

To RD for
his personal
files.

July 3, 1956

Dear Mr. Hardin:

Again I am in your debt. Thank
you very much for your letter of
June 28.

I know you understand I was not
pressing you to change your mind about
revealing anything which you feel you
can not ethically do. I was merely
casting around for a source to which
I could attribute such valuable
information as I have.

Thank you again for your kindness.

Sincerely yours,

Beatrice M. Stern

BMS:jeb

John R. Hardin, Esquire
Pitney, Hardin & Ward
National Newark Building
Newark 2, New Jersey

PITNEY, HARDIN & WARD
NATIONAL NEWARK BUILDING
NEWARK 2, NEW JERSEY

MARKET 3-1980

WALDRON M. WARD
JOHN R. HARDIN
MAHLON PITNEY
FREDERICK FRELINGHUYSEN
DONALD B. KIPP
WILLIAM H. OSBORNE, JR.
FRANK C. O'BRIEN
ALFRED I. MANSON, JR.
WILLIAM P. REISS
ROBERT P. HAZLEHURST, JR.
JOHN BARKER

CORWIN HOWELL
OF COUNSEL

June 28, 1956

Mrs. Max Stern
Institute for Advanced Study
Princeton, New Jersey

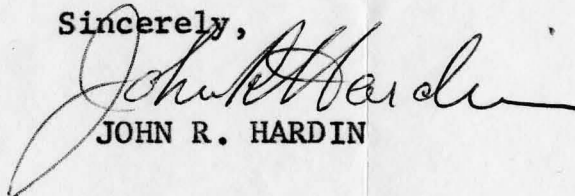
Dear Mrs. Stern:-

I doubt very much if any records
in the office of either the Transfer Inher-
itance Tax Bureau of New Jersey or the Federal
Internal Revenue would give you the lead which
you seek and, furthermore, I doubt if these
records are open for public inspection.

*They are not open
as I found out*

I regret that I cannot release the
information which you wish but I have again
reviewed the question with my partners and
we feel that our information is of a confiden-
tial nature which should not be divulged, even
if the use to which it would be put were com-
pletely justified.

Sincerely,


JOHN R. HARDIN

June 25, 1956

Dear Mr. Hardin:

I am wondering if in the records of the tax question arising under state law after the death of the founders there would be any official and quotable assurances on the subject about which you so kindly telephoned me recently. If these are public records, and if I could see them, I could then document my knowledge.

Thank you again for your courtesy and kindness to me.

Sincerely yours,

Beatrice M. Stern

John R. Hardin, Esquire
Pitney, Hardin & Ward
National Newark Building
Newark 2, New Jersey

CONFIDENTIAL

6/14

FOUNDERS

Corporation

GENERAL

Finance

INSTITUTE HISTORY

Institute History

Mr. John R. Hardin phoned 10:55 a. m., June 14, 1956.

"We have discussed your letter of June 4, 1956, in the firm, and feel it raises questions of relations between lawyer and clients." Therefore he cannot formally answer my request for the information.

But off the record, and not to be quoted, he can assure me in reference to the second paragraph of my letter that there is nothing to indicate that the Founders ever changed their intentions to leave the residue of their estates to the Institute.

I asked him whether it was true that the Founders had added codicils to their wills in January or February, 1930, providing for I. A. S. Also not for quotation he said, "That is true."

I said it was important information and that I would write with assurance on these matters and find some other source for citation purposes if I could.

When I thanked him he said he was glad to help, and that I should phone him if I needed any more information. Very cordial and gracious.

Beatrice M. Stern

Telephone conversation with Mr. John R. Hardin, 6/14/56

June 4, 1956

John R. Hardin, Esquire
Pitney, Hardin & Ward
National Newark Building
Newark 2, New Jersey

Dear Mr. Hardin:

You have already been very kind in sending me your father's files on the Institute which have proved to be very valuable for prospective on the early period. Because of this and for another reason, I hesitate to ask a question which you may not be able to answer or which you will not be able to answer, and I hope that you will forgive me if you find the question unethical.

As you may not know, there was considerable doubt cast upon the willingness of the founders to leave the bulk of their estates to the Institute, particularly in the early 1940's. Many representations are made that though they had pledged themselves to the continuing growth of the Institute, they either had misgivings or became less devoted to it than they were at its initiation.

The final will of Mr. Bamberger, I know, was dated February 20, 1943. I don't know whether copies of previous wills exist, and if they do whether you can tell me:

- (1) Whether in those wills the Institute was designated as residual legatee,
- (2) And whether the residuum would have been approximately the same through the years.

Another question raised by a statement made by Abraham Flexner in his autobiography, I Remember, indicates that the founders may have attached a codicil to their wills on leaving for Arizona for their winter vacation in January or early February, 1930, providing for an institute of higher learning or for the Institute for Advanced Study. Since the formulation of the idea had not proceeded far at that time, it would be interesting to know how a codicil providing for it could have been drafted. And of course it may be that your files on the matter are either privileged or non-existent.

Sincerely yours,

Beatrice M. Stern

BMS:jeb

April 30, 1956

John R. Hardin, Esquire
Pitney, Hardin & Ward
National Newark Building
Newark 2, New Jersey

Dear Mr. Hardin:

Thank you very much for your letter of April 27. I have gone through the correspondence file and have found nothing particularly personal in it.

It is very kind of you to make these records available to the Institute.

Sincerely yours,

Beatrice M. Stern

BMS:jeb

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NEWARK 2, NEW JERSEY

MARKET 3-1980

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OF COUNSEL

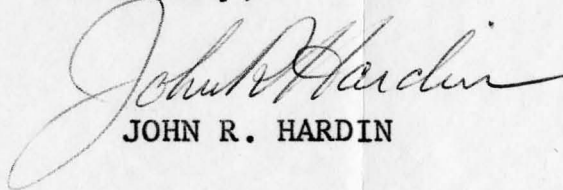
April 27, 1956

Mrs. Max Stern
Institute for Advanced Study
Princeton, New Jersey

Dear Mrs. Stern:-

I see no reason why we should retain in our files the records relating to the Institute which I sent to you. However, if you come across anything which seems particularly personal or confidential, I would appreciate its return.

Sincerely,


JOHN R. HARDIN

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY

April 25, 1956

John R. Hardin, Esquire
Pitney, Hardin & Ward
National Newark Building
Newark 2, New Jersey

Dear Mr. Hardin:

The records which you sent on
the Institute arrived yesterday in
good condition. We shall advise you
when we express them back to you.

Thank you again for your courtesy.

Sincerely yours,

Beatrice M. Stern

BMS:jeb

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY

April 23, 1956

Mr. John R. Hardin
Pitney, Hardin & Ward
National Newark Building
Newark 2, New Jersey

Dear Mr. Hardin:

Thank you for your prompt and kind
letter of April 20 and the information
it conveys.

I have not received the expressed
papers, but shall inform you immediately
when I do. Of course I shall return the
papers after I have finished with them.

Sincerely yours,

Beatrice M. Stern

BMS:jeb

PITNEY, HARDIN & WARD
NATIONAL NEWARK BUILDING
NEWARK 2, NEW JERSEY

MARKET 3-1980

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CORWIN HOWELL
OF COUNSEL

April 20, 1956

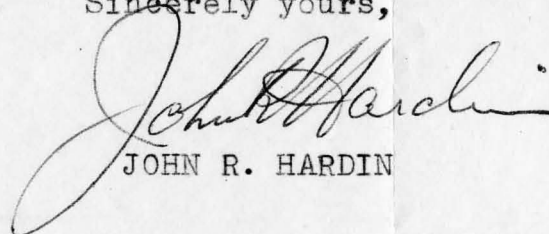
Miss Beatrice M. Stern
The Institute for Advanced Study
Princeton, New Jersey

Dear Miss Stern:-

This is in reply to your letter of
April 16th addressed to my late brother
Charles R. Hardin.

We find in our file considerable
correspondence and other documents relating
to the formation and early days of The In-
stitute for Advanced Study. This material
is being expressed to you under separate
cover and I would appreciate an acknowledgment
of its receipt.

Sincerely yours,


JOHN R. HARDIN

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY

April 16, 1956

Charles R. Hardin, Esquire
Pitney, Hardin & Ward
National Newark Building
Newark 2, New Jersey

Dear Mr. Hardin:

I have been employed by the Institute for Advanced Study to collect materials for a history of its first years in which I understand your father, Mr. John R. Hardin played an important part as counsel to Mr. Louis Bamberger and Mrs. Fuld.

In reviewing the available documentary materials, I find there is a substantial lack of information on the very early days, including the actual formation of the Corporation, the completion of the first By-Laws and correspondence and records of discussions at that time.

I should like to gain a clearer impression of the part played by your father both then and later. I would hope you might have in his papers correspondence and memoranda which would assist me. I should be pleased to come to Newark to your office for this purpose.

Thanking you for any assistance you may give me,
I am,

Sincerely yours,

Beatrice M. Stern

BMS:jeb

HOUSING

Facilities

Memoranda on professors' housing.

Filed in Vertical file under "H" for Housing.

December 3, 1936

HOUSING FOR INSTITUTE PROFESSORS

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

Princeton as a Community

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

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

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

Immediate Problem for the Institute

During the past three years, the new professors brought here by the Institute have been able to obtain fairly suitable housing accommodations largely because of the depression, which created a few vacancies in the larger houses and

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

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

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

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

THE OLDEN PROPERTY

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

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

PROPOSED COURSE OF ACTION

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

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

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

-7-

to amortize the expenditure in fifty years. Land taxes, of course, would be paid by the lessor.

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

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

Safeguards

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

-9-

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

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

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

-10-

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

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

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

Estimate of Cost

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

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

These figures are worked out on the assumption that \$20,000 would cover the cost of building and that the mortgage would run for twenty-five years. They indicate that on this basis the complete monthly cost to a professor for housing would be around \$160.00 per month up to his age of retirement and \$50.00 per month thereafter. These amounts would vary, of course, according to the amount

-12-

actually spent for construction. In addition, they would be increased somewhat if the loan were written for a time that was less than twenty-five years. Should these estimates prove correct, the proposal should be attractive to the professors. The annual charge up to the age of sixty-five is probably not in excess of what they are now required to pay in the form of rent for similar housing and less than they will be required to pay if rents advance. Their present annual costs would not be increased under this plan, therefore. In addition, they would have provided themselves with owned homes requiring outlays only for taxes and ground rent when they reach retiring age.

Scope of Program

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

Immediate Procedure

Should this program appear to merit serious consideration, it would be desirable to proceed rapidly in order that construction may be undertaken during the present winter and early spring before the shortages of labor that are impending become too acute. The most effective procedure probably would be to retain the services of a general architect or architectural firm capable of

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surveying the whole situation and of reducing it to specific proposals and reliable estimates on which action may be taken. The legal situation should also be checked with a view to ascertaining the form which the various contracts contemplated in the plan should take.

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

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

-0-

January 27, 1937

Dear Dr. Flexner:

I was not present at the meeting of the Trustees while they discussed the question of Institute housing, but from what you have told me, I judge that the action taken was along the lines of the attached program. Please read it carefully and make any changes which I may have missed.

If houses are to be available for occupancy next September, (the month when our leases expire), it is extremely important that the interested professors be in a position to select their lots immediately in order that the architect may start plans for the houses. The most important thing I should like to have the Building and Grounds Committee do at their meeting on Saturday, January 30, therefore, is to adopt definitely a plat and to authorize the construction of roads, sewers, etc. on that plat as they are needed. The adoption of a definite plat is not easy, however, until we know how many professors prefer sites on the Olden property. If all four come into the plan, my own suggestion would be to adopt Plan B as submitted by Mr. Black, subject to the following modifications:

1. A reservation of the center lot on Mercer Street for park purposes.
2. The roadways marked "X" to be reserved but not developed for the present. They are now registered as roads with the authorities and this registration should be withdrawn.
3. The lots "l", "m" and "n" should be eliminated for the present.

Adoption of this program would make nine acceptable building sites available.

If Professors Weyl and von Neumann desire to build off the Olden property, there is need for only two sites at present. In this case, I would advise dropping the attached plat entirely and running an extension of the roadway into Olden Manor along the rear of the lots fronting on Olden Lane as far as the rear of the lots fronting on Battle Road extended. This would be relatively cheap and would yield two extremely choice sites.

Final copy

January 27, 1937

MEMORANDUM

To: The Committee on Building and Grounds of the
Institute for Advanced Study

From: Dr. Abraham Flexner, Director

There are definite signs that a housing shortage is impending in Princeton, particularly a shortage of housing in the types and locations suitable for professors in the Institute for Advanced Study. I propose that the Institute act to meet this situation by adopting the following plan of aid to such professors as desire to build and own their own homes in Princeton. The plan is set forth below in the form of a series of propositions suitable for adoption by the Board of Trustees at its meeting on January 25, 1937.

