

**Geddes Brecher Qualls Cunningham: Architects**

2101 Pine Street, Philadelphia, Pennsylvania 19103  
Telephone (215) 563-4080

18 Nassau Street, Princeton, New Jersey 08540  
Telephone (609) 924-7770

*Robert L. Geddes FAIA  
Melvin Brecher AIA  
George W. Qualls FAIA  
W. W. Cunningham AIA*

*Associates  
Roland A. Gallimore  
Hamilton Ross  
Eric van der Water  
Robert F. Brown  
M. Neville Epstein  
Wesley M. Heilman III  
Benjamin W. Kitchen*

**Schematic Plans**

**Dining Hall Commons and Academic Office Building  
Institute For Advanced Study  
Princeton, New Jersey**

The Schematic Plans for a new Dining Hall Commons and an Academic Office Building are based upon the Development Plan for the Institute For Advanced Study, prepared by Geddes Brecher Qualls Cunningham, Architects, in April 1968. The Development Plan proposed the location of the new facilities, with the following objectives in mind:

- (1) respect for the characteristics and qualities of the Institute campus, the natural landscape and the site planning of the buildings.
- (2) relating the new buildings to the existing buildings in ways that create new landscaped courtyards and quadrangles.
- (3) relating the new buildings to the existing and future pedestrian walkways, building entrances, parking and service areas.
- (4) creation of new buildings that are harmoniously related in scale with the old buildings, and serve the needs of the individuals and groups that will use them.

The Development Plan proposed the location of a new Dining Hall Commons and Academic Office Building, forming a group of landscaped garden courtyards to the west of Fuld Hall, north of the library in the general area of the parking lot. The Plan also proposed the future location of new academic facilities to the east of Fuld Hall, and the creation of an east-west cross-axis for pedestrian circulation.

The new Dining Hall Commons provides facilities for seating 175 people in the main dining hall, and for 60 people in the private dining halls and Board Room. The kitchen and serving area are planned for both cafeteria and waiter service. The Commons contains a coffee bar on the upper entrance level, and a lounge on the dining hall level. The private dining room is sub-divisible into rooms having a capacity of 40 and 20 people each, which are useful as meeting and seminar rooms. The main dining hall, lounge and private dining rooms open onto a group of landscaped garden courtyards.

The new Academic Office Building provides facilities for offices of Professors, Members and Staff, and for two Seminar Rooms. The modular planning, structure and equipment of the building permits its flexible adaptation to future needs for faculty office space. Current plans indicate the office location of 10 Professors, 45 Members, 15 Staff. The Seminar Rooms are of two types: a level-floor room for 10 - 30 people, and a sloping-floor room for 50 people. The Seminar Rooms are centrally located, near the entrances and the elevator. The building is three-stories high; due to the sloping ground the cornice of the building will be level with the eave lines of the existing two-story buildings, thus maintaining a harmonious scale with Fuld Hall.

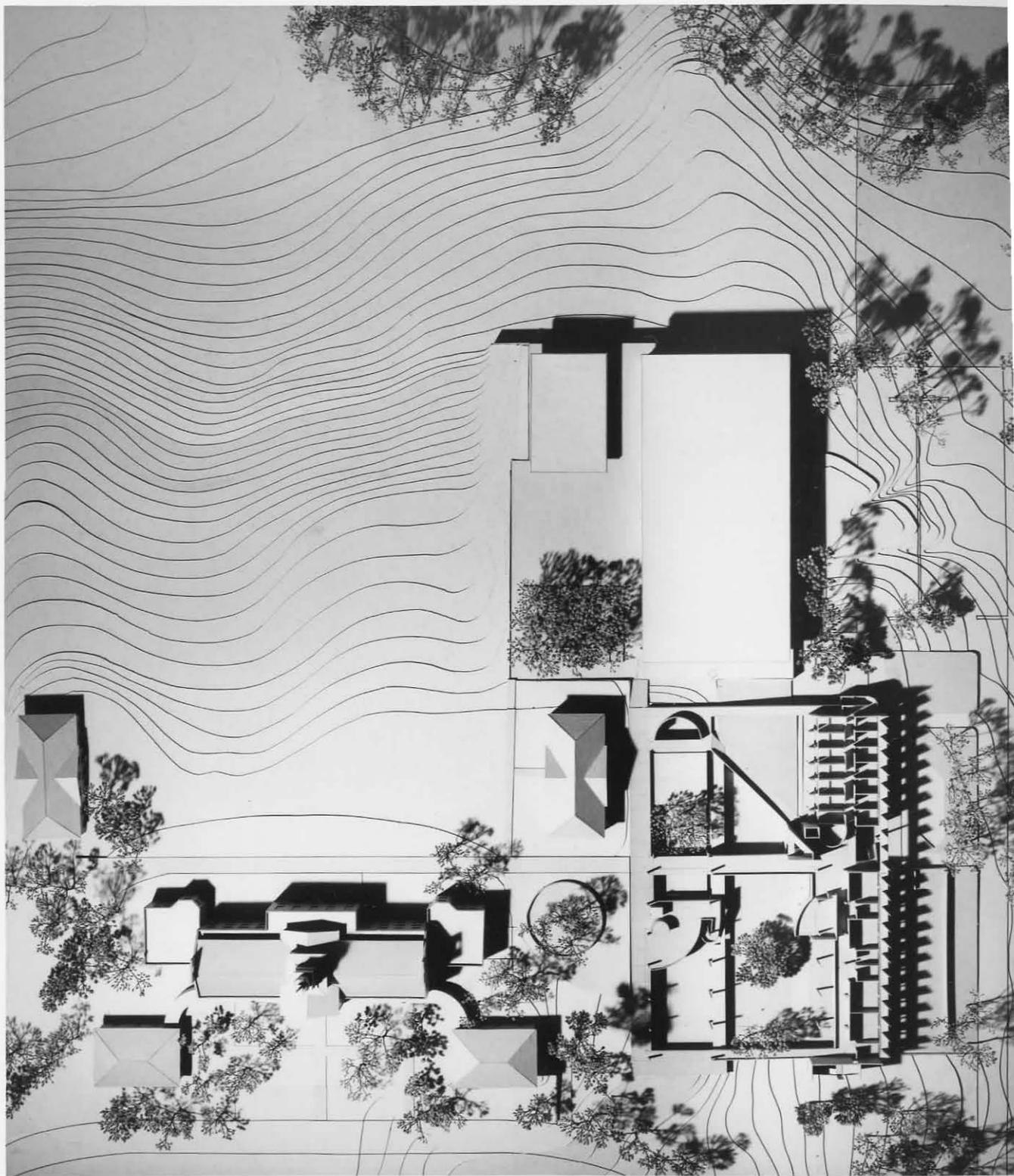
The Dining Hall Commons and Academic Office Building form several garden courtyards, which are the focal points of the architectural composition. The paving materials of the courtyards will be brick and flagstone; the construction materials of the buildings will be natural concrete, white trim and teak or oak wood sash and panels. The internal finishes of the buildings will include carpet floors, white wall and ceiling paneling, and teak or oak wood paneling. Special attention will be paid to creating a high standard of environmental control of sound, light, heat and air-conditioning.











May 24, 1971

Mr. Raymond A. Bowers  
President  
Lewis C. Bowers and Sons, Inc.  
Princeton, New Jersey 08540

Dear Mr Bowers:

Thanks very much for your letter of  
May 19. It is most helpful to us to know what  
schedule we can anticipate, and we will make  
our plans for moving in accordance with that  
schedule.

Sincerely yours,

Carl Kayser

# *Lewis C. Bowers and Sons, Inc.*

COMPLETE BUILDING SERVICE SINCE 1901

Princeton, New Jersey

AREA 609, 921-6900

May 19, 1971

Dr. Carl Kaysen  
The Institute for Advanced Study  
Olden Lane  
Princeton, New Jersey 08540

Subject: INSTITUTE FOR ADVANCED STUDY

Dear Dr. Kaysen:

I previously assured you we would extend every effort to complete the Academic portion of your new facility at the earliest possible date to fit into your summer moving schedule. Our group has diligently worked to this end, in spite of many frustrations.

After reviewing the project yesterday, following is a suggested manner for turning over the various areas of the building. As you undoubtedly know, we have arranged with Mr. Brecher (of Geddes, Brecher, Qualls & Cunningham, Architects) to have each room checked...punch list made of all items...and completed prior to applying final coat of paint in each room. Following this, the final coat of paint would be applied and respected areas would be turned over, ready for installation of carpeting and your occupancy.

We anticipate to complete the first floor ready for occupancy -- except for the Seminar Room -- no later than June 11, 1971. The Seminar Room will not be completed because of numerous recent changes made in the finish details.

Our schedule calls for completing the entire second floor ready for occupancy no later than June 24, 1971.

The third floor would be completed ready for occupancy no later than July 9, 1971.

Continued...

Dr. Carl Kaysen  
The Institute for Advanced Study  
May 19, 1971  
Page 2

We are having a problem in the center stair area, which is preventing us from installing the necessary exterior glazing. We plan to install the doors which are called for between the second and third floor landing and stairs immediately. This should eliminate any inconvenience to you, and the entrance will be completed as soon as possible.

The north and south stair wells and stairs including finish slate flooring will be completed by June 18, 1971, with the exception of handrail. The handrails are to be made up special. Field measurements for the same can only be taken when all concrete work is finished. We are expediting the completion of concrete work so that necessary measurements may be taken and the handrails placed in fabrication. The elevator sub-contractor has been giving us problems, in that they fabricated doors and door frames incorrectly; however, they assure us, as of this date, that material is being re-manufactured and they will have the elevator in operation no later than June 11, 1971.

There are certain items we cannot complete at this time; such as, special grilles, etc., because we are awaiting deliveries of this material; however, this would not interfere with your occupying the building.

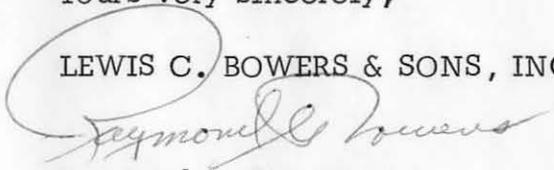
We plan to work expeditiously on all exterior concrete, carpentry and grading work concurrently consummating with a completion of interior areas.

All the above work will be completed to fit your summer moving schedule, and prior to the start of the Academic year.

We trust the above schedule fits in with your moving plans. Please be assured we will cooperate in completing all items expeditiously.

Yours very sincerely,

LEWIS C. BOWERS & SONS, INC.



Raymond A. Bowers  
President

RAB:rbg  
cc: Mr. Morgan  
Mr. Brecher

April 26, 1971

Geddes Brecher Qualls Cunningham  
Architects  
2410 Pine Street  
Philadelphia, Pennsylvania 19103

Attention Mr. Richard J. Graziano

Re: THE INSTITUTE FOR ADVANCED STUDY  
Olden Lane, Princeton, New Jersey

Gentlemen:

Confirming our discussion today regarding the Seminar Room, Academic Building —the revised plans showing electrical, ceiling and step changes will be issued later this week. You realize, this again is a delay beyond our control in a very critical area, and will extend completion by the time necessary to do this work. I will give you a time-delay after receiving new drawings.

I have instructed Middlesex Sheet Metal Company, J. B. Redding and Son, N. W. Maul and Son, and Miller Masons to make the necessary changes required for revised return air plenum, second floor, north end, as per your direction.

I have been unable to get a delivery of cabinet hardware that was just selected from Adolph Soeffing and Company. Until it arrives, we cannot set any cabinets in the offices.

Still waiting on the fourth shipment of trim for the "C" fixtures that are delaying completion of office ceilings, second and third floors. These, of course, are the custom fixtures made in California and have been received three times unusable due to manufacturing errors.

Very truly yours,

LEWIS C. BOWERS and SONS, INC.

J. R. Pelikan

cc: Messrs. Morgan, Kaysen, Bowers

# *Lewis C. Bowers and Sons, Inc.*

COMPLETE BUILDING SERVICE SINCE 1901

Princeton, New Jersey

AREA 609, 921-6900

March 24, 1971

Dr. Carl Kaysen  
Institute for Advanced Study  
Olden Lane  
Princeton, New Jersey 08540

Dear Dr. Kaysen:

I wish to acknowledge your letter of March 11, 1971 and to assure you that we are/and will continue to do everything possible to complete the Academic portion of your facility at the earliest possible date. As you can surmise, the extended time on this project has been extremely expensive to us and we have also suffered substantially from this delay.

I would also like to call to your attention particularly, even though you state that you have reviewed all of the correspondence between Mr. Pelikan and the architects, Mr. Pelikan's letters of February 17, February 23 and March 12, which outline the delay caused in relation to getting decisions on the problem of the Garcy tubes on the interior partitions. This problem is still under consideration today, and we are waiting final decision from the architects...it is a design problem. This type of problem makes it extremely difficult for us to work on a schedule when decisions are so long in coming.

However, please rest assured that we are cognizant of your problem and that we will extend every effort to complete this project by June 15, 1971, or before, if at all possible.

Thank you for your cooperation.

Yours very sincerely,

LEWIS C. BOWERS & SONS, INC.



