/26  
5/28

BUILDINGS AND GROUNDS

VEBLEN, OSWALD  
AYDELOTTE, FRANK  
FOUNDERS

Facilities  
Biographical  
Corporation

Aydelotte to Mr. H.H. Maass:

"...I am sending...on to Veblen together with a copy of this letter to say that in my opinion the Cram and Ferguson drawings are good,...but that nevertheless I still hold the opinion that Larson has shown a better grasp of our problem than anyone else.

"The reason I make this suggestion is that...I spent a night with Mr. Bamberger and Mrs. Fuld recently and in the course of our conversation Mr. Bamberger stated that all the plans and estimates he had heard of went far beyond the figure which he originally had in mind. I asked him what his figure was and he said \$300,000, including the \$50,000 which he had already given for preliminary architectural study. He would really like us to build a building for \$250,000, retain \$40,000 for furnishings which, with the \$10,000 spent on these four architects already would make a total of \$300,000. I think Mrs. Fuld is less concerned about economy, but she is extremely anxious that no decision should be reached which would trouble Mr. Bamberger.

\* out of the 50 m

"My own thought is that we should proceed immediately to cut down our plans to fit this estimate. I would accomplish this by having the architect make a plan which we consider adequate for the Institute eventually...the only thing I can think of is to lessen somewhat the size of the central building...leaving off the wings entirely."

Ayclotte to Maass:

"...Keblien would put the needs of the School of Economics and the administrative office second, accommodations for temporary members third, and the needs of the School of Mathematics last." He put the humanities group first.

✓ "The social life of the Institute...might be housed temporarily in Olden Manor..."

"This makes it seem at least possible to erect a building within the limit of \$250,000, which, with Olden Manor and 69 Alexander Street, would take care of everything, except Mathematics, and I myself am inclined to think that it might even be possible to arrange quarters for two or three mathematics professors in addition..."

Source: A File IAS (home)



1938

6/1

BUILDINGS AND GROUNDS

Facilities

Maass to Aydelotte:

"On Friday last Mr. Leidesdorf and I had lunch with Mr. Bamberger and had a lengthy discussion of the whole Institute situation, with particular reference, of course, to the building situation. It appears that Mr. Bamberger's main concern at the moment is that we should not undertake too great an expense in connection with the building project. While apparently his preference is that we limit the cost of the projected building to \$250,000, in order that he may at the same time that he pays for it supply a fund to be used for its maintenance, I do not think that he is entirely rigid about this figure. His main objective seems to be to have us move cautiously both in the choice of an architect and in the approval of the ultimate plans, and always to bear in mind the fact that we need not at this time anticipate to any large degree the future needs of the Institute.

---

...

"In the discussion yesterday with Sawyer, I suggested a further curtailment of the cubic contents by a reduction in the size of the various professors' studies from the present proposal of 18' by 24' to 16' by 20', but found decided opposition from Veblen,

who stated that he thought it would be a material error inasmuch as if the quarters were not made unusually attractive, the members of the staff would prefer to do their work at home and visit the Institute only casually. This is something of course, which we must guard against, and, therefore, I feel rather obligated to conform to his specifications of 18' by 24'. Nevertheless, despite this limitation I feel that we can do enough further cutting to bring the cost within the desired range.

"Under any circumstances, I deem it advisable to await the return of Dr. Flexner at the end of this month before taking any definite steps either in the choice of an architect or in the final revision of plans, and hope you concur with this idea."

Source: 4 A File - IAS (home)

1938

6/24  
7/2

✓ BUILDINGS AND GROUNDS

Facilities

AYDELOTTE, F.

Biographical

FLEXNER, A.

Aydelotte to Flexner, June 24, 1938.

He is up in Maine and does not want to come down for a meeting of the Committee on Building. He talks in terms of \$250,000 being allowed by Mr. Bamberger to build the building.

He thanks Flexner for his aid in making plans for Einstein's visit to Swarthmore.

Flexner to Aydelotte, July 2, 1938.

✓ "I have talked with Mr. Bamberger, Mr. Maass and Mr. Leidesdorf. Mr. Bamberger will contribute an additional \$100,000 toward the building, plus \$50,000 for furnishing it. Mr. Maass believes that with the sum now at his disposal

we can get everything we really need, though probably the size of the studies will have to be smaller than Veblen's estimate. This I do not regard as unfortunate, for these rooms have always seemed to me to be unduly large."

D File, Aydelotte, Frank, 1930-1945

✓ BUILDINGS AND GROUNDS

Facilities

FOUNDERS

Corporation

GIFTS

Finance

GENERAL

Public Relations

BOHR, NIELS,

Biographical

VEBLER, O.

FLEXNER, A.

Flexner to Veblen.

Mr. Bamberger has indicated his willingness to increase the amount available for a building to what Mr. Maass regards as a sum which will enable him to procure for us a building which will be adequate to our needs, dignified, and satisfactory in equipment, etc. It will, Flexner presumes, be necessary to reduce the size of the studies, but Flexner is not surprised. "I have never thought that we could

build on the scale of the memoranda with the sum of money which we are justified in putting into bricks and mortar." He feels it's more important now than ever to save every dollar for endowment, but, of course, the building must be worthy.

~~In~~ the Manchester Guardian of June 3, 1938, contains a long article on recent developments in higher education in the United States in which the Institute figures most prominently. *(Issue of AF's visit)*

The outlook in the matter of income is even less favorable ~~than~~ than it was when Flexner went away. The New York State Insurance Department has written off about \$3,000,000,000 of railroad bonds which have hitherto been regarded as proper investments for savings ~~and~~ banks and insurance companies.

Flexner is now doubtful about being able to finance Rosenfeld's trip from Europe with Bohr, because income for the Institute has dropped. "You know my disposition would be to do everything that you and your associates and men like Bohr wish, but until business improves and the November elections

are over, I am inclined to think that we, like other  
institutions, will have to sit tight and stand pat.

V File, Flexner, Abraham

1938

NOTES

7/22

✓ BUILDINGS AND GROUNDS

Facilities

FOUNDERS

Corporation

GIFTS

Finance

GENERAL

Public Relations

BOHR, NIELS

Biographical

VEBLER, O.

FLEXNER, A.

Veblen to Flexner, July 22, 1938.

We first heard from Maass a statement of the amount available for the building; namely, \$300,000. They reviewed some of the plans which were unsatisfactory. Requirements will have to be reduced.

He has seen Mr. Galpin of the C. R. B. Educational Foundation, and was pleased to find they are interested in



having Rosenfeld come to Princeton along with Bohr. So on Galpin's suggestion, Veblen is writing Bohr that Rosenfeld should apply for one of the C. R. B. advanced fellowships.

With respect to the reduction in requirements, "I hope, however, that we will not be forced to make any which really affect the character of the Institute. I believe I am inclined to attach more importance to the effect of physical environment than you are, and I really think that in this particular instance there is much to be said for my point of view. "

V File, Flexner, Abraham

1938

7/22

✓ BUILDINGS AND GROUNDS

Facilities

AYDELOTTE, F.

Biographical

FLEXNER, A.

VEBIEN, O.

Aydelotte to Flexner, July 22, 1938.

The Building Committee has met that day in New York, and discussed carefully qualifications of York and Sawyer and of Larson, architects. Aydelotte favored Larson and arranged it so that Larson could ~~be~~ see Maass and Ledesdorf the next week so that he can inform them what he can do with the money which is available. "It is my present intention not to attend this conference since I want Mr. Maass to become enamored of Larson on his own account."

Maass suggested that Veblen come from Maine to attend the meeting of July the following week, and he is going to come. ~~He makes no comment on the Stewart matter in that letter.~~  
D File, Aydelotte, Frank, 1930-1945

*Did not have abt*

1938

7/22

✓ BUILDINGS AND GROUNDS

Facilities

AYDELOTTE, F.

Biographical

VEBLEN, O.

Memo

~~Larker~~ from Aydelotte to Maass and Leidesdorf regarding estimates of Larson and Sawyer for the new building.

Filed in Chronological File under 1938, 7/22.

A IAS (T)

1938

7/25

✓ BUILDINGS AND GROUNDS

Facilities

MAASS, HERBERT H.

Biographical

FLEXNER, A.

LARSON, J. FREDRICK

Maass to Flexner.

Committee met July 21, 1938 and selected Jens Fredrick Larson of Hanover, New Hampshire as the architect.

D, Maass, Herbert H.

1938

7/27

✓ BUILDINGS AND GROUNDS

Facilities

AYDELOTTE, F.

Biographical

FLEXNER, A.

LARSON

Aydelotte to Flexner July 27, 1938, regarding plans by the architect, Larson, for the new building. He has been chosen as the architect by the Building Committee.

Letter filed in Chronological File under 1938, 7/27.

D File, Aydelotte, Frank, 1930-1945

1938

NOTES

7/26

✓ BUILDINGS AND GROUNDS

Facilities

FOUNDERS

Corporation

GIFTS

Finance

GENERAL

Public Relations

VEBLEN, O.

Biographical

FLEXNER, A.

Flexner to Veblen, July 26, 1938.

Flexner sympathizes with Veblen's susceptibility to the effect of physical environment. He points out, however, that the history of science is on his part rather than on Veblen's. Few men have had even descent surroundings. In Fine Hall, Weyl is happier in a smaller room than yours, and Johnny is productive in a room smaller than Weyl's. The number of rooms is more important than their size; also having a room of one's own is more important than size for most people. Finally, don't forget that what you put in space

you may lose from capital, and, therefore, from  
mathematical stipends. If the choice is between buildings  
and persons, and the decision is in favor of buildings,  
stipends will inevitably be cut. Shrinkage of income may  
bring this about anyway.

V File, Flexner, Abraham

1938

7/30

✓ BUILDINGS AND GROUNDS

Facilities

AYDELOTTE, F.

Biographical

BAMBERGER, LEWIS

Aydelotte to Bamberger.

"I had a long conference with Larson the other night about architecture, and I am happy to say that he thinks he can revise his plan so as to house the Institute comfortably in the building which can be erected inside the limit of \$300,000 which you have fixed."

A File, Bamberger, Lewis



9/13

FOUNDERS

Corporation

✓ BUILDINGS AND GROUNDS

Facilities

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

AYDELOTTE, F.

Biographical

FLEXNER, A.

~~FLEXNER~~ VEBLEN, O.

Flexner to Aydelotte , September 13, 1938.

"I had, as I wrote you, a very interesting and satisfactory visit with Mr. Bamberger and Mrs. Fuld. They too are now back at South Orange, and I talked with Mr. Bamberger shortly after my return Sunday."

<sup>Flexner</sup>  
He has earlier expressed worry that Veblen is sitting too much with Larson in the period of the developing plans for the Institute. He thinks that Veblen wants too large offices and too uniform offices, and he cautions on it several times, notably in this letter.

D. File, Aydelotte, Frank, 1930-1945

1938

9/13

✓ BUILDINGS AND GROUNDS

Facilities

HARDIN, JOHN R.

Biographical

MAASS, HERBERT H.

Hardin to Maass, September 13, 1938.

Forward him two letters, one from the Controller of Princeton University, G. C. Wintringer, and the other from B. L. Gulick, Jr., Chairman of the Township Committee of Princeton Township, both endorsing the Matthews Construction Company.

The Matthews Construction Company was the second on the bidding for the erection of the building now occupied by the Mutual Benefit Life Insurance Company (Hardin's company), is widely known and well equipped; high reputation. It would be entirely safe to deal with them without competitive bidding if that course, for any reason, was thought to be wise.

Matthews has built most of the buildings erected on the Princeton campus during the last 25 years.  
JRH Correspondence from January, 1937 to December, 1939

1938

9/20

✓ BUILDINGS AND GROUNDS

Facilities

AYDELOTTE, F.

Biographical

FLEXNER, A.