1. The Director is authorized to take such action and incur such outlays as may be necessary to make the parcel of land indicated by the shaded area on the accompanying diagram available for residential uses. This land is already owned by the Institute and comprises the end of the Olden tract which abuts on Mercer Road. It lies entirely outside the area contemplated by the Institute as sites for Institute building and is particularly suitable for residential development of the type desired by Institute professors. It will require outlays for such things as roads, sewers, other public utilities, etc., to make it available for residential uses.
2. The Director is authorized to sell residential sites on this property to professors in the Institute and to such others as may be approved by the Committee on Building and Grounds on the following terms:-
 - A. The price for each lot to be sufficient to reimburse the Institute for its outlays in preparing the land for residential uses.
 - B. The buyer to agree that he will not transfer the lease, or rent or sell the property to any party that is unacceptable to the Committee on Building and Grounds of the Institute.

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- C. The buyer to agree that all plans for residences and other improvements made on the property will be submitted for approval to a jury of architects appointed by the Director.
3. The Executive Committee, on the recommendation of the Director, is authorized to lend funds at the disposal of the Institute to professors in the Institute for the purpose of acquiring houses under the following conditions:-
- A. The total loan to be covered by a mortgage on the property and for a sum not in excess of either (1) the amount expended on the property, or (2) twice the annual salary received by the professor from the Institute at the time the original loan is contracted.
 - B. The professor to take out or assign life insurance in favor of the Institute in an amount sufficient to repay the mortgage in full in event of his death prior to the repayment of the mortgage.
 - C. The Institute to deduct in advance from the salary of the professor each month a sum sufficient to (1) yield a return of 4 per cent to the Institute on the principal outstanding, (2) retire the entire debt within 25 years or by the time the professor is 65 years old, whichever is shorter, and (3) pay taxes, fire insurance, special assessments, etc. on the property and, in addition, the insurance premiums on the life of the professor referred to above. (The Institute in turn agreeing to pay such taxes, insurance, etc.)
4. The Director is authorized to take such additional actions and incur such additional outlays of an incidental character as may be necessary to effectuate the broad program outlined above.

December 3, 1936

HOUSING FOR INSTITUTE PROFESSORS

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

Princeton as a Community

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

-2-

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

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

Immediate Problem for the Institute

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

-3-

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

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

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

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

THE OLDEN PROPERTY

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

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

PROPOSED COURSE OF ACTION

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

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

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

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

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

Safeguards

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

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

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

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

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

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

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

Estimate of cost

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

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

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

Scope of Program

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

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Immediate Procedure

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

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

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

1936

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GENERAL

Facilities

HOUSING

BUILDINGS AND GROUNDS

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

Filed in Vertical File under "H" for Housing.

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

HOUSING

Facilities

Housing for Institute Professors.

Filed in Vertical File under H for Housing.

S File, Housing Plans, IAS.

December 3, 1936

HOUSING FOR INSTITUTE PROFESSORS

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

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

PROPOSED COURSE OF ACTION

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

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

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

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to amortize the expenditure in fifty years. Land taxes, of course, would be paid by the lessor.

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

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

Safeguards

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

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

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

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

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

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

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

Estimate of Cost

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

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

These figures are worked out on the assumption that \$20,000 would cover the cost of building and that the mortgage would run for twenty-five years. They indicate that on this basis the complete monthly cost to a professor for housing would be around \$160.00 per month up to his age of retirement and \$50.00 per month thereafter. These amounts would vary, of course, according to the amount

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actually spent for construction. In addition, they would be increased somewhat if the loan were written for a time that was less than twenty-five years. Should these estimates prove correct, the proposal should be attractive to the professors. The annual charge up to the age of sixty-five is probably not in excess of what they are now required to pay in the form of rent for similar housing and less than they will be required to pay if rents advance. Their present annual costs would not be increased under this plan, therefore. In addition, they would have provided themselves with owned homes requiring outlays only for taxes and ground rent when they reach retiring age.

Scope of Program

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

Immediate Procedure

Should this program appear to merit serious consideration, it would be desirable to proceed rapidly in order that construction may be undertaken during the present winter and early spring before the shortages of labor that are impending become too acute. The most effective procedure probably would be to retain the services of a general architect or architectural firm capable of

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surveying the whole situation and of reducing it to specific proposals and reliable estimates on which action may be taken. The legal situation should also be checked with a view to ascertaining the form which the various contracts contemplated in the plan should take.

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

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

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HOUSING

Facilities

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Biographical

Housing for Institute Professors prepared by Riefiler.

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December 3, 1936

HOUSING FOR INSTITUTE PROFESSORS

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

Princeton as a Community

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

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

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

Immediate Problem for the Institute.

During the past three years, the new professors brought here by the Institute have been able to obtain fairly suitable housing accommodations largely because of the depression, which created a few vacancies in the larger houses and reduced

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

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

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

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

THE OLDEN PROPERTY

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

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

PROPOSED COURSE OF ACTION

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

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

To induce professors to invest in property which would revert to the Institute without compensation at the end of fifty years will require sufficient privileges to enable them to recover on their complete investment within that time. It is proposed, therefore, that the annual rental on this fifty year lease-hold be reduced to an amount sufficient merely to cover outlay costs without reimbursing the Institute for its present investment in the land. If it costs around \$3,000 per lot to put in the necessary public improvements (roads, sewers, water, electricity, and gas), an annual rental of \$150.000 per year would be sufficient to return the Institute $4\frac{1}{2}$ per cent on its outlays and also to amortize the expenditure in fifty years. Land taxes, of course, would

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be paid by the lessor.

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

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

Safeguards

To recapitulate, it is proposed (1) that the Institute for a period of ten years stand ready to lease residential sites on the Olden tract to professors for their life time, but in no case for less than fifty years, the professors to pay all taxes and the Institute to receive an annual ground rent sufficient

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

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

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

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

These safeguards, taken as a whole, would reduce administrative procedure, negotiation, etc. in connection with the project to a minimum and would protect the Institute automatically from almost every possible eventuality that might involve either embarrassment or monetary loss ^{except} in the case where a professor should lose his academic connection prior to the maturity of his mortgage. Should this happen, and should the professor concerned not transfer to a new connection with sufficient income to permit him to continue payments on the mortgage, or should he refuse to make such payments, the Institute would have to protect its rights by the institution of foreclosure proceedings and might find the amount for which it could resell the property insufficient to cover its commitments. In this case, therefore, the favorable terms proposed, including the waiving of down payments and twenty-five year loans might possibly involve the Institute in some administrative costs and some financial risks. The chances of these eventualities occurring, however, are extremely small. Professors of the type who are likely to take advantage of the opportunity outlined have life tenure in most cases, and when they move, it is frequently to take advantage of a better income. The housing situation in Princeton is such, furthermore, that it will probably be possible to dispose of these houses easily and without loss even if they should be taken over by the Institute through

foreclosure. In any event, the risk under this procedure would seem to be much less than that which might come under a rental plan or any other housing plan which the Institute might adopt.

Estimate of Cost

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

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

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

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and less than they will be required to pay if rents advance. Their present annual costs would not be increased under this plan, therefore. In addition they would have provided themselves with owned homes requiring outlays only for taxes and ground rent when they reach retiring age.

Scope of Program

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

Immediate Procedure

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

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

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

-0-

January 27, 1937

Dear Dr. Flexner:

I was not present at the meeting of the Trustees while they discussed the question of Institute housing, but from what you have told me, I judge that the action taken was along the lines of the attached program. Please read it carefully and make any changes which I may have missed.

If houses are to be available for occupancy next September, (the month when our leases expire), it is extremely important that the interested professors be in a position to select their lots immediately in order that the architect may start plans for the houses. The most important thing I should like to have the Building and Grounds Committee do at their meeting on Saturday, January 30, therefore, is to adopt definitely a plat and to authorize the construction of roads, sewers, etc. on that plat as they are needed. The adoption of a definite plat is not easy, however, until we know how many professors prefer sites on the Olden property. If all four come into the plan, my own suggestion would be to adopt Plan B as submitted by Mr. Black, subject to the following modifications:

1. A reservation of the center lot on Mercer Street for park purposes.
2. The roadways marked "X" to be reserved but not developed for the present. They are now registered as roads with the authorities and this registration should be withdrawn.
3. The lots "l", "m" and "n" should be eliminated for the present.

Adoption of this program would make nine acceptable building sites available.

If Professors Weyl and von Neumann desire to build off the Olden property, there is need for only two sites at present. In this case, I would advise dropping the attached plat entirely and running an extension of the roadway into Olden Manor along the rear of the lots fronting on Olden Lane as far as the rear of the lots fronting on Battle Road extended. This would be relatively cheap and would yield two extremely choice sites.

January 27, 1937

MEMORANDUM

To: The Committee on Building and Grounds of the
Institute for Advanced Study

From: Dr. Abraham Flexner, Director

There are definite signs that a housing shortage is impending in Princeton, particularly a shortage of housing in the types and locations suitable for professors in the Institute for Advanced Study. I propose that the Institute act to meet this situation by adopting the following plan of aid to such professors as desire to build and own their own homes in Princeton. The plan is set forth below in the form of a series of propositions suitable for adoption by the Board of Trustees at its meeting on January 25, 1937.

1. The Director is authorized to take such action and incur such outlays as may be necessary to make the parcel of land indicated by the shaded area on the accompanying diagram available for residential uses. This land is already owned by the Institute and comprises the end of the Olden tract which abuts on Mercer Road. It lies entirely outside the area contemplated by the Institute as sites for Institute building and is particularly suitable for residential development of the type desired by Institute professors. It will require outlays for such things as roads, sewers, other public utilities, etc., to make it available for residential uses.
2. The Director is authorized to sell residential sites on this property to professors in the Institute and to such others as may be approved by the Committee on Building and Grounds on the following terms:-
 - A. The price for each lot to be sufficient to reimburse the Institute for its outlays in preparing the land for residential uses.
 - B. The buyer to agree that he will not transfer the lease, or rent or sell the property to any party that is unacceptable to the Committee on Building and Grounds of the Institute.

-2-

- C. The buyer to agree that all plans for residences and other improvements made on the property will be submitted for approval to a jury of architects appointed by the Director.
3. The Executive Committee, on the recommendation of the Director, is authorized to lend funds at the disposal of the Institute to professors in the Institute for the purpose of acquiring houses under the following conditions:-
 - A. The total loan to be covered by a mortgage on the property and for a sum not in excess of either (1) the amount expended on the property, or (2) twice the annual salary received by the professor from the Institute at the time the original loan is contracted.
 - B. The professor to take out or assign life insurance in favor of the Institute in an amount sufficient to repay the mortgage in full in event of his death prior to the repayment of the mortgage.
 - C. The Institute to deduct in advance from the salary of the professor each month a sum sufficient to (1) yield a return of 4 per cent to the Institute on the principal outstanding, (2) retire the entire debt within 25 years or by the time the professor is 65 years old, whichever is shorter, and (3) pay taxes, fire insurance, special assessments, etc. on the property and, in addition, the insurance premiums on the life of the professor referred to above. (The Institute in turn agreeing to pay such taxes, insurance, etc.)
4. The Director is authorized to take such additional actions and incur such additional outlays of an incidental character as may be necessary to effectuate the broad program outlined above.

HOUSING

Facilities

Long letter from Harrison M. Thomas to Otto S. Schairer
of R. C. A. regarding I. A. S. housing.

Filed in Vertical file under "H" for Housing.

D, Housing Situation in Princeton

C
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P
Y

March 25, 1941

Mr. Otto S. Schairer, Executive Vice President
Radio Corporation of America
RCA Building
30 Rockefeller Plaza
New York City

Dear Mr. Schairer:

The following data are enclosed, which it is hoped may be helpful to your assistants and employees in connection with the changes in residence proposed.

The subject matter divides itself into three parts:

- (1) General conditions in Princeton
- (2) Housing conditions in the Princeton area, which have been prepared by Mr. Stanley S. Bergen and reviewed by us.
- (3) Financing arrangements for those who may wish to build their own homes.

Although Mr. Beal has asked for a survey of the available accommodations within a radius of ten miles, and such material as is available is annexed hereto, our comments are confined to Princeton Borough and Princeton Township because, with the exception of highly industrial areas such as New Brunswick and Trenton, it would appear that the other surrounding communities would be unable to cope with any substantial influx.

Some of the more obvious difficulties faced by such communities are expansion of water, sewer and other utility services; and rather more important, the question of providing adequate educational facilities. Their concern over the latter can be understood when we consider that, even in

Princeton Township, for example, the cost to the Township per pupil is \$120 per annum; an amount equal to the taxes received by that municipality on a \$6,500 house assessed at 60% of its value. This, of course, does not include the cost to the municipality of fire, police and other services.

Princeton (and where that term is used it will mean the Borough and the Township) will willingly cope with these problems and has sufficient undeveloped property to provide housing. The two banks can meet any reasonable demands for financing individual home mortgages. There is a scarcity, however, of rental properties and it will be difficult to increase this capacity without:

(1) Some guarantee by your company of minimum rental which would attract institutional funds for investment; or

(2) Some cash subscription for a corporation to be formed for sale or rental of homes such as provided for under Title 207 of the FHA. Such contributions should not exceed 10% of the total cost of the project.