Raymond A. Bowers  
President

RAB:rbg

March 11, 1971

Mr. Raymond A. Bowers, President  
L. C. Bowers & Sons, Inc.  
341 Nassau Street  
Princeton, New Jersey 08540

Dear Mr. Bowers:

I am writing to call to your attention the importance we attach to your completion of the academic building on its present schedule. In Mr. Pelikan's letter of February 16 to Mr. Melvin Brecher of our architectural firm, Mr. Pelikan states, "We are confident that the current construction schedule will be maintained and, as indicated, we will extend every effort to complete the Academic Building by June 15th."

I have reviewed the correspondence since the first of the year between Mr. Brecher and Mr. Pelikan with regard to the completion date of the new academic building. Among other things this involved the Institute's offer of temporary heat from the existing boiler so that a number of interior trades could proceed at a more rapid pace. This offer was not accepted. I recognize that your own judgment about such matters must rule, but trust that such judgments are made with full consideration of your schedule and your commitment.

The Dining Hall was completed far beyond the contract date, and we adapted with considerable inconvenience to this situation. On the present schedule we will have lost one whole term's use of the academic building, and we can accept no further delay. If the June 15th date is not met, we will have no alternative but to seek compensation through legal means.

Sincerely yours,

Carl Kaysan

cc: Mr. Melvin Brecher  
Geddes, Brecher, Qualls, Cunningham

**Geddes Brecher Qualls Cunningham: Architects**

2410 Pine Street, Philadelphia, Pennsylvania 19103  
Telephone (215) 732-4000  
112 Nassau Street, Princeton, New Jersey 08540  
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M. Neville Epstein  
Wesley M. Heilman III  
Benjamin W. Kitchen  
James G. Dill

February 25, 1971

Dr. Carl Kaysen, Director  
The Institute for Advanced Study  
Princeton, New Jersey 08540

Reference: Institute for Advanced Study  
Olden Lane, Princeton, N. J.

Dear Dr. Kaysen:

The enclosed letter from Lewis C. Bowers & Sons, Inc., General Contractors for construction of the Dining Hall/Academic Building is self-explanatory. It is apparent that Bowers does not intend to expedite the work if it means spending any additional monies.

I would recommend that a letter from you or the Institute's lawyer be sent to L. C. Bowers indicating strong action by the Institute if the work is not completed by 15 June 1971 to allow full occupancy and operation of the facilities. This is the last completion date established by Bowers in January.

If I can be of further service please call.

Sincerely,



Melvin Brecher

ab

encl.

*Lewis C. Bowers and Sons, Inc.*

|     |    |     |     |  |  |                 |
|-----|----|-----|-----|--|--|-----------------|
| RLG | MB | GRQ | WGC |  |  | <i>Graziano</i> |
|     |    |     |     |  |  |                 |

COMPLETE BUILDING SERVICE SINCE 1901

Princeton, New Jersey

AREA 609. 921-6900

February 17, 1971

Geddes Brecher Qualls Cunningham  
Architects  
2410 Pine Street  
Philadelphia, Pennsylvania 19103

Attention Mr. Richard J. Graziano

Re: THE INSTITUTE FOR ADVANCED STUDY  
Olden Lane, Princeton, New Jersey

Gentlemen:

In answer to your letter of February 4, I have met on site with Carl Miller of Miller Masons regarding the necessity for temporary heat, and it was agreed that the requirement for temporary heat in the plastering operation will be met with the use of gas-fired heaters which are automatic and can be left unattended. Mr. Miller agrees that the building is sufficiently weather-tight that he can proceed with the installation of furring lath and sheet rock and is expediting the additional manpower for this operation. It is impractical and uneconomical at this point for us to use the permanent mechanical facilities in the Academic Building due to the extreme high cost of standby maintenance and is unnecessary at this point.

Mr. Miller is also going to make the samples of the additional metal studs at the Garcy standards as we discussed on site, for your review on Thursday. We will need an answer on this immediately, as well as an answer on the partition changes on the second floor, in order that we may add to the lath and plaster crew and proceed.

Very truly yours,

LEWIS C. BOWERS and SONS, INC.

*J. R. Pelikan*  
J. R. Pelikan

RECEIVED

FEB 19 1971

JRP:jjm

GEDDES-BRECHER-QUALLS-CUNNINGHAM

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY

OFFICE OF THE GENERAL MANAGER

March 11, 1971

D R A F T

Mr. Raymond A. Bowers, President  
L. C. Bowers & Sons, Inc.  
341 Nassau Street  
Princeton, New Jersey

Dear Mr. Bowers:

I have reviewed the correspondence since the first of the year between Mr. Brecher and Mr. Pelikan with regard to the completion date of the new academic building. Among other things this involved the Institute's offer of temporary heat from the existing boiler so that a number of interior trades could proceed at a more rapid pace. This offer was not accepted.

May I refer you to Mr. Pelikan's letter of February 16th to Mr. Brecher in which he states "we are confident that the current construction schedule will be maintained and, as indicated, we will extend every effort to complete the Academic Building by June 15th." I write you now simply to re-emphasize the fact that completion of the building by June 15th is an absolute necessity for the orderly operation of this institution.

We have been able, not without great inconvenience, to live with the delayed completion date of the dining hall, but we will have no alternative but to seek legal redress if there are delays beyond June 15th for the academic building.

Cordially yours,

CARL KAYSEN  
Director

DRAFT

Dear Mr. Bowers:

*importance we attach to*

I am writing to call to your attention the ~~problem of~~  
your completion of the academic building on its present schedule.  
In Mr. Pelikan's letter of February 16 to Mr. Melvin Brecher of our  
architectural firm, Mr. Pelikan states "We are confident that the  
current construction schedule will be maintained and, as indicated,  
we will extend every effort to complete the Academic Building by  
June 15th." I have reviewed the correspondence since the first  
of the year between Mr. Brecher and Mr. Pelikan with regard to the  
completion date of the new academic building. Among other things this  
involved the Institute's offer of temporary heat from the existing  
boiler so that a number of interior trades could proceed at a more rapid  
pace. This offer was not accepted. I recognize that your own judgment  
about such matters must rule but trust that such judgments are made  
with full consideration of your schedule ~~problems~~ and your commitments.

The Dining Hall was completed ~~far~~ beyond the contract date,  
and we adapted with considerable inconvenience to this situation. ~~Even if~~ *On* the  
We will have lost one whole term's use of the academic building, ~~but~~ *and*  
we can accept no further delay. If the June 15th date is not met, we  
will have no alternative ~~but~~ to seek compensation through legal means.

*present  
schedule  
~~met,~~*

Sincerely,  
*Yours,*

*Kaysen*

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James G. Dill

**INSTITUTE FOR ADVANCED STUDY  
Princeton, New Jersey**

**Progress Schedule Review**

**Date/Place:** January 8, 1971  
Meeting Room D-105  
Dining Hall Commons

**Present For:**

|                               |   |
|-------------------------------|---|
| Institute For Advanced Study: | Dr. Kaysen<br>Minot Morgan<br>Carl Pope |
| David Bloom, Inc.:            | Phillip Paul                            |
| L.C. Bowers & Sons, Inc.      | J.R. Pelikan                            |
| GBQC:                         | Melvin Brecher<br>Richard Graziano      |

1. Mr. Pelikan submitted a revised Progress Schedule to those present. The schedule reflected a total completion date of June 11, 1971. He had stated that the possibility of extreme incimate weather during the next two months would definitely reflect a later completion date.

Upon review of the schedule the following items were deemed essential for completion:

- a) Pour of roof deck- December 29, 1970 to January 29, 1971- Mr. Pelikan stated that they anticipate a time savings by pouring the entire roof deck in one operation. With an additional crew and weather permitting they intend to finish within an eight hour day.

Mr. Paul stated that pouring the entire deck at one time greatly increases the possibility of additional shrinkage cracks. He had recommended making the pour in two separate sections. Thus reducing the amount of total shrinkage cracks and also that the possibility of incimate weather hampering the pour was greater per the large pour. It was concluded by those present that by using proper enclosures and temporary heat the possibility of additional shrinkage cracks could be kept to a minimum. Also, in order to expedite this phase of the schedule it was agreed that L.C. Bowers would proceed in accordance with his planned procedure.

-2-

- b) Temporary enclosure January 18, 1971 to January 29, 1971- Mr. Pelikan stated this enclosure would allow other work to begin at the first floor level, and to progress to the upper floors.

GBQC stated that this enclosure is necessary now as some framing has begun in this area.

Mr. Pelikan stated that they will start erection of the enclosure within the week.

- c) Delivery dates were still in question for the elevator doors and cabs, and the entire order for Tuttle & Bailey floor and ceiling grilles. Mr. Pelikan stated that they will confirm these dates by the next meeting.
- 2. At the conclusion of the review of the Progress Schedule Mr. Brecher, on behalf of the Institute, rejected a June 11, 1971 completion date, the Institute requires complete occupancy of the project by May 15, 1971. This date represents the commencement of the Academic enrollment for the New Facilities.

The Institute stated that they will not partially occupy the building so as not to impair progress.

A future meeting to review the progress for the month of January will be held on February 1, 1971 at 2:30 PM in Room D-105.

- 3. If the contents of these minutes are not in agreement with your understanding or if there are exceptions to the statements, the Architects shall be notified in writing no later than three (3) days after receipt of these minutes, using in detail the exceptions or omissions, otherwise, the minutes stand as written.

Richard J. Graziano

Distribution:            Institute For Advanced Study  
                                 L.C. Bowers & Sons, Inc.

bb

| DOMESTIC SERVICE   |                                     |
|--|-------------------------------------|
| Check the class of service desired; otherwise this message will be sent as a fast telegram |                                     |
| TELEGRAM   | <input type="checkbox"/>            |
| DAY LETTER   | <input type="checkbox"/>            |
| NIGHT LETTER   | <input checked="" type="checkbox"/> |

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# WESTERN UNION TELEGRAM

1206 (4-55)

W. P. MARSHALL, PRESIDENT

| INTERNATIONAL SERVICE   |                          |
|---|--------------------------|
| Check the class of service desired; otherwise the message will be sent at the full rate |                          |
| FULL RATE   | <input type="checkbox"/> |
| LETTER TELEGRAM   | <input type="checkbox"/> |
| SHORE SHIP  | <input type="checkbox"/> |

| NO. WDS.-CL. OF SVC. | PD. OR COLL. | CASH NO. | CHARGE TO THE ACCOUNT OF                 | TIME FILED |
|----------------------|--------------|----------|--|------------|
|                      |              |          | Institute for Advanced Study<br>924-4400 |            |

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

July 22, 1969

Carl Kaysen  
Cadogan Hotel  
Sloan Square  
London, England

GREEN LIGHT ON NEW BUILDINGS LINDER DILWORTH SCHUR PROVIDED WE EMPLOY  
CONSULTANT TO REVIEW DRAWINGS AGAINST DANGER OF MAJOR ESCALATION DURING  
CONSTRUCTION. HAVE ENGAGED GEORGE GRIFFING WITH GEDDES CONCURRENCE.  
JOB MEETING TOMORROW TO EFFECT SAVINGS OF \$200,000 TEAK CEILINGS SLATE  
FLOORS AND OTHER. HAVE BOTH HASLET AVENUE AND NEWLIN ROAD HOUSES.  
OFFERING FORMER TO ATIYAH ACCOUNT EARLY AVAILABILITY. NO DISPOSITION  
OF LATTER UNTIL YOUR RETURN.

Mike

Notes for Mr. Morgan regarding polling of Finance Committee - July 18, 1969

Prior to the October meeting of the Board the Architect's professional estimating firm predicted the cost of the two new academic buildings at approximately \$2,500,000. The architectural and engineering fees, landscaping and furnishings brought the figure to \$2,900,000. Against this we had a commitment from the New Jersey Educational Facilities Authority in the amount of \$1,650,000, and there was a tentative obligation for additional assistance from the National Science Foundation. *application*

This meant that the Trustees had committed as of October, \$1,250,000 of Institute funds toward the construction. Between the April and October meetings a decision was made to go to a full basement in the larger building, increasing the Institute's commitment to approximately \$1,400,000.

The bids were opened yesterday, and the low bidder L. C. Bowers of Princeton, came in at \$3,100,000 without the electrical work. The electrical bid will probably increase the actual construction package to \$3,400,000. The increase is entirely <sup>at</sup> contributable to new contracts with the Building Trades Unions which have increased labor costs by 25% with built-in increases in May, 1969, November, 1969, May, 1970 and November, 1970. The architectural, engineering, landscaping and furnishings will bring the total package to \$3,850,000. This is an increase of \$800,000 over our expectations. It is our hope by the use of more reasonable materials (painted wood ceilings instead of teak, and concrete floors instead of slate) to negotiate with the low bidder a saving of \$200,000, reducing the over-run to \$600,000.

Since the Trustee meeting in April, we have received a grant of \$400,000 from the National Science Foundation, so that the net additional commitment by the Institute might be held to \$200,000, or a total of \$1,600,000 of Institute funds invested in the two buildings.

May we proceed?

Mr. Schur - 212-697-0200  
Mr. Dilworth - 212-CI7-3700  
Mr. Shanks - 212-986-0440  
Mr. Linder - 202-462-9011 - Home in Washington  
Mr. Rosenwald - 215-TU4-0466

Bowers

3.1



+ ~~3.1~~ 3 elec.