Flexner to Aydelotte, September 20, 1938, on the purchase of the Maxwell property, "heavily wooded and quite lovely, more so indeed than the Olden Farm." Flexner says he saw Maxwell a year and a half ago, but found him very non-committal, and decided to leave him alone. A week or so ago Maxwell renewed the conversation and wants to see the whole thing for \$200,000. "My own judgment is strongly in favor of our purchasing it even if we have to do it with our own funds. I shall talk with Mr. Maass about it later in the morning when I can reach him on the telephone." He asks Aydelotte to write his opinion to Maass, and tells Aydelotte Flexner ~~ix~~ thinks Aydelotte's judgment will be favorable to acquiring the land.

A File, IAS (T)

1938

9/20

✓ BUILDINGS AND GROUNDS

Facilities

FLEXNER, A.

Biographical

AYDELOTTE, F.

Flexner to Aydelotte, September 20, 1938.

He thinks the Maxwell property would be "a far more beautiful site for building than the Olden Farm inasmuch as we own the Hale Farm in back of his property."

D File, Aydelotte, Frank, 1930-1945

1938

9/21  
9/23

✓ BUILDINGS AND GROUNDS

Facilities

FLEXNER, A.

Biographical

AYDELOTTE, F.

Aydelotte to Maass, September 21, 1938, strongly recommending purchase of the Maxwell property for \$175,000 if it can be secured, \$200,000 if it can't. He thinks Larson's plans require the addition of the Maxwell property for the best development.

He sends copy of this letter to Flexner.

September 23, 1938, Flexner to Aydelotte.

*with* Maass, Leidesdorf and Flexner lunched with Bamberger September 22, went over all the questions involved in the new building. The upset price, including everything, made by Hegeman, Harris and Company is about \$312,000.00.

He had a private talk with Maass, and they deemed it best not to raise the Maxwell issue. Flexner plans to ask

Larson incidentally if acquisition of the Maxwell property would, in his judgment, change the location of the building.

D File, Aydelotte, Frank, 1930-1945

1938

XXXX 9/24

✓ BUILDINGS AND GROUNDS

Facilities

AYDELOTTE, F.

Biographical

FLEXNER, A.

VEBLER, O.

Veblen to Aydelotte, September 24, 1938.

"Thanks for the copy of your letter to Maass about the Maxwell property. I called up Dr. Flexner and got his point of view, which I suppose you have had in full by this time. He thinks it is out of the question to get this land at present, and thinks that we shall have another chance in the future. You know of course that I agree with you on the subject, but I have been made conscious by other financial decisions that there is very little chance of doing anything at the present time.

"I presume that there will be a meeting of our committee very shortly now, and hope that I shall have a chance to chat with you about all these affairs on that occasion.

"We arrived here the day before yesterday..."

Mrs. Stern's note: Considering how careful Flexner was to ~~hide the news of Stewart's coming appointment~~ and how carefully he avoided Veblen on this question of the Maxwell land, it is interesting that Aydelotte and Veblen correspond about it.

IAS  
A File, /Transfer



1938

9/27

✓ BUILDINGS AND GROUNDS

Facilities

MAASS, HERBERT H.

Biographical

AYDELOTTE, F.

FLEXNER, A.

Maass to Aydelotte, September 27, 1938.

There was a meeting of the Finance Committee September 21, at which Flexner was present. "It had been my hope that on that occasion he would discuss the question of the purchase of the Maxwell property, but for reasons which were quite obvious he deemed it inexpedient so to do."

Maass in in accord with Flexner's and Aydelotte's desire to buy the property, but he does not think it should be urged at the present time because "We are concerned with securing from Mr. Bamberger and Mrs. Fuld the funds for the new building, the cost of which has been reduced to a minimum without making any great sacrifice in size, utility or appearance."  
A File, IAS (T)

1938

NOTES

10/8x 10/7

✓ BUILDINGS AND GROUNDS

Facilities

VEBLEN, O.

Biographical

FLEXNER, A.

Flexner is sending to Veblen a copy of Larson's floor plans of the proposed first building to be erected on Olden Farm. He asks Veblen and his colleagues to scrutinize the drawings carefully and meet the architect who will be at Princeton Inn on certain dates, and will confer with anyone who has suggestions that he wishes to make. He suggests an appointment to be made with Larson through Miss Eichelser.

"After Mr. Larson has received criticism and suggestions from you and the other members of the Institute faculty, he will do what, in his judgment, is desirable in the way of meeting them. The contract for the building will be then *let* immediately thereafter, and no structural changes will be made during the course of construction."

V file, Flexner, Abraham

1938

10/10

BUILDINGS AND GROUNDS (FULD HALL)

Facilities

Maass reported on choice of Larson as architect.

Note Straus' inquiry on air-conditioning. (p. 14)

Trustees' Minutes, 10/10/38

1938

6/14  
10/14  
10/18

**BUILDINGS AND GROUNDS (FUELED HALL)**

**Facilities**

**BAMBERGER, LOUIS**

**Biographical**

**MAASS, H. H.**

**FLEXNER**

Maass to Flexner.\* Bamberger insists cost of building and endowment for its upkeep shall not exceed \$400,000 together. But when press queried as to cost, Flexner asked Bamberger if he could say \$400,000 and Bamberger said "I should say more like \$500,000." (the 6/14 related to Econ)

*1/11/38 this added 100M to Maass' contribution of 400M. He was exp no belief AF got that added 7/2 (See 6/24/38 F to Q)*

\* This no letter to AF as Europe saying that LB. has no understanding of a common front to economics

**D, Maass, H. H., 1930-38**

1936

10/14  
10/18

INSTITUTE FOR ADVANCED STUDY  
✓BUILDINGS AND GROUNDS  
WARREN, ROBERT  
STEWART, WALTER  
EINSTEIN, ALBERT

Public Relations  
Facilities  
Biographical

Maass to Flexner:

"The article in this morning's Times concerning the new building of the Institute was certainly both interesting and attractive. I confess, however, that I was somewhat surprised that you took occasion to announce the appointment of Professors Stewart and Warren at the same time, for I was impressed by the fact that news concerning the building rather surpassed the importance of these appointments. However, I suppose you felt that this was the best opportunity for announcing the appointments.

"When last I saw you I forgot to mention that Mr. Benjamin called upon me one day last week in reference to the proposed gift of the Einstein bust. He explained ~~the~~ the genesis of the idea to me completely and also advised that contributions had been slow in coming in and that the Committee was considerably short of the amount which it hoped to raise. In the course of discussion I learned that practically no contributions have been received from any of the trustees of the Institute and I am therefore writing to advise you that Leidesdorff and I are each willing to contribute \$100.00, and that I am sure you can get some contributions from other members of the Board of Trustees, probably Dr. Houghton, Edgar Bamberger, Mr. Hardin and perhaps some others, for you would know better than I who to ask. Will you communicate with those who are in a position to give, or do you prefer that I do so? At the same time will you advise Mr. Benjamin of Leidesdorff's and my contribution.

"What is contained in this paragraph is intended entirely for your own consumption, but it is one of the little things that is giving me such annoyance. When the Committee on Building selected Mr. Larson as architect we held a meeting with him in which we arranged his fee at the flat sum of \$25,000.00, the first \$18,000.00 to be payable in monthly installments of \$1,500.00 each, and the remaining \$7,000.00 when the building was completed and accepted. It was understood that out-of-pocket disbursements such as telephone calls, traveling expenses, etc., were to be billed at cost. Recently one of the requisitions was sent to Mr. Bamberger with an accompanying check for signature and yesterday Mr. Bamberger called me on the telephone and criticised the agreement to pay disbursements, saying that he felt these should be borne by Mr. Larson. The contract having been made, I cannot undertake to change it at this juncture, so Leidesdorff and I have asked Mr. Larson in the future to omit these charges from his bills to the Institute and bill them separately and Leidesdorff and I will pay them personally. The whole thing cannot amount to more than a few hundred dollars and I do not think an issue should be made of it."

Flexner to Maass:

"I have yours of October 14 in reference to the announcement regarding the building and the appointments of Stewart and Warren. It was impossible to do otherwise, since the newspapers were already in possession of the fact that Stewart had accepted an appointment,

and the best that I could do was to get the Associated Press and the New York Times to hold back with the announcement until the announcement regarding the building was made. It seemed to me important not to allow the impression to get abroad in academic circles that we were going ahead with buildings rather than with men. By combining them we have shown that our policy is unchanged.

"In regard to the Einstein bust, I myself made a contribution, but I hesitate to ask any member of the Board of Trustees to do so, though I agree with you that there are those who might be interested in doing so and who could do so without serious damage to their assets.

"Larson is tremendously pleased that he is going to have something like Einstein's bust and probably several plaques with which to initiate some simple but entirely fitting ornamentation.

"I do not think that you and Mr. Leidesdorf should pay Larson's out-of-pocket disbursements. They ought to come either out of the sum that Mr. Bamberger places at your disposal - I myself would have no hesitation in continuing along that line - or they should come out of petty cash. Under no circumstances am I willing that you and Mr. Leidesdorf should pay them. ~~XXXXXXXXXXXXXXXXXXXX~~ So when these memoranda come in I want you to send them to me and I will see that they are paid by the Institute as they ought to be. This is undoubtedly another little instance of the interference of our friend, and I myself have no hesitation whatsoever in overruling him."

Source: IAS Trustees - Mass Herbert H.

1938

10/31

GENERAL

✓ BUILDINGS AND GROUNDS

SCHOOL OF ECONOMICS AND POLITICS

FLEXNER, A.

Foundations

Facilities

Academic Organization

Biographical

Flexner to Goldman in Tarsus, October 31, 1938.

Informs her of good news. "We have received a gift, entirely independent of other resources, which will enable us to construct the first building of the Institute and which will provide a fund to maintain it. We have also assurances of independent funds for development in the field of economics. The last meeting of the Board was therefore a memorable one, and I am sending you a copy of the news release."

D File, Goldman, Hetty, 1938-1944

1938

11/3

✓ BUILDINGS AND GROUNDS

Facilities

LARSON, J. FREDRICK

Biographical

Larson gives seven reasons why air conditioning is inadvisable:

- (1) Operation during the non-summer months
- (2) Building located in the country free from noise and smoke
- (3) Air conditioning demands constant operation and expense. Faculty and workers would defeat the operation of air conditioning by opening windows.
- (4) Instillation expensive, metal ducts which conduct sound through the building from strange sources.
- = (5) Better advantage by automatic control in each room for direct radiation
- (6) Provide air conditioning units for those who have to be in building during summer



(7) The same reasons as no. 2 above.

The memorandum was transmitted to Aydelotte by Maass because of the issue raised by Mr. Strauss at the last Board meeting. (See Riefler's last interview)

A IAS (T)

1938

NOTES

12/7

HOUSING

Facilities

~~BUILDINGS AND GROUNDS~~

Facilities

PRINCETON UNIVERSITY

Relations WOA1

Veblen has sent to Flexner a note which he proposed sending to Maass suggesting that building lots on the Institute ground might be available to members of Princeton University Faculty. The note was not sent.?

Flexner writes to Veblen, December 7, 1938. "It is in the highest degree desirable that some Princeton University people, and max preferably some towns people also should be permitted to build there if land is available, in order that we might not have a solid block of Institute people living in such close contact." He does say however, that Institute professors should have precedence over outsiders or Princeton University people.

V File, Flexner, Abraham

1938  
1940

December

✓ BUILDINGS AND GROUNDS

Facilities

See Source for correspondence between Larson and Flexner and  
Aydelotte.

D, Larson

1939-1943

✓ BUILDINGS AND GROUNDS

MEMBERS

Facilities

Academic Personnel

Correspondence about office affairs from Marie C. Eichelser to Aydelotte. (Found in File No. 4 of Aydelotte's files (Elsa Jenkins) 3/19/57).

1939-1946

BUILDINGS AND GROUNDS

Facilities

Up until the 1945 hunting season, the Institute permitted the Stony Brook Hunting Club exclusive privileges of hunting in its woods on condition that they would hold themselves responsible for any damages to person or property and that they would post the premises and police the premises to exclude other hunters. But in 1945, the Board took the position that a refuge for birds and game should be created in its woods, and thereafter permission was denied the hunters.

