

Committee on Buildings and Grounds.  
Miscellaneous. 1932-1936.

THE INSTITUTE FOR ADVANCED STUDY  
SCHOOL OF MATHEMATICS  
FINE HALL

PRINCETON, NEW JERSEY

December 14, 1936

Dear Mr. Maass:

Herewith I am sending you a blue-print of a tentative plan drawn up by a local architect, Rolf W. Bauhan, for reconditioning the Olden house. It embodies suggestions obtained by me from several of my colleagues, and is the least expensive plan that I have been able to concoct. It would leave the exterior of the house unaltered except for the removal of a couple of unsightly excrescences and would disturb none of the good features of the interior. It would not spoil the house for any possible future use.

The structural changes would probably cost less than \$2000. But the house requires complete new plumbing, say \$2500; a complete new heating plant, say \$2500; complete new electric wiring, say \$1000; and redecorating, say \$1000. Adding 10 per cent. to these estimates would call for a budget of \$10,000 to make the house ready for use on a satisfactory basis.

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. Nothing in the present scheme would interfere with this. But after some study of the question I am convinced that it is not possible to provide adequate servants' quarters by any less radical method.

The most important proposed change in the house is the modification of the second story of the wing, which at present is an almost total loss, so as to provide two new bathrooms and an attractive bedroom or study. A new bathroom is proposed on the third floor (the plan of this floor is not included in the blue-print). There would be four other rooms on the third floor, so that on the second and third floors together there would be nine rooms and four bathrooms.

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 ser-

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vant's bedroom and bath would be introduced at the expense of the present unduly large kitchen. The proposed kitchen is perhaps too small. It could be enlarged by making the servant's bedroom smaller.

It seems to me that if this plan, or something like it, is adopted, the Olden house will become very useful. The ground floor is admirably suited for social gatherings. Teas and buffet suppers could be served. A radio receiver could be installed so that those who wished could listen to the Philharmonic concerts on Sunday afternoons. The concert could be followed by a simple tea for which the small kitchen would be adequate. Buffet suppers could also be served. A piano would be a boon to many of our temporary members who are musically inclined and cannot afford to rent a piano while they are here. A place for social gatherings of the temporary members of the Institute and their wives is a very real need at the present time. The facilities of the University in this direction are not open to most of our younger members. Their stay in Princeton (usually one or two years) is too short to allow them to organize anything for themselves. Mrs. Flexner and 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.

The fact that the house is away from the center of Princeton would not seriously impair its usefulness for this purpose. It might even help it as a meeting place for walks in the country and other forms of exercise.

Rooms on the second and third floors could be rented to members of the Institute. (At present, Mrs. Olden has three lodgers, two or them temporary members of the Institute.) One or two rooms could be reserved for visitors who come to the Institute on scientific or other business for short periods. At present the Nassau Club and other firms get this business. Breakfasts would probably have to be served in the house, but not other meals.

The distance of the house from the center of Princeton would be a disadvantage in the renting of rooms, but I find that after people have looked the house over they say less about this drawback than before. If some more of our

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professors come to live in the neighborhood and if our other plans develop as expected, it will doubtless disappear.

I wonder whether we could have a meeting of our committee to discuss this and related matters later this week. The Institute closes for its Christmas vacation at the end of this week, and I expect to be going south, to attend some scientific meetings and otherwise waste my time, early next week.

I am sending copies of this letter to Dr. Flexner and to President Aydelotte.

Yours sincerely,

Oswald Veblen

Herbert H. Maass, Esq.  
20 Exchange Place  
New York City  
OV:GB



COPY FOR DR. FLEXNER

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December 3, 1936

### HOUSING FOR INSTITUTE PROFESSORS

The Princeton housing situation is developing in a manner which may provide serious problems for the Institute for Advanced Study. Already professors and members of the Institute find it difficult to locate suitable housing and there are definite indications pointing to an accentuation of these difficulties in the near future. It is the purpose of this memorandum to outline and discuss in specific terms the means by which the Institute may act to solve the problem.

#### Princeton as a Community

Many of the factors which make Princeton attractive as a location for the Institute operate also to increase the local cost of living, particularly with respect to housing facilities. The whole life of the place, for example, centers around the University. The population, aside from students, consists preponderantly of families who have located here because the head of the family was on the faculty of the University, the Institute, the Theological Seminary, etc., or because he derived his living from servicing these groups. The remainder consist, for the most part, of families attracted by the environment of professional people who enjoy the University atmosphere, and of alumni, some of them wealthy, who have established estates in the neighborhood. There is practically no outside industry. These environmental conditions make Princeton a charming place in which to work and to live. It is quiet. There is a minimum of distraction. The cultural and intellectual atmosphere is congenial to the type of people brought here by the Institute. They also raise economic problems, however. Economically, the whole place is on a nine months' basis. It is stagnant during the summer. Annual costs of business, of housing and of service, accordingly, must be recouped for the most part during the nine active months, and the general



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cost of living tends to be higher than in neighborhoods dependent upon a more diversified industrial background. Taxes, especially real estate taxes, are also high, not only because the educational institutions located here are tax exempt, but also because the community is one that demands a high standard of community services, and because in New Jersey, even to a greater extent than in other states, the bulk of the revenues are raised through taxes on real estate.

The housing situation in Princeton reflects these conditions. Much of the land which is suitably located for residential construction is held by the various educational institutions. The proportion of old houses, many of them obsolete or costly to maintain, is larger than one would expect and there is a corresponding dearth of modern houses of the general type that would be suitable for the faculty of the Institute. Large houses requiring expensive upkeep are still available and can be rented for sums below carrying charges. Modest houses, on the other hand, are at a premium and bring rentals which appear excessive as compared with other localities. There is no organized building industry which develops areas and builds houses of different price classes for sale. Attempts at such developments have been made, but the market is too small to support such an industry. Such housing as is built, therefore, is done for the most part on order, either for the University, which at one time built a considerable number of faculty houses, or for individuals.

#### Immediate Problem for the Institute

During the past three years, the new professors brought here by the Institute have been able to obtain fairly suitable housing accommodations largely because of the depression, which created a few vacancies in the larger houses and reduced their rents to relatively low levels. Under the circumstances, professors could

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afford to pay the higher costs for maintenance of these houses. These conditions are now changing. Vacancies have diminished and we face a period of rising rents. It is obvious that new residences must be built in Princeton, and, particularly from our point of view, residences of a general character suitable for the Institute faculty. As there is no building industry organized to meet this particular type of demand, several professors face the problem of providing housing for themselves on order. If the Institute makes any further appointments, the problem will be accentuated. The financial situation of most of the Institute professors, however, precludes their building houses without some sort of organized support. Many of them are newly arrived and have not yet accumulated sufficient savings to finance the down payment required.

Many universities in the past, in meeting similar situations, have employed the expedient of using part of their endowment to build houses to rent to the faculty. Their reports on their experience with this policy vary. In Swarthmore, for example, it is meeting with success. In Princeton, the authorities seem to feel that it has been only moderately successful. If possible, it should be avoided in the case of the Institute. We have a small, intimate faculty with considerable variation in the type of housing suitable for their individual needs. Our emphasis, moreover, is on a reduction of administrative responsibilities to a minimum. If the Director of the Institute were to occupy the position of landlord to the faculty, he would be subject to handling petty details of maintenance, etc. Houses built for the present professors, furthermore, might not be suitable for their successors. Unless very expensive types of construction were used, finally, the relative degree of care given by the occupants of houses would exert considerable influence on the cost of maintenance. It would be bad policy to put the Director in the position of enforcing a common degree of maintenance, etc., among a group as intimate as ours. The program outlined below avoids these diffi-

culties by providing a means by which the Institute may help the professors to build and own their own houses. While it involves definite concessions of a generous character on the part of the Institute, it has been worked out on a strictly business basis. The Institute will neither lose money nor forego income by adopting it. The faculty, on the other hand, will be enabled to build houses of the kind they desire and to pay for them gradually out of their income. They will be completely responsible for maintenance and upkeep. The complete carrying costs, including amortization, should approximate the rents they now pay and should give them, in most cases, housing as well located and as ample as they now occupy, and definitely superior to their present housing with respect to such qualities as modernity and convenience.

Specifically, it is proposed that the Institute make available land on the Olden property and lend the faculty funds with which to build on this property, the costs to be amortized on a monthly basis out of the professor's salary. The program can be extended, if it is desired, to include professors on the University faculty. From some points of view this would be highly desirable. It would help to spread development costs over a larger group, and would make it possible to avoid housing the Institute faculty in one homogenous group. Various technical safeguards are detailed below to protect the Institute, the faculty, and also to assure that this development will add to the advantages of Princeton as a community.

#### THE OLDEN PROPERTY

The Institute's purchase of the Olden property was not made with any view to its immediate use, but rather as a protection for the future development of Princeton as a community. The property, in fact, is located too far from the



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center of the University to be put to use by the Institute at the present time. It occupies a strategic site in the land pattern of Princeton, however, since any marked extension either of the University or of the Institute in coming decades would probably take the direction of the Olden property. By removing this property from the market, therefore, at a time when it was available at a reasonable price, the Institute sought to safeguard the growth of Princeton and to insure that that growth would not be impeded by prior development of this land for other uses. In doing this, it has incurred an initial outlay of a moderate amount and some responsibility for upkeep, even though the tract is tax exempt so long as it is not put to commercial use. Pending the development of these future needs, however, there is no reason why the tract should not be converted to residential uses. There are positive considerations, in fact, which make it advantageous to put it to use, for the Olden tract, together with property owned by the University, practically surrounds the one residential development in Princeton that is most suitable for faculty needs. There are a handful of vacant lots still available within this area, but it is almost completely built up with the result that further building of any volume must necessarily take place in other less suitable areas, unless the Institute adopts a housing program. In the plan outlined below, a current use of the property for residential purposes would not conflict with its ultimate dedication to other uses.

#### PROPOSED COURSE OF ACTION

Briefly, it is proposed that the Institute announce that it is prepared to lease residential sites on the Olden property to professors on its faculty and also, if desired, to professors in the University. The leases would be made on a fifty year basis with a proviso that they would continue to remain in effect as long as the professor lived. This would take care of those individual cases, if any, in which a professor was still alive at the expiration of the lease.

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The offer to lease land on this basis would remain open for ten years. This means that at the end of fifty years the individual sites that had been leased, including the improvements which had been made on them, would begin to revert free and clear to the Institute and that by the end of sixty years the whole development would again be in the Institute's hands. The individual improvements might still retain some value at that time. If they should, and if the Institute should not desire to convert the land to institutional use, it would stand to gain something by the whole program. It is not safe, however, to forecast a useful life of over fifty years for a residential development of this character. The chances of changes of neighborhood status and of a desire on the part of the Institute to make other uses of the land are too great. The whole program has been worked out, therefore, on the assumption that the individual residences would have lost their value by the time the leases expired and that the Institute would gain nothing by their reversion. Instead, it would simply be placed once more in the position it now holds with respect to its freedom to develop this property as it sees fit. In the meantime, however, the holdings would have been made available for residential purposes, and the faculty housing problem would have been solved.

To induce professors to invest in property which would revert to the Institute without compensation at the end of fifty years will require sufficient privileges to enable them to recover on their complete investment within that time. It is proposed, therefore, that the annual rental on this fifty year lease-hold be reduced to an amount sufficient merely to cover outlay costs without reimbursing the Institute for its present investment in the land. If it costs around \$3,000 per lot to put in the necessary public improvements (roads, sewers, water, electricity, and gas), an annual rental of \$150.00 per year would be sufficient to return the Institute  $4\frac{1}{2}$  per cent on its outlays and also to amortize the expenditure in fifty years. Land taxes, of course, would be paid by the lessor.

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Further inducements could be provided (a) by lending funds to the professors for building at rates which would be less than rates now available commercially, but would still yield the Institute as much as, or more than, it is now getting on its investments, and (b) by offering more favorable terms and by waiving the necessity of a down payment on the part of the professor. Under the Federal Housing Administration program several New York banks and investment institutions are now making mortgage money available for residential developments at  $4\frac{1}{2}$  per cent interest, plus  $\frac{1}{2}$  of 1 per cent service charge, plus an insurance fee that will probably work out at about  $\frac{1}{3}$  of 1 per cent for the life of the loan. In other words,  $5\frac{1}{3}$  per cent is the most favorable rate that the professors would be able to obtain in the commercial market today, although there are signs that these rates may go lower during the next few years. Under the F.H.A. program, loans may be made for as long as twenty years and are available up to 80 per cent of appraised value, but may not exceed \$16,000 in any individual case. The program here advanced has been worked out in such a way that service costs would be negligible. Safeguards to protect the security of the loan have also been worked out so that F.H.A. insurance or its equivalent would not be needed. It would be perfectly business-like, therefore, to lend funds to the professors at a net total cost of  $4\frac{1}{2}$  per cent, thus giving them a much lower rate than they can now obtain outside on a commercial basis and still yielding the Institute as high a return as it would receive if it should invest in F.H.A. mortgages. Similar concessions can be made with respect to the term of loan without sacrifice of security on the part of the Institute. Under the F.H.A. program, the maximum term of loan is twenty years. These terms are available to a wide variety of owners, the great majority of whom are much more subject to loss of income or other eventualities which might make it impossible for them to comply with their

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mortgage contract than is true of university professors, who comprise a very favorably selected group from the point of view of tenure. A term of loan for as long as twenty-five years, therefore, in the case of mortgages on professor's houses, would not necessarily involve sacrifice of security in comparison with commercially available terms. It is proposed, therefore, that the loans be made for a maximum term of twenty-five years in the case of professors who are forty years of age or under. This would permit an annual amortization rate starting at about 2 per cent of the original face value of the mortgage. In the case of older professors, the term of the loan should be adjusted so that it would be completely paid off at the retirement age of sixty-five. This is desirable in order that the professors may have their houses completely paid for when they retire and their income is reduced to a pension. Finally, it is proposed that the Institute waive the necessity of a down payment. This waiving of the necessity for a down payment constitutes the one real sacrifice of security which the Institute is asked to make in this program. Several of the professors will not be in a position to take advantage of the program unless a down payment is waived. Under the F.H.A. program a 20 per cent down payment is required. Many other developers operate on a program involving down payments as low as 10 per cent, but in these cases the interest cost, and the term of the loan are much less favorable than in F.H.A. loans. In order to minimize the risk arising out of this element in the program, several other specific safeguards which are ordinarily not required in mortgage transactions are included in the plan.