While it is most important that careful planning be given to provide rental housing, this does not mean necessarily that such additional housing be occupied exclusively by RCA people. It is to be expected that new housing should attract a certain proportion of present residents which would in turn release existing accommodations for perhaps RCA people and thus diversify the population areas.

With reference to the comments under Financing (3), you might say, if occasion arises, "Certain tracts owned by the Princeton Bank and Trust Company are located most conveniently to our laboratory. We are arranging with them to construct homes on a cost plus fixed fee basis and to finance purchase of such houses on generous terms. We will consider applications to advance necessary down payments where employees are unable to arrange cash payments for same to be repaid at the same interest and amortization rates as the mortgage. (Princeton Bank and Trust Company will collect such payments--entire monthly payments can be charged against monthly salary accounts if desired.) Other sites are, of course, available and applications for building elsewhere will be considered individually."

We will be glad to supply lists of builders when requested.

(1) General conditions in Princeton

Princeton is an incorporated borough and has a population of 7,719. It is completely surrounded by the Township of Princeton, having an additional population of 3,251. On the south side of the Township, the Delaware-Raritan Canal represents the dividing line between the Township and West Windsor Township.

Each municipality has its own police force, and the Township is served by the very able volunteer fire department of the Borough. The sewer system is jointly operated, and both districts are served by the independent Princeton Water Company.

Princeton is located approximately mid-way between New York and Philadelphia and is readily accessible by motor, by train or by bus. The main line of the New York-Philadelphia branch of the Pennsylvania Railroad operates a stop at Princeton Junction, with a shuttle service to transport passengers to Princeton. Trains leave for New York and for Philadelphia on an average of once an hour. The Greyhound Bus Line from New York to Philadelphia runs through the main street of Princeton, and busses leave for these destinations at about two-hour intervals. In addition, there is a bus service between Trenton and Princeton which runs once an hour, and another between Princeton and New Brunswick and Dunellen which also runs once an hour.

Princeton offers unusual educational facilities for a town of its size. There are, in addition to the very efficient public school system, the following private institutions:

Nursery School:

Cedar Grove School
The Child Garden

Preparatory schools:

Miss Fine's School (kindergarten through college preparatory work for girls -- kindergarten and primary grades for boys.)

Princeton Country Day School (boys 10 to 15 years of age -- 5th grade through 10th.)

Hun School (junior and senior preparatory school for boys.)

St. Paul's School (parochial -- connected with St. Paul's Roman Catholic Church.

Higher education:

Westminster Choir School
Princeton University
Princeton Theological Seminary of the Pres-
byterian Church
St. Joseph's College (Roman Catholic)
Institute for Advanced Study

Princeton has a number of churches represent-
ing various denominations. Among them are the following:

First Presbyterian Church
Second Presbyterian Church
Trinity Episcopal Church
Methodist Church
First Church of Christ, Scientist
St. Paul's Roman Catholic Church
The Religious Society of Friends (occasional
meetings)
Princeton University Chapel (non-sectarian)

There are numerous social activities available
to residents of Princeton. Among the clubs and organizations
in the town are:

Young Women's Christian Association
Girl Scouts of America
Boy Scouts of America
British Ex-Service Men's Club of Princeton
Business and Professional Women's Club
Knights of Columbus Club
Lions Club
Nassau Club (men)
Present Day Club (women)
Princeton Shrine Club
Republican Club of Princeton
Springdale Golf Club
Women's College Club
Princeton Chapter, New Jersey Daughters of
the American Revolution
Princeton Chapter, Sons of the Revolution
of the State of New Jersey
Princeton Post No. 76, The American Legion

There are two moving picture theaters in
town, and one legitimate theater where occasional plays and
concerts are presented. In addition, a number of the lectures
given at Princeton University are open to the public.

There are excellent hotel accommodations available. The Princeton Inn, with 100 bedrooms, is located on the edge of and overlooking the Springdale Golf Course; the Nassau Tavern, also having 100 rooms, is situated on Palmer Square; and the Peacock Inn, a small family hotel, is at 20 Bayard Lane. All of these inns, of course, have attractive dining rooms where the food is delicious. There are also a number of restaurants of various types. One of the most attractive of these is the Prince of Orange Inn, housed in one of Princeton's historic homes. The Tiger Tea Pot and Renwick's are also pleasant places to eat.

Princeton has a public library containing approximately 15,000 volumes, and of course the University and the Theological Seminary both have outstanding library facilities.

The Princeton Hospital was erected in 1926 by public subscription. It is equipped with every modern hospital convenience. Besides a corps of trained nurses, local physicians are constantly in attendance. The Princeton Tuberculosis League holds clinics once each month at the Hospital. Princeton has also a very efficient and helpful Visiting Nurse.

Banking and savings facilities are furnished by the following institutions:

Princeton Bank and Trust Company
First National Bank of Princeton
Princeton Building and Loan Association
Nassau Building and Loan Association

(2) Housing conditions in the Princeton area

Data recently published by the Federal Reserve System indicates that only 8% of the residences in this country have been built within the past ten years. In Princeton, it is safe to say that the average is even lower. The accompanying survey (Exhibit A), therefore, does not reveal the quality of the accommodations offered, but only a present estimate of what might be available in certain price ranges next fall.

(3) Financing arrangements for those who may wish to build their own homes

It is natural for many of you to want to live in the country. It is probably unnecessary to point out that the purchase of land, or down payments on the same, should not be made without previously arranging for mortgage

money if it is to be required. One of the chief attractions of living in the country is to be beyond zoning ordinance restrictions on building, use, keeping of domestic animals or poultry, and the like. The disadvantages of the freedom from restrictions are a lack of urban-provided streets and utilities, all of which have to be installed with extra cost and by special arrangement, and the lack of continuity and stability of use over a period of years. Both of these disadvantages make it especially advisable to be assured of the possibility of mortgage money before buying such otherwise desirable land. As ably stated among the "Property Standards" established by the FHA: "Only those neighborhoods which have qualities making for continuity and stability of use over a period of years provide the security essential for long-term mortgage investment."

The tax rate for the Borough is \$3.46; while that of the Township is \$2.96.

Both the Princeton Bank and Trust Company and The First National Bank of Princeton will be glad to consider applications for mortgages on properties located in the Borough or Township of Princeton:

(1) On completed properties in a principal amount equal to 60% of the value placed on them by our own appraisers at an interest rate of 5% per annum, to be amortized as shown below:

Appraised value of property	\$10,000.00
Mortgage granted	6,000.00
Annual payments for interest and amortization of principal, per year ..	600.00

After the first year, interest payments are lower, but amortization is higher, so that entire mortgage is paid off in approximately fourteen years. Larger down payments and/or larger monthly payments will merit consideration of lower interest rates.

(2) On proposed residential construction when commitment is guaranteed by FHA, at 4-1/2% plus 1/2% insurance charge on their general terms:

Up to \$6,000	minimum down payment 10%
\$6,000 to \$10,000 ..	minimum down payment 10% on first \$6,000 and 20% on balance
Over \$10,000	minimum down payment 20% on entire amount

It should be noted that the above are the minimum down payments required for FHA commitments, based on the value placed by their appraisers. As a general practice, perhaps FHA insured mortgages should be figured at not over 85% of the purchase price up to \$10,000, and 75% over that. The following examples will serve as illustrations of the approximate charges under FHA mortgages:

Price of house	\$7,000.00	\$10,000.00	} 20 year Plan
FHA commitment	6,000.00	8,000.00	
Amount of cash required	1,000.00	2,000.00	
Monthly carrying charges	54.00	73.50	

Each additional thousand dollars borrowed on mortgage would increase the monthly amounts for principal and interest by \$6.33 per month, and the increased value of the property would be accompanied by an increase of about \$1.75 per month for taxes, and a slight addition for fire insurance.

Both banks have obviously more latitude when financing with respect to properties which they own, including the building of homes on vacant properties.

(3) The Princeton Bank and Trust Company will charge a 4% interest rate, plus FHA insurance charge of 1/2% per annum, on mortgages against new homes to be constructed on the Greenlands or Nassau Realty Company tracts or other properties owned by the bank; (these are shown on the attached map, marked "P.B." -- Exhibit B); and will accept lots purchased on such tracts, when fully paid for, as required margin for issuing mortgage to provide construction costs, provided elevation plans and construction costs are approved by us.

Princeton Bank and Trust Company has arranged to begin construction on a number of houses ranging from \$7,000 to \$15,000. These should be far enough along within the next two or three months to show what can be provided in various income groups. These are designed to furnish maximum housing value at minimum cost. Individuals will be welcomed to submit plans of architects of their own choice and have estimates prepared provided they bear the expense of such estimating costs.

In weighing the comparative advantages of building as against renting homes, there are a number of factors which should be considered by your employees. Our observation is that rental values on a given house usually run in the vicinity of 20% higher than the carrying charges on an FHA mortgage on the same property.

Referring to the examples of carrying charges listed above, the monthly payments on a \$7,000 house, including taxes and insurance as well as interest and amortization, are approximately \$54.00 a month, whereas that same house would probably rent for over \$65.00. Accordingly, even if the original down payment was borrowed over and above the mortgage, and amortized on the same basis, the total monthly payment required would probably not exceed the rent necessary to obtain poorer accommodations. Of course, an individual who has cash or resources available to cover the down payment would find the contrast in cost even greater.

Another factor to be considered is the question of income taxes. As you know, no part of payments for rent is deductible for income tax purposes, whereas all payments of interest and taxes are deductible. This deduction is particularly important to individuals in the surtax brackets, although the tax saving is sizable even for individuals with lower incomes. In cases where investments are liquidated to cover down payments on a house, savings from this source are frequently sufficient to offset the loss of income previously derived from these investments.

Enclosed please find the following exhibits which are in triplicate except where otherwise noted:

- (a) Survey of vacancies.
- (b) Master map (one copy), accompanied by brief description of each numbered area.
- (c) Map of Lakevue Tract.
- (d) Pictures (two) of Patton Avenue and sketches of two newly completed houses.
- (e) Palmer Square Apartment Plan.

We trust that you will find this material helpful. If additional photographs or maps are required, they can be furnished on reasonably short notice. We shall await your advice as to when you wish to discuss the matter further.

Very truly yours,

HARRISON M. THOMAS
President

March 25, 1941

Survey as of March 25, 1941, of the housing situation in Princeton Borough, Princeton Township, Rocky Hill, Kingston, Penns Neck, Princeton Junction, West Windsor Township, Hightstown, Cranbury, Plainsboro, Lawrenceville and Trenton as made by Walter B. Howe, Inc. for the Radio Corporation of America group.

PRINCETON BOROUGH, PRINCETON TOWNSHIP And surrounding territory including KINGSTON, ROCKY HILL, PENNS NECK, PRINCETON JUNCTION and WEST WINDSOR TOWNSHIP

The renting situation in this district is very acute and has been for the past several years; there has been no investment building to speak of and Princeton has had a steady growth so that there is a house shortage in this territory. Besides the growth in the Princeton University staff, the Institute for Advanced Study, Westminster Choir School and last fall the League of Nations have moved here. Then the General Motors opened up a large plant on the outskirts of Trenton and the Squibb Laboratory at New Brunswick and we have had many calls for homes from the staff of both of these plants. Also, Princeton is centrally located and with the electrification of the Pennsylvania Railroad cutting down the train time between New York and Philadelphia, and also easily reached by automobile to all sections of New Jersey and eastern Pennsylvania, it has become a popular community for commuting and traveling men covering this territory.

Owing to Princeton being an educational center and a residential community all of our leases revolve around the opening of the educational institutions. At least 95% of our leases are on a yearly basis from September 1st or 15th so that our renting season is in the late spring or early summer for September 1st occupancy.

As of March 25th the following unfurnished houses are available for rent:

- 3 houses under \$50 per month
- 9 houses between \$50 and \$75 per month
- 5 houses between \$75 and \$100 per month
- 21 houses above \$100 per month

The apartment situation is a trifle better and usually from July 1st to September 1st there are about 35 apartments available in Palmer Square. The average size and rental of these apartments:

Exhibit E	20 one room apartments at \$40 per month
	6 two room apartments at \$58 per month
	6 or 7 three room apartments at \$63 per month
	3 or 4 four room apartments at \$83 per month

Besides the Palmer Square apartments there are usually scattered around in the Princeton district at least 30 to 40 more apartments running in size from three and four rooms and bath and a few five room apartments, averaging in price from \$50 to \$90 per month unfurnished.

Very few furnished apartments are ever available.

For Sale

As of March 25th the following is a list of approximately the number of properties that are for sale and their price range:

15 between \$4,000 and \$5,000
31 between \$5,000 and \$8,000
22 between \$8,000 and \$10,000
43 between \$10,000 and \$15,000
56 between \$15,000 and \$25,000

HIGHTSTOWN

Rent

Hightstown is completely filled up and they have nothing to offer for rent and have not had for several years.