D, Stony Brook Hunting Club

1939

1/23

PRINCETON UNIVERSITY

WHEELER, JOHN A.

✓ BUILDINGS AND GROUNDS

Relations W.O.A.I.

Biographical

Facilities

Dr. Wheeler bought an~~1/2~~ Institute lot and building.

Tr. Min. - 1/23/39 - p.16

1939

1/28  
1/30

✓ BUILDINGS AND GROUNDS

Facilities

HARDIN, JOHN R.

Biographical

Hardin to Maass, January 28, 1939.

Hardin submits to Maass a memorandum which he asked the National Newark people to write about F. H. A. loans, methods, etc. He sends the memorandum. He also submits memorandum and rules from the Mortgage Department as a result of which Maass decides, as Hardin has also, that the Institute would readily qualify as an approved mortgagee. He says it is up to the Finance Committee to determine whether the attraction of this type of loan is sufficient to warrant such qualification. (Maass to Hardin, January 30, 1939.)

JRH Correspondence from January, 1937 to December, 1939

1939

2/10  
3/13  
2/14

✓ BUILDINGS AND GROUNDS (FULD HALL)

Facilities

VEBLEN, O.

Biographical

FLEXNER, A.

Flexner to Veblen. Regarding plans for space assignment in Fuld Hall. Ironically suggests that School of Historical Studies and School of Economics and Politics will likewise have distinguished visitors.

See other letters.

IV-20



1939

~~NOTES~~

2/10  
2/14

✓ BUILDINGS AND GROUNDS

Facilities

FLEXNER, A.

Biographical

VEBLER, O.

Flexner writes two rather sharp letters to Veblen, indicating that the School of Mathematics is seeking to corral more space in the new building than it has the right to.

~~V File, Flexner, Abraham~~

IV - 20

1939

5/4

✓ BUILDINGS AND GROUNDS

Facilities

FOUNDERS

Corporation

BAMBERGER, C. LAVINIA

Biographical

A letter to Mr. Houghton, May 4, 1939, asking him to be present and make a few remarks at the cornerstone laying.

Filed in Chronological File under 1939, 5/4.

Director's Files

1939

5/4

FOUNDERS

Corporation

~~BUILDINGS AND GROUNDS (FULD HALL)~~

Facilities

FLEXNER, A.

Biographical

Flexner to Miss Lavinia Bamberger, May 4, 1939.

The cornerstone laying will take place at 12:15, <sup>noon</sup> / May 22,  
1939, ~~xxxx~~

The ceremony will consist of the delivery of the keys to Fuld Hall by the Chairman of the Committee on Buildings and Grounds to the President of the Board of Trustees, with appropriate remarks by both, to be followed by President Dodds of Princeton University, who will also speak briefly.

In the actual cornerstone laying which constitutes the ~~xxxx~~ placing of the stone over the exhibits and the declaration, "I declare this stone to be well and truly laid," he says that the Committee on Buildings and Grounds and of Mr. Bamberger and Mrs. Fuld is that she ~~xx~~ perform this rite.

Miss Bamberger later thanked Flexner for his the ceremonies at Fuld Hall, and offers to place the silver trowel in the Hall, but he advised her (June 22, 1939) to keep it and it will make her happy all through her life. It is apparent that Miss Lavinia is paying Konenkov, the artist who is making the head of Louis Bamberger. Flexner mentions the last \$300 which was to be paid by Miss Lavinia.

D File, Bamberger, C. Lavinia

1939

5/12

5/13

PRINCETON UNIVERSITY

Relations WPAI

BUILDINGS AND GROUNDS

Facilities

DODDS, HAROLD W.

Biographical

Dodds to Flexner, May 12, 1939.

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

Flexner to Dodds, May 13, 1939.

Expresses himself as in thorough accord. He says that the subject has come up in conversation with Dean Eisenhart, and Stewart reported a conversation which one of the economists had had with him. "We both took precisely the line which you have taken, namely, that the obligations of members of the faculty are first and foremost to the University, that this includes not only the keeping of a schedule but any other duties that naturally go with their posts in the University; but it seems to me that every request for space should be handled over your desk and mine."

He goes on then to say that no space ~~shall~~ <sup>shall</sup> be assigned in the Institute except with President Dodds' approval.

D File, Dodds, Harold W.

1939

5/31

✓ BUILDINGS AND GROUNDS

Facilities

Jens Fredrick Larson to Veblen regarding Fuld Hall.

See Source.

FA (Elsa Jenkins) 3/19/57, File No. 4.

1939

5/23

PRINCETON UNIVERSITY

✓ BUILDINGS AND GROUNDS

DODDS, HAROLD W.

FLEXNER, A.

Relations WOA I

Facilities

Biographical

Flexner to Dodds, May 23, 1939 1939.

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

"I have also had the feeling that, disinclined to speak, as I was, I should at least have taken this opportunity to tell those who were gathered at Fuld Hall how deeply we are indebted to you and to all your associates for such cooperation and assistance as in my judgment we could probably not have



procured anywhere else on earth. I am infinitely grateful to you and to them, and I know that Mr. Bamberger and Mrs. Fuld associate themselves with this feeling on my part.

D, Dodds, Harold W.

1939

8/8

✓ FULD HALL (BUILDINGS AND GROUNDS)

Facilities

Medallion of Institute seals and plaques of L. Bamberger, Carrie Fuld and Felix Fuld (Konenkov). All were ordered for placement in Fuld Hall. Also Einstein's bust.

D, Fuld Repairs

1939

9/15

916

BUILDINGS AND GROUNDS

Facilities

FLEKNER, A.

Biographical

MASS, HERBERT

Maass to Bailey, September 15, 1939.

Maass is planning it so that the Institute and the five acres of land surrounding the building will be entirely exempt from taxation. For this purpose the members of the Institute will have to move into Fuld Hall and be established as of October 1, the date on which the determination will be effective that the Institute is or is not exempt from taxation. "I know that the plans are to move out Dr. Flexner's office and that of the Secretary of Staff on the 18th of September, but it is important that at or about the same time as many of the professors as possible take up their work in the new building, even though they may be temporarily inconvenienced through the absence of their paraphernalia."

Flexner to Maass, September 16. "I have underlined in your letter of the 15th." He goes on to say that the furniture will be here and that most of the

members of the Institute will move in early in the week of September 18th. "So that there is every reason to believe that professors who are in Princeton will be at their desks September 25th. Indeed, all are anxious to continue their academic work without interruption." The academic term opens October 1, he says; therefore all the new members may not be settled by that date.

Can I see correspondence during August on AF's retirement  
(a file?) in which & how AF made & carried out plans for the move.

D File, Herbert Maass, 1939-1946

1939

9/23

/BUILDINGS AND GROUNDS

LARSON, J. F.

Facilities

Biographical

Larson to Miss Marie C. Eichelser, September 23, 1939.

Proposes a staff setup for the Institute operating from the building providing for a Superintendent of Building for the operation and maintenance of the building and the Superintendent of Grounds for the outside planting and landscape work. Superintendent of Building would have charge of cleaning and repairs, and should presumably be capable of doing the repair work himself. The Superintendent of Grounds should have authority to hire additional help during the busy seasons. They made a recommendation for Superintendent of Buildings, a carpenter foreman by the name of Warren Erskine.

D, Larson, J. Fredrick, 1938-1940

1939

10/25

✓ BUILDINGS AND GROUNDS

Facilities

Maass to Flexner, October 25, 1939.

"Your suggestion about 69 Alexander Street as a residence for the Welches seems quite practicable, if we do not have to undergo too much expense in reconditioning it for residential purposes. At the same time I must remind you that I had been in hopes that the University would take over this property, even if they did so without any cash payment and wholly on mortgage at 4%, as I have always looked forward to this item as an offset to the cost of Fuld Hall."

D File, Herbert H. Maass, 1939-1946

1939

11/24

PRINCETON UNIVERSITY

Relations WOAI

BUILDINGS AND GROUNDS

Facilities

69 Alexander Street space for Dr. Whitton's Listening Post.  
I. A. S. to rent house. Committee authorized approach to  
Princeton University to buy 69 Alexander Street.

Executive Committee Minutes

X 1939

12/18

HOUSING

Facilities

BUILDINGS AND GROUNDS

AYDELOTTE, F.

Biographical

LARSON, J. FREDERICK

Aydelotte to Larson, December 18, 1939.

He wants a conversation with Larson alone about plans to remodel Olden Manor. The Welches are moving April 1. Mr. Maass was worried at Larson's estimate of \$10,000, and Aydelotte felt that Larson should not bind himself to such a sum small amount. Aydelotte has told Maass and the other Trustees that in the long run it would be better to remodel the house in such a way as to make it a dignified and adequate Director's house.

He also cautions Larson to omit for the moment the sites indicated alongside Olden Manor in drawing proposed plan of lots for faculty houses. "It occurs to me that we had



better not open ~~xx~~ those sites up to faculty choice until we have studied a little more the comprehensive building plan for the whole of the Institute grounds."

A IAS (T)

1940

4/9

✓ BUILDINGS AND GROUNDS  
(69 Alexander Street)

Facilities

EARLE, E. M.

Biographical

Earle to Aydelotte, April 9, 1940.

Suggests using 69 Alexander Street for housing members  
of the Institute, bachelors, no kitchen facilities.

D, Earle, Edward M., 1940-1944

1940

4/29

✓ BUILDINGS AND GROUNDS

Facilities/

AYDELOTTE, F.

Biographical

WISTER, JOHN C.

See source below for correspondence on landscaping of Olden Manor and the Institute as between Aydelotte and Weóster.

The same file also contains much correspondence with Larsen on the Olden Manor, Fuld Hall, and Faculty Housing.

A File, IAS (Transfer)

1940

5/17  
5/18

PRINCETON UNIVERSITY

Relations WOAII

✓ BUILDINGS AND GROUNDS (FINE HALL)

Facilities

AYDELOTTE, F.

Biographical

Aydelotte to Eisenhart, May 17, 1940.

Veblen reported to the Trustees of the Institute Eisenhart's suggestion that the courtesy contribution for the use of Fine Hall by the Institute professors could be cut from \$3,000 to \$2,000 a year provided \$2,000 could be assured for five years. The Trustees agreed. The new rate will be effective July 1, 1940.

Eisenhart to Aydelotte, May 18, 1940. Thanks him and says that with Veblen's consent the four rooms made available to the Institute professors at Fine Hall would be reduced to three.

D, Eisenhart, Luther P.

1940

7/29  
7/31

✓ BUILDINGS AND GROUNDS

Facilities

PRINCETON UNIVERSITY

Relations WOI

VEBLIEN, O.

Biographical

Veblen to Aydelotte, July 29, 1940.

*Should?*  
Cites an article in New York Times TO THE Effect that the League of Nations' Technical section is coming to Princeton, and the expectation is it will be housed in Fine Hall. Veblen writes in alarm saying that this will destroy the atmosphere which those who provided the funds for the building and those who have worked there so long have tried to create.

Aydelotte to Veblen, July 31. Agrees it would be a great mistake to send the economics group of the League of Nations to Fine Hall, "and I hope you will stand firmly by that position in speaking to Eisenhart or anyone in authority." He says it is his judgment that the economics sections should be housed in the Institute, and the public health section at the Rockefeller Institute and the Opium Control possibly at

69 Alexander Street, calling on the University for library facilities  
and other things of that kind which they can furnish.

D File, Oswald Veblen

1940

9/16  
9/17

✓ BUILDINGS AND G ROUNDS (MAXWELL PROPERTY)

Facilities

Veblen and Aydelotte have talked to Maxwell who wants \$175,000 for his complete property, with \$30,000 for the seventy acres lying below the traction line. Aydelotte writes to Maass, September 16, and asks if the Institute should dicker with him.