#### Safeguards

To recapitulate, it is proposed (1) that the Institute for a period of ten years stand ready to lease residential sites on the Olden tract to professors for their life time, but in no case for less than fifty years, the professors



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to pay all taxes and the Institute to receive an annual ground rent sufficient approximately to yield  $4\frac{1}{2}$  per cent on its outlays for improvements and to amortize these outlays over fifty years, and (2) that the Institute lend to these same professors sums sufficient, if desired, to cover the full cost of construction of the residences constructed, taking in return mortgages on such property bearing an interest rate of  $4\frac{1}{2}$  per cent and providing for amortization at a monthly rate sufficient to repay the mortgage in full within a maximum of twenty-five years, and in all cases by the time the mortgagor has reached the age of sixty-five.

To safeguard the Institute against risk in extending these generous terms, the following stipulations have been worked out:-

1. The original principal amount of the mortgage should not be in excess of twice the annual income of the professor from his academic salary. (In general, the average value of residential property in this country, including land, is about  $2\frac{1}{2}$  times the annual income of the owners. Anything above this amount tends to place too heavy a burden for housing upon the income of the owner. An amount twice the annual income of the owner for residential construction, exclusive of land, should be a maximum for safe development in this project.)
2. The mortgagor (owner), at the time of signing the mortgage, should take out insurance in favor of the Institute sufficient to repay the principal face value outstanding in the event of his death prior to the maturity of the mortgage. (Insurance of this character is not expensive, because the amount covered decreases each year as the principal of the loan is amortized. It might even be possible to work out a very low cost group insurance policy to cover all of the houses in the development. By providing automatically for the full payment of the mortgage in the event of the professor's death before sixty-five, the Institute would be freed from any possible embarrassment in its mortgagee relations with the family of the professor. The professor would also be assured that he was leaving his family a shelter free and clear of debt.)

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3. The lessor would agree that any person to whom he might rent or sell the property prior to the expiration of the ground lease would be acceptable to the Institute. (This would help protect the character of the neighborhood and would be a means of preventing abuses of the privileges granted.)
4. The lessor and mortgagor would agree that the Institute should deduct in advance from his monthly salary a sum sufficient to cover (a) ground rent, (b) interest and amortization payments on the mortgage, (c) an estimate of the taxes on a pro rata monthly basis, and (d) premiums for principal insurance, fire insurance, etc. on a pro rata monthly basis. If professors from the University are permitted to partake of the advantages of the project, similar arrangements should be made with these professors and with the University. The Institute would agree to use these sums for the purposes outlined, as they came due. By handling payments in this way, the costs of servicing the mortgages would be reduced to a minimum. The Institute would always know that its property was free from liens and that its prior interest was protected because it would have attended to insurance, taxes, etc. itself on a wholesale basis. It would also be completely assured of thorough fulfillment of the contract so long as the professor retained his academic income.

These safeguards, taken as a whole, would reduce administrative procedure, negotiation, etc. in connection with the project to a minimum and would protect the Institute automatically from almost every possible eventuality that might involve either embarrassment or monetary loss, except in the case where a professor should lose his academic connection prior to the maturity of his mortgage. Should this happen, and should the professor concerned not transfer to a new connection with sufficient income to permit him to continue payments on the mortgage, or should he refuse to make such payments, the Institute would have to protect its rights by the institution of foreclosure proceedings and might find the amount for which it could resell the property insufficient to cover its commitments. In this case, therefore, the favorable terms proposed, including the waiving of down payments and twenty-five year loans, might possibly involve the Institute in some administrative costs and some financial risks.

The chances of these eventualities occurring, however, are extremely small. Professors of the type who are likely to take advantage of the opportunity outlined have life tenure in most cases, and when they move, it is frequently to take advantage of a better income. The housing situation in Princeton is such, furthermore, that it will probably be possible to dispose of these houses easily and without loss even if they should be taken over by the Institute through foreclosure. In any event, the risk under this procedure would seem to be much less than that which might come under a rental plan or any other housing plan which the Institute might adopt.

Estimate of cost

These inducements taken together should be sufficient to make a fifty-year investment attractive to the professors even though the property would revert to the Institute on the expiration of the ground lease. The following tentative estimates are advanced to show in round figures the way housing costs would work out under this plan. None of these estimates have been checked, but in the aggregate they are probably of the order of magnitude which may be expected.

	<u>Annual Charge</u>
<u>Ground rent</u> (based on estimate that \$3,000 per site would cover outlays for public improvements).....	\$ 150.00
<u>Interest and amortization on house</u> (no down payment, 25-year term, interest at $4\frac{1}{2}\%$ , total construction outlay for house - \$20,000).....	1,300.00
<u>Taxes, fire insurance, principal insurance, etc.</u> .....	<u>450.00</u>
TOTAL.....	\$ 1,900.00



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These figures are worked out on the assumption that \$20,000 would cover the cost of building and that the mortgage would run for twenty-five years. They indicate that on this basis the complete monthly cost to a professor for housing would be around \$160.00 per month up to his age of retirement and \$50.00 a month thereafter. These amounts would vary, of course, according to the amount actually spent for construction. In addition, they would be increased somewhat if the loan were written for a time that was less than twenty-five years. Should these estimates prove correct, the proposal should be attractive to the professors. The annual charge up to the age of sixty-five is probably not in excess of what they are now required to pay in the form of rent for similar housing and less than they will be required to pay if rents advance. Their present annual costs would not be increased under this plan, therefore. In addition they would have provided themselves with owned homes requiring outlays only for taxes and ground rent when they reach retiring age.

#### Scope of Program

It has been suggested above that it might be desirable to make this program available to Princeton professors (providing they are full professors with life tenure) on the same basis as Institute professors. To do this would constitute more than a gesture of good will to the community. It would also have the advantage of avoiding housing the Institute professors in a single group. Socially and culturally as well as intellectually it is desirable that the Institute group should mingle with the community, not be isolated from it. In addition, it would be of advantage in that it might help to reduce construction costs. The building of one house at a time is expensive, especially in Princeton where there is no organized house building industry. If a single contract could be made for several houses at once, it might result in lower building costs.

### Immediate Procedure

Should this program appear to merit serious consideration, it would be desirable to proceed rapidly in order that construction may be undertaken during the present winter and early spring before the shortages of labor that are impending become too acute. The most effective procedure probably would be to retain the services of a general architect or architectural firm capable of surveying the whole situation and of reducing it to specific proposals and reliable estimates on which action may be taken. The legal situation should also be checked with a view to ascertaining the form which the various contracts contemplated in the plan should take.

The first task of the architect would be the preparation of a preliminary ground plot of the Olden tract. The present layout of streets in the adjacent residential sector follows the grid plan, which is no longer advocated in view of modern traffic conditions. Inasmuch as the residences built under the proposed program would never be so numerous as to fill the Olden tract, the architect would have considerable freedom in laying out a plat that was not only economical and modern, but also one that would provide a maximum of beauty and privacy as well as protection from traffic hazard. On the basis of this plat, he would be able to provide estimates of the developmental outlays required so that the ground rent to be charged could be estimated with precision.

The second task of the architect would be to consult with the various professors who might be interested in order to prepare preliminary plans of the type of housing that would be desired and preliminary estimates of the range of costs involved. With this material available, it should be possible to go to the Board of Trustees with a definite proposal for action and to the professors of the Institute and possibly the University with a program sufficiently definite to permit commitments to be made and contracts to be let before Spring.

BUILDING FOR SCHOOL OF MATHEMATICS

The following memorandum was drawn up without the collaboration of our colleagues and should therefore be regarded as extremely tentative.

Studies for Professors and Their Assistants. We regard it as important that the rooms for professors should be as large and, if possible, as well lighted as those now occupied by Veblen and Alexander. These rooms are not to be thought of as business offices in which one sits at a desk and interviews one or two visitors. They are studies in which one needs to be able to walk up and down and to leave papers and books lying about. They are often used as informal seminars (*privatissima*) in which half a dozen students gather to discuss mathematical questions with the aid of a blackboard. Meetings of this sort form a most important part of our work and we would be seriously hampered if we were obliged to hold them in public rooms. When the plans for Fine Hall were being discussed it was deemed important that the studies should be made sufficiently attractive to induce the professors to do a considerable part of their work in a place accessible to students and colleagues.

Adjacent to each professor's room there should be a smaller room for his assistant. This room should contain, in addition to the desk and other facilities for the assistant, a set of filing cabinets for the professor's papers and private collection of reprints (often a large affair), shelves for his overflow of books, and so on. The room adjacent to Veblen's present office was ideal for this purpose so long as it was used only for his assistant. (At present it is used as a headquarters for all the assistants, so that these last are obliged, because of overcrowding, to do most of their work in odd corners

of the building, where it is often difficult to locate them when needed.)

Studies for Temporary Members. Each year there are in residence a number of professors from other universities in different parts of the world, some of them men of the highest distinction. It is very important to provide studies for these visitors, both because their temporary living quarters are very restricted and because it is desirable to make them easily accessible to other workers, so that their presence may be as useful as possible to the Institute. It is not necessary to provide large rooms for these men, since the needs of a visitor are not so great as those of a permanent resident. Rooms somewhat smaller than the second-size rooms in Fine Hall would be adequate.

It will probably not be possible to furnish individual rooms for the younger visiting members of the Institute, as too many would be required. It might, however, be possible to provide a few rather large rooms which could be shared by from two to six persons. If provision were made for an expansion of the professorial staff in the direction of mathematical physics, chemistry, or biology, the rooms designed for this purpose could temporarily be used to great advantage by groups of younger people.

Minimal Plan. There are 24 studies (or offices) in Fine Hall (9 large and 15 smaller ones). Of these, the Institute now occupies 8 (3 large and 5 smaller ones). In addition, by special arrangement for this term, offices have been provided for Professors Hardy and Levi-Civita. After they leave, one of these rooms will revert to Professor Gillespie who has kindly allowed Professor Hardy to use it, the other will perhaps be available for a group of assistants to pro-



fessors in the University and the Institute.

So long as we retain 3 large and 5 smaller studies in Fine Hall, we need for our present staff 3 more large studies and 2 more small ones. Should we provide for 6 professors in fields adjacent to mathematics (e.g. theoretical physics, chemistry, and biology) the additional requirement would be in all:

9 large studies

8 small studies

This would also provide on a reasonable scale for the present needs of temporary members if no expansion into neighboring fields were made. It may therefore fairly be described as a minimal plan.

More Adequate Plan. The opinion was originally expressed in some quarters that Fine Hall would prove to be too large for the needs of the University Mathematical Group. We now find that the building would be no more than adequate even if the entire staff of the Institute were to move out in a body. In fact, the question of our proposed new structure was discussed year before last at a meeting of the University Group, and the recommendation was made -- transmitted to us by Eisenhart -- that we should plan for a building capable in itself of meeting all the requirements of the Institute. This would not mean that we should move out of Fine Hall, but rather that some of the new rooms should be available to members of the University. On the basis of these recommendations, a more adequate building should contain

12 studies for professors

12 studies for assistants

10 studies for the associate and for  
temporary members.

If it is not feasible to construct such a building at the present time, we urge that provision be made in the plans for future enlargements, always keeping in mind a possible expansion in the direction of Mathematical Physics and other allied subjects.

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Thus far we have confined our attention to studies alone. An adequate building should also contain a number of other rooms, as described below.

Lecture Rooms. At present there are two lecture rooms in Fine Hall with seating capacities of 86 and 45 respectively. The smaller of these rooms has proved to be satisfactory in every respect, but the larger one is without windows and is oppressively stuffy, especially in fall and spring. These two rooms and the two seminar rooms (one large and one small) are often in use simultaneously.

There should be at least one new lecture room like the smaller one in Fine Hall\*.

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\* It would be a great boon if a new large lecture room could be provided, so that the present one at the bottom of the well could be removed and windows introduced in the downstairs corridors of Fine Hall. This would also be a graceful tribute to Mr. Thomas D. Jones, who expressed the wish that Fine Hall should not contain a room in which it was the bad air that put people to sleep.