Sale

There are about 30 properties running from four room and bath bungalows from \$2,400 up to six or seven room and bath cottages at \$8,000. Included in this are three new cottages of six rooms and bath being built for sale by an investor to be sold at \$8,000. There is one large house, centrally located, that is in bad condition, having been severely damaged by fire and never repaired. It is now standing idle and can be bought for \$4,000. By spending about \$3,000 it could be converted into a two-family house. This is the only vacant property in Hightstown. There is one two-family house for sale at \$5,500. It has five rooms and bath each side.

CRANBURY AND PLAINSBORO

Rent

Nothing for rent - completely filled up. However, occasionally one of about six rooms and bath does come on the market and the average rental is from \$35 to \$40 per month.

Sale

At the present time there are five or six properties for sale averaging in size from six rooms and bath to eight rooms and bath, and from \$5,000 to \$8,000 in price.

LAWRENCEVILLE

Rent

Again the situation is acute and in the Lawrenceville district at the present time there are not over two or three properties available. They average in size from six rooms and bath to eight or nine rooms and two baths and from \$50 to \$60 per month.

Sale

There are about 10 properties for sale and they are the general run of good, bad and indifferent, average in size from six rooms and bath to eight or nine rooms and two baths and in price from \$4,500 to \$10,000.

TRENTON

Although Trenton is the Capital of the State it is a commercial center and the properties are of the type that are generally found in a city of approximately 150,000 population. The outskirts or residential districts would not have any of the advantages - except possibly bus lines to the center of the city - that the Princeton district affords.

Rent

Again the renting situation is bad for nice properties, so much so that the tenants, in order to be secure in their homes, are buying under easy terms. At present the following is a list of what is available:

About 25 houses in the \$40 to \$50 per month range
About 30 in the \$65 to \$75 per month range
About 12 in the \$90 to \$100 per month range

These properties are scattered and are the general run and have from five rooms and bath to nine or ten rooms and two baths.

The apartment situation is much easier because there is a new garden apartment house going up on Greenwood Avenue; although diagrams have not as yet been released ground has been broken and the construction is under way. It is safe to assume that these apartments will be from 3-1/2 rooms to 4-1/2 rooms and bath and rent from \$45 to \$60 per month. In the Colonial Apartment House on West State Street, which was just finished and is about 65% rented, the apartments run in size from 2-1/2 to 4-1/2 rooms and bath and from \$65 to \$85 per month.

-4-

Sale

Scattered throughout the Trenton district and just over the Delaware River in Bucks County, Pennsylvania, and taking in Ewing Township, Hamilton Township, etc., all of which would be from eleven to fifteen or sixteen miles away from the Laboratories cite but covering what is known as the Trenton district, there are about 100 properties - good, bad and indifferent - from five rooms and bath to six rooms and bath and averaging in price from \$4,500 to \$6,500. Some of these are new, having been built by developers for immediate sale.

In the \$7,000 to \$10,000 range and having from six rooms and bath to eight rooms and two baths there are about 25 properties available.

Housing

MINUTES OF MEETING OF COMMITTEE ON BUILDINGS AND GROUNDS

THE INSTITUTE FOR ADVANCED STUDY

March 26, 1940

A meeting of the Committee on Buildings and Grounds of the Institute for Advanced Study was held in Princeton, New Jersey, on Tuesday, March 26, 1940.

Present: Mr. Haas, Mr. Veblen, Mr. Aydalotte, and Mr. Larson

1. The Committee considered carefully the architect's plans and budget for the duplex houses and approved of issuing plans and specifications to bidders with the understanding that the bids should be received and opened on Tuesday, April 9.

2. The form of contract for the builders of these houses was considered in general terms, and the following points were agreed upon:

- a. Lease of land for \$1.00 per year for ⁵⁰ years, subject to renewal for a similar term
- b. Down payment of approximately 1/2 the cost of each house
- c. Mortgages for remainder at 4% and amortization
- d. Interest, taxes, and fire insurance in form of monthly deduction from salary
- e. In the event of death or retirement of a professor, house to be sold only to purchaser approved by Institute, and Institute to agree to purchase house if no approved purchaser is found at a price which would give the Institute a reasonable prospect of resale to another member of the faculty without loss

[arbitration appraisal]

3. In view of the fact that down payments are expected on approximately one-half the cost of each building, it was agreed that no life insurance policy should be required, and it was further agreed that the rate of amortization should be adjusted between the Institute and each individual in accordance with the monthly payments which each would be able to meet.

Some clauses
or in other
words

4. It was agreed that the Institute should keep Cook Road as a private road and that suggestions should be sought for a suitable name.

*Parway in Cook
with Berougl*

5. The question was raised as to whether any features of the contracts with the owners of the duplex houses should be extended to the four professors who have already built individually their houses on Institute land, but no action was taken.

The points in which the two contracts differ are:

- a. Lease of land versus purchase *(lean over to other group)*
- b. Obligation as well as right of Institute to buy houses from owners if no approved purchaser is found

September 19, 1947

To Dr. Lyde Potts (Copy to Dr. Oppenheimer)

From Bernetta A. Miller

REGARDING APARTMENTS AND ROOMS

The Institute is now operating 46 Apartments (38 Furnished by Institute) and 20 furnished rooms in town.

The apartments are very comfortable and I feel are very much appreciated by all of the tenants. (I hear only praise on all sides).

Work is now under way to get them in shape for winter. (Double windows, etc.)

Some painting should be done inside as soon as the men can be spared after they have done outside work during the good weather. The houses will be vastly improved if cheered up inside and out with bright colors.

Tenants are grateful for the prospect of grass now beginning to show.

Trees are needed in certain spots for utilitarian purposes (shading of porches where there are babies, etc.)

Eyesores are the array of garbage cans and hit and miss clothes lines. SCREENING FOR THEM IS NECESSARY AS THEY GIVE A COMPLETELY WRONG IMPRESSION OF THE HOUSES AS THEY NOW ARE.

Laundromats would solve many problems for the families. There are now 30 odd children and more coming.

Some additional paths would ^{are} be desirable at certain points.

August

HOUSING

Facilities

Application for Loan Assistance under Title IV of the
Housing Act of 1950 to the Housing and Home Finance Agency,
August, 1954.

Filed in Vertical File under "H" for Housing.

D, Housing Project, 1955, Miscellaneous

INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY

APPLICATION

for Loan Assistance under Title IV of the
Housing Act of 1950
to the

HOUSING AND HOME FINANCE AGENCY

August, 1954

Form H-1000
(11-52)

HOUSING AND HOME FINANCE AGENCY
OFFICE OF THE ADMINISTRATOR
COLLEGE HOUSING PROGRAM

APPLICATION FOR LOAN ASSISTANCE UNDER
TITLE IV OF THE HOUSING ACT OF 1950

APPLICANT LEAVE BLANK

Application No. _____

Date received _____
Prepare four copies of this application. Submit three copies with three copies of all required attachments.

READ CAREFULLY THE INSTRUCTIONS ON PAGE 4 BEFORE PREPARING APPLICATION

The applicant named below, an institution of higher learning, makes application to the United States of America for a loan pursuant to Title IV of the Housing Act of 1950, for the purpose of providing housing for its students or faculty, or both, as described in Part I below.

The Applicant represents that if a loan is granted as a result of this application, it will undertake the construction of the housing for which the loan is made in such a manner that economy will be promoted, and that the housing will not be of elaborate or extravagant design or materials; that the data contained in this application or in support thereof are true and correct; that it will furnish promptly such other supporting information and documents as may be requested; and that the undersigned has been duly authorized by the appropriate governing body of the Applicant to file this application.

IN WITNESS WHEREOF the Applicant has caused this application to be duly executed in its name on this _____ day of _____, 19_____

Institute for Advanced Study
(Title of institution)

Olden Lane
(Address)

Princeton, New Jersey
(Title)

By _____
(Correct corporate name of institution)

Applicant's authorized representative to whom communications should be addressed:

Milner C. Morgan, Jr.
(Name)

General Manager - Controller
(Title)

c/o Institute for Advanced Study, Olden Lane, Princeton, N.J.
(Address)

Princeton 1-4400
(Phone)

I. PROPOSED PROJECT

A. TYPE AND NUMBER OF DWELLING UNITS

	DORMITORY	STUDENT FAMILY APARTMENTS	FACULTY APARTMENTS	FACULTY HOUSES	OTHER ²	TOTAL
Number of living units ¹	Men _____ Women _____	75	0	0	32 single suites	x x x x x x x
Anticipated over-all cost						\$1,200,000
Amount of loan requested						\$1,200,000

¹ For dormitories, indicate number of students to be housed; for other accommodations, indicate number of family units.

² Describe in B, below.

B. GENERAL NARRATIVE DESCRIPTION.—Where the loan requested includes land cost—state amount. To the extent possible, describe the number of buildings, number of stories, type of construction, estimated floor and site areas, facilities to be included, and the desired starting and completion dates for each type of dwelling unit (whether to be newly constructed or rehabilitated), in the order of preference. In the case of rehabilitation of existing structures, describe in general terms the work to be done. If more space is needed, attach extra sheets and mark them I-B.

See attachment

26	31	33	100	110	120
1970	1971	1971	1971-72	1972	1972
VOLUME			REMOVED		
1. Number of full-time students enrolled as of end of second week of autumn term or semester on the campus where the housing is to be constructed					
C. EVIDENCE OF HOUSING NEED					

1. Number of full-time students enrolled as of end of second week of autumn term or semester on the campus where the housing is to be constructed.

*Summarize method used to estimate future enrollment.

3. Data concerning unsatisfactory living quarters:

(a) Existing unsatisfactory living quarters owned or operated by the Institution, included in Section I-C-2, above:

(b) Explain why above-named structures are unsatisfactory.

(c) Give the estimated number of prospective students who desired to enroll but were unable to do so because of lack of suitable housing; give similar information concerning full-time faculty members. State the basis for making these estimates and also indicate the efforts made to secure adequate housing for such students and faculty.

(d) Indicate the number and types of new or rehabilitated quarters, included in Section I-A, to replace existing unsatisfactory units.

4. List new housing facilities for students and faculty on which construction has been started, showing proximity to campus, type of structure, gross in square feet, occupant group and number, and anticipated date when these facilities will be ready for occupancy. List in tabular form, as in Section 3 above; or enter "None."

¹ Omit boxes (c), (d), and (e), if no faculty housing is applied for.

² If exact figures are not readily available, give as accurate estimates as possible and indicate that they are estimates.

³ Use same designation as in Section I-A, where applicable.

A. SECURITY OFFERED FOR LOAN.—The institution proposes to furnish the following security for the loan requested:

urnish the following security for the loan requested:

Project completed:

Project status:

1. Consistent to the "Rational" theory of joint bank's and state governments.

(1941 example) 1941 tool (1941 example)

INSTRUCTIONS FOR COMPLETING APPLICATION

I. SUBMISSION OF PRELIMINARY APPLICATION

A. PURPOSE OF PRELIMINARY APPLICATION

Considerable time and expense is involved, both for an applicant institution and the Agency, in developing and processing the information, data, and exhibits required in the full application for a College Housing loan. The application procedure has therefore been divided into two phases: (1) The Preliminary Application, requiring a relatively simple completion of basic information on eligibility and need for the facility; and (2) the Full Application, in which all factors of eligibility and need are developed and reviewed in detail for final approval.

II. SUBMISSION OF FULL APPLICATION

Fill in Parts II and III on page 3—In addition, submit the data called for below

A. ENGINEERING DATA TO BE SUBMITTED

Submit as attachments to Part I-B, the following architectural and engineering data:

1. Plot plan showing location of site or sites and proposed building or buildings.
2. Preliminary drawing or sketch plans, consisting of plan and elevation views of all buildings, and showing layout of each floor, drawn to correct scale, with all rooms and attendant facilities.
3. Outline specifications for all buildings, indicating type of construction, heating and ventilating, plumbing, electrical, source of light and heat, water and sewer connections, cubage and square foot floor area for each building.
4. Show space allocation for each building, as follows:

	Area (square feet)	Percent of total floor area	Area per student (square feet)
Study—Bedroom	-----	-----	-----
Lounge—Recreation	-----	-----	-----
Toilets—Showers	-----	-----	-----
Kitchen—Dining	-----	-----	-----
Service—Laundry	-----	-----	-----
Storage	-----	-----	-----
Corridors—Stairs	-----	-----	-----
Other	-----	-----	-----
TOTAL	-----	-----	-----

5. Describe dining facilities, including total seating capacity, area of dining hall, type of service and number of seatings.
6. Cost estimate for each building, as follows:
Preliminary expense ¹ \$-----
Land and rights-of-way -----
Construction:
 (a) Building \$-----
 (b) Site improvements -----
 (c) Utility connections -----
 (d) Equipment (fixed only) -----
 (e) Contingencies ² -----
Architectural engineering services -----
Government field expense (inspection and audit) ³ -----
Legal and administrative expense -----
Interest during construction -----
Project contingency ⁴ -----
TOTAL \$-----
Estimated construction time months
7. Indicate present status of site as to ownership.
8. Name and address of architect and terms of his employment.