3.4

Save upto 250

3.1

or 2.6 or 2.7

2.6

2.75

2.8

Time for Salpberg

PROJECT BUDGET

|                         |                |                |
|-------------------------|----------------|----------------|
| 1. Construction Costs   | \$2,065,105    |                |
| a. Escalation           | 204,400        |                |
| b. Contingency          | <u>206,495</u> |                |
| TOTAL - June 1969       |                | \$2,476,000    |
| 2. Architectural Fees   | 222,840        |                |
| a. Cost consultants     | 4,250          |                |
| b. Landscape consultant | <u>5,000</u>   |                |
|                         |                | 232,090        |
| 3. Landscaping          |                | 40,000         |
| 4. Furniture            |                | <u>150,000</u> |
|                         |                | \$2,898,090    |

Bids      3 PM      8 July  
 opened

4:30 PM      EDT

BIDDERS FOR CONSTRUCTION AT THE INSTITUTE

1. Belli Company of Trenton, New Jersey
- ~~2.~~ 2. L. C. Bowers and Sons of Princeton, New Jersey
3. Humphreys & Harding of New York, New York
4. Matthews Construction Company of Princeton, N. J.

SENT 5<sup>30</sup>  
Wed  
23 July

MORGAN VANSTITUT PRINCETON ~~NEW~~  
NEWJERSEY USA

RECEIVED YOUR CABLE DIFFICULT  
AGREE WE SHOULD WITH CONTRACT  
TO CALL. GO AHEAD ~~ON~~ ~~SUBSTITU~~

~~MAKING OUT SLATE FLOORS,~~  
AGREE

~~ELIMINATE SLATE FLOORS BUT~~  
CHECK ~~THE~~ SUBSTITUTION <sup>OAK</sup> ~~TEAR~~

OTHER LIGHT WOOD FOR TEAR  
AND  
CEILINGS A RESERVE FINAL DECISION

MY RETURN

GROSVENOR SQUARE  
AM AT EUROPA HOTEL ~~LONDON~~

THROUGH FRIDAY AM. THEN

POLYGON SOUTHAMPTON SAILING  
SATURDAY AS SCHEDULED.

WUI Via WUI Via WUI Via WUI Via WUI

1969 JUL 22

22:48

SYB374 PU440  
P PSA133 PRINCETON NJER 75/74 22 334PM

WS 187

LT CARL KAYSEN  
CADOGAN HOTEL  
SLOAN SQUARE LONDON

GREEN LIGHT ON NEW BUILDINGS LINDER DILWORTH SCHUR PROVIDED WE  
EMPLOY CONSULTANT TO REVIEW DRAWINGS AGAINST DANGER OF MAJOR  
ESCALATION DURING CONSTRUCTION HAVE ENGAGED GEORGE GRIFFING  
WITH GEDDES CONCURRENCE JOB MEETING TOMORROW TO EFFECT SAVINGS  
OF DLRS 200,000 TEAK CEILINGS (SLATE FLOORS) AND OTHER HAVE BOTH  
HASLET AVENUE AND NEWLIN ROAD HOUSES OFFERING FORMER TO ATIHAY  
ACCOUNT EARLY AVAILABILITY NO DISPOSITION OF LATTER UNTIL YOUR  
RETURN

MIKE

(200,000 ATIHAY)

*Save some wood.*

*ok*

WESTERN UNION INTERNATIONAL INC.  
21/22, GT. WINCHESTER ST., LONDON, E.C.2  
TEL: 01-588 1234

WESTERN UNION INTERNATIONAL INC.  
21/22, GT. WINCHESTER ST., LONDON, E.C.2  
TEL: 01-588 1234

NATIONAL INC.  
LONDON, E.C.2  
TELEX: 22951

Memorandum for the Record

Conversation with Mr. Brecher and Mr. Morgan on the morning  
of July 10 in the Director's Office

We discussed the schedule on the cafeteria. The window frames are strike-bound and have been for two weeks. (Note: our notice on this was less timely than it should have been.) I agreed that we should seek another supplier with the possibility of extra cost between \$5,000 and \$10,000. The extra cost, however, would be paid only in the event that the contract date was met, and some sharingas between Bowers and the Institute would occur.

Carl Kaysen

**Zion & Breen Associates** ■ Site Planners / Landscape Architects ■ American Society of Landscape Architects

221 Park Avenue South, New York, New York 10003 ■ Tel: 674-1340

May 5, 1970

Mr. M. Morgan  
Princeton Institute for Advanced Study  
Princeton, New Jersey 08540

Subject: Institute for Advanced Studies

Dear Mr. Morgan:

We are pleased that Mr. Torsilieri was able to move the Linden promptly and that you were satisfied with his workmanship. He is definitely one of the outstanding nursery contractors in the region.

We are writing to make sure that this tree is thoroughly watered every ten days from now until mid-August at which time the interval between waterings should be increased to approximately three weeks in order to allow the buds to harden for winter. "By thoroughly watering" we mean an open ended hose (nozel removed) should be allowed to run at moderate volume until the earth saucer created by Mr. Torsilieri has filled. If this water is absorbed within 15 minutes, the saucer should be filled once again and again if necessary until the water remains in the saucer unabsorbed for 15 minutes or longer.

If you have any questions, please call this office.

Sincerely,

ZION & BREEN ASSOCIATES

---

Robert L. Zion

RLZ:md

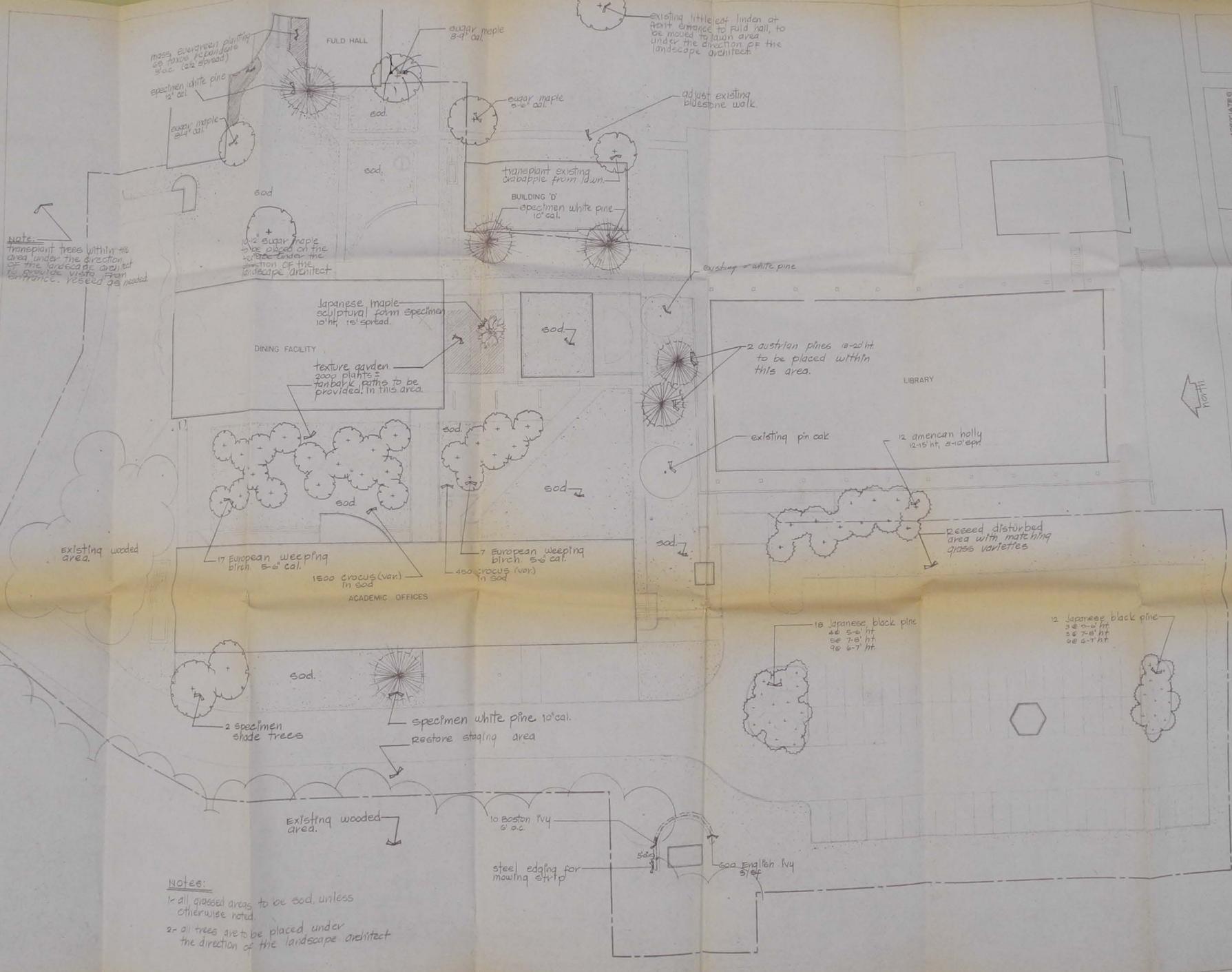
✓ cc: Dr. Kaysen  
Mr. Geddes

THE INSTITUTE FOR ADVANCED STUDY

Princeton, New Jersey 08540

Planting  
Plans





Note:  
Transplant trees within the area under the direction of the landscape architect to provide visual screen to entrance. Reseed as needed.

Notes:  
1- all grassed areas to be sod, unless otherwise noted.  
2- all trees are to be placed under the direction of the landscape architect

ZION GREEN ASSOCIATES  
LANDSCAPE ARCHITECTS  
SITE PLANNERS

Preliminary  
Dining hall, Commons  
The Institute for  
Advanced Study  
Planting Plan  
and Academic Office Building  
Princeton NJ

Scale 1/8" = 1'-0"  
Drawing No. 24, 11/94

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

December 1, 1969

Memorandum for File

Meeting in Mr. Geddes' office Friday, November 28, 10:00 a.m.

After discussion with Geddes we agreed that we should go over the Planting Plan with Zion again with the following questions in mind:

1. Planting the south side of the parking lot.
2. Planting on the margin of the cafeteria and the garden.
3. Ground cover rather than sod on the roof garden.
4. A possible maintenance problem of European birch.
5. Moving path as alternative to moving existing linden tree.
6. Possible changes in library planting plan:
  - a. Removing 2 or 3 pairs of trees opposite door;
  - b. Adding some element of color;
  - c. Traffic in relation to tree near entrance to the lecture hall.

Carl Kaysen

cc: Mr. Geddes

December 3, 1969

Dear Bob:

Look at the attached, which shows an additional set of problems with Zion's proposed planting plans. I just think the money issue will be enough so that I don't want to tear up the whole of the paving and do it over again.

Cordially,

Carl Kaysen

Mr. Robert Geddes  
Geddes, Brecher, Qualls  
& Cunningham  
18 Nassau Street  
Princeton, New Jersey 08540

Attachment

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY

OFFICE OF THE GENERAL MANAGER

Memorandum to: Dr. Carl Kaysen  
From: Minot C. Morgan, Jr.  
Subject: Planting on the East side of the Library  
Date: December 3, 1969

Dear Dr. Kaysen:

In accordance with your request, I have talked with George Griffing about the exposed-aggregate terrace in front of the Library. He confirms my reservations on two counts:

1. Any planting in the existing terrace would be very difficult because it has a single pour of concrete on top of a 5" or 6" slab rather than individual precast flagstones. This would mean that any planting would not only involve cutting out certain squares with a carborundum wheel but also removal of the slab with a jackhammer. Even if these two operations were done with great care, some of the squares that were intended to remain might be cracked or broken.

2. The addition of more exposed aggregate in the existing grass plots would also be very difficult when it comes to matching both texture and color. As I reported to you earlier, the selection of the aggregate as to color was painstaking and the installation not only involved a single mechanic with great skill, but also sandblasting the finished product to get a greater exposure of the pebbles.

It would seem to me more practical to either leave the grass or fill in with some material that would provide a real contrast, as we did with the brick in the housing project. One of the possible alternatives considered during the design of the Library was a crab orchard flagstone which has some orange or gold texture.

Respectfully submitted,

*Mike*

Minot C. Morgan, Jr.

December 2, 1969

Dear Bob:

Here are the points that came out of our discussion about planting last week. I am counting on you to get Bob Zion at a time when we can both talk to him again.

Cordially,

Carl Kaysen

Mr. Robert Geddes  
Geddes, Brecher, Qualls  
& Cunningham  
18 Nassau Street  
Princeton, New Jersey 08540

Attachment

December 1, 1969

Memorandum for File

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  - c. Traffic in relation to tree near entrance to the lecture hall.

Carl Kaysen

cc: Mr. Geddes

Mr. Zion called; I told him you had been in touch with (written) Mr. Geddes about your questions, and we agreed that Mr. Zion would, therefore, speak with Mr. Geddes -- just wanted you to know he was not neglecting you if you had some questions.

Handwritten initials or marks at the bottom right of the page.