Maass to Aydelotte, September 17, 1940. He is diffident about negotiating with Maxwell for two reasons: one is that Bamberger would consider it an extravagance to acquire additional real estate; second, that Maxwell should be concerned about whether the Institute will purchase, and thinks that \$175,000 is out of the question, and \$30,000 for the rear acreage is prohibitive.

Excerpts from a DAR magazine story, February, 1926, on Mercer Manor and its historic setting. The Battle of Princeton was a significant victory ~~for~~ in the Revolution. On September 15, 1776, the British had taken possession of New York City, and Washington went south, taking his generals and less than 4,000 ragged

D, Maxwell, Robert C.

men across New Jersey under hot pursuit, and retreated to Pennsylvania. If the British had pursued them, they probably would have destroyed them, but General Howe did not order pursuit.

It was from their camping ground in Pennsylvania that Washington launched on Christmas night the attack on the Hessians at Trenton, taking 1,000 prisoners, losing but 4 men. The men who navigated the Delaware that night were seafaring men from Marblehead, Massachusetts: Colonel John Grover's regiment.

On Monday, December 30, Washington, who had again returned to Pennsylvania after the battle, established his headquarters at Trenton, and moved his main army across the Delaware from Pennsylvania. He decided to harass the British army at midnight, and by a rapid march around the left flank of the British strike its rear guard at Princeton. ~~An advanced party led~~ An advanced party under command of Major Isaac Sherman of Connecticut led, and General Yew Mercer and his brigade followed. They started about one o'clock in the morning of January 3, 1777.



They had a couple of big guns and moved silently in the night. Mercer's men numbered about 350.

The firing began at about 120 feet. The British were better armed than the Americans who fled after firing three volleys in five minutes. Washington who was behind Mercer's brigade was on foot leading his troops, and so inspired them that the British retreated leaving guns and supplies. The British lost about 400 in the Battle of Princeton, the Americans about 100. General Mercer's horse was shot from under him, and he led his men on foot trying to rally them, but was attacked, beaten down, and incurred seven bayonet wounds and two head injuries. He died on the Battlefield under the oak. (The Mercer Oak).

The battle was fought principally in the orchard on the Joseph Clark place. Mercer Road was not a road in Revolutionary days, but part of one of the farms.

At the time of the article (1926) Robert C. Mercer owned 147 acres with a frontage of 1,800 feet on Mercer Road.

The Maxwell House is a composite. The front of the house was the front of old St. George's Hall which stood at ~~13<sup>th</sup>~~ 13th and Arch Streets, Philadelphia. The Corinthian columns in the halls came from a row of houses built by John Jacob Astor at Broadway and 11th Street, New York. The Italian marble mantel in the drawing room came from the home of A. T. Stewart, and the carved wooden mantel in the library from the dining room of J. P. Morgan, the chandelier from a chateau in France, etc. The pipe organ was installed in 1914.

D, Maxwell, Robert C.

1940

~~5/13~~  
10/14

BUILDINGS AND GROUNDS

Facilities

Finishing of 4th floor for luncheons and to house better the League of Nations staff announced

Tr. Min. - 10/14/40 - pp. 34

1941

1/8

MHE

✓ BUILDINGS AND GROUNDS

BREASTED

Facilities

Biographical

Marie C. Eichelser to Aydelotte regarding above headings.

See Source.

PA (Elsa Jenkins) 3/19/57, File No. 4.

1941

1/20

✓ BUILDINGS AND G ROUNDS

Facilities

Marie C. Eichelser to Aydelotte regarding above heading.

See Source.

FA (Elsa Jenkins) 3/19/57, File No. 4.

1941

1/23

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

✓ BUILDINGS AND GROUNDS

Facilities

GENERAL

Personnel

BLACK

Biographical

BREASTED

Maria C. Eichelser to Aydelotte, January 23, 1941, covering  
the above headings.

See source.

PA (Elsa Jenkins) 3/19/57, File no. 4.

1941

4/15

✓ BUILDINGS AND GROUNDS

Facilities

LARSON, J. F.

Biographical

AYDELOTTE, F.

Aydelotte asks Larson for confidential estimate of building building D. Says money is in prospect, but by no means a certainty. Keep confidential.

D, Larson, J. Fredrick, 1941-

1941

4/21

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ BUILDINGS AND GROUNDS

Facilities

At the Faculty meeting of April 21, the Standing Committee through Professor Meritt reported that following arrangements be made for Faculty facilities in the Board Room: That the private dining room be reserved strictly for the use of the members of the Board and Faculty and for their guests. It should also be used for Faculty and Board meetings, and for Faculty and Board luncheons and dinners, and for the entertainment of guests of the Faculty or Board when a private room is desirable. The members of the Faculty should lunch together in this room three times each term, on the first Thursday of each month at one o'clock. It was suggested that the room be opened by a Faculty dinner, to be held Saturday, May 3, or Monday, May 5, 1941, as soon as the fourth floor was ready for use.

The Committee also recommended that the Faculty should hold regularly scheduled meetings twice each term, one on the opening day, and one on the day near the close of the term, to be fixed by the Director in consultation with the members of the Standing Committee.

The Faculty also recommended action by the Board of Trustees to provide apartments for visiting scholars. D, Minutes Faculty, 1939-1947



1941

6/16

BUILDINGS AND GROUNDS

Facilities

HOUSING

AYDELOTTE, F.

Biographical

LARSON, J. F.

Aydelotte asks Larson what he knows about Arthur C. Holden of 570 Lexington Avenue who is doing notable work in pre-fabricated houses, because the housing situation in Princeton is becoming impossible. Holden is doing work in defense housing. Larson replies that he doesn't know about Holden's work, but will look into it. He doesn't think that defense housing would look well at the Institute.

Larson to Aydelotte, July 7, 1941. Has conferred with Holden, and has made a plot for Holden's use in grouping houses. Houses are to be double with a few single--double houses to have single entrance for appearance. He has got a secondary plot for the future.

D, Larson, J. Fredrick, 1941-

1941

8/19

8/27

✓ BUILDINGS AND GROUNDS

Facilities

AYDELOTTE, F.

Biographical

Aydelotte to Miss Bernetta Miller, August 19, 1941

The Listening Post ~~bx~~ is abandoning 69 Alexander Street. Please go over there and estimate the cost of fixing it up and furnishing it and the revenues which might be realized from renting a rooms to individual members of the Institute.

Miller to Aydelotte, August 27, 1941, a wire. Sixty-nine will accommodate twelve. Needs general paint job and much additional plumbing as there are only two baths.

D File, Aydelotte, Frank, 1930-1945

1941

9/12

PUBLIC RELATIONS GENERAL

Public Relations

✓ BUILDINGS AND GROUNDS

Facilities

VEBLER, O.

Biographical

AYDELOTTE, F.

Veblen to Aydelotte on use of Board room for League of Nations' Economic Section, cultivation of Institute land, etc., and his book on spinners.

Filed in Vertical under "V" for Veblen.

F. A., 1/8/57

1941

9/22

BUILDINGS AND GROUNDS

Facilities

PARTICIPATION IN ADMINISTRATION

Academic Personnel

The Standing Committee reported through Professor Meritt on the assignment of space in Fuld Hall and 69 Alexander Street. After tentative disposition of available space, it became apparent that Fuld Hall would not accommodate all needs unless three members of the League of Nations staff could be accommodated in the Board Room. This would make way for the use of regular rooms by members of the Institute. The Standing Committee recommended such disposition, and this would involve the taking of Faculty lunches in the regular lunch room. The report was not adopted, but the matter was referred back to the Committee for re-study and power to act. Dr. Aydelotte invited the Faculty to hold the monthly lunches at his home if it became necessary to use the Faculty lunch room for the League.

D Minutes Faculty, 1939-1947

1941

10/3  
10/7

✓ BUILDINGS AND GROUNDS

Facilities

Aydelotte to Larson and over regarding Building C.

Filed in Vertical File under "B" for Buildings and Grounds.

F. A., 1/8/57

1941  
1942

12/15  
4/6

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ BUILDINGS AND GROUNDS

Facilities

Four public meetings approved for Common Room by Faculty.

Another meeting refused because Earle on West coast and couldn't advise on sponsoring appropriate member of a school must sponsor a public meeting.

Faculty Minutes, 12/15/41 and 4/6/42

1941

12/15

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ BUILDINGS AND GROUNDS

Facilities

EMIGRES

Academic Personnel

The standing committee reported earlier action in posting a notice to keep dogs out of Fuld Hall and 69 Alexander Street. It also has considered the situation of members of the Institute who are still technically counted as citizens of enemy countries. It proposed the collection of full data regarding these people, ~~andxxxxxxkzxxxxxxisakxaxxx~~  
~~laxixpaxix~~ The information was to be made available on call to the Princeton Police or the F. B. I., and the Institute should ask government authorities for advice as to just what limitations should be placed on freedom of action of members of this group...

Faculty Minutes, 12/15/41

1942

1/26

✓ BUILDINGS AND GROUNDS

Facilities

(69 Alexander Street)

HOUSING

P. 2. Discussion of sale raised by Maass. League of Nations staff occupying.

P. 4. Maass saw Sarnoff regarding housing in Princeton--  
opined I. A. S. would have to do something to furnish housing.

Trustees' Minutes, 1/26/42



1942

5/13

✓ BUILDINGS AND GROUNDS

Facilities

There was a bowling green in front of the building, and the Standing Committee decided that it would ~~add~~ add to the amenities and the comfort of bowlers and onlookers to have a bench under the presiding cherry tree.

D, Minutes of the Standing Committee of the Faculty, 1940-1946

1943

✓ BUILDINGS AND GROUNDS  
(69 Alexander St.)

Facilities

Resolution re sale of 69 Alexander St.

Minutes Trustees April 20, 1943  
D 69 Alexander St.

1943

2/1

✓ BUILDINGS AND GROUNDS

Facilities

There was a heating crisis at the Institute in January met and overcome partially because Wesley Dauncey and Professor Meritt acted promptly to secure substantial consignment of oil prior to the effectiveness of the new restrictions.

D, Minutes, Faculty, 1939-1947

1943

2/26

ROCKEFELLER

Foundations

STIPENDS

Academic Personnel

SALARIES

Personnel

GENERAL

Corporation

HOUSING

Facilities

The Director notified the Executive Committee that the Rockefeller Foundation had made a new appropriation to the Institute providing up to \$70,000 for its work in economics during the two-year period beginning July 1, 1943, as outlined in their letter dated February 19, 1943, appended. They referred back to the previous grant made evidenced by letter of April 8, 1940, which provided for a refund to the Rockefeller Foundation of 35 percent of any balance, and of the balance specifically which remained in the Economics Fund as of June 30, 1943. The Director reported Mr. Hamburger had waived his right to a similar refund, and had also agreed to continue his contributions of \$35,000 a year for two years beginning July 1, 1943.

The Committee fixed stipends at \$10,000 for the School of Humanistic Studies, \$14,000 for the School of Mathematics, less \$9,750 contributed by the Rockefeller Foundation,

making a net charge of \$4250 on the Institute budget for this School of Mathematics, or for the year 1943-1944.

The Director presented the petition of the janitors and maids in Fuld Hall for an increase in salary. The Committee left the matter to the Director and Miss Miller, with power, provided that the salaries should be in line with those paid at Princeton University.

The Committee considered Panofsky's request for change in the conditions under which he acquired the lot for his house, asking for an annual rental of \$1 per year instead of purchase at \$1500. The Committee granted the request.

The Committee approved the request of members for permission to cultivate Victory gardens on Institute land.

The Committee discussed a change in the name of the Institute, and decided it was better to make no change. It was suggested that Mr. Hardin discuss the whole matter with Szyberger.

Minutes, Executive Committee, February 26, 1943

1943

6/8

GENERAL

✓ BUILDINGS AND GROUNDS

69 Alexander Street and  
adjacent lot.

MAASS, H. H.

Finance

Facilities

Biographical

Sale for ~~1746~~ \$20,000 reported. P. 4.