B. FINANCIAL DATA TO BE SUBMITTED

Submit as Part II-B of the application a comprehensive statement of the institution's financial condition, including the following:

1. General financial information—
 (a) Financial reports for the last three (3) years, prepared in accordance with generally accepted principles of accounting and reporting for educational institutions.
 (b) Statement of the operations of reserves, sinking funds, or other funds set aside for debt retirement, showing amounts applicable to each item of debt, annual amounts added to and disbursed from the funds, and description of assets of such funds.
 (c) Statement of any defaults or postponements in payment of principal of or interest on any obligations within the past twenty (20) years, explaining such defaults or postponements.
2. Financial operations of present housing and feeding facilities:
 Indicate the following items (If this information is separately shown in the financial reports furnished under 1 above, it need not be reported separately here if appropriate references are given):
 (a) INCOME (showing sources).
 (b) EXPENSES, with a breakdown showing administrative salaries, share of institutional administrative expense, and other general and administrative expenses, if possible; operation expenses (showing expenditures for wages, supplies, food (in the case of feeding facilities only), laundry, utilities, repairs, equipment replacements, insurance, and other charges, if possible).

B. SUBMISSION OF PRELIMINARY APPLICATION

1. Fill in the application only with respect to the information called for in Parts I-A, I-B, and I-C (pages 1 and 2). Parts II and III should not be filled in at this stage.
2. Complete all signatures called for on page 1 of the form, and submit the original and two copies of the application to the Regional Office, HHFA.
3. If this Preliminary Application is approved, all copies will be returned to you for completion and submission of the full application.

- (c) DEBT SERVICE. Show payments for interest, debt retirement, and provision for debt retirement by transfers to reserves or sinking funds, and including a summary statement of debts for such housing and feeding facilities, showing purposes for which incurred, interest rates, maturities, and type of obligation.
3. Anticipated financial operations of proposed project:
 Statement of anticipated operations of the proposed project, prepared in accordance with the general headings in item 2 above.
4. Other information:
 (a) Statement of other funds available for construction of the housing applied for.
 (b) Statement of availability of revenues from existing facilities or sources which may be pledged for payment of debt service on proposed project.

C. LEGAL DATA TO BE SUBMITTED

Submit as Part III of the application a legal memorandum signed by counsel for the Applicant discussing in detail all legal questions arising in connection with the project and the incurring of the proposed indebtedness. Among other points the memorandum should cover—

1. Citations to the general, special, or local laws, and State constitutional provisions pursuant to which Applicant was organized and exists. Copies of any such special or local laws and of any special charter, certificate of incorporation, and bylaws of the institution, together with all amendments thereto should be included, each certified by the proper officer as a true and correct copy including all amendments to date. In addition, there should be furnished certified copies of resolutions of the proper authorizing body, authorizing the making of the loan application and, in the case of a private institution, a copy of the letter from the Bureau of Internal Revenue concerning the tax exempt status of the Applicant.
2. Power of Applicant to construct the proposed project and to incur and secure indebtedness in the manner proposed. Include appropriate citations to articles of incorporation or charter and any applicable statutes and court decisions.
3. Any statutory or other limitations on debts of the Applicant, and present status of indebtedness subject to such limitations.
4. The legal proceedings, formalities, and corporate or other action required in connection with construction or operation of the project, including permits, approvals, or consents from Federal, State, or local public bodies or others required for such construction or operation, with appropriate citations of statutory or other provisions concerning the granting of such permits, approvals, or consents.
5. Legal proceedings, formalities, and corporate action taken and to be taken by the Applicant in connection with the proposed loan.
6. A full statement as to any litigation, pending or threatened, which might in any way affect the corporate existence of the Applicant, the proposed project, the proposed loan, the security therefor, the financial condition of the Applicant, or the incumbency of any of its officers; if there is no such litigation, so state.
7. Necessity for Applicant to obtain property by condemnation proceedings or otherwise. Give references to laws authorizing any such proceedings and state approximately how long it will take to acquire such property. If project site is owned by Applicant, is it held free and clear of all liens and encumbrances and may it legally be used for the intended purpose?
8. The extent of tax exemption of proposed project. Cite statutory provisions and court decisions.
9. If the Applicant is a public institution and its proposed securities are what are generally known as revenue bonds, and are payable only from the revenues to be derived from the operation of the project, the holder thereof having no recourse for payment to the general taxing power of the State or municipality, then—
 (a) Does the issuance of such securities constitute the incurring of a debt within any State constitutional or statutory limitation? Cite any court decisions.
 (b) In the event of failure on the part of the Applicant to perform the covenants and agreements to be set forth in the proposed obligations, what will be the remedies of the holder of such obligations?
 (c) If the proposed obligations will be additionally secured by mortgage or trust indenture, has the court of last resort of the State in which the Applicant is situated passed upon the power of the Applicant to make such a mortgage or trust indenture? If so, cite decisions.
10. Any other pertinent information concerning the obligations to be issued and the security to be offered for the loan requested, including any requirements as to maximum maturities of such obligations and whether they would be tax exempt in the hands of private holders.
11. A legal opinion to the effect that—
 (a) The Applicant is duly organized and existing under the laws of the State of its organization (specifying the State).
 (b) The Applicant has full power and authority to construct and operate the project.
 (c) There are no legal obstacles which would prevent or unreasonably delay the carrying out of the project, the creating of the indebtedness, the issuing of evidences thereof, or the giving of security therefor.
 (d) The loan application has been duly executed on behalf of the Applicant by its duly authorized officer or officers.

¹ "Preliminary expense" is intended to cover any costs incurred by applicant, prior to approval of the loan, which are considered eligible for inclusion in the cost of the project.
² "Contingencies" should show a reasonable allowance, usually about 5 percent, to cover unforeseen items of construction.
³ "Government Field Expense" is one-half of 1 percent of the construction cost, with a minimum of \$2,600 and a maximum of \$7,500.
⁴ "Project Contingency" should show a reasonable allowance, usually about 1 percent or 2 percent, depending on the size of the project, which is considered necessary to cover unforeseen costs or possible overruns of estimates for items other than construction.

I B. GENERAL NARRATIVE DESCRIPTION OF HOUSING NEED AND SOLUTION.

In order properly to understand the need for housing for the members of the Institute for Advanced Study, it is first necessary to explain the nature of the institution:

The Institute for Advanced Study is devoted to the encouragement, support, and patronage of learning - of science in the old, broad, undifferentiated sense of the word. The Institute partakes of the character both of a university and of a research institute; but it also differs in significant ways from both.

It is unlike a university, for instance, in its small size - academic membership at any one time numbers only a little over a hundred. It is unlike a university in that it has no formal curriculum, no scheduled courses of instruction, no commitment that all branches of learning be represented in its Faculty and members. It is unlike a research institute in that its purposes are broader; it supports many separate fields of study; with one exception, it maintains no laboratories; and above all in that it welcomes temporary members, whose intellectual development and growth are one of its principal purposes.

The Institute, in short, is devoted to learning, in the double sense of the continued education of the individual, and of the intellectual enterprise on which he is embarked.

("Some Introductory Information,"
Brochure, Princeton, 1951)

Administratively, the Institute is operated by a Board of Trustees of 15 members, to whom the Director and Staff are responsible. The academic structure of the Institute consists of a faculty, now of 17, and members with appointments of long term (27), who are properly considered responsible for their own housing needs. Short-term appointments of temporary members of one or two years' duration in the current year cover 89 individuals with 8 personal assistants and 4 research assistants for a total of 100. These will comprise 106 in September, 1955 and constitute the housing problem.

Members are appointed by the Faculty either on the basis of prior knowledge of accomplishment or distinction or from a review of applications, and have already received their final academic degrees elsewhere in their respective fields, now predominantly those of Pure Mathematics and Theoretical Physics or the broad area of Historical Studies. There are, therefore, no degrees given by the Institute. Personal and research assistants are normally short-term appointees in special fields, and for housing considerations are indistinguishable from "members." Both these groups can properly be termed "students" by analogy to other more customary institutions.

The usefulness, stability, and need for improved facilities of the Institute is evidenced by two factors: first, the substantial productivity of members appointed and financed within the scope of its normal endowment, and aided in the general pursuit of their particular fields of knowledge; secondly, special purpose studies financed by various foundations, private corporations, and the government, have been continuing over years, and include the following:

Foundations and Funds:

Carnegie
Ford
Rockefeller
Guggenheim
National Science
15 Others of lesser popular prominence

Corporations and Government:

Army Ordinance
Air Force
Navy
International Business Machines

There is every evidence that these special contracts will continue and increase, and it is apparent that, by the very nature of the above list, there exists a stronger tie between the work of the Institute and the public interest than exists in the normal educational institution.

The Institute accomplishes its purpose in two principal ways. First, it provides an environment of the greatest possible freedom for concentration on the chosen or specified studies of the individuals concerned: freedom from the distraction of mundane duties and responsibilities, from financial concern, from the stress of harried life in cities, and from the customary demands of society. Secondly, it provides for the free exchange of thinking among those individuals who are on the frontiers of knowledge and science in their respective fields and have a definite community of interest, whether "faculty" or "members."

Under present circumstances, these two conditions, requisite to the productivity of the Institute, are open to substantial improvement. The housing of the appointed members has heretofore been only improvised. Rooms "in town" have been rented in old houses for the shelter of individuals and couples. By the fortunate acquisition of

surplus war housing, provision has been made, although inadequately, for the shelter of families. The tightening of the housing market, particularly for small dwellings, has cast a continuing air of doubt on the extent to which activities of the Institute might have to be curtailed from one year to the next, and created a perennial mad scramble for quarters when the opening of the term in October is imminent. In such circumstances, planning and administration has had to be done on a hand-to-mouth basis and with continuing and growing uncertainty.

It should be pointed out that this lack of provision for a residential campus, at the time the Institute was founded, in 1931, was not a lack of concern or foresight, but that the present difficulties are the result of drastically changed and unforeseeable conditions. First, in the depression, there was little difficulty in renting adequate quarters for a small number of people, and the future of the Institute itself was not positive. Now, however, the Institute has been well established for a long period, is definitely a recognized success, and has been and is continuing to expand. Meanwhile, Princeton has more than doubled in population, and presents an acute problem even for prospective permanent residents with 12 months occupancy and expectation of life time tenure.

The problem lies in those individuals and families who are to be in residence only for one or two academic years (between 8 and 9 months each). These come from all sections of this country and various parts of the world. Because of this limited and broken tenure, unfamiliarity with the locality, and usual low income status, this group is completely unable to take care of itself in a manner comparable to the normal families seeking permanent residence in the vicinity.

The productivity of the Institute is badly handicapped as much by the dispersion of the shelter as its physical inadequacy. The offices and library of the Institute are open 24 hours a day and are used at odd hours frequently, when creative concentration on a problem requires long continuity of work. While the geographic dispersion of the living and working facilities can and is somewhat mitigated during the day by the provision of special transportation, it has not been found possible to provide 24-hour transportation from the offices to the remote side of town, where the smaller rented units are located. This means that the individuals are handicapped on two points: first, they do not have close access to their material at the time they are gifted with inspiration, and

secondly, they are denied the freedom and ease of contact with their fellows during normal working hours, which includes the evenings. While it is difficult to state this with certainty in terms of percentage, it is possible that the production of new knowledge is reduced by as much as 25% or more, because of these two factors.

The nature of the work of the members must also be kept in mind in examining the physical adequacy of the shelter and its environment.

Present housing consists of (a) 43 single rooms for individuals and pairs for couples rented in town, with an average of one bath for each two units. Since these for the most part are in old and already crowded houses, the quality of privacy and livability is low; (b) six family units in converted farm facilities; and (c) in a re-assembled surplus housing project, consisting of 38 dwellings (4 - 1 bedroom, 16 - 2 bedroom, and 18 - 3 bedroom). In these temporary frame structures, the kitchen, dining, and living functions are combined in one room, and bedrooms are barely adequate for sleeping of the families assigned to the quarters. Heat is provided by individual coal or oil burners of dubious safety and effectiveness. Space standards are those of emergency war housing, not recognized either by the PHA or the FHA as adequate for minimum decent continued living. Privacy for work or thinking is non-existent within the units, and the flimsy nature of the construction makes privacy between units almost nil. This disturbance between families is further exaggerated by the sometimes irregular hours of the Members. A normal family life or social contact between the members of the families is also handicapped by space, and this dissatisfaction operates further to the detriment of the work of the Institute member.

PROJECT PROGRAM

To meet the enrollment in September, 1955, it is proposed that the new project should consist of the accommodations as tabulated and described below:

Total Living Accommodations		107							
Components of Each Unit			LR	K	S	BR	BR	1/2BR	B
Single person suites		32	-	-	x	x	-	-	1/2
Family suites		74							
Couples	20		x	x	x	x	-	-	x
Family with 1 child	24		x	x	x	x	-	x	x
" " 2 "	24		x	x	x	x	x	-	x
" " 3 "	6		x	x	x	x	x	x	x
Caretaker's Apartment		1	x	x	x	x	x	-	x
Common Rooms, Heating Plant, Storage, etc.									

A breakdown of recent figures covering the characteristics of the members shows two tendencies: an increase in the number of children, and a decrease in the number of single individuals, with a corresponding increase in the number of families. This is reflected in the above-proposed distribution of dwelling sizes.