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY

OFFICE OF THE GENERAL MANAGER

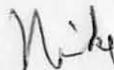
Memorandum to: Dr. Carl Kaysen  
From: Minot C. Morgan, Jr.  
Date: January 2, 1970  
Subject: Mock-up of new offices

Dear Dr. Kaysen:

We have run into a bit of a snag with the mock-up which was planned for the basement of E Building. The Architects want it to be as near the real thing as possible. This would include a simulation of both natural and artificial light and Bill Toussaint tells me that we don't have the head room in the basement of E to get in the artificial lights, nor could we face the room toward a window to get natural light.

I shall explore this further with Geddes' people to see how important it is to have everything exactly right, but if they insist I cannot think of any proper space except the Library basement.

Respectfully submitted,



Minot C. Morgan, Jr.

28 Nov

Geddes, Bellanoe, Epstein

1) Mock-up of office in Ebley basement.

To show cabinet work on walls  
Some samples of furniture, carpet.

2) Dining hall.

Bob-True

Move long ladder ~~to~~ out to lawn.

## Q's about Planting

1. View from South in woods up  
slope towards parking

yes Can this be softened with shrubs

2. Screening of Cafeteria north-south  
in other words from large  
Circle + V.O.F.

3. Space for tables in ~~inner~~ courtyard  
one strip 16' wide (approx) but  
~~does it lead to doors~~

? fountain or water in courtyard  
? are brick dirty?

- 4 Roof garden

is it only soil

Why have it?

Ground  
wave

# Library

1. White pine at elbow?  
Cramped  
Interfere with traffic

2. Solid row of borders  
a. People stroll up to library  
from many angles  
Take away ~~6~~ bees  
b. Too rigid for  
open, wooded setting  
Severed clumps -  
mixed bees & shrubs  
washed

c. Fall is magic time  
for enjoying landscape  
color in softwood planting

3. Rock garden  
on  
side  
of  
beauty  
yard



RESIDENCE, RYE, NEW YORK  
Landscape Architects Robert Zion · Harold Breen

**Zion & Breen Associates**

Site Planners / Landscape Architects  
 130 Madison Avenue, New York, N.Y.

**COST ESTIMATE**

Planting Plan for  
 Dining Hall Commons and  
 Academic Office

JOB: The Institute for Advanced Studies # : 68-551  
Princeton, New Jersey

**Preliminary Cost Estimate (Revised)**

|  | UNIT | UN / PR | QUANTITY | AMOUNT | SUBTOTALS |
|--|------|---------|----------|--------|-----------|
| <b><u>TREES</u></b>                            |      |         |          |        |           |
| Austrian Pines - 18-20' ht. (Specimens)        | ea.  | 300     | 2        | 600    |           |
| American Holly 12-15' ht, 8-10' spr.           | ea.  | 300     | 12       | 3,600  |           |
| European weeping birch 5-6" cal.               | ea.  | 700     | 24       | 16,800 |           |
| Japanese black pine 5-6'                       | ea.  | 40      | 7        | 280    |           |
| Japanese black pine 6-7'                       | ea.  | 50      | 15       | 750    |           |
| Japanese black pine 7-8'                       | ea.  | 60      | 8        | 480    |           |
| Specimen white pine 10" cal.                   | ea.  | 900     | 3        | 2,700  |           |
| Specimen white pine 12" cal.                   | ea.  | 1,400   | 1        | 1,400  |           |
| Sugar maple 4-5" cal.                          | ea.  | 400     | 2        | 800    |           |
| Sugar maple 5-6" cal.                          | ea.  | 500     | 1        | 500    |           |
| Sugar maple 8-9" cal.                          | ea.  | 700     | 2        | 1,400  |           |
| Sugar maple 10-12" cal.                        | ea.  | 900     | 1        | 900    |           |
| Japanese maple - Specimen 10' ht. , 15' spread | ea.  | 2,000   | 1        | 2,000  |           |
| Texture garden plants                          | ea.  | 2.00    | 2,000    | 4,000  |           |
|  |      |         |          |        | 36,210    |
| <b><u>GROUND COVER AND BULBS - GRASS</u></b>   |      |         |          |        |           |
| English ivy                                    | ea.  | 0.50    | 600      | 300    |           |
| Boston ivy                                     | ea.  | 3.00    | 10       | 30     |           |
| Crocus   | ea.  | 0.20    | 1,950    | 400    |           |
| Sod  | sf.  | 0.30    | 30,000   | 9,000  |           |
| Seed   | sf.  | 0.10    | 10,000   | 1,000  |           |
|  |      |         |          |        | 10,730    |
| <b><u>OTHER</u></b>                            |      |         |          |        |           |
| Steel edging                                   | lf.  | 1.50    | 100      | 150    |           |
| Transplant trees in wooded area                | ls.  | 1,500   | -        | 1,500  |           |
| Move existing Littleleaf linden                | ea.  | 800     | 1        | 800    |           |
| Move existing Crabapple                        | ea.  | 150     | 1        | 150    |           |
|  |      |         |          |        | 2,600     |

TOTAL \_\_\_\_\_ 49,540  
 CONTINGENCY 4,950 % 10%  
**GRAND TOTAL** \_\_\_\_\_ 54,490

DATE: 11/26/69  
 ESTIMATED BY: V. V.  
 CHECKED BY: R. L. Z.



Meeting with Mr. Geddes, Mr. Epstein, Mr. Geddes, and Mr. Morgan  
(and the Director) in the Director's Office Wednesday, January 21  
at 1:30 p.m.

we  
? us, to each

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

December 8, 1969

Memorandum for the Record

Meeting with Mr. Brecher in the Director's Office today

In a conversation with Brecher today I agreed that the firm (Geddes, Brecher, Qualls & Cunningham) should, on the usual basis, prepare a study of what could be done with the top floor of Fuld Hall. The study would be done in about two months.

CK

Carl Kaysen

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

December 9, 1969

Gentlemen:

Yesterday I misstated the contract dates for the completion of the two buildings. They are 1st July for the cafeteria and 1st October for the office building, not 3 months later respectively as I had said. The architect continues to believe that they will be finished on schedule. Neither of these dates allows for the completion of the furnishing, and perhaps at least some weeks should be added.

In any event, this makes clear that we can expect to have the cafeteria sometime during the summer, and the office building for the second term and possibly for most of the first.

I think sometime in April we should make a decision about the top floor of Fuld Hall.

Cordially,



Carl Kaysen

Faculty Advisory Committee:

Professors Borel, Dyson, Meiss, Selberg, Thompson

**GEDDES, BRECHER, QUALLS, CUNNINGHAM: ARCHITECTS**

2101 PINE STREET, PHILADELPHIA, PENNSYLVANIA 19103, TELEPHONE LOCUST 3-4080  
18 NASSAU STREET, PRINCETON, NEW JERSEY 08541, TELEPHONE 924-7770

**LETTER OF TRANSMITTAL**

TO Dr. Carl Kayser PROJECT NO. 5032

INSTITUTE FOR ADVANCED STUDY PROJECT TITLE Institute for Advanced  
PRINCETON NJ Study

ATTN. DATE 2/20/70

- |   |   |
|---|---|
| <input type="checkbox"/> HEREWITH                     | <input type="checkbox"/> SHOP DRAWINGS          |
| <input type="checkbox"/> UNDER SEPARATE COVER         | <input type="checkbox"/> SPECIFICATIONS         |
| <input type="checkbox"/> SENT BY MAIL                 | <input type="checkbox"/> COPY OF LETTER         |
| <input checked="" type="checkbox"/> SENT BY MESSENGER | <input checked="" type="checkbox"/> PRINTS      |
| <input type="checkbox"/> SENT BY EXPRESS              | <input checked="" type="checkbox"/> PHOTOGRAPHS |
| <input type="checkbox"/> YOUR MESSENGER               | <input type="checkbox"/> OTHER                  |

| COPIES       | DWG. NO. | DATE | DESCRIPTION   | ACTION REQUESTED |
|--------------|----------|------|---|------------------|
| <u>1 set</u> |          |      | <u>Schematic Drawings</u><br><u>and Photographs</u> |                  |
|              |          |      |   |                  |
|              |          |      |   |                  |
|              |          |      |   |                  |
|              |          |      |   |                  |
|              |          |      |   |                  |
|              |          |      |   |                  |
|              |          |      |   |                  |

THESE ARE TRANSMITTED AS CHECKED

- |   |  |                                   |
|---|--|-----------------------------------|
| <input type="checkbox"/> FOR APPROVAL               | <input type="checkbox"/> APPROVED AS SUBMITTED   | RESUBMIT _____ COPIES FOR APPROV. |
| <input type="checkbox"/> FOR YOUR USE & INFORMATION | <input type="checkbox"/> APPROVED AS NOTED       | SUBMIT _____ COPIES FOR DIST.     |
| <input type="checkbox"/> FOR REVIEW & COMMENT       | <input type="checkbox"/> RETURNED FOR CORRECTION | RETURN _____ CORRECTED PRINTS     |
| <input checked="" type="checkbox"/> AS REQUESTED    |  |                                   |

REMARKS

\_\_\_\_\_

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\_\_\_\_\_

\_\_\_\_\_

IF ENCLOSURES ARE NOT AS NOTED ABOVE, PLEASE NOTIFY US AT ONCE.

BY Merrill Goff

C.C. \_\_\_\_\_

**GEDDES, BRECHER, QUALLS, CUNNINGHAM: ARCHITECTS**

2101 PINE STREET, PHILADELPHIA, PENNSYLVANIA 19103, TELEPHONE LOCUST 3-4080  
 18 NASSAU STREET, PRINCETON, NEW JERSEY 08541, TELEPHONE 924-7770

**LETTER OF TRANSMITTAL**

|   |  |
|---|--|
| TO <b>DR. CARL KAYSEN</b><br><b>INSTITUTE FOR ADV. STUDY</b><br><b>PRINCETON, N. J.</b> | PROJECT NO. <b>5033</b><br>PROJECT TITLE <b>INSTITUTE FOR ADV. STUDY</b> |
| ATTN. <b>DR. KAYSEN</b>   | DATE <b>FEBRUARY 3, 1969</b>   |

- |   |   |
|---|---|
| <input type="checkbox"/> HEREWITH<br><input type="checkbox"/> UNDER SEPARATE COVER<br><input type="checkbox"/> SENT BY MAIL<br><input type="checkbox"/> SENT BY MESSENGER<br><input type="checkbox"/> SENT BY EXPRESS<br><input checked="" type="checkbox"/> YOUR MESSENGER | <input type="checkbox"/> SHOP DRAWINGS<br><input type="checkbox"/> SPECIFICATIONS<br><input type="checkbox"/> COPY OF LETTER<br><input type="checkbox"/> PRINTS<br><input type="checkbox"/> PHOTOGRAPHS<br><input type="checkbox"/> OTHER _____ |
|---|---|

| COPIES | DWG. NO. | DATE   | DESCRIPTION             | ACTION REQUESTED |
|--------|----------|--------|-------------------------|------------------|
| 3      | PA       | 2/3/69 | 3 REVISED OFFICE LAYOUT |                  |
|        |          |        |                         |                  |
|        |          |        |                         |                  |
|        |          |        |                         |                  |
|        |          |        |                         |                  |
|        |          |        |                         |                  |
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| <input type="checkbox"/> FOR APPROVAL<br><input checked="" type="checkbox"/> FOR YOUR USE & INFORMATION<br><input type="checkbox"/> FOR REVIEW & COMMENT<br><input type="checkbox"/> AS REQUESTED | <input type="checkbox"/> APPROVED AS SUBMITTED<br><input type="checkbox"/> APPROVED AS NOTED<br><input type="checkbox"/> RETURNED FOR CORRECTION | RESUBMIT _____ COPIES FOR APPROV.<br>SUBMIT _____ COPIES FOR DIST.<br>RETURN _____ CORRECTED PRINTS |
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REMARKS

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IF ENCLOSURES ARE NOT AS NOTED ABOVE, PLEASE NOTIFY US AT ONCE.

BY \_\_\_\_\_

C.C. \_\_\_\_\_

OCT., 1968

Geddes Brecher Qualls Cunningham: Architects  
2101 Pine Street, Philadelphia, Pennsylvania 19103 Telephone 563-4080  
18 Nassau Street, Princeton, New Jersey 08541 Telephone 924-7770

Development Plan  
Institute for Advanced Study  
Princeton, New Jersey

The Development Plan is a general guide to the location and planning of new facilities of the Institute for Advanced Study. The Development Plan is based upon considerations of the needs and resources of the Institute for its present and future activities, and serves as a means to coordinate the new and old facilities in a rational development process.

The Development Plan has the following objectives in mind:

- (1) respect for the characteristics and qualities of the Institute campus, the natural landscape and the site planning of the buildings.
- (2) relating the new buildings to the existing buildings in ways that create new landscaped courtyards and quadrangles.
- (3) relating the new buildings to the existing and future pedestrian walkways, building entrances, parking and service areas.
- (4) creation of new buildings that are harmoniously related in scale with the old buildings, and serve the needs of the individuals and groups that will use them.

The major proposal of the Development Plan is the location of three new buildings:

- (1) the Dining Hall,
- (2) new offices and seminars for Social Sciences, and
- (3) new offices and seminars for Mathematics.

In addition, the Plan recommends the relocation of some parking and service areas, and the development of a major cross-axis walkway for the campus plan.