---

Reading Room. It would be advantageous to have a room in which needed duplicates of the books in the Fine Hall library could be shelved. This would serve as a supplementary reading and study room and would go a long way toward providing for the needs of the younger members of the Institute. It would also be a welcome addition to the facilities of the graduate students of the University.

Mimeographed Notes. The collection of mimeographed notes issued by the Princeton Mathematical Group is growing in volume and importance. There is no adequate provision for this enterprise in Fine Hall. Professor Tucker should be consulted on this problem.

Secretarial Room. There are many advantages in the collaboration between Miss Blake and Miss Fleming, but it would doubtless be well to provide against a possible future necessity for a separate office. This office should preferably be located between the mimeographing room and the supplementary reading room. The secretary would then be in a position to help with the mimeographing and to act as curator of the reading room.

Kitchen. Something on the order of one of the electric kitchens in Fine Hall should be provided. Perhaps the equipment from the present kitchenette next to the professors' room could be transferred to the new structure, thus releasing a much needed room for janitor's equipment on the second floor.

Toilet Facilities, Closets for Janitor's Equipment, etc., of conventional sort.

Material, Furnishing, etc. The finishing and furnishing of the rooms in Fine Hall was done in a somewhat lavish style, mainly with the idea of reducing the cost of upkeep to a minimum. More economical material, if of good lasting quality, would, of course, be equally satisfactory.

The use of acoustic plaster in the corridors and lecture rooms and on the ceilings of the studies of Fine Hall has been a complete success and is strongly recommended for the new structure. One of the defects of Fine Hall - insufficient sound insulation between rooms - should be avoided.

James W. Alexander  
Oswald Kibler



November 30, 1936

Dear Mrs. Norris:

I have communicated the contents of your letter of November 25 to the Committee on Buildings and Grounds, and I regret to say that it is their judgment that the position which I explained to you in my previous letter was correct, namely, that the Institute does not require either the whole or part of the property adjoining 69 Alexander Street.

Thanking you, I am

Very sincerely yours,

Mrs. Edwin M. Norris  
8 Stockton Street  
Princeton, New Jersey

ABRAHAM FLEXNER

AF:ESB

MRS. EDWIN M. NORRIS  
REAL ESTATE AND INSURANCE  
8 STOCKTON STREET

PRINCETON, N. J.

November 25th., 1936

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

My dear Dr. Flexner:

In our recent interview in regard to Miss Lansdale's lot on Alexander Street you said that the right of way of 12 feet would render useless to you the lot that Miss Lansdale is offering for sale through me, as it would separate the property belonging to the Institute, known as # 69 Alexander Street from the lot that she is offering, so that one building could not be put on the two properties. I replied that I felt sure that Miss Lansdale would be willing to give up this right of way, if she sold her lot, provided she could continue to hold the right of way to her property from Stockton Place. In fact, in case of a sale of the lot, either right of way could be secured provided Miss Lansdale retained the other. Later in a conversation with Miss Lansdale she confirmed this and went further, saying, in case her lot were sold to the Institute, she would be willing to give up her right of way from Alexander Street to her lot, and to cede her right on the easement from Stockton Place to her lot, provided a third right of way were given her from Stockton Place 12 feet wide, by way of the Murray lot, the lot west of Miss Lansdale's property, which The Institute owns, in any way that would meet with your plans and be acceptable to Miss Lansdale.

In as much as Miss Lansdale must make her plans for building in the near future, it will be necessary to act on this as promptly as possible.

Very truly yours  
*Katherine A. Norris*  
(Mrs Edwin M. Norris)

*Buildings & Grounds*

November 17, 1936

Dear Mrs. Norris:

I have been out of town and therefore have been delayed in replying to your letter of November 13.

Our plans for building have been made so that the lot adjoining 69 Alexander Street in part or whole no longer interests us. While we have made no announcement of our building plans and do not for the moment intend to do so, it may be that in your real estate transactions confidential knowledge of them would be helpful to you. If so, should you so desire, I can briefly explain them to you with the understanding that they are not to become public. Should you wish to see me, my secretary will make an appointment if you will telephone 497.

Sincerely yours,

ABRAHAM FLEXNER

Mrs. Edwin M. Norris  
8 Stockton Street  
Princeton, New Jersey

AF:ESB

Office Telephone 1367

Residence Telephone 656

MRS. EDWIN M. NORRIS  
REAL ESTATE AND INSURANCE  
8 STOCKTON STREET

PRINCETON, N. J.

November 13th., 1936

Dr. Abraham Flexner  
69 Alexander Street  
Princeton, N.J.

My dear Dr. Flexner:-

Miss Lansdale has given us the exclusive agency for the sale of her lot on Alexander Street and has told us that last year the Institute for Advanced Study was interested in acquiring her property.

Miss Lansdale is desirous of getting some revenue from the property and is planning to build a house on it in the early spring, but in as much as she knows that you have been interested in it she would be willing to sell it to you now for \$20,000.00. Of course after she has built a house on the lot the selling price would be increased proportionally although probably for your needs it would have no additional value. The lot is 100 feet deep and has a frontage on Alexander Street of 57 feet and she wishes to reserve the right of way from Alexander Street to her own property in the rear, consisting of a strip of land 12 feet wide adjacent to the property of the Institute for Advanced Study. Of course the right of way strip would belong to the purchaser of the lot.

Please let me know if you would be interested in the purchase of this property.

Very truly yours,

*Katherine H. Norris.*  
(Mrs. Edwin M. Norris)

Summary of Conversation between Dr. Flexner and  
Mrs. Norris at 20 Nassau Street, Princeton, New Jersey, November 18, 1936

Dr. Flexner

I wish you and Miss Lansdale to understand that I don't in the slightest degree question her right, legal, moral or any other, to do what she pleases with her property. She bought it. It is hers and she can do anything she wishes with it precisely as you can with your property. Nobody connected with the Institute has the slightest ill-feeling about it. She is under no obligation to us any more than the Inn is to get off their property. The land is hers.

I think, as far as your letter is concerned, the price put upon the strip of land is a nuisance price. That is to say, a piece of land, which is 100 feet deep, 57 feet wide, with a passage way of 12 feet between it and 69 Alexander Street is not worth \$20,000. The whole place did not cost over \$20,000. That is a price that it will be difficult to get from anybody even if they wish the land. It is useless to us, and it will have no value to us, though at a reasonable price we might have bought the whole thing originally.

The reason I asked you to call is this. You are in the real estate business. You don't want to sell anybody a piece of property and have him come back to you and say you misrepresented things. I promised Dean Eisenhart that, whenever we build, we shall widen College Lane, which will be a tremendous improvement. That means that we would have to build near our line and thus we are just that much closer to Miss Lansdale's property. We own also the Murray lot. We shall not build beyond the Russell place or in such a way as to encroach on Professor Russell's property. You will see what may happen. I don't know how soon we shall build. We are using space here, in Fine Hall, and at 69 Alexander Street. If we cut off a strip for the road, it will move the building over towards Miss Lansdale's line, and we will move it back from the street so as to get just as far as possible from the street. If we build on the Murray lot, Miss Lansdale will be looking at our brick walls. I don't know what is the size of her front yard, perhaps something like 20 or 30 feet. We bought the Murray lot with a view to building on it and when we build there we will have all we need for the next twenty-five years to come. The mathematicians are in Fine Hall, and they are going to stay there. The people whom we have to accommodate are the humanists who are at 69 Alexander Street and the economists and one or two other persons who are working in McCormick Hall in very limited space. We can build a large building on the 69 site and a <sup>good-sized</sup> ~~large~~ building on the Murray lot, which is as much as we shall need for a good many years to come.

I don't know whether the Committee would consider buying the lot at even a reasonable offer. The property we have was presented by someone who thought it would be a good site for us and what we are going



Dr. Flexner

2

to do with it I don't know. We don't need much space in a grown-up institution, which differs from the University. We can manage on the same floor with offices. Undergraduates couldn't. We may ultimately move 69 Alexander Street house somewhere and build two buildings, for there is no reason for different departments to be housed in the same building.

What you could say to Miss Lansdale is that it is a pity that she turned her house around. That was a terrible blunder because we own the Murray lot and some day must build on it. It may be an indefinite period before we build, but the Institute has grown more rapidly than I had any idea it would.

We have never invested a penny of our own money on ~~land~~ property except in renovating buildings.

---

Mrs. Norris

Miss Lansdale bought her place in good faith before she knew anything about the Institute's acquisition of 69 Alexander Street. She wished a home and liked the site so much that she bought it. She needs a larger income and thought if she erected a house on the lot she would be able to rent the house for \$125.00 a month which would represent interest on \$20,000, and that led her to name this figure, which she considers to be fair and just.

Wouldn't the Institute wish to buy the golf course?

How much would the Institute offer for the whole lot with Miss Lansdale's house on it?

Miss Lansdale wishes her home and income on \$20,000. If the Institute would buy the lot, she would accomplish her purpose and be saved the trouble of building. Will the Institute make her an offer? Miss Lansdale is thinking of the potential value of her property. She is anxious to sell and to close the matter. She does not wish to sell her home. If a definite offer were made for the whole thing, perhaps I could influence her, but she likes the house and the site. After she dies, she does not care what becomes of it.

Would you be interested if the right of way between 69 Alexander and the lot were dropped?

November 19, 1936

Dr. Flexner Mrs. Norris

Dr. Flexner

I

I want you and I want Miss Lansdale to understand that I don't in the slightest degree ~~wish~~ question her right, legal, moral or any other, to do what she pleases with her property. She bought it. It is hers and she can do anything she wants with it precisely as you can with your property. Nobody connected with the Institute has the slightest ill-feeling about it. She is under no obligation to us any more than the Inn is to get off their property. The land is hers.

II

In the second place, I think, as far as your letter is concerned, the price put upon that strip is a nuisance price. That is to say, a piece of land, which is 100 feet deep, 57 feet wide, with a passage way of 12 feet between that and 69 Alexander Street is not worth \$20,000. The whole place did not cost over \$20,000. That is a price that it will be difficult to get from anybody even if they wish the land.

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Mrs. Norris

Miss Lansdale bought her place before she knew anything about the Institute's acquisition or wish to acquire 69 Alexander Street. Miss Lansdale wished a home and liked the site so much that she bought it. She needs a larger income and thought if she erected a house on the lot she would be able to rent it for \$125.00 a month which would represent interest on \$20,000, and that led her to name the amount \$20,000, which she considered to be fair and just.

Dr. Flexner

The land is useless to us, and it will have no value to us with the strip between it and 69 Alexander Street, though at a reasonable price we might have bought the whole thing originally.

Now the reason I asked you to come in is this. You are in the real estate business. You don't want to sell anybody a piece of property and have them come back to you and say you misrepresented things. I promised Dean Eisenhart that, whenever we build we shall widen College Lane, which would be a tremendous improvement. That means that we would have to build near our line, which means that we are just that much closer to Miss Lansdale's property. We own also the Murray lot. We shall not build beyond the Russell place or in such a way as to encroach on Professor Russell's property. You will see what may happen. I don't know how soon. We are using space here, in Fine Hall, and at 69 Alexander Street. If we cut off a strip here, it will move the house over towards this line, and we will move it back from the street so as to get just as far as possible from the street. If we build here, Miss Lansdale will be looking at our brick walls. I don't know what is the size of her front yard. Perhaps 20 or 30 feet, certainly something like that.

We bought it with a view to building on it and when we build there we will have all we need for the next twenty-five years to come. The mathematicians are in Fine Hall, and they are going to stay there. The people whom we have to accommodate are the humanists who are at 69 and the economists and one or two other persons who are working in McCormick Hall in very limited space. We can build a large building here, and we can build a good-sized building here, which is as much as we shall need for a good many years to come.

Mrs. Norris

Wouldn't we wish to buy the golf course? How much would you offer for the whole lot with Miss Lansdale's house on it?

Dr. Flexner

I am not on the building committee. We acquired two pieces. That is all we need for many years to come. I don't know if the whole thing could be added at a reasonable price. My impression is that Mr. Thomas once spoke to me about it and said that he had no doubt that the Building Committee would be perfectly willing to move the house to any site in Princeton that was obtainable but that Miss Lansdale liked her site.

Mrs. Norris

Miss Lansdale bought the land in good faith. She would like to have an income and seems to think that she could get the benefit of interest from \$20,000. In New York one profited by having buildings adjacent. She thinks by building she could get this rent. She would be saved the trouble of building if she could sell the lot at that figure. Would you make her an offer?



Dr. Flexner We don't need the lot. Whether the Committee would consider a reasonable offer I don't know. You can have an Institute without buildings and grounds. We have rented space over here and rented space somewhere else. We have put our money into brains. 69 Alexander Street was presented and the Olden Farm was presented by someone who thought it would be a good site for us and made us a present of it. What we are going to do with the Olden Farm I don't know. We don't need much space in a grown-up institution, an institution for men who are professors who come here for work. It is different from the University. We get along just as well on the same floor with offices. An undergraduate wouldn't. We may ultimately take this house and move it away somewhere and then build back and build away from this and back here and ultimately build a separate building. No reason for different departments to be in the same building. We would not use it for one large building. The mathematicians would have their building and the humanists would have their building. We would have the sort of thing we have now.