The function of the Institute and the working habits of its members have been discussed briefly elsewhere. Brief notes on the social composition of the group are in order here. First, families to be housed come only for one or two years. They do not have time or resources to make new social contacts with the permanent residents of Princeton, nor to share the diversions and recreations of the town. Secondly, they are bound together by the common interests of the members. These two reasons have been responsible for the noticeable "banding together" of Institute families, and preference for quarters in the "Project", regardless of its shortcomings, in preference to quarters elsewhere in the community. This, understandably, is particularly true of the foreign families, many of whom are on their first visit to America, and who need friendly and nearby help on the part of the Institute staff.

In addition to those outlined elsewhere bearing on the productivity of the members, these sociologic reasons reinforce the need for a community. Some common space approximately in the form of one large and two smaller rooms is as essential to the required quiet social background as it is to the continuing productive intellectual contact of the working members. Also it has been noticed that tennis is a popular international sport, and that Institute members frequently play together, even though available facilities are at some distance. This and other outdoor recreational facilities are desirable and should be considered more specifically in the stage of detailed planning.

Single-person suites should consist of a small bedroom plus a small study. It is suggested, in the architectural planning of the buildings, that these be paired with a bath, and that in about half of them, facilities should be provided for elementary cooking, in the form of a small strip kitchen. In the event that the present tendency toward families instead of bachelors continues, this will provide some degree of flexibility in assigning accommodations from year to year, since, by pairing some single person suites, it will be possible to provide adequate dwelling for a couple, even with a child.

In dwellings intended for couples and for families, a small study should also be added to the accommodations normally needed as a minimum for family shelter. Even though the major part of Institute work is intended to be done in offices in the academic center, times occur when complete privacy is most conducive to productivity. This feature will facilitate night work, which is important, and to a degree also will ease the pressure and friction which is potential in the now shared offices. So far there have been few families with older children, and the separation of children by sex for such temporary tenure does not seem necessary. The presence of such a small study in each of the dwellings further protects the community by allowing some flexibility in composition from one year to the next. It can provide for the separation of what older children are present, and it provides a safeguard, in the event that the family size continues to increase, for the shelter of greater numbers of children than that now expected on the basis of the limited post-war experience.

The protection of further flexibility is urged in the possible preservation, for the time being, at least, of the four two-family, one-story structures now standing in the "38 Project," and in the preservation of farm buildings. Although it is clear that the Project buildings are not satisfactory for continuing occupancy as a permanent part of the program, they can be used to protect the anticipated expansion of the work of the Institute, without having to wait for the construction of one or more additional buildings when the expanded need becomes a fact. There also has been an intermittent need for sheltering additional transient consultants needed in certain phases of the Institute's work, for periods ranging from several days up to several weeks.

FINANCIAL COMMENT

No conclusive financial statement can be submitted prior to the determination of many details of project design, capital cost estimates, and a final management estimate. It is also complicated by the virtual hotel operation which will be partially necessary to serve single individuals and foreign families.

Sufficient data is available, however, to indicate general magnitudes.

The "38" project suffers by comparison with two other housing projects in Princeton: Stanworth, owned by the New York Life Insurance Company and having 153 garden apartments, and the Clay Street Project of the Princeton Housing Authority,

having 50 apartments. Total budgets are not comparable because of different methods of finance, but a comparison of the common factors of operating cost, including payroll, maintenance, repair, reserve for replacement, insurance, and incidental costs, but excluding utilities, is interesting. In the current budgets, these are \$17.00 and \$18.84 per unit per month respectively, based on 12 months' occupancy. In the "38" Project, next year's budget is \$35.75, on a 12-months basis, and if the major repairs of 1953 had been spread over a 4-year period, the figure would be \$44.95.

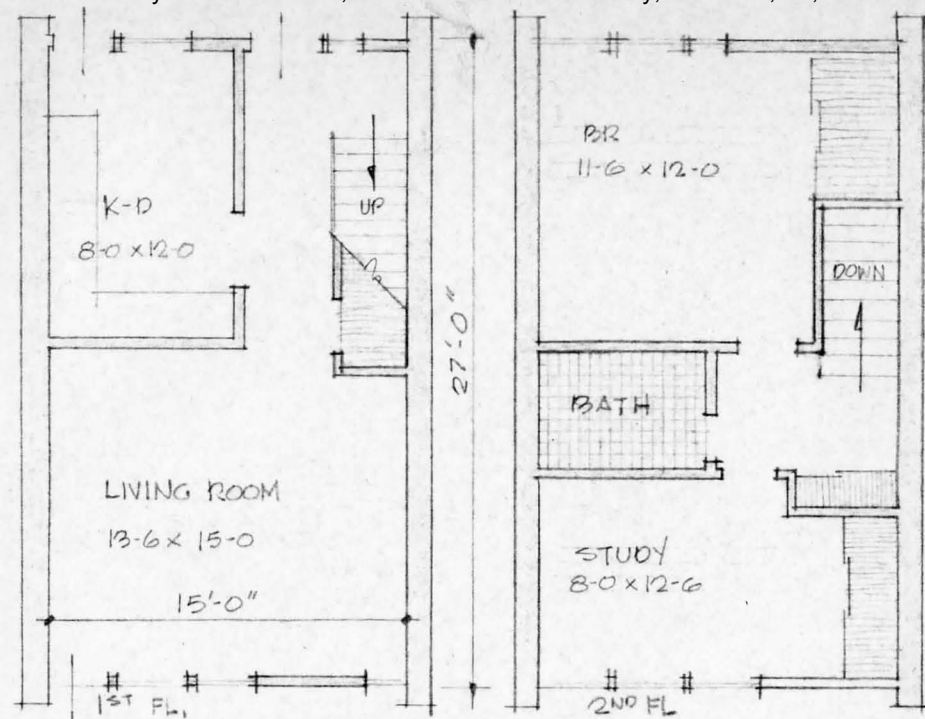
This indicates excess annual cost of about \$7,700, in large part attributable to the mediocre basic construction of the facilities, which have long since passed their temporary design life of 5 years.

Current total expenditures for the "In Town" room rentals and the "38" Project are about \$52,000, of which \$40,500 is recovered in rent. It must be borne in mind that neither of these entail any fixed charges on capital.

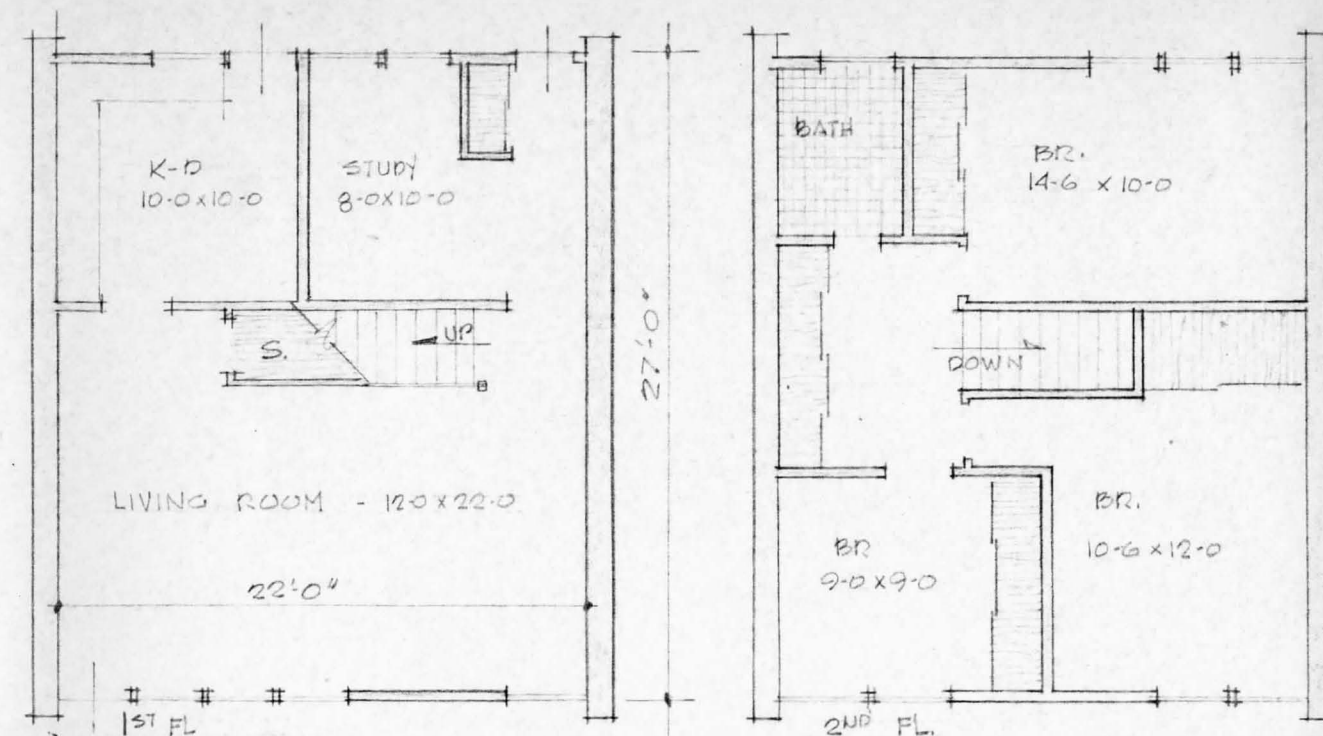
In the proposed project it is entirely possible that the savings in operation could amount to as much as \$10,000 per year, assuming lower maintenance and utility costs, and assuming that current tax expense could be negotiated to be the same. This is based on an allowance of \$30.00 per unit per month, including utilities, for a 12-months period (comparable to \$27.30 in Stanworth, and \$28.01 in Clay Street), for an annual total of \$32,400. While the Institute property is occupied only 9 months of the year, no discount can be made for heat not used during the summer, and the more rapid turnover would probably preclude any discount in maintenance and decoration.

Assuming a \$13,000 cost per unit, (for 90 units, counting bachelor suites as 1/2), or a total project cost of about \$1,200,000, the fixed charges would approximate \$55,000, at 3.25% interest and 40-year amortization (averaging a total of 4.62%). This new added expense, offset by some savings in operation, would indicate a net additional expense in the magnitude of \$45,000 to \$50,000.

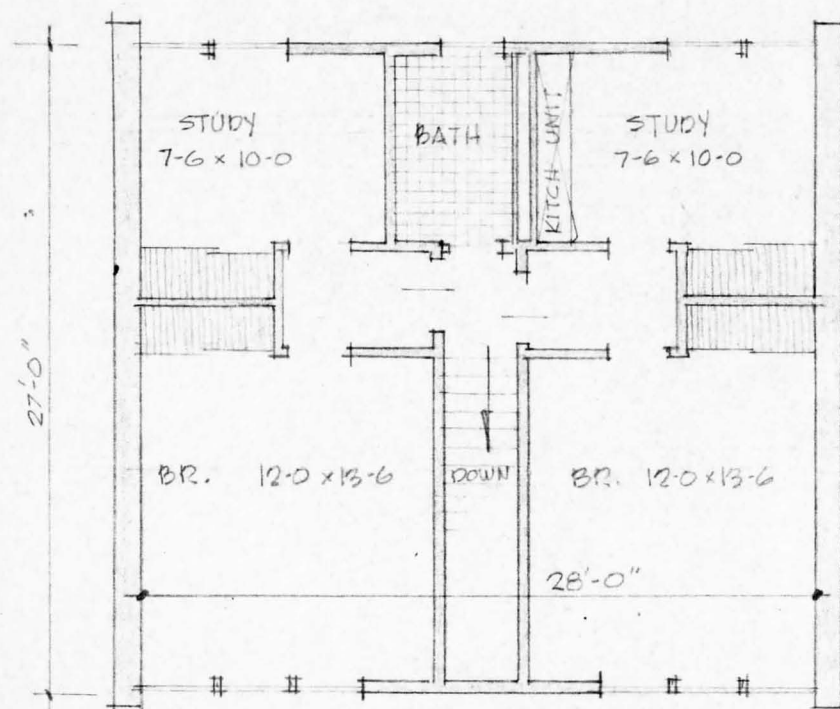
While this may seem considerable, it amounts to less than 5% of the current annual budget, and it is believed that the added productivity of the Institute personnel would far exceed this increment.