The proposed site plan recommends the location of the new Dining Hall and Social Science facilities, forming a group of landscaped garden courtyards to the west of Field Hall, and the location of the new Mathematics facilities to form a quadrangle to the east of Field Hall. The school buildings are planned to be three-stories high, served by elevators; due to the fall of the land, the buildings will maintain the corner line of the existing buildings.

April 26, 1968

Geddes Brecher Qualls Cunningham: Architects  
2101 Pine Street, Philadelphia, Pennsylvania 19103 Telephone 563-4080  
18 Nassau Street, Princeton, New Jersey 08541 Telephone 924-7770

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2101 Pine Street, Philadelphia, Pennsylvania 19103 Telephone 563-4080  
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April 26, 1968

Geddes Brecher Qualls Cunningham: Architects  
2101 Pine Street, Philadelphia, Pennsylvania 19103 Telephone 563-4080  
18 Nassau Street, Princeton, New Jersey 08541 Telephone 924-7770

Institute For Advanced Study  
Princeton, New Jersey

- A. Social Sciences
  - 10 Professors
  - 45 Members
  - 15 Secretarial; Assistants
  - 2 Seminar Rooms

*3 stories*

*13,000 sq. ft.  
60 per sq. ft.  
\$ 800,000*

Gross Area: 20,000 SF

- B. Mathematics
  - 4 Professors
  - 4 Secretaries
  - 50 Members
  - 1 Seminar Room

*rest mount.*

*3 stories  
net 10,000 sq. ft.*

*\$ 750 M*

Gross Area: 15,000 SF

- C. Dining 3,600 SF
- Board Room 1,200 SF
- Lounge 1,200 SF
- Kitchen 3,500 SF

*\$ 500,000*

Gross Area: 11,500 SF

- D. Tunnel & Service Area

Gross Area: 4,000 SF

Total Gross Area: 50,500 SF

*150,000 Turnkey*

*1.8 to 2 million*

October 21, 1968

Mr. Melvin Brecher  
Geddes, Brecher, Qualls, Cunningham  
2101 Pine Street  
Philadelphia, Pennsylvania - 19103

Dear Mr. Brecher:

Pursuant to our telephone conversation this morning, I can advise you that the schematic drawings for the new cafeteria and office buildings have been reviewed by the Board of Trustees of the Institute and approved. We have also been notified by the New Jersey Educational Facilities Authority that our application for assistance from the Authority has been tentatively approved.

We are, therefore, happy to request that you proceed at once with working drawings with the hope that they would be ready to be put out for bid by May 1, 1969.

Cordially yours,

Minot C. Morgan, Jr.  
General Manager

MCM/op  
Encl.

cc: ✓ Dr. Carl Kaysen  
Mr. Robert L. Geddes

**Geddes Brecher Qualls Cunningham: Architects**

2101 Pine Street, Philadelphia, Pennsylvania 19103  
Telephone (215) 563-4080

18 Nassau Street, Princeton, New Jersey 08540  
Telephone (609) 924-7770

*Robert L. Geddes FAIA  
Melvin Brecher AIA  
George W. Qualls FAIA  
W. W. Cunningham AIA*

*Associates  
Roland A. Gallimore  
Hamilton Ross  
Eric van der Water  
Robert F. Brown  
M. Neville Epstein  
Wesley M. Heilman III  
Benjamin W. Kitchen*

October 8, 1968

Dr. Carl Kaysen  
Institute For Advanced Study  
Princeton, New Jersey

Reference: Institute For Advanced Study

Dear Dr. Kaysen:

Enclosed you will find a proposal from McKee-Berger-Mansueto, Inc. for providing cost estimating and control services on the above project.

Under article 1.3.8 of our contract agreement this service falls under the category of extra services and requires your approval before we commit ourselves or the Institute to this agreement.

We would appreciate your expression of approval for both McKee-Berger-Mansueto, Inc. as the professional responsible for cost estimating and their fee of \$4,250.00 not to be exceeded.

Will you kindly approve a copy of this letter for our files and by doing so, such approved letter shall become an amendment to our contract agreement.

Sincerely,



Melvin Brecher

ab

encl. copy proposal from MBM

# THE AMERICAN INSTITUTE OF ARCHITECTS



---

*AIA Document B131*

## Standard Form of Agreement Between Owner and Architect

*on a basis of a  
PERCENTAGE OF CONSTRUCTION COST*

---

### AGREEMENT

made this      First                      day of      May                      in the year of Nineteen  
Hundred and      sixty-eight

### BETWEEN

Institute For Advanced Study  
Princeton, New Jersey

the Owner, and

Geddes Brecher Qualls Cunningham  
18 Nassau Street      Princeton, New Jersey  
2101 Pine Street      Philadelphia, Pennsylvania

the Architect.

It is the intention of the Owner to

Erect new facilities for offices and seminars for Social  
Sciences, New Dining Hall and Kitchen and minor  
renovations within the existing building

hereinafter referred to as the Project.

The Owner and the Architect agree as set forth below.

I. THE ARCHITECT shall provide professional services for the Project in accordance with the Terms and Conditions of this Agreement.

II. THE OWNER shall compensate the Architect, in accordance with the Terms and Conditions of this Agreement, as follows:

a. *FOR THE ARCHITECT'S BASIC SERVICES*, as described in Paragraph 1.1, a Basic Fee computed at the following percentages of the Construction Cost, as defined in Article 3, for portions of the Project to be awarded under

|  |                            |
|--|----------------------------|
| A Single Stipulated Sum Contract             | per cent ( 9 %)            |
| <del>Separate Stipulated Sum Contracts</del> | <del>per cent ( — %)</del> |
| <del>A Single Cost Plus Fee Contract</del>   | <del>per cent ( — %)</del> |
| <del>Separate Cost Plus Fee Contracts</del>  | <del>per cent ( — %)</del> |

b. *FOR THE ARCHITECT'S ADDITIONAL SERVICES*, as described in Paragraph 1.3, a fee computed as follows:

Principals' time at the fixed rate of thirty dollars (\$ 30.00 )  
per hour. For the purposes of this Agreement, the Principals are:

Robert L. Geddes  
Melvin Brecher

Employees' time computed at a multiple of three ( 3 )  
times the employees' Direct Personnel Expense as defined in Article 4.

Additional services of professional consultants engaged for the normal structural, mechanical and electrical engineering services at a multiple of one point two  
( 1.2 ) times the amount billed to the Architect for such additional services.

c. *FOR THE ARCHITECT'S REIMBURSABLE EXPENSES*, amounts expended as defined in Article 5.

d. *THE TIMES AND FURTHER CONDITIONS OF PAYMENT* shall be as described in Article 6.

## TERMS AND CONDITIONS OF AGREEMENT BETWEEN OWNER AND ARCHITECT

### ARTICLE 1

#### ARCHITECT'S SERVICES

##### 1.1 BASIC SERVICES

The Architect's Basic Services consist of the five phases described below and include normal structural, mechanical and electrical engineering services.

##### SCHEMATIC DESIGN PHASE

**1.1.1** The Architect shall consult with the Owner to ascertain the requirements of the Project and shall confirm such requirements to the Owner.

**1.1.2** The Architect shall prepare Schematic Design Studies consisting of drawings and other documents illustrating the scale and relationship of Project components for approval by the Owner.

**1.1.3** The Architect shall submit to the Owner a Statement of Probable Construction Cost based on current area, volume or other unit costs.

##### DESIGN DEVELOPMENT PHASE

**1.1.4** The Architect shall prepare from the approved Schematic Design Studies, for approval by the Owner, the Design Development Documents consisting of drawings and other documents to fix and describe the size and character of the entire Project as to structural, mechanical and electrical systems, materials and such other essentials as may be appropriate.

**1.1.5** The Architect shall submit to the Owner a further Statement of Probable Construction Cost.

##### CONSTRUCTION DOCUMENTS PHASE

**1.1.6** The Architect shall prepare from the approved Design Development Documents, for approval by the Owner, Working Drawings and Specifications setting forth in detail the requirements for the construction of the entire Project including the necessary bidding information, and shall assist in the preparation of bidding forms, the Conditions of the Contract, and the form of Agreement between the Owner and the Contractor.

**1.1.7** The Architect shall advise the Owner of any adjustments to previous Statements of Probable Construction Cost indicated by changes in requirements or general market conditions.

**1.1.8** The Architect shall assist the Owner in filing the required documents for the approval of governmental authorities having jurisdiction over the Project.

##### BIDDING OR NEGOTIATION PHASE

**1.1.9** The Architect, following the Owner's approval of the Construction Documents and of the latest Statement of Probable Construction Cost, shall assist the Owner in

obtaining bids or negotiated proposals, and in awarding and preparing construction contracts.

##### CONSTRUCTION PHASE—ADMINISTRATION OF THE CONSTRUCTION CONTRACT

**1.1.10** The Construction Phase will commence with the award of the Construction Contract and will terminate when final payment is made by the Owner to the Contractor.

**1.1.11** The Architect shall provide Administration of the Construction Contract as set forth in Articles 1 through 14 inclusive of the latest edition of AIA Document A201, General Conditions of the Contract for Construction, and the extent of his duties and responsibilities and the limitations of his authority as assigned thereunder shall not be modified without his written consent.

**1.1.12** The Architect, as the representative of the Owner during the Construction Phase, shall advise and consult with the Owner and all of the Owner's instructions to the Contractor shall be issued through the Architect. The Architect shall have authority to act on behalf of the Owner to the extent provided in the General Conditions unless otherwise modified in writing.

**1.1.13** The Architect shall at all times have access to the Work wherever it is in preparation or progress.

**1.1.14** The Architect shall make periodic visits to the site to familiarize himself generally with the progress and quality of the Work and to determine in general if the Work is proceeding in accordance with the Contract Documents. On the basis of his on-site observations as an Architect, he shall endeavor to guard the Owner against defects and deficiencies in the Work of the Contractor. The Architect shall not be required to make exhaustive or continuous on-site inspections to check the quality or quantity of the Work. The Architect shall not be responsible for construction means, methods, techniques, sequences or procedures, or for safety precautions and programs in connection with the Work, and he shall not be responsible for the Contractor's failure to carry out the Work in accordance with the Contract Documents.

**1.1.15** Based on such observations at the site and on the Contractor's Applications for Payment, the Architect shall determine the amount owing to the Contractor and shall issue Certificates for Payment in such amounts. The issuance of a Certificate for Payment shall constitute a representation by the Architect to the Owner, based on the Architect's observations at the site as provided in Subparagraph 1.1.14 and on the data comprising the Application for Payment, that the Work has progressed to the point indicated; that to the best of the Architect's knowledge, information and belief, the quality of the Work is in accordance with the Contract Documents (subject to an evaluation of the Work as a functioning whole upon Substantial Completion, to the results of any subsequent tests required by the Contract Documents, to minor

deviations from the Contract Documents correctable prior to completion, and to any specific qualifications stated in the Certificate for Payment); and that the Contractor is entitled to payment in the amount certified. By issuing a Certificate for Payment, the Architect shall not be deemed to represent that he has made any examination to ascertain how and for what purpose the Contractor has used the moneys paid on account of the Contract Sum.

**1.1.16** The Architect shall be, in the first instance, the interpreter of the requirements of the Contract Documents and the impartial judge of the performance thereunder by both the Owner and Contractor. The Architect shall make decisions on all claims of the Owner or Contractor relating to the execution and progress of the Work and on all other matters or questions related thereto. The Architect's decisions in matters relating to artistic effect shall be final if consistent with the intent of the Contract Documents.

**1.1.17** The Architect shall have authority to reject Work which does not conform to the Contract Documents. The Architect shall also have authority to require the Contractor to stop the Work whenever in his reasonable opinion it may be necessary for the proper performance of the Contract. The Architect shall not be liable to the Owner for the consequences of any decision made by him in good faith either to exercise or not to exercise his authority to stop the Work.

**1.1.18** The Architect shall review and approve shop drawings, samples, and other submissions of the Contractor only for conformance with the design concept of the Project and for compliance with the information given in the Contract Documents.

**1.1.19** The Architect shall prepare Change Orders.

**1.1.20** The Architect shall conduct inspections to determine the Dates of Substantial Completion and Final Completion, shall receive written guarantees and related documents assembled by the Contractor, and shall issue a final Certificate for Payment.

**1.1.21** The Architect shall not be responsible for the acts or omissions of the Contractor, or any Subcontractors, or any of the Contractor's or Subcontractors' agents or employees, or any other persons performing any of the Work.

## **1.2 PROJECT REPRESENTATION BEYOND BASIC SERVICES**

**1.2.1** If more extensive representation at the site than is described under Subparagraphs 1.1.10 through 1.1.21 inclusive is required, and if the Owner and Architect agree, the Architect shall provide one or more Full-time Project Representatives to assist the Architect.

**1.2.2** Such Full-time Project Representatives shall be selected, employed and directed by the Architect, and the Architect shall be compensated therefor as mutually agreed between the Owner and the Architect as set forth in an exhibit appended to this Agreement.

**1.2.3** The duties, responsibilities and limitations of authority of such Full-time Project Representatives shall be set forth in an exhibit appended to this Agreement.

**1.2.4** Through the on-site observations by Full-time Project Representatives of the Work in progress, the Architect shall endeavor to provide further protection for the

Owner against defects in the Work, but the furnishing of such project representation shall not make the Architect responsible for the Contractor's failure to perform the Work in accordance with the Contract Documents.