Trustees' Minutes, 6/8/43

1943

7/21  
7/26

BUILDINGS AND GROUNDS

Facilities

AYDELOTTE, F.

Biographical

Aydelotte to Panofsky, July 21, 1943.

He wants his advice about the common room. He has always been unhappy about it, and he has a niece, Vivia Barnard, who is an interior decorator, and she was rather horrified at the ugliness of the common room compared with the beauty and charm of the library. She thinks the common room has great possibilities and would love to try her hand at doing it over. Her ideas so far are to do something about the rug-- either to have it dyed or to dispose of it altogether; to have somebody draw a relief map--a kind of bird's-eye view/ <sup>on a large scale</sup> to put over the fireplace, and also to paint the wooden mats around the Chinese stone pictures in old Chinese red.

Aydelotte says he's shy of decorators; they make everything look fluffy.

Panofsky to Aydelotte, July 26, 1943.

"I am very much interested in your plans to improve the Common Room. The rug is of course the main obstacle, but unfortunately not the only one; the room has so many doors and windows that it resembles a 'social hall' on a boat rather than a sedate academic common room, and it might be advisable to make a virtue out of this fault by an attempt to 'lighten' everything in it (perhaps ever slip covers for some of the chairs may do some good if suitable material can be had). At any rate I shall be delighted to look at your friend's designs and give my opinion for what it is worth."

D File, Panofsky, Erwin, 1936-1944



1944

SCHOOL OF HUMANISTIC STUDIES  
(Budget stipends 1944-45)

Academic Organization

SCHOOL OF ECONOMICS AND POLITICS  
(Economic Budget 1944-45)

GENERAL

Buildings and Grounds

✓ BUILDINGS AND GROUNDS

Facilities

MILLER, BERNETTA

Biographical

Miscellaneous administrative affairs--Richardson, Miller  
and Aydelotte summer correspondence.

A, 1/29/57

1944

1/25

✓ BUILDINGS AND GROUNDS

Facilities

The Committee on Buildings and Grounds was appointed to study the problem of living quarters for members.

Tr. Min. 1/25/44 - p. 6

1944

11/7  
11/30

PRINCETON UNIVERSITY

Relations WOAI

✓ BUILDINGS AND GROUND

Facilities

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

Brakeley, George A., to Aydelotte, November 7, 1944. Offers University-owned house at 39 University Place for office purposes for members of the League of Nations staff, on modest terms; that is, rental and carrying charges and maintenance.

Aydelotte to Brakeley, November 30, 1944. Loveday and Riefler have considered the house, but it appears that since Princeton Theological Seminary has offered some classrooms in the Hun School which they will not need during the present academic year, it would be better if the group used those offices.

A File, Princeton University

✓ BUILDINGS AND GROUNDS

Facilities

SCHOOL OF ECONOMICS AND POLITICS  
(League of Nations Section)

Academic Organization

~~THE DIRECTOR REPORT~~ Mr. Maass reported that Fuld Hall is badly overcrowded because of the return of members of the Faculty and an influx of new members, and the Board decides to take advantage of a gracious offer by the Princeton Theological Seminary of convenient rooms for the use of certain officers of the Economics Section of the League of Nations.

Trustees' Minutes, December 5, 1944, page 13 and 14

1944

12/15

~~BUILDINGS AND GROUNDS~~

Facilities

Letter from Aydelotte to Maass, 12/15/44, in regard to buying of additional land.

Filed under Chronological File 1944, 12/15.

D File, Herbert H. Maass, (1939-1946)

1944

12/18

✓ BUILDINGS AND GROUNDS

Facilities

MAASS, HERBERT H.

Biographical

Maass to Aydelotte, replying to Aydelotte's December 15, 1944, suggesting purchase of the entire Maxwell property. Maass is bearish bearish on the purchase. He sees little to be gained by buying acreage in either Plot 2 or Plot 3. It would be better to buy the entire Maxwell property, and this, "I believe to be entirely uneconomical in view of the purchase price involved, and what could be done after the war with a similar amount of money in the construction of a new building or buildings on lands already owned by the Institute. Certainly we have ample acreage on which to develop anything that may be needful for the Institute's future, and the acquisition of the Maxwell property as land for \$160,000 or thereabout, would be unjustified as a real estate investment compared to which would be achieved through using the like amount of our capital funds for building purposes in the future."

D. File, Herbert H. Maass, 189-1946

1945-1946

✓ BUILDINGS AND G ROUNDS  
(MAXWELL PROPERTY)

Facilities

Purchase 130 acres including 3 houses for Robert D.  
Maxwell concluded in 1945 or 1946--

Papers filed in Vertical under "B" for Buildings and Grounds.

D, Maxwell

✓BUILDINGS AND GROUNDS

Facilities

VEBLEN, OSWALD

Biographical

Veblen presented a letter to Gov. Edge suggesting that the State purchase the Field of the Battle of Princeton and develop it into a State Park. It was felt that it would be valuable for the Institute to have this property as it bordered their property and would prevent development for real estate. It was voted that a committee negotiate with Mr. Robert Maxwell for the purchase of the land.



1945

October

✓ BUILDINGS AND GROUNDS

Facilities

MAXWELL, R. C.

Biographical

Data on purchase of 230' east of Maxwell Lane 445' and  
3 houses South of Mercer manor and 3 farm buildings.

Filed in Vertical File under "B" for Buildings and Grounds.

D, Maxwell, Robert C.

1945

10/3

✓ BUILDINGS AND G ROUNDS

Facilities

W. Douglas Smith to Aydelotte regarding Maxwell property purchase.

Letter filed in Chronological file under 1945, 10/3.

A, 10/30/56

1945

10/19

HOUSING

Facilities

✓ BUILDINGS AND GROUNDS

TRUSTEES

Corporation

LOWE, E. A.

Biographical

Report of the Committee on Buildings and Grounds, October 19,  
1945, by Veblen.

Filed in Chronological File under 1945, 10/19.

Extra Copy from D Files

1945

10/19

✓ BUILDINGS AND GROUNDS

FACILITIES

LOWE, E. A.

BIOGRAPHICAL

Veblen on Maxwell strip. Lowe sells house. pp. 2-4.

Trustees' Minutes, 10/19/45

1945

10/24

PRINCETON UNIVERSITY

Relations WPAI

✓ BUILDINGS AND GROUNDS (OFFICES)

Facilities

LEFSCHETZ

Biographical

WEYL

Weyl reported that Lefschetz offered the Institute beginning November 1 the use of the room heretofore occupied by Dean Eisenhart: the largest of the offices in Fine Hall and one of the best. The Faculty expressed appreciation, and it was decided that the room would be put at the use of the professors of the Institute.

Minutes, School of Mathematics, 10/24/45

1945

11/30

✓ BUILDINGS AND GROUNDS

Facilities

EARLE, E. M.

Biographical

MERRITT, E. D.

Earle to Meritt:

I. A. S. has bought most of Maxwell property.

Meritt, I. A. S.

1946

5/15

E. C. P.

Academic Activities

✓ BUILDINGS AND GROUNDS

Facilities

HOUSING

COMMITTEES (ON BUILDINGS & GROUNDS)

Corporation

Minutes of the meeting of the Committee on Buildings and Grounds, May 15, 1956; letter from Aydelotte to John Furlow, Egley Engineers, May 16, 1946; and copy of a memorandum of conversation with Mr. G. Harmon Gurney, New York Life Insurance Company by Frank Aydelotte.

Extra copies from D Files filed in Vertical File under "B" for Buildings and Grounds.

Extra Copies from Files in D Office

1946

9/13

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ BUILDINGS AND GROUNDS

Facilities

GENERAL

Personnel

Director:

(1) Though League of Nations group gone and their offices freed, there would be congestion of office space;

(2) The Standing Committee decided on a differential of \$200 a year between furnished and unfurnished apartments.

(3) Committee recommended Institute go on five-day week, but all secretaries and other employees should give at least one Saturday morning per month;

(4) Faculty luncheons set for October, November, December.

Faculty Minutes, 9/13/46



1946

9/16

APPOINTMENTS  
✓ BUILDINGS AND G ROUNDS  
HOUSING  
MITRANY  
GENERAL

Academic Personnel  
Facilities

Biographical  
Personnel

Committee action for five-day week was affirmed.

Director reported on housing, including protests of the Newlin Road neighbors. Earle judged Mineville houses satisfactory having seen them. Panofsky said Newlin Road inhabitants protected by appropriate screen and placing of Mineville houses.

Director reported congestion might make it necessary for some of the members to live in their offices. Alexander questioned legality of using offices for such a purpose.

Director announced Mitrany accepted permanent membership under terms approved by Board. Pauli to remain in Zurich.

Morse emphasized importance of new appointments to the Faculty "in order to restore the balance between the three Schools."  
Faculty Minutes, 9/16/46

1740

9/19

✓ BUILDINGS AND GROUNDS

Facilities

AYDELOTTE, F.

Biographical

Aydelotte to W. Douglas Smith, Princeton.

I. A. S. wishes to keep Cook & Goodman Roads on Township map, but to expunge extension of Battle Road to Maxwell Lane. We own all this property now; Meritt's & Earle's title depends on expunging.

Meritt, I. A. S.

Meri

4/18

PARTICIPATION IN ADMINISTRATION  
(Pages 1-3)

Academic Personnel

MEMBERS (PERMANENT) (Page 4, Pages  
12 & 13)

✓ BUILDINGS AND GROUNDS (Page 10)

Facilities

LIBRARY (Page 5)

PRINCETON UNIVERSITY (Page 5)

Relations WOA I

APPLIED SCIENCE (Page 6)

Academic Activities

ORIENTAL STUDIES (Pages 7-9)

LECTURES (Pages 9 & 10)

Academic Procedures

STIPENDS (Page 13)

Academic Personnel

GENERAL (Page 11)

Public Relations

TAXATION (Inheritance State)

Government Relations

Report of the Director to the Trustees, April 18, 1947.

Trustees' Minutes, Report of the Director, April 18, 1947,  
Appendix I

1947

4/18

PARTICIPATION IN ADMINISTRATION

Academic Personnel

The Director is making his 8th, and last, report of a very strenuous period. The youth of the organization is as of the time he took over required definition of administrative policy and clear procedures. "My conception of the government of an educational institution is a bi-cameral one: The Faculty constitute the lower house and the Trustees the upper. The members of the Faculty are not employees in the ordinary sense; they are also a part of the governing body. No institution can be successful and harmonious which does not have suitable forms of procedure by which each group can make its maximum contribution in the development of policies and in day to day administration. Eight years ago we had no such agreed method of administration. We

have it now and the future development of the Institute will owe much to the creative achievement of these years."

He expresses gratitude to the Trustees for his opportunity to be Director and for the two years extra beyond the statutory limit. He is grateful to the Faculty for their loyalty and unfailing support.

He says that when he became Director, the budget was out of balance, and Mr. Bamberger was unhappy about the organization of the Institute, and was uncertain as to how much further he wished to support it. "Mr. Bamberger knew too little about the Institute. In response to a tip from Mr. Leidesdorf I made a practice for several years of going over to Newark once a week to lunch with Mr. Bamberger to explain to him the developments of the Institute and to interest him in its progress. I think I can say that the results of these weekly visits were fortunate in that he came in the end to believe in what we were doing to such an extent that he and Mrs. Fuld made the Institute the residuary legatee under their wills.

"During all this period, the Faculty as well as the Trustees knew too little about the developments in the Institute. I think the greatest advance that we have made in the last eight years has been in free democratic discussion of our problems and of our policies for the future...I hope we shall never again come to the time when the policies of the Institute are not subject to free discussion by Faculty and Trustees."

He then alludes <sup>to</sup> the settlement of the financial problem which was so acute in 1939. "Our endowment at present yields an income which more than meets our expenses."

He says the Institute has made less progress during his Directorship in the direction of expansion than he had hoped. He attributes this first to the serious nature of the financial problem, and, second, to the war.