1 BEDROOM DUPLEX



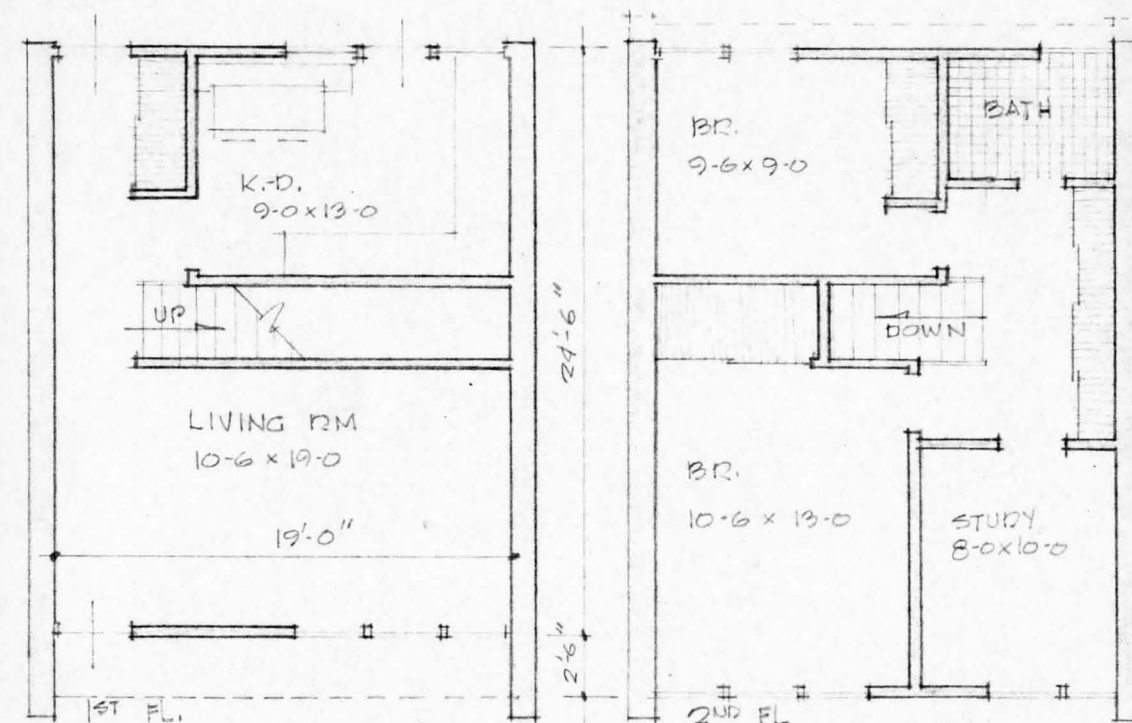
3 BEDROOM DUPLEX



SINGLE OCCUPANCY FLATS

PRELIMINARY UNIT PLANS
 SCALE 1/8" = 1'-0"

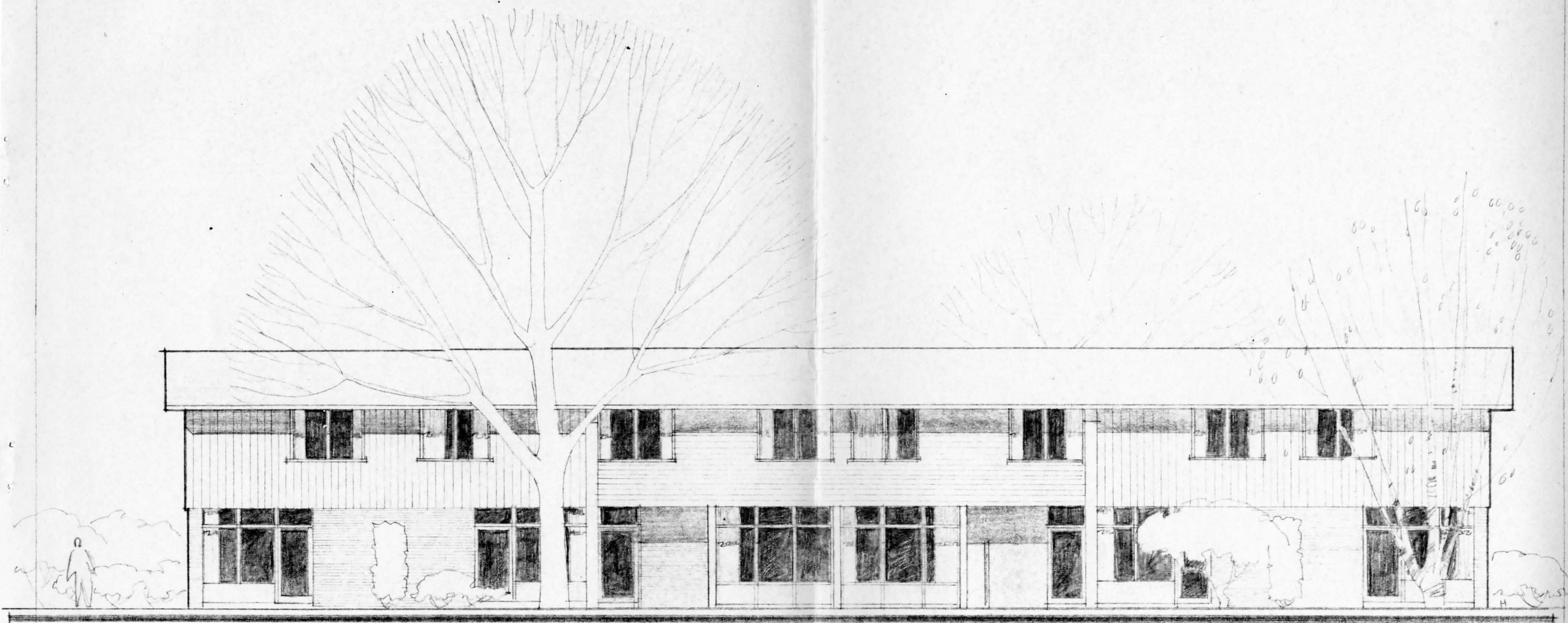
- SPEC. NOTES
- DRY WALL
 - BRICK VENEER
 - WOOD TRIM
 - OIL FIRED, GROUP HEATING



1 1/2 (2) BEDROOM DUPLEX

AGLE, FLEMING & BALLARD
 ARCHITECTS, ASSOCIATED

AUG. 17, '54



ELEVATION STUDY - PROPOSED BUILDING TYPE - 1 & 2 BR UNITS
SCALE $\frac{1}{8}'' = 1'-0''$

AGLE, FLEMING & BALLARD
ARCHITECTS, ASSOCIATED

AUG 17, '54

**INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY**

APPLICATION

**for Loan Assistance under Title IV of the
Housing Act of 1950**

to the

HOUSING AND HOME FINANCE AGENCY

August, 1954

I B. GENERAL NARRATIVE DESCRIPTION OF HOUSING NEED AND SOLUTION.

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Administratively, the Institute is operated by a Board of Trustees of 15 members, to whom the Director and Staff are responsible. The academic structure of the Institute consists of a faculty, now of 17, and members with appointments of long term (27), who are properly considered responsible for their own housing needs. Short-term appointments of temporary members of one or two years' duration in the current year cover 89 individuals with 8 personal assistants and 4 research assistants for a total of 100. These will comprise 106 in September, 1955 and constitute the housing problem.

Members are appointed by the Faculty either on the basis of prior knowledge of accomplishment or distinction or from a review of applications, and have already received their final academic degrees elsewhere in their respective fields, now predominantly those of Pure Mathematics and Theoretical Physics or the broad area of Historical Studies. There are, therefore, no degrees given by the Institute. Personal and research assistants are normally short-term appointees in special fields, and for housing considerations are indistinguishable from "members." Both these groups can properly be termed "students" by analogy to other more customary institutions.

The usefulness, stability, and need for improved facilities of the Institute is evidenced by two factors: first, the substantial productivity of members appointed and financed within the scope of its normal endowment, and aided in the general pursuit of their particular fields of knowledge; secondly, special purpose studies financed by various foundations, private corporations, and the government, have been continuing over years, and include the following:

Foundations and Funds:

- Carnegie
- Ford
- Rockefeller
- Guggenheim
- National Science
- 15 Others of lesser popular prominence

Corporations and Government:

- Army Ordinance
- Air Force
- Navy
- International Business Machines

There is every evidence that these special contracts will continue and increase, and it is apparent that, by the very nature of the above list, there exists a stronger tie between the work of the Institute and the public interest than exists in the normal educational institution.

The Institute accomplishes its purpose in two principal ways. First, it provides an environment of the greatest possible freedom for concentration on the chosen or specified studies of the individuals concerned: freedom from the distraction of mundane duties and responsibilities, from financial concern, from the stress of harried life in cities, and from the customary demands of society. Secondly, it provides for the free exchange of thinking among those individuals who are on the frontiers of knowledge and science in their respective fields and have a definite community of interest, whether "faculty" or "members."

Under present circumstances, these two conditions, requisite to the productivity of the Institute, are open to substantial improvement. The housing of the appointed members has heretofore been only improvised. Rooms "in town" have been rented in old houses for the shelter of individuals and couples. By the fortunate acquisition of

surplus war housing, provision has been made, although inadequately, for the shelter of families. The tightening of the housing market, particularly for small dwellings, has cast a continuing air of doubt on the extent to which activities of the Institute might have to be curtailed from one year to the next, and created a perennial mad scramble for quarters when the opening of the term in October is imminent. In such circumstances, planning and administration has had to be done on a hand-to-mouth basis and with continuing and growing uncertainty.

It should be pointed out that this lack of provision for a residential campus, at the time the Institute was founded, in 1931, was not a lack of concern or foresight, but that the present difficulties are the result of drastically changed and unforeseeable conditions. First, in the depression, there was little difficulty in renting adequate quarters for a small number of people, and the future of the Institute itself was not positive. Now, however, the Institute has been well established for a long period, is definitely a recognized success, and has been and is continuing to expand. Meanwhile, Princeton has more than doubled in population, and presents an acute problem even for prospective permanent residents with 12 months occupancy and expectation of life time tenure.

The problem lies in those individuals and families who are to be in residence only for one or two academic years (between 8 and 9 months each). These come from all sections of this country and various parts of the world. Because of this limited and broken tenure, unfamiliarity with the locality, and usual low income status, this group is completely unable to take care of itself in a manner comparable to the normal families seeking permanent residence in the vicinity.

The productivity of the Institute is badly handicapped as much by the dispersion of the shelter as its physical inadequacy. The offices and library of the Institute are open 24 hours a day and are used at odd hours frequently, when creative concentration on a problem requires long continuity of work. While the geographic dispersion of the living and working facilities can ^{be} and is somewhat mitigated during the day by the provision of special transportation, it has not been found possible to provide 24-hour transportation from the offices to the remote side of town, where the smaller rented units are located. This means that the individuals are handicapped on two points: first, they do not have close ^{ready} access to their material at the time they are gifted with inspiration, and

PROJECT PROGRAM

Total Living Accommodations		107	LR	K	S	BR	BR	1/2BR	B
Components of Each Unit									
Single person suites		32	-	-	x	x	-	-	1/2
Family suites		74							
Couples	20		x	x	x	x	-	-	x
Family with 1 child	24		x	x	x	x	-	x	x
" " 2 "	24		x	x	x	x	x	-	x
" " 3 "	6		x	x	x	x	x	x	x
Caretaker's Apartment		1	x	x	x	x	x	-	x
Common Rooms, Heating Plant, Storage, etc.									

A breakdown of recent figures covering the characteristics of the members shows two tendencies: an increase in the number of children, and a decrease in the number of single individuals, with a corresponding increase in the number of families. This is reflected in the above-proposed distribution of dwelling sizes.

The function of the Institute and the working habits of its members have been discussed briefly elsewhere. Brief notes on the social composition of the group are in order here. First, families to be housed come only for one or two years. They do not have time or resources to make new social contacts with the permanent residents of Princeton, nor to share the diversions and recreations of the town. Secondly, they are bound together by the common interests of the members. These two reasons have been responsible for the noticeable "banding together" of Institute families, and preference for quarters in the "Project", regardless of its shortcomings, in preference to quarters elsewhere in the community. This, understandably, is particularly true of the foreign families, many of whom are on their first visit to America, and who need friendly and nearby help on the part of the Institute staff.

In addition to those outlined elsewhere bearing on the productivity of the members, these sociologic reasons reinforce the need for a community. Some common space approximately in the form of one large and two smaller rooms is as essential to the required quiet social background as it is to the continuing productive intellectual contact of the working members. Also it has been noticed that tennis is a popular international sport, and that Institute members frequently play together, even though available facilities are at some distance. This and other outdoor recreational facilities are desirable and should be considered more specifically in the stage of detailed planning.

Single-person suites should consist of a small bedroom plus a small study. It is suggested, in the architectural planning of the buildings, that these be paired with a bath, and that in about half of them, facilities should be provided for elementary cooking, in the form of a small strip kitchen. In the event that the present tendency toward families instead of bachelors continues, this will provide some degree of flexibility in assigning accommodations from year to year, since, by pairing some single person suites, it will be possible to provide adequate dwelling for a couple, even with a child.

In dwellings intended for couples and for families, a small study should also be added to the accommodations normally needed as a minimum for family shelter. Even though the major part of Institute work is intended to be done in offices in the academic center, times occur when complete privacy is most conducive to productivity. This feature will facilitate night work, which is important, and to a degree also will ease the pressure and friction which is potential in the now shared offices. So far there have been few families with older children, and the separation of children by sex for such temporary tenure does not seem necessary. The presence of such a small study in each of the dwellings further protects the community by allowing some flexibility in composition from one year to the next. It can provide for the separation of what older children are present, and it provides a safeguard, in the event that the family size continues to increase, for the shelter of greater numbers of children than that now expected on the basis of the limited post-war experience.