## **1.3 ADDITIONAL SERVICES**

The following services are not covered in Paragraphs 1.1 or 1.2. If any of these Additional Services are authorized by the Owner, they shall be paid for by the Owner as hereinbefore provided.

**1.3.1** Providing special analyses of the Owner's needs, and programming the requirements of the Project.

**1.3.2** Providing financial feasibility or other special studies.

**1.3.3** Providing planning surveys, site evaluations, or comparative studies of prospective sites.

**1.3.4** Making measured drawings of existing construction when required for planning additions or alterations thereto.

**1.3.5** Revising previously approved Drawings, Specifications or other documents to accomplish changes not initiated by the Architect.

**1.3.6** Preparing Change Orders and supporting data where the change in the Basic Fee resulting from the adjusted Contract Sum is not commensurate with the Architect's services required.

**1.3.7** Preparing documents for alternate bids requested by the Owner.

**1.3.8** Providing Detailed Estimates of Construction Costs.

**1.3.9** Providing consultation concerning replacement of any Work damaged by fire or other cause during construction, and furnishing professional services of the type set forth in Paragraph 1.1 as may be required in connection with the replacement of such Work.

**1.3.10** Providing professional services made necessary by the default of the Contractor in the performance of the Construction Contract.

**1.3.11** Providing Contract Administration and observation of construction after the Contract Time has been exceeded by more than twenty per cent through no fault of the Architect.

**1.3.12** Furnishing the Owner a set of reproducible record prints of drawings showing significant changes made during the construction process, based on marked up prints, drawings and other data furnished by the Contractor to the Architect.

**1.3.13** Providing services after final payment to the Contractor.

**1.3.14** Providing interior design and other services required for or in connection with the selection of furniture and furnishings.

**1.3.15** Providing services as an expert witness in connection with any public hearing, arbitration proceeding, or the proceedings of a court of record.

**1.3.16** Providing services for planning tenant or rental spaces.

**1.3.17** Providing services for Landscape

## ARTICLE 2

### THE OWNER'S RESPONSIBILITIES

- 2.1** The Owner shall provide full information regarding his requirements for the Project.
- 2.2** The Owner shall designate, when necessary, a representative authorized to act in his behalf with respect to the Project. The Owner or his representative shall examine documents submitted by the Architect and shall render decisions pertaining thereto promptly, to avoid unreasonable delay in the progress of the Architect's work.
- 2.3** The Owner shall furnish a certified land survey of the site giving, as applicable, grades and lines of streets, alleys pavements and adjoining property; rights-of-way, restrictions, easements, encroachments, zoning, deed restrictions, boundaries and contours of the site; locations, dimensions and complete data pertaining to existing buildings, other improvements and trees; and full information concerning available service and utility lines both public and private.
- 2.4** The Owner shall furnish the services of a soils engineer, when such services are deemed necessary by the Architect, including reports, test borings, test pits, soil bearing values and other necessary operations for determining subsoil conditions.
- 2.5** The Owner shall furnish structural, mechanical, chemical and other laboratory tests, inspections and reports as required by law or the Contract Documents.
- 2.6** The Owner shall furnish such legal, accounting and insurance counselling services as may be necessary for the Project, and such auditing services as he may require to ascertain how or for what purposes the Contractor has used the moneys paid to him under the Construction Contract.
- 2.7** The services, information, surveys and reports required by Paragraphs 2.3 through 2.6 inclusive shall be furnished at the Owner's expense, and the Architect shall be entitled to rely upon the accuracy thereof.
- 2.8** If the Owner observes or otherwise becomes aware of any fault or defect in the Project or non-conformance with the Contract Documents, he shall give prompt written notice thereof to the Architect.
- 2.9** The Owner shall furnish information required of him as expeditiously as necessary for the orderly progress of the Work.

## ARTICLE 3

### CONSTRUCTION COST

- 3.1** Construction Cost to be used as a basis for determining the Architect's Fee for all Work designed or specified by the Architect, including labor, materials, equipment and furnishings, shall be determined as follows, with precedence in the order listed:

**3.1.1** For completed construction, the total cost of all such Work;

**3.1.2** For Work not constructed, the lowest bona fide bid received from a qualified bidder for any or all of such work; or

**3.1.3** For work for which bids are not received, (1) the latest Detailed Cost Estimate, or (2) the Architect's latest Statement of Probable Construction Cost.

**3.2** Construction Cost does not include the fees of the Architect and consultants, the cost of the land, rights-of-way, or other costs which are the responsibility of the Owner as provided in Paragraphs 2.3 through 2.6 inclusive.

**3.3** Labor furnished by the Owner for the Project shall be included in the Construction Cost at current market rates. Materials and equipment furnished by the Owner shall be included at current market prices, except that used materials and equipment shall be included as if purchased new for the Project.

**3.4** Statements of Probable Construction Cost and Detailed Cost Estimates prepared by the Architect represent his best judgment as a design professional familiar with the construction industry. It is recognized, however, that neither the Architect nor the Owner has any control over the cost of labor, materials or equipment, over the contractors' methods of determining bid prices, or over competitive bidding or market conditions. Accordingly, the Architect cannot and does not guarantee that bids will not vary from any Statement of Probable Construction Cost or other cost estimate prepared by him.

**3.5** When a fixed limit of Construction Cost is established as a condition of this Agreement, it shall include a bidding contingency of ten per cent unless another amount is agreed upon in writing. When such a fixed limit is established, the Architect shall be permitted to determine what materials, equipment, component systems and types of construction are to be included in the Contract Documents, and to make reasonable adjustments in the scope of the Project to bring it within the fixed limit. The Architect may also include in the Contract Documents alternate bids to adjust the Construction Cost to the fixed limit.

**3.5.1** If the lowest bona fide bid, the Detailed Cost Estimate or the Statement of Probable Construction Cost exceeds such fixed limit of Construction Cost (including the bidding contingency) established as a condition of this Agreement, the Owner shall (1) give written approval of an increase in such fixed limit, (2) authorize rebidding the Project within a reasonable time, or (3) cooperate in revising the Project scope and quality as required to reduce the Probable Construction Cost. In the case of (3) the Architect, without additional charge, shall modify the Drawings and Specifications as necessary to bring the Construction Cost within the fixed limit. The providing of this service shall be the limit of the Architect's responsibility in this regard, and having done so, the Architect shall be entitled to his fees in accordance with this Agreement.

**ARTICLE 4**

**DIRECT PERSONNEL EXPENSE**

4.1 Direct Personnel Expense of employees engaged on the Project by the Architect includes architects, engineers, designers, job captains, draftsmen, specification writers and typists, in consultation, research and design, in producing Drawings, Specifications and other documents pertaining to the Project, and in services during construction at the site.

4.2 Direct Personnel Expense includes cost of salaries and of mandatory and customary benefits such as statutory employee benefits, insurance, sick leave, holidays and vacations, pensions and similar benefits.

**ARTICLE 5**

**REIMBURSABLE EXPENSES**

5.1 Reimbursable Expenses are in addition to the Fees for Basic and Additional Services and include actual expenditures made by the Architect, his employees, or his consultants in the interest of the Project for the following incidental expenses listed in the following Subparagraphs:

5.1.1 Expense of transportation and living when traveling in connection with the Project and for long distance calls and telegrams.

5.1.2 Expense of reproductions, postage and handling of Drawings and Specifications, excluding copies for Architect's office use and duplicate sets at each phase for the Owner's review and approval; and fees paid for securing approval of authorities having jurisdiction over the Project.

5.1.3 If authorized in advance by the Owner, the expense of overtime work requiring higher than regular rates; perspectives or models for the Owner's use; and fees of special consultants for other than the normal structural, mechanical and electrical engineering services.

**ARTICLE 6**

**PAYMENTS TO THE ARCHITECT**

6.1 Payments on account of the Architect's Basic Services shall be made as follows:

~~6.1.1 An initial payment of five per cent of the Basic Fee calculated upon an agreed estimated cost of the Project, payable upon execution of this Agreement, is the minimum payment under this Agreement.~~

6.1.2 Subsequent payments shall be made monthly in proportion to services performed to increase the compensation for Basic Services to the following percentages of the Basic Fee at the completion of each phase of the Work:

|                                    |      |
|------------------------------------|------|
| Schematic Design Phase .....       | 15%  |
| Design Development Phase .....     | 35%  |
| Construction Documents Phase ....  | 75%  |
| Bidding or Negotiation Phase ..... | 80%  |
| Construction Phase .....           | 100% |

6.2 Payments for Additional Services of the Architect as defined in Paragraph 1.3, and for Reimbursable Expenses as defined in Article 5, shall be made monthly upon presentation of the Architect's statement of services rendered.

6.3 No deductions shall be made from the Architect's compensation on account of penalty, liquidated damages, or other sums withheld from payments to contractors.

6.4 If the Project is suspended for more than three months or abandoned in whole or in part, the Architect shall be paid his compensation for services performed prior to receipt of written notice from the Owner of such suspension or abandonment, together with Reimbursable Expenses then due and all terminal expenses resulting from such suspension or abandonment.

**ARTICLE 7**

**ARCHITECT'S ACCOUNTING RECORDS**

Records of the Architect's Direct Personnel, Consultant and Reimbursable Expenses pertaining to the Project, and records of accounts between the Owner and the Contractor, shall be kept on a generally recognized accounting basis and shall be available to the Owner or his authorized representative at mutually convenient times.

**ARTICLE 8**

**TERMINATION OF AGREEMENT**

This Agreement may be terminated by either party upon seven days' written notice should the other party fail substantially to perform in accordance with its terms through no fault of the other. In the event of termination due to the fault of others than the Architect, the Architect shall be paid his compensation for services performed to termination date, including Reimbursable Expenses then due and all terminal expenses.

**ARTICLE 9**

**OWNERSHIP OF DOCUMENTS**

Drawings and Specifications as instruments of service are and shall remain the property of the Architect whether the Project for which they are made is executed or not. They are not to be used by the Owner on other projects or extensions to this Project except by agreement in writing and with appropriate compensation to the Architect.

## ARTICLE 10

### SUCCESSORS AND ASSIGNS

The Owner and the Architect each binds himself, his partners, successors, assigns and legal representatives to the other party to this Agreement and to the partners, successors, assigns and legal representatives of such other party with respect to all covenants of this Agreement. Neither the Owner nor the Architect shall assign, sublet or transfer his interest in this Agreement without the written consent of the other.

## ARTICLE 11

### ARBITRATION

**11.1** All claims, disputes and other matters in question arising out of, or relating to, this Agreement or the breach thereof shall be decided by arbitration in accordance with the Construction Industry Arbitration Rules of the American Arbitration Association then obtaining. This agreement so to arbitrate shall be specifically enforceable under the prevailing arbitration law.

**11.2** Notice of the demand for arbitration shall be filed in writing with the other party to this Agreement and with the American Arbitration Association. The demand shall be made within a reasonable time after the claim,

dispute or other matter in question has arisen. In no event shall the demand for arbitration be made after institution of legal or equitable proceedings based on such claim, dispute or other matter in question would be barred by the applicable statute of limitations.

**11.3** The award rendered by the arbitrators shall be final, and judgment may be entered upon it in any court having jurisdiction thereof.

## ARTICLE 12

### EXTENT OF AGREEMENT

This Agreement represents the entire and integrated agreement between the Owner and the Architect and supersedes all prior negotiations, representations or agreements, either written or oral. This Agreement may be amended only by written instrument signed by both Owner and Architect.

## ARTICLE 13

### APPLICABLE LAW

Unless otherwise specified, this Agreement shall be governed by the law of the principal place of business of the Architect.

This Agreement executed the day and year first written above.

OWNER Carl Kaysen  
Director, Institute for Advanced Study

Robert L. Geddes  
ARCHITECT Robert L. Geddes  
Architect's Registration No. C 4424  
Geddes Brecher Qualls Cunningham

## THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

September 26, 1968

### Memorandum for the Record

Meeting of the Faculty Architecture Committee in the Director's Office  
on Thursday, September 26, at 10:30 A.M.

Present: Professors Borel, Cherniss, Dyson, Regge, Selberg  
Absent: Professor Meiss

The Committee met and listened to Mr. Geddes, who described the present state of the plans and showed the photographs of the model as well as the floor plans of the two buildings. Some questions were raised about the windows, the proposed sun shades, the possible noise from the automobile dropoff point on the west side of the office building, and the general appearance of the building. Mr. Geddes felt that the question of noise, etc. arising from the automobile dropoff point was an important one, and he would reconsider its location. On the windows and related interior furnishing of the offices, he promised to consult further when more details were available.

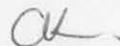
In general, the members seemed satisfied, with the exception of Professor Borel who was troubled about the appearance of the building and the sun shades and the windows.

After Mr. Geddes left, Professor Borel raised the question of the scheduling of this building in relation to the new Mathematics Building. I then explained what I had previously explained to Professor Selberg (orally) and Professor Montgomery in a letter, that building a building which could be used for the social sciences was not a commitment to have a School of Social Science. However, because it would make such a School possible, it was being built first, even though it would delay somewhat the rehousing of the mathematicians now in ECP and the provision of more office space for members in the school as compared with what could be possible if a new building for that purpose were to be built now. I had already pointed out that the building of a new building and the conversion of the 4th floor of Fuld Hall would make more office space available than could immediately be used by a new School of Social Sciences even if it were to grow rapidly. Accordingly, some more space for mathematicians would become available.