Next he alludes to the "admirable system for the making of appointments to the Faculty. Recommendations are

initiated by the school or department concerned. They must then be approved by the Faculty as a whole before they come up to the Director for recommendation to the Trustees. I have given an undertaking to the Faculty that I would never recommend to the Trustees an appointment of which the Faculty did not approve. On the other hand, I have said that I would not promise to forward to the Trustees every recommendation made by the Faculty, and in a few cases I have, as I think wisely, refused to approve recommendations which have been thus made. Certainly the routine which we have adopted gives every promise of guarding us from mistakes. It has the additional advantage that whenever a professor is recommended by this process and appointed he is welcome to the Faculty as a whole. In the case of the three new appointments which we have recently made, Pauli, Siegel, and Thompson, this has been markedly true.

"In recruiting the staff of the Institute I have myself felt very seriously the need of flexibility. Our professorships, with a rigidly fixed salary, are suitable for only a limited group of men. They exclude young men

entirely. They exclude furthermore, a certain number of individuals whose scholarly qualifications may be first rate but who for one reason or another are not qualified for positions as members of our Faculty. To meet this need for flexibility we have established the status of Permanent Members." He does not describe the varied qualifications of the men who have been elected to this status, but he says a moment's reflection will show how useful is the category is. "I have said to the Trustees repeatedly in the past and I should like to repeat it now that I think the nomenclature used to describe the Faculty and Members of the Institute fails to meet the situation. We should, in my opinion, be much better off if we had only two classes: Permanent Members and Temporary Members.

Under his administration the confused pension situation has been remedied after long and painful labors of the Pension Committee. The minimum now is \$4,000. Pensions are paid for jointly by the Institute and by members of the Faculty. The regulation for the retirement of Faculty



at 65 has been affirmed, and is, in Aydelotte's judgment, wise. "Research is a job for young men. It will always be true that older individuals will make significant contributions to knowledge after the age of sixty-five, but their needs can be cared for by special grants as we have done in the case of a number of men who have ~~is~~ already retired."

The library problem has been properly solved owing to the generosity of Mr. Bamberger. The library at Fuld Hall will be compelled to accumulate specialized collections, and may eventually require construction of a library building. On the other hand, our gift to the Princeton Library guarantees continued access to other than special collections, and it is not unlikely, in his judgment, that some special collections will ultimately be handed over to the Princeton Library. "Our own library will be much more useful if it contains only the material which is of value in our daily work."

He alludes to the Computer Project as "the greatest break so far made with our tradition of pursuing merely theoretical studies and not practical laboratory work." He concedes that it is a gamble, a long shot, but useful for

astronomy and meteorology. Some faculty members are still opposed to it. "Its value for research in pure mathematics remains to be proved and that will, of course, be its true test. Only time will tell."

Then he goes into the problems which he must leave to his successor as follows:

(1) Chinese Studies: The inquiries of the Committee on the East Library during the last year indicated the development of Chinese studies on an advanced plane in the United States constitutes a great intellectual opportunity. If the Institute does not take advantage of the opportunity, some other university will do so. "The field is so interesting and so important that I am myself convinced that large funds can be secured for its support. It is, of course, an axiom that only the head of an institution can secure funds for such a purpose and he can do it only if he believes in the importance of the subject. It may easily be that the Faculty and Trustees of the Institute will decide that this opportunity is not for us. In that case I urge very strongly that the East Library should be given to that university which will make the best possible use of it."

He then discusses the work of Professor Duyvendak of the University of Leyden in the Gest Library for the past two years. Duyvendak was offered the position of Professor of Chinese studies in the University of Oxford, but refused because he felt it to be his duty to remain in Leyden. He has intimated that he might be of use at the Institute if it undertakes studies in the field. Aydelotte thinks that Duyvendak could spend a certain part of each year in Princeton. He suggests a regime for Chinese studies which would bring a series of men from the United States, Europe, and China who would spend a certain amount of time each year supervising the studies of younger scholars. He says he has encountered a unanimous opinion that if the Institute develops Chinese studies at Princeton, we ought to have a special building near Fuld Hall for the Gest Library, rather than to merge it in the Princeton University collection. "The difference in character between an American library and a Chinese library is so great as to make a separate building for the Gest collection extremely important."

In connection with the Gest Library, he has had an idea of the importance of issuing a series of translations

of Chinese classics in literature, history, philosophy and economics, printing both the Chinese text and an English translation on the model of the Loeb Classical Library. The Chinese language is so difficult that only a limited number of Americans will ever learn it, he says, and only a limited number of Chinese students learn to read classical texts. Such a collection might run to several hundred volumes and might take half a century to complete. "When completed, however, such a collection would put it in the power of American and European students to grasp the fundamentals of Chinese civilization."

Such a project has engaged the enthusiasms of all the important Sinologists in the world, and would probably engage all their endeavors. To embark upon it would assure the Institute a position as the world center of Chinese studies.

(2) The Problem of Teaching: He states he has been puzzled a great deal about how the Institute is going to provide for members of the Faculty a suitable opportunity for teaching. He has had several long talks with Dr. Bedier, the administrator of the Collège de France. He says the

Institute resembles this institution more than any other educational institution in the world; although it has something in common with All Souls College, Oxford, and something also in common with the Kaiser Wilhelm Gesellschaft of pre-war Germany, but most in common with The Collège de France which does not give degrees, and the professors are left in complete freedom except for one requirement, that they should each year give a certain number of public lectures. Bedier insists that the intellectual preeminence of the Collège de France for the last four hundred years depended very largely on that requirement, and urged me very strongly to institute something of the same sort in Princeton. The war years were not an appropriate to initiate such a policy. "The time has now come, however, when the Trustees should ponder it very seriously."

He points out that Panofsky and Earle, and other professors lecture at other universities, and suggests the Trustees should consider whether some requirement of public lectures or seminars should not be made in connection with every professorship in the Institute.

(3) Buildings and Grounds: While the war has prevented the Institute from developing the very beautiful grounds surrounding Fuld Hall, he has had many conversations with Miss Levinia Bamberger concerning an appropriate memorial to the donors. She indicated it should be something out of doors, and approved the idea of a central axis of our grounds being opened up through the woods down to Stony Brook in the form of a broad Founders Walk, sixty to one hundred feet wide, suitably planted and cared for. It has not been possible to carry it out so far.

He suggests the addition of two small buildings similar to those which flank Fuld Hall, A and B, and composed largely of small rooms for members. "Our Faculty is well cared for by the studies which have been provided in Fuld Hall, but we could use a large number of additional rooms for members."

(4) Records: (Publications): So busy has the Institute been in its work, it has never properly recorded that work in print. He suggests a "list of publications

of all the members of the Faculty and members of the Institute from the beginning down to the present." He also suggests a catalogue of members with some note as to the researches which they pursued at the Institute and their present position. "This would be something like the alumni catalogue issued by an ordinary college or university and would be extremely useful to college presidents who are looking for men for jobs."

He points out that it has been continually suggested the Institute should have its own Press, and the Director of the Princeton University Press has indicated to him that they would be glad to serve the Institute in that capacity. Aydelotte suggests it to his successor. He is not prepared to make a recommendation himself.

(5) Tax Exemption: A serious problem for the Institute is the 5 per cent inheritance tax levied by the State of New Jersey on all institutions which have not received or, in the usual words of the statute, are not likely to receive, contributions from the State. ~~The Institute has~~

~~XXXXXXXXXXXX~~ The operation has cost the Institute six or seven hundred thousand dollars in taxes levied on the estates of Mr. Bamberger and Mrs. Fuld. He suggests that the Institute endeavor to qualify for exemption from this inheritance tax.

As to his last year, he says that perhaps the most notable list of members in the Institute's history have been present. Among mathematicians: Dirac, Newman, Burkill and Whitehead from England, Kramers and Pais from Holland, and a long list of younger but nevertheless very able American mathematicians.

In addition: Goldenweiser, the president of the American Economic Association, Lindberg and Murksee, formerly of the League of Nations, Tannenbaum of Columbia, Viner, formerly of Chicago, Fleming of Vanderbilt. In the School of Humanistic Studies the group has not been so large, but it has included Mitsos of Athens and Miss Segall



and Miss Grace of the United States.

It is through the quality of the young scholars who come to the Institute as temporary members that the Institute influences scholarship in education in this and other countries. Aydelotte thinks the stipends are "perhaps the most useful of all our expenditures." The stipend appropriation is likewise the most conveniently flexible item in the budget, and can increase or decrease year by year with resources. "Theoretically, it could be wiped out altogether, though not without serious injury to the work of the Institute."

He takes credit for adoption by the Faculty of the "very wise policy that membership in the Institute for more than two years in succession must be approved not merely by the department concerned, but by the Faculty as a whole." Conceding that there are a good many cases where membership for a number of years is advisable and necessary. He believes policy should be to maintain a continuous flow of temporary members through the Institute, and to avoid commitments which would keep any individual here for an indefinite period of years.

He suggests that the subjects we cultivate are less important than the quality of the men whom we appoint. "In the past this principle has not always been observed. I hope it will be adhered to strictly in the future for the reason that it is, I believe, the secret of success of an institution of the type that we are trying to build."

Trustees Minutes, Report of the Director, April 18, 1947,  
Appendix I

1947

9/18

✓BUILDINGS AND GROUNDS

Facilities

MERITT, B.

Biographical

VEBLEN, O.

AYDELOTTE, F.

OPPENHEIMER, R.

Meritt claims Herzfeld's vacant office, traditionally humanistic space for Homer Thompson. Veblen insists that it should be assigned to Siegel and should become a part of the quarters dedicated to Mathematics.

Aydelotte recommends to Oppenheimer that a permanent decision should be postponed until the number of members of the Institute have decreased or until some additional small buildings for members have been erected. He suggests putting both Thompson and Siegel into these Herzfeld rooms.

A. File, J. Robert Oppenheimer

1947

9/18

✓ BUILDINGS AND GROUNDS

Facilities

SCHOOL OF MATHEMATICS

Academic Organization

SCHOOL OF HUMANISTIC STUDIES

AYDELOTTE, F.

Biographical

Aydelotte to Oppenheimer, September 18, 1947.

Meritt has asked that Hertzfeld's office "traditionall Humanistic space" should be given to Homer Thompson, new member of School of Humanistic Studies. At the same time, Veblen has requested that Hertzfeld's space should be assigned to Siegel and should become part of the quarters dedicated to mathematics. Aydelotte does not wish to decide the question since he is leaving. He advises Oppenheimer to adopt a temporary solution postponing permanent decision until the number of members of the Institute has decreased or until additional buildings are built. It would be physically possible to put both Thompson and Siegel in these Hertzfeld rooms. He has an impression, however, that Siegel is contented with a small room which he has been occupying, and "I have a kind of conservative feeling that the fewer changes we make at this moment, the better."

A File, J. Robert Oppenheimer

1947

9/24  
10/10  
10/13

✓ BUILDINGS AND GROUNDS

Facilities

GENERAL (NURSEY SCHOOL)

Facilities

PARTICIPATION IN ADMINISTRATION

Academic Personnel

Memo Bernetta Miller on members' desire for nursesey school.  
Standing Committee (Faculty) recommendation on assignment of Mitrany's  
room to Siegle.

Filed in Chronological File under 1947, 9/24.

A, 10/30/56

1947

9/29

BUILDINGS AND GROUNDS

Facilities

AYDELOTTE, F.

Biographical

LOWE, E. A.

Aydelotte to Lowe, in Paris, France, September 29, 1947.

"I am a good deal concerned about the rooms which we now occupy in common. We have admitted for this year an extraordinary ~~many~~ number of mathematicians. Indeed, the number is equal to the total number of members of the Institute in past years, but there is nothing for it except to assign desks in the library for most of the younger men. I am greatly concerned the the CLA, the Rhodes Scholarships and the Guggenheim Fellowships should be able to preserve their title to this little set of rooms. We are a pretty tight fit as it is and I do not think these rooms a suitable place for mathematicians. We have no blackboards and it would be very difficult for younger members to go and come without disturbing the rest of us to such an extent as to make life impossible."