I don't believe except at a distinctly reasonable price this would interest us at all. Whether the Building Committee would feel they ought to buy it or not if a fair evaluation such as Miss Lansdale herself paid I don't know. I don't know what they are doing. The only things I have had to do with the land were one conversation with Mr. Thomas and this conversation which is based on your letter.

We bought the Murray lot. Then, as I remember, I spoke to Mr. Thomas about the second lot. Nothing came of that. What you could say to Miss Lansdale is that it is a pity that she turned her house around. That is a terrible blunder because we own the Murray lot and we are going to have some day to build on it. I don't know Miss Lansdale and of course she has a perfect right to do what she pleases, but I know we bought that lot with a view to building.

Mrs. Morris

Miss Lansdale is thinking of the potential value of her land. She wishes to get the income from \$20,000 and she has her home there.

Dr. Flexner

I don't believe our need for it is sufficient. \$20,000 too large a price.

Mrs. Norris

It was not ~~from~~ with that spirit that Miss Lansdale asked \$20,000. She named that as income from investment, as she could rent the house at \$125 a month. Miss Lansdale

is not young. She is a lovely person. She simply has taken this lot and loved the view. Nothing was done by the Institute at that time. The purchase was made in the spring and the Institute purchase in the fall, I think. Why does not the Institute purchase all - the Russell house and the Smith house?

Dr. Flexner Professor Veblen found that the Murray lot was for sale. Professor Russell, I imagine, will not sell. The Smiths will sell, but with the two lots we have as much as we feel we need for a number of years. I don't know how 69 Alexander Street was acquired. I said to Professor Veblen, "You know Princeton." I said to Mr. Maass, "You know real estate." I don't know either. I don't want to bother about it. It may affect your dealings with your clients.

Mrs. Norris Why don't you acquire all the property? The Alexander Smiths were asking about \$100,000 for their place. Professor Russell might sell.

Dr. Flexner I think that Professor Russell has no idea of selling his property. He has lived there a long time.

Mrs. Norris If you are not interested in the lot, perhaps you would be interested in the whole place. You might be irritated at the price, but looking at it from Miss Lansdale's point of view she thinks she can get income from the lot equal to the income from \$20,000.

Dr. Flexner It is perfectly right for Miss Lonsdale to get every penny out of it that she can. My own judgment is that she is not likely to get \$20,000 for the lot. It is utterly useless to us. We wouldn't do anything with it.

Mrs. Norris She is anxious to sell and to close the thing. She doesn't want to sell the other place. If a definite offer were made that would include the whole or part, she would ~~get~~ like to get her home and the income from \$20,000. After she dies, she does not care what becomes of the place.

Dr. Flexner It may be an indefinite period, but the ~~thing~~ Institute has grown more rapidly than I had any idea. In 69 Alexander Street we thought we had space to burn. Every nook is used even including the kitchen. We painted and papered it and it is a very attractive place. You may talk to Mr. Thomas if you wish about an offer for the land, but it is too small for it to be of use to us.

Mrs. Norris    Would you be interested if the right of way were dropped?

Dr. Flexner    I really don't know how the Committee would regard it.    I have no authority.    I think it was a mistake for Miss Lansdale to turn her house around.    She is really taking chances when the Murray lot is owned by someone else.    The Olden Farm might be converted into a park and given to Princeton.

Mrs. Norris    I thought it might be a golf course.

Dr. Flexner    We have never invested a penny of our own money except in renovating buildings.

Mrs. Norris    In your letter you stated that you wished to speak to me confidentially.    May I tell Miss Lansdale of any part of this conversation?

November 13, 1936

Mr. William C. Vandewater  
First National Bank Building  
Princeton, New Jersey

My dear Mr. Vandewater:

In the absence of Dr. Flexner

I acknowledge receipt of your letter of November 11th, enclosing Bargain and Sale Deed from Frederick Andre Paris, et ux, to Institute for Advanced Study, Louis Bamberger and Mrs. Felix Fuld Foundation, dated September 30, 1936, and recorded in the Mercer County Clerk's Office on October 23, 1936, in Book 754 of Deeds on pages 297, etc. We will file this Deed with the other papers pertaining to the Hale-Paris matter.

Very truly yours,

ESTHER S. BAILEY



*Maass & Davidson*  
*Attorneys*

*Cable Address "Maasherb"*

*Herbert H. Maass*  
*Wilbur C. Davidson*  
*Monroe L. Friedman*

*20 Exchange Place*

*New York*, September 24, 1936.

Dr. Abraham Flexner,  
The Institute for Advanced Study,  
20 Nassau Street,  
Princeton, New Jersey.

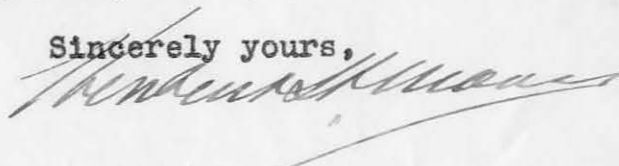
Dear Dr. Flexner:-

As I told you over the telephone, I am leaving tomorrow, Friday, evening for the Coast with every expectation that I will be back in ample time for the Trustees' meeting on October 13th.

In accordance with your suggestion, I have prepared and enclose herewith a rough draft of a report of the Committee on Site and Buildings. It was dictated hurriedly and I have had no chance to revise it; so I shall be glad to have you sharpen a pencil and do with it what you will.

With kind personal regards and looking forward to seeing you promptly after my return, I am,

Sincerely yours,



Encl.  
HHM:JR

September 23, 1936

TO THE BOARD OF TRUSTEES OF THE INSTITUTE FOR ADVANCED STUDY:

The Committee on Site and Buildings respectfully presents the following report:

In principle we adhere strictly to the original decision of the Board that as small a part of our resources as is possible should be invested in or spent on buildings and grounds and as large a portion as is possible should be reserved for that part which has within a few years already made the Institute distinguished, namely, adequate salaries and retiring allowances for men of outstanding talent and genius. This principle applies not only to the question of real estate and buildings but administration, in respect to which precisely the same policy has been pursued. Whatever follows in this report is therefore subject to this general statement which we trust will permanently remain characteristic of the Institute.

The Institute has purchased a substantial acreage in Princeton Borough and Princeton Township, which is adequate not alone for any immediate needs but provides amply for expansion over a long period of years to come. The property acquired may roughly be divided into four (4) parts:

(1) The premises at 69 Alexander Street at the corner of the Golf Club Road: There was a fairly substantial house on these premises, which has been altered for use as offices and now houses the staff of the Department of Economics and that of the Department of Humanities. With the expenditure of a relatively modest amount of money, this house has been altered for the use for which it is intended, a modern heating plant having been installed, the electric wiring completely revised, the building suitably subdivided for office use, and generally modernized so as to make

it usable for the purposes above indicated. The cost of these alterations and repairs is set forth in the detailed statement annexed hereto and made a part of this report.

(2) The Olden Farm Property: On this is located the Olden Manor House of revolutionary construction and with many historic associations. Inasmuch as the Institute has no immediate use for this house, the former owner, who is in ill health, has been permitted to occupy it until such time as it may be needed for use by the Institute. The house is in fairly good condition and by the expenditure of a relatively modest sum can be made into one of the most attractive residences in Princeton. (Since the writing of this report the roof has been repaired and the painting has been started.)

(3) The tract of land known as the Battle Park Tract: On this was located a small house of fairly modern construction and two frame houses formerly occupied by Negro tenants. At the cost set forth in the detailed report hereto attached, these houses have been made weather proof, sanitary, and livable, and it is reasonable to expect that at or before the time this report is read at least two of the three will have been rented to satisfactory tenants at rentals which will provide a sufficient income to more than discharge the taxes on the properties and leave an excess out of which the cost of their alteration can be amortized.

(4) The Hale Tract: Title to this property has not been closed at the time of writing this report but will probably have been consummated by the time this report is read. This is a woodland section at the rear of the Olden Farm and Battle Park sections, which was acquired at a cheap price per acre and adds materially to the landscaping possibilities of the tract as a whole.

All of the property is in a rough state and we have retained Mr. Bergen of the Howe Agency to act as supervisor of the land and buildings at small expense. He will supervise the rentals of the houses and has in prospect the possibility of leasing some of the land for farming purposes in conjunction with a large barn now on one of the properties, the advantage of which will be that the land will not continue to lie fallow, the risks of grass fires and other incidental risks will be eliminated, and the general appearance of the tract will be materially improved.

As far as the golf grounds are concerned, the University Grounds and Buildings Committee has reported the following action:

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



THE INSTITUTE FOR ADVANCED STUDY  
EXPENDITURES INCURRED IN THE ACQUISITION OF PROPERTY  
SEPTEMBER 30, 1936  
(B)

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(B) Remodeling and Repairing Property:

#69 Alexander Street:

Tree surgery and cavity work	\$297.00	
Carpentry	708.24	
Plastering	708.49	
Painting	1,583.30	
Electrical work	255.37	
Plumbing and Heating	1,295.65	
Installation of new locks	153.25	
Rugs and curtain	565.28	
Removing garbage and ashes	<u>96.50</u>	\$5,663.08

Olden Manor:

Removing old roof	43.00	
New roof	280.00	
Plumbing and heating	<u>5.05</u>	328.05

Bruce Wright House:

Painting and Papering interior		<u>342.00</u>
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Total \$6,333.13

Recapitulation

(A) Acquisition of property	\$229,360.87
(B) Remodeling and repairing	<u>6,333.13</u>
	<u><u>\$235,694.00</u></u>

THE INSTITUTE FOR ADVANCED STUDY  
EXPENDITURES INCURRED IN THE ACQUISITION OF PROPERTY

SEPTEMBER 30, 1936

(A)

\*\*\*\*\*

(A) Acquisition of Site:

Wright and Van Nest properties		\$24,047.60
Dale property		1,005.80
Norris property		25,563.61
Murray property		15,023.70
Curtis property		2,003.85
Sayen property		12,266.10
Kalb and Modern property		21,631.05
Mercer Rubber Co. property		2,000.00
N. F. Smith & Co. property		2,261.06
Olden property		81,106.68
Harris property		17,522.32
Hale property		15,000.00
Miscellaneous parcels		3,115.95
William C. Vandewater:		
Fee	\$3,674.23	
Title searches	<u>395.04</u>	4,069.27
Taxes		2,097.11
Insurance		11.77
C. S. Sincerbeaux, drafting of de- scriptions, survey, and plan work		452.00
Princeton Bank and Trust Co.:		
Safe deposit box	33.00	
Fee for managing properties	<u>150.00</u>	<u>183.00</u>
		<u>\$229,360.87</u>

**The R. C. Maxwell Co. Trenton N.J.**

OUTDOOR ADVERTISING

OFFICE OF THE  
PRESIDENT

May 27th, 1936.

*Mr. Manor?*

Dr. Abraham Flexner,  
Princeton Inn,  
Princeton, N.J.

My dear Dr. Flexner:-

It has occurred to me that possibly my home, Mercer Manor, at Princeton, being immediately adjoining the Institute's land, would sometime in the future become a necessary adjunct to the Institute's eventual development. I have thought that Mr. Bamberger, or some other of the substantial sponsors of the Institute of Advanced Learning, would like to occupy Mercer Manor, either by purchase or by lease with option of buying, and have their home at Princeton, adjacent to the great project in which he, Mr. Bamberger, and others are so greatly interested.

Professor Veblen called upon me and showed some enthusiasm in the idea of perpetuating the wild life in the wood and water-land of my property and yours,-it being his thought, and others I believe, that I deed to, endow or dedicate to the Institute that acreage along Stony Brook and back in the woodland. I would be unable to do this, not for lack of interest in your great undertaking but because I am financially unable to do so. It was with that idea that some purchaser of Mercer Manor, fully able to carry out substantial gifts, might become interested in living there for a lifetime or period of years until the Institute rounded out more complete plans, that I am writing you.

I forgot to say that the Howe Agency approached me with the same proposal as Professor Veblen made,-viz. to endow some twenty or thirty acres surrounding Stony Brook to the Institute. Later on, they entered into negotiations for the purchase of certain acreage stating that they were authorized by you to do so. If you are not interested now I would appreciate your writing to advise me whether or not you were interested in any purchase back in the winter months of February and March. I was rather inclined to believe that the Howe Agency was not authorized to make this negotiation which is the reason for my making this inquiry.

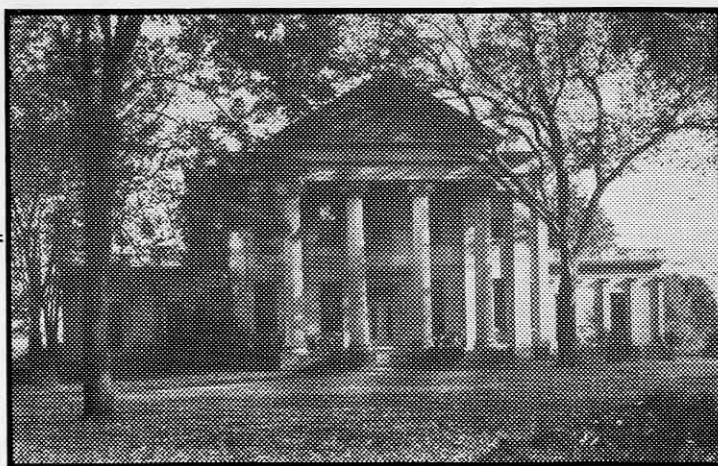
Very truly yours,

*R. C. Maxwell*

RCM/R.