Memorandum for the Record - 2

September 26, 1968

I then stated that the question of the decision to build the buildings and the order in which to build them was not a matter for the Faculty in my view; I explained the Trustees' decision and my own on the desirability of trying to create a School of Social Sciences, and I pointed out that no commitment was finally made until professors were appointed. I then explained briefly the disappearance of NSF funding and the possibility of loan financing through the New Jersey Educational Facilities Authority.



Carl Kaysen

Mr. Roland Gallimore  
2101 Pine St.  
Philadelphia, Pa.

September 11, 1968

Memorandum to Professors

Selberg, Borel, Regge, and Thompson

Gentlemen:

I am asking you to serve as a Committee (Professor Selberg, Chairman) to discuss with the architect, Mr. Roland Gallimore of the Philadelphia office of Geddes, Brecher, Qualls & Cunningham, plans for providing a sloping floor and improved seating in the large seminar room in the library. Mr. Morgan will arrange for a meeting date at which you can talk with him about how this can be done in the best way.

Cordially,

Carl Kaysen

cc: Mr. Morgan

**GEDDES, BRECHER, QUALLS, CUNNINGHAM: ARCHITECTS**

2101 PINE STREET, PHILADELPHIA, PENNSYLVANIA 19103, TELEPHONE LOCUST 3-4080  
 18 NASSAU STREET, PRINCETON, NEW JERSEY 08541, TELEPHONE 924-7770

**LETTER OF TRANSMITTAL**

|  |   |
|--|---|
| TO <u>DR. C. KAYSEN.</u><br><u>INSTITUTE FOR ADVANCED STUDY</u><br><u>PRINCETON N.J.</u> | PROJECT NO. <u>5033</u><br>PROJECT TITLE <u>INSTITUTE FOR</u><br><u>ADVANCED STUDY.</u> |
| ATTN. _____  | DATE <u>SEPT. 5, 1968.</u>  |

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> HEREWITH<br><input type="checkbox"/> UNDER SEPARATE COVER<br><input type="checkbox"/> SENT BY MAIL<br><input type="checkbox"/> SENT BY MESSENGER<br><input type="checkbox"/> SENT BY EXPRESS<br><input type="checkbox"/> YOUR MESSENGER | <input type="checkbox"/> SHOP DRAWINGS<br><input type="checkbox"/> SPECIFICATIONS<br><input type="checkbox"/> COPY OF LETTER<br><input type="checkbox"/> PRINTS<br><input type="checkbox"/> PHOTOGRAPHS<br><input type="checkbox"/> OTHER _____ |
|---|---|

| COPIES   | DWG. NO.    | DATE | DESCRIPTION  | ACTION REQUESTED |
|----------|-------------|------|--|------------------|
| <u>2</u> | <u>SETS</u> |      | <u>SCHEMATIC PLANS.</u><br><u>(REORGANIZATION</u><br><u>OF SEMINAR ROOM)</u> |                  |
|          |             |      |  |                  |
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**THESE ARE TRANSMITTED AS CHECKED**

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> FOR APPROVAL<br><input checked="" type="checkbox"/> FOR YOUR USE & INFORMATION<br><input type="checkbox"/> FOR REVIEW & COMMENT<br><input type="checkbox"/> AS REQUESTED | <input type="checkbox"/> APPROVED AS SUBMITTED<br><input type="checkbox"/> APPROVED AS NOTED<br><input type="checkbox"/> RETURNED FOR CORRECTION | RESUBMIT _____ COPIES FOR APPROV.<br>SUBMIT _____ COPIES FOR DIST.<br>RETURN _____ CORRECTED PRINTS |
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**REMARKS**

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IF ENCLOSURES ARE NOT AS NOTED ABOVE, PLEASE NOTIFY US AT ONCE.

BY M. W. Epstein  
 C.C. \_\_\_\_\_  
 \_\_\_\_\_

June 6, 1968

To: Members of the Committee on the Future

Gentlemen:

The Architect has finally produced the model embodying his plans for the new building. There are two copies. I have sent one copy to Sam; the other is at present resting in my office. I would be glad to show it to any of you who has the time and inclination to take a look in the next few days. After that I expect to send it off to Lewis Strauss, in the hope that he will be properly stimulated thereby.

Cordially,

Carl Kaysen

Messrs. Dilworth  
Boyd  
Greenbaum  
Hochschild

*Robert L. Geddes*  
*Melvin Brecher*  
*George W. Qualls*  
*W. W. Cunningham*  
  
*Associates*  
*Roland A. Gallimore*  
*Hamilton Ross*

**Geddes Brecher Qualls Cunningham: Architects**

2101 Pine Street, Philadelphia, Pennsylvania 19103  
Telephone (215) 563-4080

18 Nassau Street, Princeton, New Jersey 08540  
Telephone (609) 924-7770

August 14, 1968

Mr. Carl Kaysen  
The Institute for Advanced Study  
Princeton, New Jersey

Reference:           Institute for Advanced Study  
                          Job No. 5026

Dear Mr. Kaysen:

We are enclosing a copy of the invoice from William M. Eichbaum in the amount of \$425.00 covering the cost of the models for the above referenced project. In accordance with your agreement with Mr. Geddes, reimbursement in this amount of money would be appreciated.

Very truly yours,

*Melvin Brecher*

Melvin Brecher

hs  
att.

*OK*

**Geddes Brecher Qualls Cunningham: Architects**

2101 Pine Street, Philadelphia, Pennsylvania 19103  
Telephone (215) 563-4080

18 Nassau Street, Princeton, New Jersey 08540  
Telephone (609) 924-7770

**Robert L. Geddes**  
**Melvin Brecher**  
**George W. Qualls**  
**W. W. Cunningham**  
  
**Associates**  
**Roland A. Gallimore**  
**Hamilton Ross**

August 14, 1968

Mr. Carl Kaysen  
The Institute for Advanced Study  
Princeton, New Jersey 08540

Reference: Institute for Advanced Study  
Job No. 5026

Invoice No. 235

Dear Mr. Kaysen:

In accordance with our agreement, the following amount is due for Professional services rendered from May 2 through July 25, 1968:

|                               |             |
|-------------------------------|-------------|
| Reimbursements:               |             |
| Model Materials & Photographs | \$289.88    |
| Reproductions                 | <u>3.69</u> |
| Total Reimbursements Now Due  | \$293.57    |

Very truly yours,

*Melvin Brecher*

Melvin Brecher

hs

OK

121 Grandview Avenue - Apt. #14  
Pittsburgh, Pa. 15211

May 29, 1968

Director  
Institute for Advanced Study  
Princeton, New Jersey

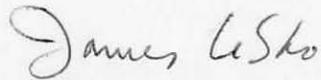
Dear Sir:

I read in Architectural Record (May, 1968) that some of the faculty of the Institute for Advanced Study found unacceptable a proposed building by Kevin Roche John Dinkeloo & Associates.

It is tragic enough that our government and big industry demonstrate a lack of confidence in themselves and cannot find the courage to commit themselves to the present but reverts like an insecure moron into the past.

When an institution with a title such as yours seeks to frustrate advanced design, you belie the very significance of your institution.

With contempt,



James Lesko,  
Designer

May 23, 1968

To: Members of the Committee on the Future

Dear Harold:

Attached, just a little unsolicited  
admiration for the way the Institute is being  
run.

Cordially,

Carl Kaysen

Mr. Harold K. Hochschild  
American Metal Climax Company  
1270 Avenue of the Americas  
New York, New York 10020

May 23, 1968

To: Members of the Committee on the Future

Dear Eddie:

Attached, just a little unsolicited  
admiration for the way the Institute is being  
run.

Cordially,

Carl Kaysen

General Edward S. Greenbaum  
Greenbaum, Wolff and Ernst  
437 Madison Avenue  
New York, New York 10017

May 23, 1968

To: Members of the Committee on the Future

Dear Julian:

Attached, just a little unsolicited  
admiration for the way the Institute is being  
run.

Cordially,

Carl Kaysen

Mr. Julian P. Boyd  
Princeton University Library  
Princeton  
New Jersey 08540

May 23, 1968

To: Members of the Committee on the Future

Dear Dick:

Attached, just a little unsolicited  
admiration for the way the Institute is being  
run.

Cordially,

Carl Kaysen

Mr. J. Richardson Dilworth  
Room 5600  
30 Rockefeller Plaza  
New York, New York 10020

May 23, 1968

Mr. Phillip S. Morris, Associate  
Mel O'Brien, Architect  
1120 Falls Building  
Memphis, Tennessee 38103

Dear Mr. Morris:

Thank you for your expression of opinion  
on the Roche and Dinkeloo building. I admired it  
too.

Sincerely yours,

Carl Kaysen

MEL O'BRIEN

A. I. A.

ARCHITECT

JOSEPH F. MYERS

PHILLIP MORRIS

ASSOCIATES

1120 FALLS BUILDING

MEMPHIS, TENNESSEE 38103

PHONE 526-5159

May 21, 1968

Director  
Institute of Advanced Study  
Princeton, New Jersey

Dear Sir:

The May issue of AR<sup>\*</sup> reached my desk this morning and I was delighted to see the rendering of a proposed new building for the Institute designed by one of America's most distinguished and creative architectural firms, Roche and Dinkeloo. I am quite familiar with the Institute, having spent enumerable hours strolling the campus while a graduate student at the university six years ago.

The article accompanying the photograph indicated the Institute has rejected Roche's proposal in order to follow the present building style.

I wish to chastise you severely for your decision. I cannot visualize brilliant research artists in the twentieth century being cloaked by antiquity. These buildings must be a shield for "dolce far niente" and your faculty must be incompetent for progressive research.

Please remove "Advanced" from the Institute title or, better still, reconsider Roche's proposal and rid your staff of retarded scholars.

Sincerely,

*Phillip S. Morris*

Phillip S. Morris,

Associate

MEL O'BRIEN, ARCHITECT

PSM/s

\* ARCHITECTURAL RECORD

April 11, 1968

Dear Armand:

Herewith the plan. The major points to remember are as follows:

1. The building marked (2), the cafeteria, would be a two-story building. The buildings marked (1) and (3), social science and mathematics respectively, would be three-story buildings, but the slope of the ground is such that their roof lines would be no higher than the roof line of the present small buildings.

2. The presently sketched size of the mathematics building would have 4 professorial offices, 54 offices for members and secretaries, and 1 seminar room. This is really simply notional, and there is plenty of time to consider the details. The capacity figures are based on the notion of replacing ECP, diminishing the crowding, and some possibility of growth. The design of the building would be such that with not too much effort large offices could be halved or small offices put together to change their use.

Cordially,

Carl Kaysen

Professor Armand Borel  
Institute for Advanced Study

Attachment

# THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

March 29, 1968

## Memorandum for the Record

Meeting of the Faculty Architecture Committee with Mr. Geddes  
in the Director's Office 2:15 p.m. Thursday, March 28, 1968

Present: Professors Borel, Cherniss, Meiss, Regge; Mr. Geddes,  
and the Director

Mr. Geddes presented the plans and explained their rationale. On the whole, they were well received. Professor Borel raised the question of whether it would not be possible to move the loading dock some place in the vicinity of the cafeteria building. Otherwise, the traffic under the north end of Fuld Hall might become dense and noisy. Professors Regge and Meiss raised the question as to whether it would be possible to put the parking lots underground or under the buildings, and Mr. Geddes explained the difficulties ~~and costs~~ this would cause in terms of increased building height, ventilation, and the like. There was some discussion of the possible connecting of all the buildings by covered walks, and it was agreed that Mr. Geddes would examine the problem. There was some discussion of what kind of a seminar room would be useful in the new math building. This, in turn, led to some consideration as to whether the present seminar room in the library wing might be improved, and Mr. Geddes will look into the possibility of putting a sloping floor in. The director observed that there might be some scheduling problems, and it was not perfectly clear as to whether it was desirable to build all the new buildings at once. Professor Cherniss asked whether the alternative possibility of finding the new cafeteria space in Fuld Hall had been examined. The director responded that this question had been studied, and it had been discovered that it would be more expensive and less satisfactory than building the same space in the new building.

C.K.