# File, E. A. Lowe

1947

10/7

PROFESSORS

Academic Personnel

BUILDINGS AND GROUNDS

Facilities

MEMBERS

Publications

AYDELOTTE, F.

Biographical

CHERNISS, H.

GOLDMAN, H.

Aydelotte to Goldman, October 7, He is about to retire.

"...mathematicians are doing still more astounding things and have actually something like 75 members in mathematics and mathematical physics coming this year. The result is, of course, that the Institute is impossibly crowded. Would you have any objection to one or two people working in your room until such time as you return when they could be removed to the library. The whole question of emeritus members (which class I join on October 16) is getting to be a little embarrassing, in view of the unprecedented demands on Institute space. I have established myself in Lowe's quarters in a quite small room which

Gil Stott and I share. I did not want to be in the position of occupying a large space. At the same time, I feel very strongly that the Institute would lose a lot if it did not provide dignified quarters for members emeritus, and I intend to maintain that point of view vigorously in the meetings of the Board of Trustees. Of course, the only real thing to do is to build some additional buildings with small rooms for members; and meanwhile we must just get on as best we can, but I think it is desirable to allow temporary use of any room that may be vacant."

He notes that the School of Humanistic Studies is doing well. Homer Thompson is on the job, "and tomorrow we are presenting for the second time to the faculty the nomination of Cherniss." Previously Miss Goldman has thanked Dr. Aydelotte for the successful arrangements with Datus Smith at the Princeton Press for the publication of her book.

She is recovering from operation for a brain tumor.

A. File, Hetty Goldman



1947

10/8

✓ BUILDINGS AND GROUNDS

Facilities

Aydelotte discussed procedure in allocating of the Institute apartments. He feared the apartments might lose their tax-exempt status as college dormitories if they were rented to members of the Faculty. Veblen pointed out that it had been the regular policy of Princeton University to rent a certain number of dormitory units to members of the University teaching staff. Aydelotte indicated that if the State adhered to its present tax policy, the Institute ought seriously to consider moving to another state.

D, Minutes Faculty, 1939-1947

1947

10/9

BUILDINGS AND GROUNDS

Facilities

HOUSING

Chairman of Committee on Buildings and Grounds, Mr. Veblen recommended that:

- (1) a special committee including Dr. Oppenheimer be appointed to study problem of additional space for members and to report back to Trustees.
- (2) that this committee be authorized to provide an Institute garage and workshop
- (3) Minor alterations in Fuld Hall be authorized in order to make present facilities of greater use.

Veblen referred to a letter from Julian Bigelow expressing satisfaction<sup>k</sup> with new housing facilities on the part of one of the users. He thought this was the general feeling among tenants.

Tr. Min. 10/9/47 p. 11

1947

10/10

✓ BUILDINGS AND GROUNDS

Facilities

AYDELOTTE, F.

Biographical

LOWE, E. A.

From a postcard to Aydelotte, October 10, 1947, "Mathematicians in our wing? Over my dead body! And yours? Sailing October 25; put everything in order. Yours in earnest, E. A. L."

A. File, E. A. Lowe

1947

12/15

✓ BUILDINGS AND GROUNDS

Facilities

OPPENHEIMER, R.

Biographical

William Bradley employed December 15, 1947, as superintendent.

Emil Strauss, maintenance man from Leidesdorf's building in New York, had been down helping Oppenheimer for three weeks prior to that time.

D, Leidesdorf, S. D., 1946-

HOUSING

Facilities

BUILDINGS AND GROUNDS

Contracts are being let for additions to Fuld Hall. Twelve garages are under construction in the housing area. The Director's house is being completely furnished at the Institute's expense.

Executive Committee Meeting Minutes, February 10, 1948

1949

4/14

✓ BUILDINGS AND GROUNDS

PRINCETON UNIVERSITY+

GENERAL (New Jersey)

Facilities

Relations WOAI

GOVERNMENT RELATIONS

Letter from George A. Brakeley to Dr. Axelotte, 4/14/49, in regard  
to plans for the Princeton Battlefield.

Filed in Vertical File under B, Buildings and Grounds.

A File, IAS (T)

1949

4/15

✓ BUILDINGS AND GROUNDS

Facilities

The officers of the Board were given power to make a decision on whether or not the Institute should purchase the Turnbull property on the corner of Mercer St. and Olden Lane. It was large and spacious and might serve as a guest house.

Tr. Min. 4/15/49 p. 3

1949

4/22

✓ BUILDINGS AND GROUNDS

Facilities

HOUSING

1949, April 22, report of William Bradley to Oppenheimer. analyzing the Turnbull house which is for sale. Estimates total cost \$92,000 with minimum improvements. Yearly operating costs estimated at \$9,150. If rentals ~~of~~ of \$100 a room per month were charged on the second floor and \$50 a month on the third floor and assuming the house to be fully occupied for six months of each calendar year, Bradley estimated that it would be necessary for the Institute to subsidize the operation at the cost of approximately \$5,000 a year. The Turnbolls were told no.

D, Turnbull House



1949

4/25

BUILDINGS AND GROUNDS

Facilities

A letter from George A. Brakely, Vice-President and Treasurer of Princeton University, to Aydelotte.

"Although we are very much disappointed, I am very glad to have the specific information as to the action taken at the meeting of the Institute.

"It appears by your attitude and your belief that sooner or later the Institute will make a reasonable contribution of property to the Battlefield.

"Whenever you can arrange with Mr. Maass, I shall be glad to have a chance of talking with him."

A File, Institute for Advanced Study

1949

5/20

✓ BUILDINGS AND GROUNDS

Facilities

Discussion of proposed site for lake as memorial to Mr. Bamberger and Mrs. Fuld.  
It was moved and carried that the Director be authorized to employ competent engineering  
and landscape services to develop a plan to be submitted to the Board for approval.

Tr. Min. 5/20/49 p. 4

1949  
10/21

FOUNDERS

Corporation

BUILDINGS AND GROUNDS

Facilities

"Mr. Bamberger reported on the proposed plan for the Bamberger-Fuld Memorial. This would include a Founders' Walk, a grass path from the edge of the lawn behind Fuld Hall to the trolley line road, to be continued as a trail through the woods to the Raritan Canal; a cable suspension bridge crossing Stony Brook; a small clearing on the south side of the trolley line road with several rustic log benches and a bronze plaque bearing the Founders' names. The estimated cost of the Memorial is \$5000. The selection of the plaque was to be left to Mr. Bamberger.

"It was moved and carried that the Bamberger-Fuld Memorial would be constructed according to this plan; and that a sum not to exceed \$5000 should be appropriated for this purpose."

Tr. Min. 10/21/49 p. 1

1949

11/15

GENERAL (state)

Government Relations

✓ BUILDINGS AND GROUNDS

Facilities

The IAS was again approached on giving of land to the State to make into a Battlefield Park. The Director again said unless new factors were raised the IAS would not consider giving so much and so valuable land for this purpose.

Exec. Comm. 11/15/49 p. 1

1949

11/15

ROCKEFELLER INSTITUTE

Foundations

BUILDINGS AND GROUNDS

Facilities

Dr. Oppenheimer reported that the Rockefeller Institute property and buildings in Princeton had been offered for sale to the Institute. It was decided that the property should be seen before further Board consideration.

Exec. Comm. 11/15/49 p. 2

1950

2/21

✓ BUILDINGS AND GROUNDS

Facilities

GENERAL (STATE)

Government Relations

GIFTS

Finance

Further consideration of the gift of the Battleground  
State Park.

Executive Committee Minutes, Feb. 21, 1950, p. 6

1950

4/21

TRUSTEES  
GENERAL (STATE)  
✓ BUILDINGS AND GROUNDS

Corporation  
Government Relations  
Facilities

The Director was instructed to inform Governor Briscoe and former Governor Edge that the Trustees had no power legally to make a gift of Institute property for the battlefield park, since the purposes were so different from those intended by the founders.

Trustees' Minutes, April 21, 1950

1950

8/11 ~~10/11~~

✓ BUILDINGS AND GROUNDS

Facilities

GIFTS

Finance

TAXATION (STATE)

Government Relations

Letter of August 11, 1950, Governor Alfred E. Driscoll to Dr. Oppenheimer, answering Oppenheimer's of April 24, which stated that the Trustees are without power or authority to give land to the battlefield monument.

The Governor writes bitterly that the action of the Board is "disappointing" and unsatisfactory." He refers back to the time when a representative of the Institute asked his ~~support~~ support for a law to ~~authorize~~ authorize a certain tax-exempt privileges for the Institute. He agreed with the program, and recommended that the Legislature adopt the legislation, and approved it when it was adopted. The Institute through its representative assured Governor Driscoll of its appreciation and the hope that it could someday repay the debt. "Thus far there has been little evidence of any real appreciation on the part of the Institute. Perhaps the whole subject should be reconsidered again."  
(Blackmail?)



Also see Oppenheimer to Driscoll, October 21, 1950. Oppenheimer says that the tax-exempt provisions benefited other educational institutions in the State of New Jersey: that in the memory of no Trustee was the Institute's ceding ~~of the state land~~ the state land for the use of a battlefield monument a condition of the consideration or support of the legislation granting the tax-exempt status. The Board of Trustees, as a matter of fact, directed Oppenheimer to communicate to the Governor, "their unequivocal dissent from the views expressed in your letter."

As a further matter of fact, there is nothing extraordinary about the tax-exempt status enjoyed in New Jersey by the Institute. Other states grant similar tax-exempt status to educational institutions. Furthermore, the Trustees were of the opinion that the large estate taxes, already paid by the Institute to New Jersey not equitable, and that the legislation granting future exemption was rather less than more than the minimum requirement of the state in its relations with its educational institutions.

However, the Chairman of the Board, Mr. Maass, is willing to go over all the questions raised in the Governor's letter, and Mr. Maass will meet with the Governor for this purpose.

Driscoll to Oppenheimer, October 23, 1950. Regardless of the memory of the Trustees, their views do not alter the facts. Irrespective of the propriety of the state's action in exempting from taxes the Institute, "very definite representations were made at the time the legislation was under consideration. He says this has been confirmed to him just recently.

October 25, 1950, Oppenheimer to Driscoll. In view of the Governor's insistence that a promise was made, he will have to refer the ~~XXXXXXXXXXXX~~ correspondence to Mr. Maass who has been from the beginning had under consideration both of the problems to which the Governor refers: the relief of the Institute from taxation under the statutes of New Jersey, and the problems of cooperation with the battlefield memorial and the state's plans for it.

Maass to Driscoll, October 25, 1950, citing himself as "one of the Founders ~~MEMBER~~ of The Institute for Advanced Study, and have been Chairman of the Board since 1942." He is at a loss to understand the Governor's suggestion of promise or intimation of gift to the State. He points out that the Institute paid the estate tax to the state in the case of Mr. Bamberger, and there was no immediate benefit, therefore, deriving from the legislation, but it might be expected in future cases. He says he had nothing to do with that legislation, since it was handled by Dr. Aydelotte, by Mr. Gabrielson, and later by Dr. Oppenheimer. He certain knew of no one authorized to make promises, and so forth.

His main complaint about the requests on behalf of the Battlefield Commission is that they are asking for 21-1/2 acres of the best land the Institute possesses; namely, ~~lands~~ lands which are definitely involved in future plans of the Institute. He suggests that it will be well to meet and discuss a smaller gift or lease of land and in a different location where it does not conflict with the Institute's plans.

Trustees' Minutes, October 20, 1950, Volume 6

1950

10/20

BUILDINGS AND GROUNDS

Facilities

GENERAL (STATE)

Government Relations

VEBLEN, O.

Biographical

See pp. 4 and Appendix for report on negotiations with  
the Governor's office on the cession of land and taxation.

Trustees' Minutes, 10/20/50

1951

5/4

GENERAL (NEW JERSEY)

Government Relations

✓ BUILDINGS AND GROUNDS

FACILITIES

The Board approved letting the state of New Jersey have a lowland piece of 13 acres for Battlefield Park on some appropriate manner such as a long-term lease. Maass and Oppenheimer were to visit Governor Driscoll again at Trenton.