1777

1936



## MERCER MANOR

This stately mansion, with its exquisite furnishings—in the midst of 140 acres of beautiful grounds, with a frontage of 1,740 ft. on Mercer St.—

### MAY NOW BE LEASED

Mercer Manor, in its historic setting, marks the site of one of the most important Revolutionary Battles (Princeton, January 3, 1777). Located in the park near the Manor house, midst the **STATELY TREES AS**

**OLD AS HISTORY ITSELF,** stands the cannon-ball monument, erected on the spot where General Mercer fell.\*

The house will comfortably quarter a family and guests to the number of twenty. Apart from the Manor house is a comfortable stone farmhouse and other quarters for servants. The mansion has recently been

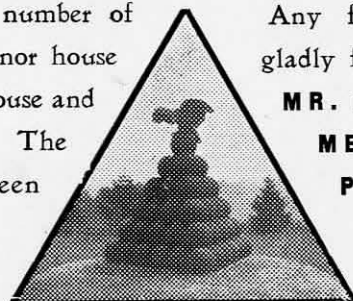
### COMPLETELY MODERNIZED.

It contains an electric powered pipe-organ with splendid tone and volume, rare antiques, beautiful orientals and draperies, liberal electric refrigeration and a Standard Oil Company's latest 1936 Oil Burner Unit. There is ample stabling for horses and sufficient equipment and facilities if farming inclination is to be indulged.

Will lease for college term (9½ months), for one year or for two years, furnished complete, and **WILL DISCUSS SELLING** property to any interested party. Or will, if not rented before, rent the premises for 1936 Commencement period to an alumni class for its reunion.

Any further information will be gladly furnished by the owner,

**MR. ROBERT C. MAXWELL,  
MERCER MANOR,  
PRINCETON, N. J.**



\* MESSAGE FROM MERCER TO WASHINGTON — 5 A. M., January 3, 1777 — General Mercer reports that he has, in obedience to orders, destroyed the Bruere Mill Bridge, Maidenhead Road, crossing the Stony Brook, in order to delay reinforcements sent by Lord Cornwallis at Trenton. A half-hour later Mercer lay dying with seven bayonet wounds, his advance guard having been surprised by a British detachment, led by Colonel Mawhood, from its headquarters in Old Nassau Hall, Princeton. This temporary defeat was quickly turned into victory by the main army, led by Washington, and thereafter the slogan "Great news from the Jerseys" ran like wildfire "from hamlet to hamlet" and in America the paralyzing influence of despair gave place to the invigorating courage of hope. In England rejoicing changed to alarm and in France pity turned to respect.—MERCER MANOR AND ITS HISTORIC SETTING by Inez Stansfield, Registrar General. N. S., D. A. R.—D. A. R. Magazine, Feb. 1926.



June 1, 1936

Mr. Robert C. Maxwell  
Mercer Manor  
Princeton, New Jersey

My dear Mr. Maxwell:

Your kind letter of May 27th has come  
in Dr. Flexner's absence. It will be referred to  
the chairman of our Committee on Buildings and  
Grounds.

Very truly yours,

ESTHER S. BAILEY

Secretary

*Buildings*

*Maass & Davidson*  
*Attorneys*

*Cable Address "Maasherb"*

*Herbert H. Maass*  
*Wilbur C. Davidson*  
*Monroe L. Friedman*

*20 Exchange Place*  
*New York*

*New York*, April 27, 1936.

Dr. Abraham Flexner,  
The Institute for Advanced Study,  
Princeton, New Jersey.

Dear Dr. Flexner:-

Thanks for your letter of the 24th. I had already reached in my own mind the definite conclusion that we should terminate all relationship with Miss Lansdale and every effort to buy her property. However, I did not want to enforce my views unless they were concurred in by others. To-day I am in receipt of a letter from Veblen in which he agrees with my attitude and I am notifying Mr. Thomas accordingly.

Now that we have acquired so substantial a tract of land, I think we should begin at once the negotiations with Princeton for the acquisition of such part of the golf links as we desire to use. Undoubtedly, these negotiations will require many conferences, either between committees representing the two institutions, or between you and President Dodd, or between someone on behalf of The Institute and Mr. Wintringer, but whatever form the negotiations may take, I think they should be pressed to a conclusion at the earliest possible moment before anyone has an opportunity for a change of heart.

With kind personal regards, I am

Sincerely yours,

*Herbert H. Maass*

HHM:LW

*Andre Paris*  
*zel*

May 4, 1936

Dear Mr. Maass:

I have not before now answered yours of April 27 because I have been unable to see President Dodds. Mrs. Dodds has been in a hospital in Philadelphia and has just returned home, and President Dodds is having to leave town for a few days this week. I shall, however, have a talk with him as soon as I can in regard to the golf course. The matter of the amount of land that we should need is of course somewhat dependent upon the Lansdale property, Professor Russell's strip running back of the Lansdale house and our own house at the corner. If by our keeping quiet Miss Lansdale is led to change her mind, the situation may be changed. I have been told by a reliable person here that she has been looking at another house, and it may be that she is considering the possibility of selling her house to us and buying somewhere else. In any event, I shall communicate with you at the earliest possible moment.

Always sincerely,

ABRAHAM FLEXNER

Herbert H. Maass, Esq.  
20 Exchange Place  
New York City

AF:ESB

May 11, 1936

Dear Mr. Maass:

President Dodds has been out of town, but I saw him on Friday and he said that he would arrange with Mr. Wintringer to bring a golf architect to Princeton in order to get his advice as to the best way to make such changes in the golf course as would give us the land we wished. I shall not lose sight of this matter, but I think it would be unwise to press it to a conclusion at the earliest possible moment. There will be no change of heart. Our relations with the Princeton faculty are constantly expanding in scope and deepening in cordiality.

Next week I shall be in New York. Perhaps some day we can have lunch together.

With all good wishes,

Ever sincerely,

ABRAHAM FLEXNER

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

AF/MCE

*Maass & Davidson*  
*Attorneys*

*Cable Address "Maashorb"*

*Herbert H. Maass*  
*Wilbur C. Davidson*  
*Monroe L. Friedman*

*20 Exchange Place*

*New York*, May 13, 1936.

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

Dear Dr. Flexner:-

Yours of the 11th inst. received and contents noted.

Of course, I did not mean to intimate that I considered it wise to press the matter too strongly. I merely meant that to start it in work at this time would lead to an early conclusion.

I look forward to your lunching with me when you reach the City.

With kind personal regards, I am,

Sincerely yours,

*Herbert H. Maass*

HHM:JR



*Letter  
referred to  
Mr. Hoover*

*Ridgely*

C O P Y

Room 48  
First National Bank  
Telephone  
1165

ROLF WILLIAM BAUHAN  
A R C H I T E C T  
PRINCETON, N. J.

New York Office  
101 Park Avenue  
Telephone  
Lexington 2 - 9167

H. Ridgely Bullock  
Associated

April 24, 1936

Dr. Abraham Flexner,  
20 Nassau Street,  
Princeton, N. J.

Dear Dr. Flexner:

I would appreciate your letting me know with whom I might correspond to learn whether the Institute would be interested in purchasing a property on Ober Road near the Olden property. I have a house which represents an investment of more than \$20,000 and land with a value of \$5,000, and I would be glad to see that it got in the hands of the Institute or some one connected with the Institute.

Very truly yours,

(signed) R. W. BAUHAN

April 27, 1936

Mr. R. W. Bauhan  
Room 48  
First National Bank  
Princeton, New Jersey

My dear Mr. Bauhan:

In Doctor Flexner's absence permit  
me to thank you for your letter of April 24 in  
regard to property on Ober Road. He will give  
it his attention promptly upon his return.

Very truly yours,

ESTHER S. BAILEY

Secretary

April 24, 1936

Dear Mr. Maass:

In reply to yours of the 23rd in reference to Miss Lansdale's proposal, may I say that I do not believe that my judgment has any value? The local real estate experts are Mr. Thomas and Professor Veblen, and anything that you three agree upon will be entirely satisfactory to me.

With all good wishes,

Sincerely yours,

ABRAHAM FLEXNER

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

AF/MCE

*Maass & Davidson*  
*Attorneys*

*Cable Address "Maasherb"*

*Herbert H. Maass*  
*Wilbur C. Davidson*  
*Monroe L. Friedman*

*20 Exchange Place*

*New York, April 23, 1936.*

Dr. Abraham Flexner,  
and  
Prof. Oswald Veblen,  
The Institute for Advanced Study,  
20 Nassau Street,  
Princeton, New Jersey.

Gentlemen:-

This letter is being addressed to you jointly and a copy sent to each, inasmuch as Mr. Thomas has written me to the effect that he communicated Miss Lansdale's most recent proposal to each of you.

Personally, I think the suggestion that we buy the 57 foot frontage on Alexander Street by approximately 135 feet in depth, at a price of \$10,000.00 would be eminently satisfactory, if coupled with it were the sale by Professor Russell of the right-of-way in the rear of the property and an agreement by Miss Lansdale that in the event of her death or at any time that she desires to sell the property during her life, we be given the right to purchase the remainder of her lot and her house at a price now to be agreed upon.

Will you be good enough to let me know your reactions to this.

Sincerely yours,



HHM:LW

April 23, 1936

Dear Joe:

Yours of April 11 came when I was away from town. I am sorry to say that at present we have no plans for building inasmuch as the site which we need has only been partially acquired. I feel quite sure that no steps at all will be taken until autumn - perhaps even later. The details are in the hands of a committee and at the proper time I will bring your company to their attention.

I hope that you and Esther and the children, as well as Wash and Ida, are well. Everything is going on comfortably here, though spring has been unusually late in making its appearance.

Give my love to all the family and believe me

Ever affectionately,

ABRAHAM FLEXNER  
ABRAHAM FLEXNER

Mr. Joshua B. Glasser  
120 South LaSalle Street  
Chicago, Illinois

AF/MCE



JOSHUA B. GLASSER  
120 SOUTH LA SALLE STREET  
CHICAGO

April 11, 1936

Dr. Abraham Flexner, Director  
Institute of Advanced Study  
Princeton, New Jersey

Dear Uncle Abe:

I understand that you have under consideration the erection of a building to house your Institute and this is what prompts my writing to you.

You may recall that I have been specializing in individual and group life insurance and annuities and because the latter phase of my interest involved personnel and other institutional matters I found it necessary to qualify myself to discuss and handle other phases of my clients business.

For that reason I recently formed an association with the firm of Childs and Woods, general insurance brokers in Chicago, who bear an excellent reputation and serves a distinguished clientele in practically all parts of the country. They are equipped and prepared to handle insurance business of all classes wherever it may be located in the United States.

As further evidence of their qualifications I wish to state that they handle all of the insurance matters of the University of Chicago and another of their clients, a neighbor of yours in New Jersey is the New York Shipbuilding Corporation at Camden, which is one of the largest if not the largest private shipyards in this country. The Kroger Grocery Company is another one of their clients.

By reason of this association I feel myself very well organized and equipped to perform for you a first class job as insurance counselor.

Because I know that you and the Trustees of the Institute desire to safeguard the Institute against the loss or dissipation of your funds in every manner possible, you will naturally take every reasonable precaution in this direction, and, therefore, seek competent counsel from specialists in this

JOSHUA B. GLASSER  
120 SOUTH LA SALLE STREET  
CHICAGO

-2-

phase of the insurance field.

The new building which I understand your Institute is planning will no doubt subject the Institute to many risks of financial loss. Some of these risks can and should perhaps be insured against.

As insurance is my business, I take the liberty of offering you a few thoughts on the subject and I hope they will have value to you.

One of the risks of financial loss which may present itself in the early stages of your pre-construction work is the technical and financial ability of the contractor, to whom the job is awarded to complete the work in accordance with the plans and specifications. If the contractor has had insufficient or an unsuccessful experience or if he is not well and soundly financed or if the prices he has to pay for materials and labor become unexpectedly inflated between the date of his bid and the completion of the work, the Institute may find that it will be impossible to complete the building for the contract price and be forced to pay substantially larger amounts to produce a building which under proper safeguards could have been produced for the amount of the contract.

This risk can be reduced to zero by requiring the contractor to furnish a suitable surety bond, executed by a first class bonding company. The Institute should, however, remain in control of the bonding situation at all times by having its representative prescribe the wording of the bond, and the Institute should also prescribe the bonding company upon which it is willing to rely for the guarantee of such an important contract. There is a great difference between the terms and conditions of bonds and in the quality of surety companies. If a bond is to be considered your insurance counselor should be selected and consulted before the invitation to bidders is issued by the architect. I will not take the time to explain why this is important, but I wish to emphasize the fact

JOSHUA B. GLASSER  
120 SOUTH LA SALLE STREET  
CHICAGO

-3-

that it is important, and if you want to know why, I will be very glad to tell you.