**GEDDES, BRECHER, QUALLS, CUNNINGHAM: ARCHITECTS**

**LETTER OF TRANSMITTAL**

2101 PINE STREET, PHILADELPHIA, PENNSYLVANIA 19103, TELEPHONE LOCUST 3-4080  
 18 NASSAU STREET, PRINCETON, NEW JERSEY 08541, TELEPHONE 924-7770

|   |   |
|---|---|
| TO <u>INSTITUTE FOR ADVANCED STUDIES</u><br><u>PRINCETON N.J.</u> | PROJECT NO. _____<br>PROJECT TITLE <u>INSTITUTE</u> |
| ATTN: <u>DR. C. KAYSEN.</u>                                       | DATE <u>APRIL 11, 1968.</u>                         |

- |   |  |
|---|--|
| <input type="checkbox"/> HEREWITH<br><input type="checkbox"/> UNDER SEPARATE COVER<br><input type="checkbox"/> SENT BY MAIL<br><input type="checkbox"/> SENT BY MESSENGER<br><input type="checkbox"/> SENT BY EXPRESS<br><input checked="" type="checkbox"/> YOUR MESSENGER | <input type="checkbox"/> SHOP DRAWINGS<br><input type="checkbox"/> SPECIFICATIONS<br><input type="checkbox"/> COPY OF LETTER<br><input checked="" type="checkbox"/> PRINTS<br><input type="checkbox"/> PHOTOGRAPHS<br><input type="checkbox"/> OTHER |
|---|--|

| COPIES    | DWG. NO. | DATE | DESCRIPTION        | ACTION REQUESTED |
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| <u>2.</u> |          |      | <u>MASTERPLAN.</u> |                  |
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THESE ARE TRANSMITTED AS CHECKED

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| <input type="checkbox"/> FOR APPROVAL<br><input type="checkbox"/> FOR YOUR USE & INFORMATION<br><input type="checkbox"/> FOR REVIEW & COMMENT<br><input checked="" type="checkbox"/> AS REQUESTED | <input type="checkbox"/> APPROVED AS SUBMITTED<br><input type="checkbox"/> APPROVED AS NOTED<br><input type="checkbox"/> RETURNED FOR CORRECTION | RESUBMIT _____ COPIES FOR APPROV.<br>SUBMIT _____ COPIES FOR DIST.<br>RETURN _____ CORRECTED PRINTS |
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REMARKS

IF ENCLOSURES ARE NOT AS NOTED ABOVE, PLEASE NOTIFY US AT ONCE.

BY *Walter G. Epton*  
 C.C. \_\_\_\_\_  
 \_\_\_\_\_

February 15, 1968

Mr. Melvin Brecher  
Geddes Brecher Qualls Cunningham  
18 Nassau Street  
Princeton, New Jersey 08540

Dear Mr. Brecher:

Thank you for your letter of  
February 13. The arrangements you propose are  
entirely acceptable, and we can now proceed with  
the study on that basis.

We look forward to working with  
you.

Sincerely yours,

Carl Kaysen

cc: Mr. M. C. Morgan, Jr.

*Robert L. Geddes*  
*Melvin Brecher*  
*George W. Qualls*  
*W. W. Cunningham*  
  
*Associates*  
*Roland A. Gallimore*  
*Hamilton Ross*

**Geddes Brecher Qualls Cunningham: Architects**

2101 Pine Street, Philadelphia, Pennsylvania 19103  
Telephone (215) 563-4080

18 Nassau Street, Princeton, New Jersey 08540  
Telephone (609) 924-7770

February 13, 1968

Mr. Carl Kaysen  
The Institute For Advanced Study  
Princeton, New Jersey 08540

Dear Mr. Kaysen:

Mr. Geddes has asked that I reply to your letter of 1 February 1968 requesting that our firm undertake a site planning, programming, and conceptual study for the Institute.

We are extremely pleased to have an opportunity to serve The Institute in this matter, and look forward to serving you.

For the services rendered, when time required cannot be accurately predicted, we request that we be compensated on the basis of direct salary costs times a multiplier to cover overhead and profit. We enclose a copy of the Basis of Architectural Charges for your information and files. We will bill monthly on this basis, unless you have preference for using some other system.

A letter from you authorizing us to proceed with the study, and approving the enclosed basis for compensation, will suffice as a contract document between The Institute and Geddes Brecher Qualls Cunningham.

I look forward to seeing you soon.

Sincerely,



Melvin Brecher

ab

enc.

Geddes Brecher Qualls Cunningham: Architects

2101 Pine Street, Philadelphia, Pennsylvania 19103 Telephone 563-4080 18 Nassau Street, Princeton, New Jersey 08541 Telephone 924-7770

### BASIS OF ARCHITECTURAL CHARGES

- A. Principal times shall be charged at a rate of \$30.00 per hour for any and all time actually spent in the rendering of services. Time spent for the administration of the work within the office by the administrative principal and staff will not be considered as time to be charged.
- B. Direct salary costs of all personnel engaged in the project will be charged at a rate of three (3) times to cover overhead and profit.

The rate of three times is arrived at by consideration of the following:

- (1) 22% of direct salary to allow for holiday, vacation and sickness absences added to and made part of direct salary costs.
  - (2) 5% of direct salary to allow for Social Security taxes added to and made part of direct salary costs.
  - (3) 20% of direct salary to allow for Workmen's Compensation, Public Liability and Temporary Disability Insurance added to and made part of direct salary costs.
  - (4) 50% of the sum of (1) (2) (3) plus the direct salary costs to compensate for overhead costs of architectural and planning services.
  - (5) 37% of the sum of (1) (2) (3) (4) plus the direct salary cost to cover profit.
- C. All consultants such as structural, mechanical and acoustical engineers will be directly reimbursed in accordance with their individual charges.
- D. Telegrams, long distance telephone calls, postage, blueprints, duplicating, photostating, travel and subsistence and other incidental expenses will be directly reimbursable.
- E. Schedule of Rates:

|     |                              |                      |
|-----|------------------------------|----------------------|
| (1) | Associates                   | \$5.50 to \$7.50/hr. |
| (2) | Senior Architect and Planner | \$4.75 to \$6.00/hr. |
| (3) | Junior Architect and Planner | \$3.75 to \$4.75/hr. |
| (4) | Senior Draftsman             | \$3.00 to \$3.75/hr. |
| (5) | Junior Draftsman             | \$2.50 to \$3.00/hr. |
| (6) | Secretarial Staff            | \$2.25 to \$3.50/hr. |

February 1, 1968

Mr. Robert L. Geddes  
Geddes, Brecher, Qualls  
and Cunningham  
18 Nassau Street  
Princeton, New Jersey

Dear Bob:

I write formally to invite you to undertake a site planning and programming study for the Institute. We need both new academic space and new cafeteria and related facilities.

I am authorized to make a commitment only in respect to the study, which must be presented to the Board before further action can be taken. If possible, at least a preliminary report should be available for the Board meeting which will take place in April.

Would you please let us know on what compensation basis you wish to work, and if, from your point of view, it is desirable to sign a preliminary contract document, would you please furnish one to us.

Sincerely yours,

Carl Kaysen

cc: Mr. M. C. Morgan, Jr.

January 26, 1968

TO THE MEMBERS OF THE COMMITTEE ON THE FUTURE

Dear Julian:

In view of my report to the Board, it seems to me that the next thing to do is go ahead with the architect. Bob Geddes is willing. There is enough money left in the appropriation for the planning of the new academic building, made last year, to let him get started on a site planning and programming study, with the hope that he could finish it before the April meeting. Do you see any problem in this?

Cordially,

Carl Kaysen

Mr. Julian P. Boyd  
R.D. 1  
Titusville, New Jersey 08560

January 26, 1968

TO THE MEMBERS OF THE COMMITTEE ON THE FUTURE

Dear Harold:

In view of my report to the Board, it seems to me that the next thing to do is go ahead with the architect. Bob Geddes is willing. There is enough money left in the appropriation for the planning of the new academic building, made last year, to let him get started on a site planning and programming study, with the hope that he could finish it before the April meeting. Do you see any problem in this?

Cordially,

Carl Kaysen

Mr. Harold K. Hochschild  
150 Stockton Street  
Princeton, New Jersey 08540

January 26, 1968

TO THE MEMBERS OF THE COMMITTEE ON THE FUTURE

Dear Dick:

In view of my report to the Board, it seems to me that the next thing to do is go ahead with the architect. Bob Geddes is willing. There is enough money left in the appropriation for the planning of the new academic building, made last year, to let him get started on a site planning and programming study, with the hope that he could finish it before the April meeting. Do you see any problem in this?

Cordially,

Carl Kaysen

Mr. J. Richardson Dilworth  
141 Hodge Road  
Princeton, New Jersey 08540

January 26, 1968

TO THE COMMITTEE ON THE FUTURE

Dear Eddie:

In view of my report to the Board, it seems to me that the next thing to do is go ahead with the architect. Bob Geddes is willing. There is enough money left in the appropriation for the planning of the new academic building, made last year, to let him get started on a site planning and programming study, with the hope that he could finish it before the April meeting. Do you see any problem in this?

Cordially,

Carl Kaysen

General Edward S. Greenbaum  
104 Mercer Street  
Princeton, New Jersey 08540

THE INSTITUTE FOR ADVANCED STUDY  
PRINCETON, NEW JERSEY 08540

THE DIRECTOR

Memorandum for the Record (Committee on the Future)

I checked with Dilworth and Greenbaum  
on January 31 by telephone, and all agreed that  
we should go ahead on the site planning study.

  
C.K.

January 26, 1968

TO THE MEMBERS OF THE COMMITTEE ON THE FUTURE

Dear Dick:

In view of my report to the Board, it seems to me that the next thing to do is go ahead with the architect. Bob Geddes is willing. There is enough money left in the appropriation for the planning of the new academic building, made last year, to let him get started on a site planning and programming study, with the hope that he could finish it before the April meeting. Do you see any problem in this?

Cordially,

Carl Kaysen

Mr. J. Richardson Dilworth  
141 Hodge Road  
Princeton, New Jersey 08540

January 26, 1968

TO THE COMMITTEE ON THE FUTURE

Dear Eddie:

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Cordially,

Carl Kaysen

General Edward S. Greenbaum  
104 Mercer Street  
Princeton, New Jersey 08540

## TELEPHONE MESSAGE

For: \_\_\_\_\_ Date: 1-29

From: Mr. Boyd Time: 10:20

Phoned; no message

Will call back

Please call

Operator No. \_\_\_\_\_ City \_\_\_\_\_

A. C. \_\_\_\_\_ Number \_\_\_\_\_

Message: Is in agreement  
with you going ahead on  
the site planning, etc

Signed: RWB

January 26, 1968

TO THE MEMBERS OF THE COMMITTEE ON THE FUTURE

Dear Julian:

In view of my report to the Board, it seems to me that the next thing to do is go ahead with the architect. Bob Geddes is willing. There is enough money left in the appropriation for the planning of the new academic building, made last year, to let him get started on a site planning and programming study, with the hope that he could finish it before the April meeting. Do you see any problem in this?

Cordially,

Carl Kaysen

Mr. Julian P. Boyd  
R.D. 1  
Titusville, New Jersey 08560

MRS. HAROLD HOCHSCHILD  
P. O. BOX 148  
PRINCETON, NEW JERSEY 08540

27-1-68

Dear Carl,

I'm in full accord  
with your letter of  
the 26<sup>th</sup> about grades  
& the planning.

Best

Harold

January 26, 1968

TO THE MEMBERS OF THE COMMITTEE ON THE FUTURE

Dear Harold:

In view of my report to the Board, it seems to me that the next thing to do is go ahead with the architect. Bob Geddes is willing. There is enough money left in the appropriation for the planning of the new academic building, made last year, to let him get started on a site planning and programming study, with the hope that he could finish it before the April meeting. Do you see any problem in this?

Cordially,

Carl Kaysen

Mr. Harold K. Hochschild  
150 Stockton Street  
Princeton, New Jersey 08540

CROSS REFERENCE

FILE: TRUSTEES  
COMMITTEE ON THE FUTURE

- RE: 1. Memo to Committee about conversation between Dr. Kaysen and Mr. Edward L. Barnes about an architectural study of IAS. Dated 11/16/66
2. Correspondence with Louis I. Kahn about architectural study. Correspondence dated November and December, 1966
3. Correspondence with Messrs. Richard and Dion Neutra about an architectural study dated October, November and December, 1966
4. Memo to file about conversation with Mr. Thaddeus Longstreth and Mr. Morgan about site planning in any expansion. Memo dated 10/13/66
5. Letter from Sabatino and Fishman, architects about building program. A form letter dated November 9, 1966.

LETTER DATED:

SEE: Institute General---Architects

The Institute for Advanced Study  
Princeton, New Jersey

Minutes of the meeting of the Committee on the Future, held on July 19, 1966,  
in the Director's Office.

Present: Mr. Henry, Chairman, Mr. Boyd, Mr. Dilworth, Dr. Kaysen, Mr. Morgan.  
Absent: Gen. Greenbaum, Mr. Hochschild.

The Chairman of the Committee called on the Director for his recommendation. Dr. Kaysen and Mr. Morgan both thought that the need for expansion of faculty housing would come upon us in the not too distant future, and that the Weller tract looked to be the most suitable one likely to be available for that purpose.

The Committee recommends to the Chairman of the Board that Mr. Morgan be authorized to make an original offer of \$80,000 for the tract, and that if negotiations go over \$90,000 he should refer the matter back to the Committee.

Messrs. Greenbaum and Hochschild had been informed of the business of the meeting beforehand. Mr. Hochschild gave a general approval to the proposed purchase, without committing himself to specific figures. Mr. Greenbaum agreed that the purchase at a price up to \$90,000 was justified.

Copy to: Mr. Henry  
Mr. Boyd  
Mr. Dilworth  
Gen. Greenbaum  
Mr. Hochschild  
Mr. Leidesdorf

NOTE, 20 July 1966: In order to get the property, it was necessary to go to a bid of \$100,000. In the absence of members of the Committee, the Director authorized Mr. Morgan to close the deal.