Trustees' Minutes, May 4, 1941, p. 1

1951

10/5

PARTICIPATION IN ADMINISTRATION

Academic Personnel

BUILDINGS AND GROUNDS (OFFICE SPACE)

Facilities

Accommodations are crowded. Three possible solutions were considered:

- (1) To invite fewer members.
- (2) To erect an additional building
- (3) To reconsider the current practice of allowing professors emeriti to retain their offices.

No action taken. "None of these solutions was regarded as happy."

Faculty Minutes, 10/5/51

1951

10/25

✓ BUILDINGS AND GROUNDS

Facilities

GENERAL (STATE OF NEW JERSEY)

Government Relations

COMMITTEES

Academic Personnel

VEBLEN, O.

Biographical

The Board gave to the State of New Jersey, subject to recapture if the Battlefield State Park should be abandoned, an area marked 2 in a map.

Veblen, though an Honorary Trustee, was re-appointed Chairman of the Standing Committee on Buildings and Grounds, and all standing committees were re-appointed by the chair.

Special Meeting of the Members of the Corporation, 10/25/51

1951

12/17

PARTICIPATION IN ADMINISTRATION

Academic Personnel

✓ BUILDINGS AND GROUNDS

Facilities

The Director reported that six offices are to be constructed in the basement of the main block of Fuld Hall to accommodate the administration.

The Director delegated Professors Cherniss and Morse to act as consultants to the General Manager during the Director's absence between December 19 and January 8.

Faculty Minutes, 12/17/41



1952

10/31

✓ BUILDINGS AND GROUNDS

TRUSTEES

PRINCETON UNIVERSITY

WEED, LEWIS H.

FULTON, JOHN F.

MAASS, H. H.

Facilities

Corporation

Relations WOA

Biographical

Letter from Weed to Fulton, October 31, 1952.

Filed in Chronological File under 1952, 10/31.

Fulton, John F., Correspondence, Sterling School of Math

1955

April and May

✓ BUILDINGS AND GROUNDS

Facilities

See letters of Oswald Veblen (April 29, 1955) and Aydelotte (May 6, 1955) objecting to the location of the housing project, the plot plan??, and the design. Also Aydelotte objects to destroying useable homes at present in the project.

A. File, Institute for Advanced Study

1935

10/31

GENERAL

FOREIGN

✓SITE (Buildings & Grounds)

FOUNDERS

GEST ORIENTAL LIBRARY

PRINCETON UNIVERSITY

GENERAL

REPORTS

FLEXNER, A.

STEIN

MAASS, HERBERT

VEBLEN, OSWALD

OPPENHEIMER, ROBERT

GOTTMANN, JEAN

LEIDESDORF, SAMUEL D.

ELLIOT, T. S.

TOYNBEE, ARNOLD

LEVY, DAVID M.

BIRKHOFF, D.

EICKELSER

WEYL, HERMAN

Academic Personnel

Facilities

Corporation

Facilities

Relations W O A I

Academic Organization

Corporation

Biographical

(See FLEXNER, A., Biographical - Interview of 10/31/55)

1955

11/21

PRINCETON UNIVERSITY (1, 2)

✓ BUILDINGS AND GROUNDS (2)

CHST ORIENTAL LIBRARY (3)

VEBLEN, O. (1, 2)

EINSTEIN, A. (2)

BIRKHOFF (2)

FLEXNER, A. (1, 2, 3)

Relations WOAI

Facilities

Interview with Oswald Veblen, 11/21/55. (One of 2 interviews  
of this date).

Filed in Vertical File under Veblen Interviews.

1955

SCHOOL OF ECONOMICS AND POLITICS

Academic Organization

✓ BUILDINGS AND GROUNDS

Facilities

WOODWARD, E. L.

Biographical

FLEXNER, A.

RIEFLER, W.

LOW, E.

INSTITUTE

Publications

Interview with Elias Low, December 2, 1955.

Filed in Vertical File under "Interviews".

Interview with Elias Low, December 2, 1955

1956

3/23

TEACHING

Academic Procedures

FOUNDERS

Corporation

✓ SITE (BUILDINGS AND GROUNDS

Facilities

KENNAH, GEORGE D.

Biographical

VINES, J.

VERLEN, O.

PANGOSKY, ERWIN

MERRITT, B. D.

The above are additional headings for the Interview  
with President Harold W. Dodds, Princeton University,  
March 23, 1956.

The Interview is filed in the Vertical File under Dodds  
Interviews.

Interview with President Dodds, 3/23/56

1956

5/15

BUILDINGS AND GROUNDS

PLEXNER, A.

WELCH, ROY (MRS.)

AYDELOTTE, F.

PANOPSKY, ERWIN

Facilities

Biographical

Dinner table conversation with Mrs. Roy Welch, May 15, 1956.

Filed in Vertical File under Welch Interviews.

Dinner table conversation with Mrs. Welch, 5/15/56

1956

5/27

✓ BUILDINGS AND GROUNDS

Facilities

GENERAL

Facilities

BAILEY, ESTHER

Biographical

LARSON

HERZFELD

Interview with Mrs. Bailey, May 27, 1956.

Filed in Vertical File under Bailey Interviews.

Interview with Mrs. Bailey, 5/27/56



BUILDINGS AND GROUNDS

Facilities

✓ GENERAL

Facilities

BAILEY, ESTHER

Biographical

LARSON

HERZFELD

Interview with Mrs. Bailey, May 27, 1956.

Filed in Vertical File under Bailey Interviews.

Interview with Mrs. Bailey, 5/27/56

1956

9/25

ECONOMICS (P. 1, 4, 5, 10, 11, 13, 14, 16)  
DIRECTOR (P. 6)  
SCHOOL OF HUMANISTIC STUDIES (P. 6, 7)  
PRINCETON UNIVERSITY (P. 7, 8, 11)  
PARTICIPATION IN ADMINISTRATION (P. 9, 13)  
POLICIES (P. 12)  
✓BUILDINGS AND GROUNDS (P. 6, 7, 15, 16)  
ROCKEFELLER FOUNDATION (P. 16, 18)  
STEWART, W. W. (P. 1, 5, 13, 14)  
FRANKFURTER (P. 2, 5, 9, 17)  
CLAY (P. 4)  
RIEFLER (P. 4, 6, 8, 9, 10, 13, 14, 15)  
WOLMAN (P. 4, 17)  
VINER (P. 5, 8)  
AYDELOTTE (P. 6)  
VEBIEN (P. 1, 16)  
STRAUS (P. 7)  
PANOFSKY (P. 7)  
SCHRÖDINGER (P. 7, 8)  
OPPENHEIMER (P. 9, 17)  
WARREN (P. 10, 11, 16)  
BUCHANAN, NORMAN (P. 11)  
PEIS (P. 13)

Academic Activities  
Administration  
Academic Organization  
Relations WPAI  
Academic Personnel  
Administration  
Facilities  
Foundations  
Biographical

Interview with Mr. Stewart, September 25, 1956.  
Filed in Vertical File under Stewart Interviews.

1956

10/24

DIRECTOR  
JOHNS HOPKINS  
✓BUILDINGS AND GROUNDS  
BEST ORIENTAL LIBRARY  
PARTICIPATION IN ADMINISTRATION  
INSTITUTE HISTORY  
PRINCETON UNIVERSITY  
FLEXNER, A.  
LEIDESDORF  
BLUESTONE  
MAASS  
VEBLEN  
HARDIN  
VON NEUMANN  
ALEXANDER  
DODDS  
MONEY  
AYDELOTTE  
WARREN  
STEWART

Administration  
Educational Institutions  
Facilities

Academic Personnel  
Institute History  
Relations WPAI  
Biographical

Interview with Abraham Flexner, 10/24/56.  
Filed in Vertical File under Flexner Interviews.

Flexner Interview, 10/24/56

1957

3/13

ECONOMICS (2, 6, 7)  
SCHOOL OF ECONOMICS AND POLITICS (1, 2)  
SCHOOL OF HUMANISTIC STUDIES (4, 6)  
SCHOOL OF HISTORICAL STUDIES (6)  
PRINCETON UNIVERSITY (3, 4, 5, 6, 7)  
PARTICIPATION IN ADMINISTRATION (5)  
POLICIES (3, 5, 6)  
✓ BUILDINGS AND GROUNDS (SITE) (6)  
WOODWARD (7)  
FLEXNER ~~X~~ (1, 4, 5, 7)  
FRANKFURTER (1)  
MITRANY (1)  
MARSCHAK (1)  
RIEFLER (1, 2)  
VINER (2, 7)  
EARLE (2, 3, 6)  
JONES, THOMAS (3)  
WARREN (3)  
STEWART (3)  
AYDELOTTE (5)  
OPPENHEIMER (6)  
BAILEY (8)

Academic Activities  
Academic Organization  
~~XXXXXXXXXXXXX~~

Relations WOA  
Academic Personnel  
Administration  
Facilities  
Biographical

Interview with Sir Llewellyn Woodward, March 13, 1957.  
Filed in Vertical File under Woodward Interviews.

1957

5/15

✓ PRINCETON UNIVERSITY (1, 2, 3, 4, 5, 6, 7)  
BUILDINGS AND GROUNDS (2, 6)  
GENERAL (2, 3)  
MATHEMATICS (3, 6)  
NATIONAL RESEARCH COUNCIL (4, 6, 7)  
PROFESSORS (4)  
MEMBERS (4)  
ASSISTANTS (4)

EISENHART (1, 3, 4)  
SCHROEDINGER (1)  
ALEXANDER (1)  
VON NEUMANN (1)  
VEBLEN (1, 2)  
EINSTEIN (5)

Relations WOAI  
Facilities  
Academic Procedures  
Academic Activities  
Foundations  
Academic Personnel

Biographical

Interview with Dean Eisenhart, May 15, 1957.

Filed in Vertical File under Eisenhart Interviews.

1957

5/22

PRINCETON UNIVERSITY (1, 2, 3, 4)

HARVARD (3)

JOHNS HOPKINS (1)

HUMANITIES (3)

MATHEMATICS (1, 2)

✓ BUILDINGS AND GROUNDS (3, 4)

EISENHART (1, 2)

DODDS (1, 2)

FLEXNER (1)

MOREY (1, 2)

ALEXANDER (2)

VON NEUMANN (2)

VEBLEN (2, 3)

BIRKHOFF (3, 4)

LEFSCHETZ (1, 2)

Relations WOA

Educational Institutions

Academic Activities

Academic Activities

Facilities

Biographical

Interview with Dean Eisenhart, May 22, 1957.

Filed in Vertical File under Eisenhart Interviews.

1957

6/27

FOUNDERS (1, 4, 5)  
✓ BUILDINGS AND GROUNDS (1)  
PARTICIPATION IN ADMINISTRATION (2, 3)  
APPOINTMENTS (4, 5, 6)  
ECONOMICS (4)  
ARCHAEOLOGY (4)  
GENERAL (4)  
SCHOOL OF HUMANISTIC STUDIES (4, 6)  
SCHOOL OF MATHEMATICS (6)  
GOLDMAN (1, 2, 3, 4, 5, 6)  
AYDELOTTE (1, 3, 4)  
HOUGHTON (1)  
OPPENHEIMER (2)  
VEBLEN (3, 6)  
MORSE (3)  
FLEXNER (4, 5, 6)  
THOMPSON (4)  
BAMBERGER, LOUIS (5)  
BAMBERGER, LAVINIA (5)  
MERITT (6)  
PANOFKY (6)  
DE TOLNAY (6)  
EINSTEIN (1, 2, 3, 6)

Corporation  
Facilities  
Academic Personnel  
  
Academic Activities  
  
Finance  
Academic Organization  
  
Biographical

Interview with Hetty Goldman, June 27, 1957.  
Filed in Vertical File under Goldman Interviews.