Another hazard to which you will be subject is that of claims for personal injuries which may be suffered by workmen and others by reason of the work incidental to the construction of the building. An uninsured accident of this type could cause the Institute serious financial embarrassment.

The Institute should concern itself with the kind, quality and quantity of insurance against personal injury claims carried by the contractor.

While the building is being built and after it is completed and as long as it stands, its Use and Occupancy will be a constant menace from the point of view of personal injury claims, and it will be subject to many property risks, such as fire, explosion, wind-storm, falling aircraft and others, and the premium for insurance against such risks is fixed in a very large measure at the time the building is built, and if hazards are built into it, the Institute will pay a penalty for all time in the form of increased insurance rates. It is therefore important that insurance engineers have an opportunity to study the plans and specifications before the building is built, and point out to you the preventable hazards and the most economical way in which to overcome them. A thicker wall here, a fire door there, a slightly higher parapet, metal sash and wire glass in certain locations, a rearrangement of the heating plant, may, any of them be the means of saving thousands and thousands of dollars in insurance premiums during the years after completion.

I cannot, of course, begin to catalogue and describe all of the insurable risks which you will be subject to and whether or not it is financially economical to employ insurance in certain instances and what the best procedure is to handle each situation, because time and space do not permit. I do take the time, however, to urge that I believe what I have said will convince you of the desirability of selecting an

JOSHUA B. GLASSER  
120 SOUTH LA SALLE STREET  
CHICAGO

-4-

insurance counselor and going over your situation with him at a very early date, and I do hope that I may have the privilege to act in this capacity for the Institute.

If you would like to talk further with me on the subject I shall be very glad to come East any time that you state for that purpose. In any event I shall hope to hear from you at an early date.

This leaves us all here in best of health and I trust that this will find you and your family likewise.

All of us join in fondest regards.

Respectfully yours,

A handwritten signature in cursive script, appearing to read "Joshua", with a long horizontal flourish extending to the right.

JBG:G.

April 14, 1936

Mr. Joshua B. Glasser  
120 South LaSalle Street  
Chicago, Illinois

My dear Mr. Glasser:

Your letter of April 11 has come  
in Dr. Flexner's absence from Princeton. He  
will be away until the early part of next week,  
but your communication will be brought to his  
attention promptly upon his return.

Very truly yours,

ESTHER S. BAILEY

Secretary



April 22, 1936

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

Dear Mr. Maass:

Miss Lansdale came in to see me, stating that she was not interested in any other location and has definitely decided to move her house to the rear portion of her lot using the lane leading from the Graduate College Road as the entrance to a garage which she proposes to build. She asked again whether you would be interested in the purchase of the front part of her property which I had told her previously you would not be. She will, however, submit the following proposition:

She will sell the plot of 57 foot frontage on Alexander Street by approximately 135 feet deep and release the right of way from the back part of her property to the Graduate College Road if she is given a right of way between her house and the Norris property, which you own, sufficient to put in a driveway. Her price for this lot is \$10,000.

Sincerely,

HARRISON M. THOMAS

March 27, 1936

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

Dear Mr. Maass:

After several conferences with Miss Lansdale, she has finally submitted the following offer:

She will sell the property for \$35,000 provided she is to have a life tenancy -- the purchaser to pay the insurance on the house and she to pay the taxes. She also wants the privilege of subletting for short periods.

She still insists that she is unwilling to consider any cash offer, and I will withhold any further comment as her offer obviously exceeds the real estate value.

Very truly yours,

HARRISON M. THOMAS

Dr. John Vetter  
Chairman, Board of Trustees  
Charles Ferguson School of Financial Engineering  
Princeton, New Jersey

Com. on  
Phys. etc.

February 6, 1936

Dear Professor Veblen:

I enclose a letter with an enclosure  
from Professor Poole, and my reply thereto.

Sincerely yours,

ABRAHAM FLEXNER

Professor Oswald Veblen  
Fine Hall  
Princeton, New Jersey

AF/MCE

*Com. on Bldgs.  
and grounds*

Dictated by Professor Veblen on January 15, 1936

The land of Professor Henry N. Russell, 79 Alexander Street, Princeton, consists of a large rectangle, on which his house is situated, and the small lane which leads to the Golf Club lane. (He does not wish to alienate the large rectangle during the life of himself or his wife or his daughter, Elizabeth.) He would be willing to give to the Institute something in the nature of an option or an agreement, allowing the Institute to make the first offer on this piece of land (after these three lives are out of the way) so as to protect the Institute from possible exploitation by some successor.

Professor Russell is unwilling to cut off any piece of this rectangle because the rear of it is essential in his view to the preservation of his own amenities of life.

With regard to the lane he is willing to sell that to the Institute, provided the Institute owns all the land on both sides of it and also provided that he is assured that such use of the land as will result from this would not interfere with the amenities of his property. This would mean in practice that he would have a consultation with Doctor Flexner or another responsible person who would let him know what is contemplated.

OV:ESB



*Maass & Davidson*  
*Attorneys*

*Cable Address "Maasherb"*

*Herbert H. Maass*  
*Wilbur C. Davidson*  
*Monroe L. Friedman*

*20 Exchange Place*

*New York*, December 9, 1935.

Mrs. Esther S. Bailey,  
The Institute for Advanced Study,  
20 Nassau Street,  
Princeton, New Jersey.

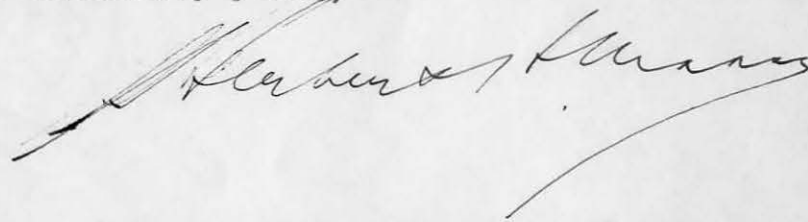
Dear Mrs. Bailey:-

Enclosed please find letter directed to Mr. Thomas covering the acquisition of the properties being purchased for The Institute. Will you please attest the original and hand it, together with copy of this letter, to Mr. Thomas.

I am also enclosing of the letter for your files.

I have attached Schedule "I" to the original letter, as I have no duplicate blueprints. However, you will find copies of Schedule "2" attached to all of the letters enclosed.

Sincerely yours,



LH:LW  
Encls.

SCHEDULE 2

<u>Lot Number</u>	<u>Owner</u>	<u>Option Price</u>
1-A		
37	Sayen	\$ 6,500.00
51 and 52	Sayen	2,000.00
57a and 68	Sayen	1,250.00
44 and 45	Curtis	2,000.00
47 to 49 inclusive)		
55 to 58 inclusive)	Kalb	21,600.00 plus taxes
64 to 67 inclusive)		
49a and 50	Van Nest	1,500.00
58a and 59	Van Nest	1,500.00
53	Mercer Rubber	2,000.00
63	Dale	1,000.00
54	Rogers	2,500.00
72 (with house)	Wright	12,000.00
46	Lot Purchased	3,100.00
Olden Farm and Lots		97,031.25
1-A:		
38 to 43 inclusive		
60 to 62 inclusive		
69 to 71 inclusive		
1-B:		
5 and 6		
16 to 19 inclusive		
2 and 3		
1-C		
*Morris Property		25,500.00
*Murray Property		15,100.00

\*These two pieces of property cannot be indicated on the map (Schedule I) and are in addition thereto.

Note: In addition to the above option prices we are committed to pay on Lots # 47-49, 55-58, 64-67 inclusive, taxes which will approximate \$2,000; and commissions which have been paid amounting to \$2,261.06.

Initialed  
H.M.T.

(signed) HARRISON M. THOMAS

SCHEDULE 2

<u>Lot Number</u>	<u>Owner</u>	<u>Option Price</u>
1-A		
✓ 37	Sayen	\$ 6,500.00 ✓
✓ 51 and 52	Sayen	2,000.00 ✓
✓ 67a and 68	Sayen	1,250.00 ✓
✓ 44 and 45	Curtis	2,000.00 ✓
✓ 47 to 49 inclusive)		
✓ 55 to 58 inclusive)	Kalb	21,600.00 + taxes
✓ 64 to 67 inclusive)		
✓ 49a and 50	Van Nest	1,500.00 ✓
✓ 58a and 59	Van Nest	1,500.00 ✓
✓ 53	Mercer Rubber	2,000.00 ✓
✓ 63	Dale	1,000.00 ✓
✓ 54	Rogers	2,500.00 ✓
✓ 72 (with house)	Wright	12,000.00 ✓
② ✓ 46	Lot Purchased	3,100.00 ✓
Olden Farm and Lots		97,031.25
1-A:		
✓ 38 to 43 inclusive		
✓ 60 to 62 inclusive		
✓ 69 to 71 inclusive		
1-B:		
✓ 5 and 6		
✓ 16 to 19 inclusive		
✓ 2 and 3		
1-C		
✓ Norris Property		25,500.00
Murray "		15,100.00

# THE INSTITUTE FOR ADVANCED STUDY

MR. LOUIS BAMBERGER AND MRS. FELIX FULD FOUNDATION

OFFICE OF THE TREASURER

125 PARK AVENUE

NEW YORK, N. Y.

TREASURER

SAMUEL D. LEIDESDORF

ASSISTANT TREASURER

IRA A. SCHUR

November 14, 1935.

Harrison M. Thomas, Esq.,  
Princeton Bank & Trust Company,  
Princeton, New Jersey.

Dear Mr. Thomas:-

The Institute for Advanced Study is interested in acquiring the properties described on the prints or maps hereto attached, identified by your signature and that of the writer.

For convenience and in order to avoid, so far as may be possible, public knowledge of the fact that The Institute for Advanced Study is the prospective purchaser of these properties, you have arranged to and have obtained options for the purchase thereof in your name or that of your nominee or have made contracts for purchase of parts thereof in your name or that of your nominee, all as per the schedule marked "I" hereto attached and hereby made a part of this letter.

This letter may be considered by you as the acknowledgment of The Institute for Advanced Study that such options and contracts made by you or your nominee have been made for the account of The Institute for Advanced Study and that in making the same you or your nominee have acted as agent of The Institute for Advanced Study.

It is expressly understood and agreed that the prices to be paid for the respective properties shall in no event exceed the prices specified in Schedule "2" and that no change in such prices in excess of the amount so specified shall be made in such options or any contracts for the purchase of such properties without the express consent of The Institute for Advanced Study to the increase of such prices having first been obtained in writing; and that any reductions below such option prices shall inure to the benefit of The Institute.

As to any and all such options and/or contracts of purchase, The Institute hereby agrees to perform and carry out the same so long as they relate to any one of the properties specified in Schedule "I" and at prices not to exceed those specified in Schedule "2", and relieve you and your nominee from any obligation for the fulfilment of any such options and/or contracts.

HHM:LW

Yours very truly,

(SIGNED) INSTITUTE FOR ADVANCED STUDY

BY HERBERT H. MAASS

VICE PRESIDENT

ATTEST: S E A L

ASST. SECY.

(signed)

ESTHER S. BAILEY

PRINCETON UNIVERSITY  
PRINCETON NEW JERSEY

*Buildings & Grounds*

PRESIDENT'S ROOM

November 19th, 1935.

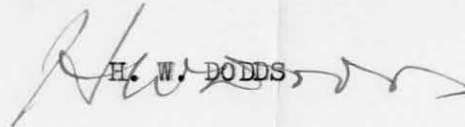
Dear Dr. Flexner:

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

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

I think this meets your requirements in the case.

Very sincerely yours,

  
H. W. DODDS

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



The Committee on Site and Buildings desires to report that after a survey covering a period of almost two years, having in mind the need for proximity to the Princeton Library as now located and as hereafter to be located, accessibility to Fine Hall, and other kindred considerations, it has concluded to recommend the acquisition of a site.

Conversations conducted by the Director with the authorities of Princeton University indicate a willingness on the part of the University to cooperate in the choice of a site which, by reason of its contiguity to the property now owned by the University will lend itself to a development which comprehends a possible exchange of a part of the plottage acquired by the Institute for property now owned by the University. It is believed that such an arrangement will tend to insure the permanence of a development of both the University and the Institute without fear of encroachment by private building enterprises and afford a substantial measure of protection to landscaping and architectural features of the entire project.

In conformity with this tentative understanding, the Institute has secured options on extensive properties totalling almost 200 acres, which, while not in the Borough of Princeton, are in substance an extension of the University's real estate planning. Located outside of the Borough, they have an advantage of lower assessed valuation and low taxation, the assessed valuation presently being \$34,075 and the taxes about

\$1,000 per annum.

To enable us to obtain these options, the Treasurer made a deposit of \$10,000 in a special account with the Princeton Bank and Trust Company, of which \$3,100.00 was used to acquire one piece of property then under foreclosure and the sale of which was imminent; the balance of \$6,900.00 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 the exercise of these options will have been completed, there remain to be acquired two or three smaller properties for which at present no negotiations are under way, but the cost of which should not exceed an additional \$75,000.

The Committee, therefore, recommends that an appropriation of \$250,000 be authorized to be expended under the direction of the Committee on Site and Buildings, in its uncontrolled discretion, for the acquisition of the properties now under option and such additional properties as may be deemed requisite.

Bill  
9/12

Assessment

Farm house	23100
Battle Road lots	1525
Werner St "	1600
Cook Road "	4950
Goodman " "	2900
	<u>34075</u>

Rate of taxation

286  
taxes approx \$1000

2nd House

Purchase zone lot 3100

The Chairman reported that at the request of the Committee on Site and Buildings he had made a special deposit of \$10,000 with the Princeton Bank and Trust Company to be used in acquiring properties which form an integral part of the plot upon which the Committee on Site and Buildings has secured options, the same to be expended under the direction of the Committee on Site and Buildings in the acquisition of such part of the property as was then under foreclosure and the sale of which was imminent.

On motion, duly made, seconded and unanimously carried,  
it was

RESOLVED that the action of the Treasurer in making such deposit for the purposes above set forth and the application of the same under the direction of the Committee on Site and Buildings, be and the same are hereby in all respects ratified, affirmed and approved.

*Blye.*

*Maass & Davidson*  
*Attorneys*

*Cable Address "Maassherb"*

*Herbert H. Maass*  
*Wilbur C. Davidson*  
*Monroe L. Friedman*

*20 Exchange Place*

*New York, September 13, 1935.*

Dr. Abraham Flexner,  
The Institute for Advanced Study,  
20 Nassau Street,  
Princeton, New Jersey.

Dear Dr. Flexner:-

The time has come when we must begin to act seriously in connection with our real estate problem.

Mr. Thomas, of the Princeton Bank & Trust Company, has done a splendid job in securing options, and it begins to look as though we can secure the acreage that we desire as the basis of our negotiations with Princeton for a total cost not to exceed \$200,000.

I am enclosing herewith photostats of two blue prints which Mr. Thomas presented to me and which indicate the lots now under option and the prices thereof, those not under option but in which negotiations are pending for options and the prospective costs of these lots.

Referring to photostat No. II, our great difficulty at the moment is that lot No. 1, which was originally in the ownership of Mrs. Pine, was sold by her to a Mr. Harris connected with the Engineering Department of Princeton, who indicates either an unwillingness to sell or a desire to hold out for a substantial price.

Will you be good enough, upon your return from Washington, to visit Mr. Thomas and compare these photostats with his blue prints and a map of the whole locality, so that you may visualize just what the acquisition of this property will mean, and then communicate with me so that we may arrange to call an early meeting of the Committee on Site and take whatever action may be necessary to consummate these transactions.

With kind personal regards, I am,

Sincerely yours,

*Herbert H. Maass* SR

Encls.  
HHM:JR



Com. on Buildings

April 12, 1935

Dear Mr. Maass:

I have just seen the president of the Princeton Bank and Trust Company. He tells me that the bank holds a mortgage of \$50,000 on the property and that the Olden Family is asking \$73,000, as there are other claims on the property. He believes that it could be purchased for something in the neighborhood of \$60,000. He is going to make inquiry regarding the other strip to which you referred, and he and I will drive out and look at them early next week when I will report to you accordingly.

Always sincerely,

ABRAHAM FLEXNER

P.S.

Mr. Houghton is ill, so that you will have to preside at the meeting on April 22. I assume that you will make some brief, informal statement at the annual meeting as President of the Board, and at the regular meeting as Chairman of the Committee on Buildings and Grounds. A.F.

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

AF:ESB

THE INSTITUTE FOR ADVANCED STUDY  
SCHOOL OF MATHEMATICS  
FINE HALL  
PRINCETON, NEW JERSEY

*Blly.*

April 2, 1935

Dear Doctor Flexner:

Since I am not likely to see you before Saturday -- or Friday afternoon at the earliest -- I want to report that Eisenhart has checked up with Wintringer again about the club property across the street from the Palmer Laboratory. Wintringer assured Eisenhart that the situation is still just exactly as he reported to him before, namely that the club is in difficulties; that the University holds a mortgage on the club property; and that there is some likelihood that the property could be secured. Eisenhart did not check up again on the exact amount of the mortgage, but his recollection agrees with mine that it is \$30,000.

I am disposed to regard the acquisition of this property as very desirable from both the general and the special points of view. It seems reasonable to suppose that if we had this property it would solve the problem of office space for a considerable number of years to come, and 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 thinks that there is also a reasonable possibility of getting the other club property just downhill from the one that we have been speaking about. This club, however, is not in as much difficulty <sup>as the first,</sup> and the question is one which I do not think should be associated too closely with the first question.

Yours sincerely,

Dr. Abraham Flexner  
20 Nassau Street  
Princeton, N.J.  
OV:GB

*Oswald Veblen*

Oswald Veblen

*Bldg.*

OFFICES  
TRENTON  
PRINCETON  
NEW BRUNSWICK  
NEW JERSEY

SINCERBEAUX, MOORE & SHINN  
CONSULTING, DESIGNING AND SUPERVISING  
CIVIL ENGINEERS

APPRAISALS, SURVEYS, PLANS, REPORTS,  
DESIGNS AND SUPERVISION, COAST PROTECTION, RIVER & HARBOR WORK,  
SEWERAGE, WATER SUPPLY, ROADS, BRIDGES,  
COUNTRY ESTATE DEVELOPMENT AND SUBDIVISION

OFFICES  
ASBURY PARK  
LAKEWOOD  
TOMS RIVER  
MANASQUAN  
NEW JERSEY

March 29,  
1935.

FIRST NATIONAL BANK BUILDING  
PRINCETON, N. J.  
PHONE 413

Dr Abraham Flexner,  
School of Advanced Science,  
20 Nassau Street, Princeton, N.J.

Dear Dr Flexner,

I am sending you herewith the following:-

List of all owners of tracts of land in Princeton Borough, as  
of October 1st, 1934.

Borough Tax Map as of Oct.1st, 1934.

List of all owners of tracts of land in Princeton Township as  
of October 1st, 1933.

Princeton Township Tax Map as of October 1st, 1933. The Township  
Tax Map is loaned to you on my responsibility.

There were not many changes between Oct.1st, 1933  
and Oct.1st, 1934. If these few changes of ownership are import-  
ant from your view point, please advise me.

Very truly yours,

*C. S. Sincereaux*

N.B. For valuations see Mr H.D.Eldridge, Collector, Princeton  
Savings Bank; also for the Township Mr H.H.Kerr, Collector who  
may be found during banking hours at the First National Bank.

March 29, 1935

Dear Mr. Sincerbeaux:

Many thanks for your kind favor of this date, with the accompanying maps. I shall take good care of them and return to you the Princeton Township map as soon as we have finished studying it. I do not believe that the changes since October 1, 1933 are of importance at this moment.

Thanking you for your great kindness, I ask you to send a memorandum of the expense incurred in our behalf.

Sincerely yours,  
ABRAHAM FLEXNER

Mr. C. S. Sincerbeaux  
Sincerbeaux, Moore & Shinn  
First National Bank Building  
Princeton, New Jersey

AF/MCB

May 3, 1935

Mr. C. S. Sincerbeaux  
First National Bank Building  
Princeton, New Jersey

My dear Mr. Sincerbeaux:

At Dr. Flexner's request

I am returning to you herewith the Princeton  
Township Tax Map as of October 1, 1933, which  
you so kindly loaned to him.

Very truly yours,

ESTHER S. BAILEY

Assistant Secretary



*Bldgs. ground*

*Maass & Davidson*  
*Attorneys*

*Cable Address "Maashort"*

*Herbert H. Maass*  
*Wilbur C. Davidson*  
*Monroe L. Friedman*

*20 Exchange Place*

*New York*, March 25, 1935.

Dr. Abraham Flexner,  
The Institute for Advanced Study,  
20 Nassau Street,  
Princeton, New Jersey.

Dear Dr. Flexner:-

Thanks for yours of the 23rd inst. with enclosures. I have written to the correspondents in question, so their letters need give you no further concern.

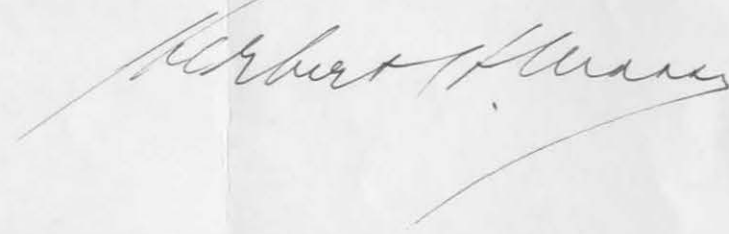
It is easy for me to realize that locations such as they are are entirely too remote from the Princeton Campus to be feasible for our purpose. I did not, however, feel that this applied to the Olden Farm, because, while somewhat remote, it is on a main highway and present means of transportation are such that it really would not be difficult of access. I am impressed, however, by your suggestion that if we cannot secure an adequate plot close to University Campus, we can follow the examples set us abroad and build on different sites not necessarily contiguous but in close proximity to each other.

As soon as you have received the material from the Tax Collector and Appraiser, I should be glad to learn what it represents.

In the meanwhile I am looking forward to my visit to Princeton on April 6th.

With kind personal regards, I am,

Sincerely yours,



HHM:JR

March 23, 1935

Dear Mr. Maass:

Returning to Princeton, I sought out the tax collectors of the Borough of Princeton and the Township of Princeton, and I am promised the detailed maps of both borough and township by Wednesday next. The appraisal of the various tracts will then have to be obtained from the tax collector or appraiser, Mr. Kelly. This material ought to be in my hands by the end of the week.

I have an appointment to see President Dodds on Monday.

I am enclosing a letter which came this morning. The property, I imagine, is within the township, but the more I reflect upon it, the more I am convinced that, if we build any considerable distance from Princeton University, we shall be faced with the necessity of developing an independent institution with all its appurtenances - general library as well as special libraries, etc. - an undertaking which seems to me out of the question. It will also involve the loss of practically all the educational advantages the two institutions gain by 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 investments we could make both educationally and financially. If we cannot obtain a single adequate plot near the University Campus, we can develop, as the foreign universities developed, by building different buildings on

Mr. Maass

March 23, 1935

2

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

Always sincerely,

ABRAHAM FLEXNER

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

AF:ESB

*Com. on Bldgs.*

NEW JERSEY FARM EXCHANGE  
JAMES P. DONNELLY  
FARM SPECIALIST

FARMS, COUNTRY ESTATES,  
CAMPS, LAKE SITES FOR  
SALE AND EXCHANGE

16 VASSAR AVENUE  
NEWARK, N. J.  
TEL. WAVERLY 3-5454

March 12, 1935.

Dr. Abraham Flexner, Director  
Institute For Advanced Study  
Princeton, N.J.

Dear Sir:

I would like to submit for your valuable consideration a property which would be ideal as a site for the Institute For Advanced Study.

It is located in New Jersey, 18 miles from New York, easily accessible to Princeton. The property cost the late owner over \$500,000. The estate must be settled and the property is offered for \$150,000.

There are 14 acres in the property which is surrounded by a stone wall. On a commanding spot in the property is located the dwelling. The land is beautifully wooded and landscaped with 600 feet frontage on a river. Stately oak and beech, towering cedar, lovely formal gardens all add to the charm of the place. The house stands high in its own grounds; is English Tudor in type, absolutely fireproof, constructed of stone, concrete and steel. One of its arresting and distinctive features is the Norman tower, its balcony surmounted by a parapet. The house contains 26 rooms and 10 baths. 1st. floor. Main hall, floor in black and white tiles. Reception room, French design, paneled walls, carved ceiling, wood burning fireplace. Drawing room 42 x 26 feet. Tudor style, hand hewn beams, linenfold carving, stone fireplace. Sun room 50 feet long, stone fireplace, tile floor, 6 arched windows, Duplex music room graced by a magnificent Aeolian Pipe Organ. A wide turned staircase leads to a balcony lighted by an arched window. Dining room 30 x 18 feet, paneled in oak. The massive handsonely carved oak dining furniture is included in the sale price. Tiled breakfast room. Butler's pantry large kitchen tiles in pale grey. Servant's dining room. Outer service court yard. All lighting fixtures are hand carved; all doors are of either solid Oak or solid mahogany.

2nd floor: Main suite consisting of bedroom, dressing room, bath and sleeping porch. Suite of 2 rooms with connecting bath overlooking the wood, suite of 2 rooms with bath overlooking the river. Suite of bedroom and bath in the Tower alcove overlooking courtyard and formal gardens. Sitting room with wood-burning fireplace.

## NEW JERSEY FARM EXCHANGE

JAMES P. DONNELLY

FARM SPECIALIST

FARMS, COUNTRY ESTATES,  
CAMPS, LAKE SITES FOR  
SALE AND EXCHANGE

16 VASSAR AVENUE  
NEWARK, N. J.  
TEL. WAVERLY 3-5454

2nd.

3rd. floor: Billiard room with skylight, adaptable for a studio. English fireplace; antique plastering; hewn beams. Tower room adjoining has large bedroom with shower room. Overlooks the river. 3 exposures, 8 windows, stone fireplace. Long narrow sunroom. 6 bedrooms and baths.

Ballroom: An archway from the 2nd floor of the main house leads to the magnificent ball room 60 feet long. It is decorated in English hunting lodge fashion, with hand-hewn beams and great fireplace. An outside stairway from the formal gardens also leads to the ballroom. Beneath is the garage--capacity for 6 cars. The garage is of concrete and stone in the same style architecture as the house.

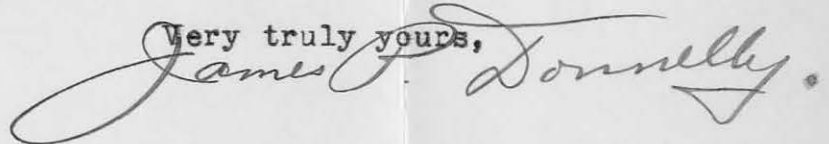
The buildings and grounds are all in excellent condition. It is estimated the grounds around the house are worth \$150,000 alone.

This property is ideally situated in one of the best sections of Jersey with excellent train service and would be perfect for the Institute For Advanced Study.

I would appreciate it if you could spare a couple of hours some day and I will arrange to drive you out to inspect the property.

May I hear from you?

Very truly yours,



RE.



March 14, 1935

Dear Mr. Donnelly:

I have yours of March 12th, which I am referring to the Committee on Buildings and Grounds. I am inclined to think that the property you offer would be unsuitable, partly by reason of its distance from the Princeton campus and partly by reason of the substantial house, which was not, of course, built with a view to strictly educational purposes.

With much appreciation,

Sincerely yours,

ABRAHAM FLEXNER

Mr. James P. Donnelly  
New Jersey Farm Exchange  
16 Vassar Avenue  
Newark, New Jersey

AF/MCE

March 12, 1935

Dear Mr. Bauhan:

I have just received your note of  
March 12th, which I shall refer to Mr. Herbert H.  
Maass, Chairman of the Committee on Buildings.  
The Committee has not yet had a meeting, so that  
there has been no opportunity for an exchange of  
views as to what the Institute will do in the  
building of a school.

Sincerely yours,

ABRAHAM FLEXNER

Mr. Rolf William Bauhan  
First National Bank Building  
Princeton, New Jersey

AF/MCE

*Committee on  
Bldgs.*

PRINCETON UNIVERSITY  
PRINCETON, N. J.

G. C. WINTRINGER  
CONTROLLER OF THE UNIVERSITY

February 28, 1935.

Dear Dr. Flexner,

The cost of Fine Hall was as follows:

Building contract, including Plumbing, Heating and Electrical work, as well as Architect's Fees - - - - -	\$400,761.00
Equipment - - - - -	<u>92,725.00</u>
	<u>\$493,486.00</u>

Yours sincerely,

*G. Wintinger*

To

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

Committee on Buildings and Grounds

April 23, 1934

Mr. Maass, Chairman  
Mr. Aydelotte  
Mr. Louis Bamberger  
Mr. Veblen  
Mrs. Fuld, Chairman, Vice-Chairmen, and Director, ex officiiis

April 22, 1935:

Mr. Maass, Chairman  
Mr. Aydelotte  
Mr. Veblen  
Mr. Louis Bamberger, Mrs. Fuld, Chairman,  
Vice-Chairmen, and Director, ex officiiis

April 13, 1936

Mr. Maass, Chairman  
Mr. Aydelotte  
Mr. Veblen  
Mr. Louis Bamberger, Mrs. Fuld, Chairman, Vice-Chairmen, and Director, ex officiiis

Site

May 16, 1934

Dear Mr. Noble:

Thank you very much for your kindness in calling to see me with reference to the piece of property in which you are interested. I regret to say that at present we are making no move in a direction requiring a site, and I do not myself know when we shall take the subject up actively.

With much appreciation,

Sincerely yours,

**ABRAHAM FLEXNER**

Mr. J. D. Noble  
Cedar Grove Road  
Princeton, New Jersey

AF/MCE



Site

COPY

Princeton, N. J.

June 13th, 1932

Dr. Abraham Flexner

New York City, N. Y.

Dear Sir:

I have recently been informed that an educational institution headed by yourself is considering the purchase of from 600 to 1000 acres of land, and that the locality around Princeton has been looked on with favor.

I am the owner of a 230 tract situated next to the estate of Gerard Lambert on the Rosedale road about  $2\frac{1}{2}$  miles west of Princeton. My Father has 150 acres adjacent to my land and there are three other places totaling about 240 acres also contiguous. In all there is well over 600 acres available.

This land can be purchased at the present time most advantageously. The price on my own place is \$325.00 per acre and my father's price is \$400.00 acre. I feel confident the others will sell at approximately the same figures.

I am not a real estate broker and there would be no commission to pay on any transfer. This land is almost entirely bounded by four roads, contains well over 100 acres of beautiful wood land, is relatively high and would fit in admirably with your requirements.

As it is imperative that dispose of a portion of my holdings in a short time, I would appreciate an early reply. Any information you care to disclose will be considered strictly confidential.

Very truly yours,

Donald Pettit

c/o Clarence Pettit  
39 Wiggins Street  
Princeton, N. J.

*Maass & Davidson*  
*Attorneys*

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

*20 Exchange Place*

*New York*, April 14, 1932.

*Maass*  
*Cable Address "Maassherb"*

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

Dear Dr. Flexner:-

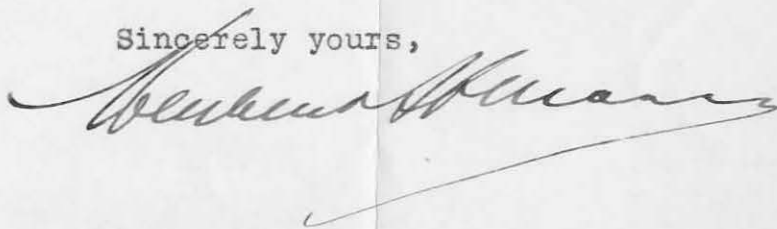
Thanks for yours of the 13th.

Certainly, I expect to see you before you sail, and hope that we will be able to arrange an appointment to lunch together, if you find it convenient to come down town.

I am writing to Mr. Howe as per the enclosed copy.

With kind personal regards, I am

Sincerely yours,



Encl.

HHM:JR

C  
O  
P  
Y

, April 14, 1932.

Mr. Walter B. Howe,  
Princeton, New Jersey.

Dear Sir:-

Indirectly through the authorities of Princeton University, your name has been furnished to me as the individual most competent to assist in securing a site in the vicinity of Princeton for an institution in which I am interested. The matter is of such a nature that I should like to discuss it with you in confidence, giving you an idea of the size and character of the site required and the desired proximity thereof to Princeton.

Could you make it convenient to stop in to see me on one of your visits to New York, so that I may acquaint you with the situation fully and perhaps thereafter, with the circumstances in mind, you might suggest some sites.

Thanking you in advance for your prompt attention to this matter, I am,

Yours very truly,

HERBERT H. MAASS

HHM:JR

April 1, 1932

Dear Mr. Maass:

Dean Richardson, who is Professor of Mathematics at Brown and a mathematician of distinction, asked me recently whether it would be out of the way for him to address a communication to the Institute suggesting the advantages of Providence, Rhode Island, as a location. I told him that I would be glad to forward to the Chairman of the Committee on Site anything that he prepared. I am therefore sending you the copies of the memorandum which I received from him this morning.

In the covering letter Dean Richardson, who is a very intimate friend of Birkhoff, writes, "I think that my friend (Birkhoff) has made a mistake, and I believe also that his decision is against the best interests of American mathematics."

Very sincerely yours,

ABRAHAM FLEXNER

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

AF:ESB

To Committee on Site

March 14, 1932

Dear Mr. Maass:

I am sending you a copy of a letter from Professor Everts B. Greene of the Department of History of Columbia University. You will notice that Professor Greene, with whom I have discussed none of these details, puts his finger on precisely the points on which the success of the new Institute seems to me to depend.

Professor Greene is a graduate of Harvard and has taught at Harvard, the University of Illinois, and since 1923 has been at Columbia. He is the author of many books dealing with American history.

Very sincerely yours,

ABRAHAM FLEXNER

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

AF:ESB



March 4, 1932

Dear Professor Veblen:

Thank you very much for your kind favor of the second. I am delighted to have Mrs. Murray's name, but I will take no further steps in the direction of seeing Eisenhart about her until I have canvassed the matter with Mr. Bamberger on his return from the West a fortnight hence.

Here's once more wishing you and Mrs. Veblen a favorable voyage and a happy sojourn in Europe!

Very sincerely yours,

Professor Oswald Veblen  
Princeton University  
Princeton, New Jersey

ABRAHAM FLEXNER

AF:ESB

Site

THE NASSAU CLUB  
PRINCETON, N. J.

2 March 1932

Dear Dr. Flepner: -

Eisenhart thinks that

G. R. Murray, Inc., 60 Nassau St.  
Princeton is the most available  
real estate firm here. The active  
agent is Mrs. Murray who bought  
the Lindbergh's place for them  
and, I know, did it very quietly.

Eisenhart volunteered to  
see Mrs. Murray for you, if you wished,  
so that she could be looking things up  
for a friend of his. He would be glad

to help you in any possible way.  
I told him only that you wished  
to know the name of a reliable  
agent.

As ever,

Donald Viblen

February 25, 1932

To Committee on Site

Dear Mr. Maass:

I am sending you herewith Dean Laing's letter in answer to my inquiry at the instance of the Committee on Site. Dean Laing is a distinguished classical scholar, who has taught at Bryn Mawr College, McGill University, and since 1923 has been Professor of Latin and Dean of the Graduate School of Arts and Literature at the University of Chicago.

Very sincerely yours,

ABRAHAM FLEXNER

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

AF:ESB

February 24, 1932

Dear Mr. Maass:

I have yours of the twenty-third.

I thought you would be greatly impressed with Zinsser's letter, a copy of which, as you suggest, has already been forwarded to Mr. Bamberger and Mrs. Fuld.

When we meet at Princeton, we can discuss the question of holding another meeting of the Committee on Site.

With all good wishes,

Sincerely yours,

ABRAHAM FLEXNER

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

AF:RSB



Report of Mr. Maass, Chairman of Committee on Site

April 11, 1932

To the Board of Trustees of  
The Institute for Advanced Study:

The Committee on Site is not prepared at this time to make a definite recommendation as to the proposed location of The Institute.

As stated in the preliminary verbal report at the last meeting of the Board of Trustees, the Director addressed a letter of inquiry to educators throughout the country and solicited their views as to the primary requisites of a site. The responses, to the substance of which allusion will be made herein, have not alone been tremendously enlightening and helpful to the Committee in formulating its general views, but they have signally evidenced the widespread interest which The Institute has attracted in educational circles and the hopefulness with which its purposes are regarded by men experienced in the field as a stimulus to higher educational effort in this country.

The responses to the Director's letter were from eminent scholars in all parts of our country, and in one instance, from abroad.

Summarizing the views expressed by these correspondents, it seems to the Committee that the fundamental conditions to be borne in mind in the location of a site, in the order of their relative importance, are,

First: Ready access to an adequate library;

Second: Opportunity for convenient social and educational contacts by faculty members with others similarly situated - therefore, proximity to other institutions of learning;

Third: A situation affording an opportunity for the future expansion of activities, and, incidentally, for the development of recreational and club facilities, both for faculty and student body, with the thought of facilitating informal contacts and discussions among the staff, the students and visitors, to promote the institutional atmosphere and spirit.

With these several considerations in mind, the Committee has reached certain general conclusions, which may be briefly stated as follows:

(a) That regardless of the facilities which might thus be secured, location in a large city is deemed inadvisable, because of the many distractions of environment, the high cost of living, the difficulty of direct contacts and similar inconveniences. This, of course, might not preclude settling the institution in Washington, D. C. where the Library of Congress, the Brookings Institution, the various governmental departments and other ready means of research offer considerable attraction. On the whole, however, it is believed that the drawbacks of even such a location overwhelm any such advantages, and that we would do well to keep away from all urban centers.

The Committee is mindful of the expressed desire of the founders that, if possible, the institution be located in the State of New Jersey, in the vicinity of Newark.

It is a testimonial to the foresight of Mrs. Fuld and Mr. Bamberger that Northern New Jersey offers many of the desirable features we have stressed, namely: convenience of commutation to New York, Philadelphia and other large centers without the disturbing influence of location in a large city, together with all the attractions of quiet, scholarly surroundings and other desiderata which our correspondents have uniformly mentioned.

Viewing this expression, therefore, with some degree of flexibility, it is the belief of the Committee that, if proper arrangements for cooperation can be made, first consideration should be given to the vicinity of Princeton. Assuming that the desired relationships can be established, and we believe they can be, it is obvious that the opportunity for social and scholarly contacts would be present, and that the institution should thrive in the atmosphere of university surroundings.

The terrain is particularly suited to our purpose and investigation discloses that desirable plottage can probably be secured at reasonable prices, with the opportunity of future enlargement of the site.

The Committee, however, is in no way definitely

committed to the vicinity of Princeton as a location, but is presently of the opinion that it affords the most likely prospect, and, therefore, desires to continue its investigations with that location first in mind.

It is recommended, therefore, that power be vested in the Executive Committee, upon receipt of the final report of the Committee on Site, to take such action as it may deem advisable in adopting the Committee's report and thereafter pursuing such steps to carry the same into effect as it may deem requisite in the premises.

Site

See R. C. Archibald's paper

Why is a Great Mathematical Library Desirable?

Filed under Mathematics