The protection of further flexibility is urged in the possible preservation, for the time being, at least, of the four two-family, one-story structures now standing in the "38 Project," and in the preservation of farm buildings. Although it is clear that the Project buildings are not satisfactory for continuing occupancy as a permanent part of the program, they can be used to protect the anticipated expansion of the work of the Institute, without having to wait for the construction of one or more additional buildings when the expanded need becomes a fact. There also has been an intermittent need for sheltering additional transient consultants needed in certain phases of the Institute's work, for periods ranging from several days up to several weeks.

FINANCIAL COMMENT

No conclusive financial statement can be submitted prior to the determination of many details of project design, capital cost estimates, and a final management estimate. It is also complicated by the virtual hotel operation which will be partially necessary to serve single individuals and foreign families.

Sufficient data is available, however, to indicate general magnitudes.

The "38" project suffers by comparison with two other housing projects in Princeton: Stanworth, owned by the New York Life Insurance Company and having 153 garden apartments, and the Clay Street Project of the Princeton Housing Authority,

having 50 apartments. Total budgets are not comparable because of different methods of finance, but a comparison of the common factors of operating cost, including payroll, maintenance, repair, reserve for replacement, insurance, and incidental costs, but excluding utilities, is interesting. In the current budgets, these are \$17.00 and \$18.84 per unit per month respectively, based on 12 months' occupancy. In the "38" Project, next year's budget is \$35.75, on a 12-months basis, and if the major repairs of 1953 had been spread over a 4-year period, the figure would be \$44.95.

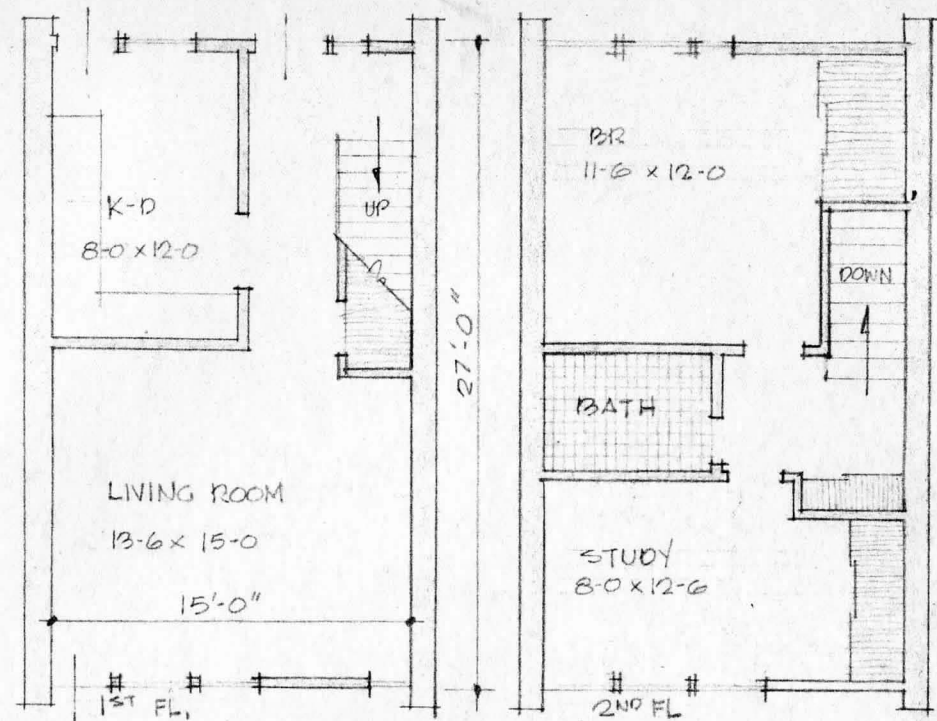
This indicates excess annual cost of about \$7,700, in large part attributable to the mediocre basic construction of the facilities, which have long since passed their temporary design life of 5 years.

Current total expenditures for the "In Town" room rentals and the "38" Project are about \$52,000, of which \$40,500 is recovered in rent. It must be borne in mind that neither of these entail any fixed charges on capital.

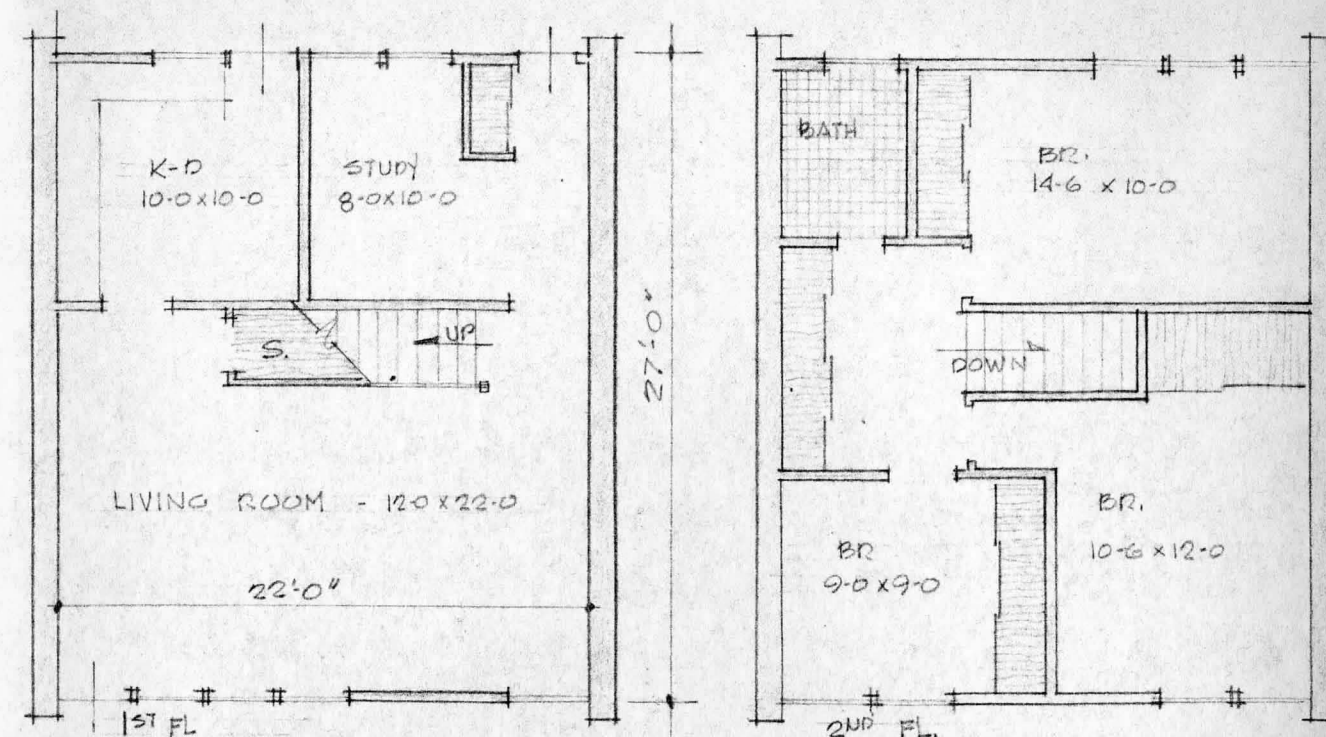
In the proposed project it is entirely possible that the savings in operation could amount to as much as \$10,000 per year, assuming lower maintenance and utility costs, and assuming that current tax expense could be negotiated to be the same. This is based on an allowance of \$30.00 per unit per month, including utilities, for a 12-months period (comparable to \$27.30 in Stanworth, and \$28.01 in Clay Street), for an annual total of \$32,400. While the Institute property is occupied only 9 months of the year, no discount can be made for heat not used during the summer, and the more rapid turnover would probably preclude any discount in maintenance and decoration.

Assuming a \$13,000 cost per unit, (for 90 units, counting bachelor suites as 1/2), or a total project cost of about \$1,200,000, the fixed charges would approximate \$55,000, at 3.25% interest and 40-year amortization (averaging a total of 4.62%). This new added expense, offset by some savings in operation, would indicate a net additional expense in the magnitude of \$45,000 to \$50,000.

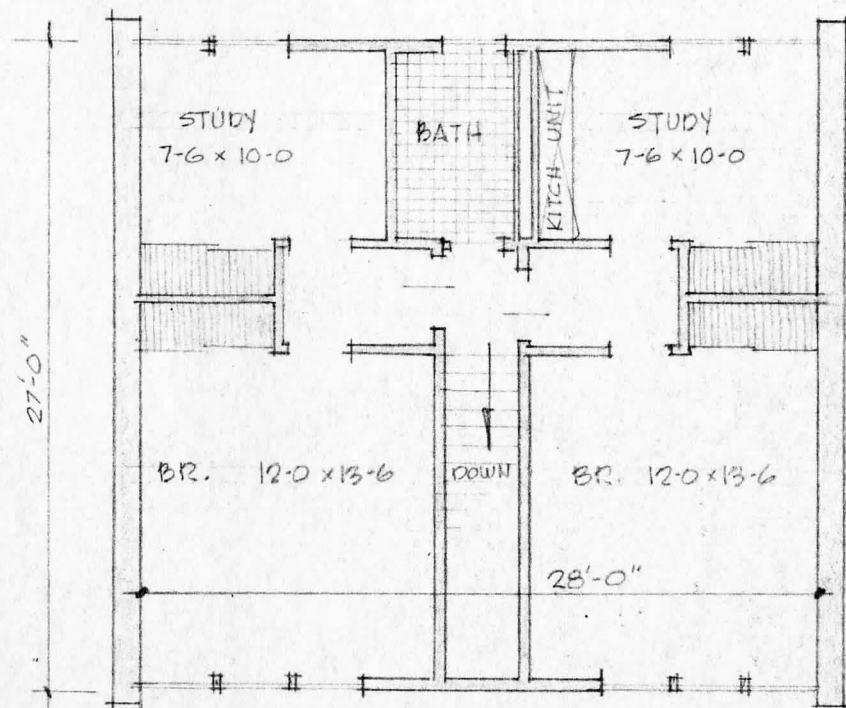
While this may seem considerable, it amounts to less than 5% of the current annual budget, and it is believed that the added productivity of the Institute personnel would far exceed this increment.



1 BEDROOM DUPLEX



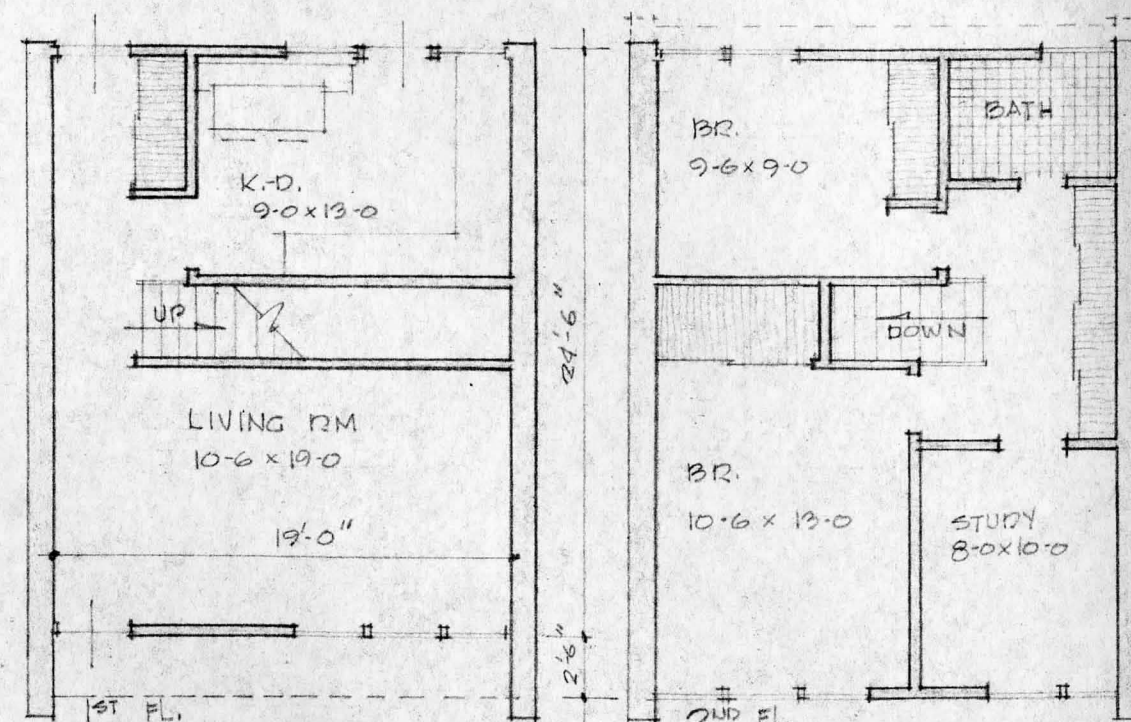
3 BEDROOM DUPLEX



SINGLE OCCUPANCY FLATS

PRELIMINARY UNIT PLANS
 SCALE 1/8" = 1'-0"

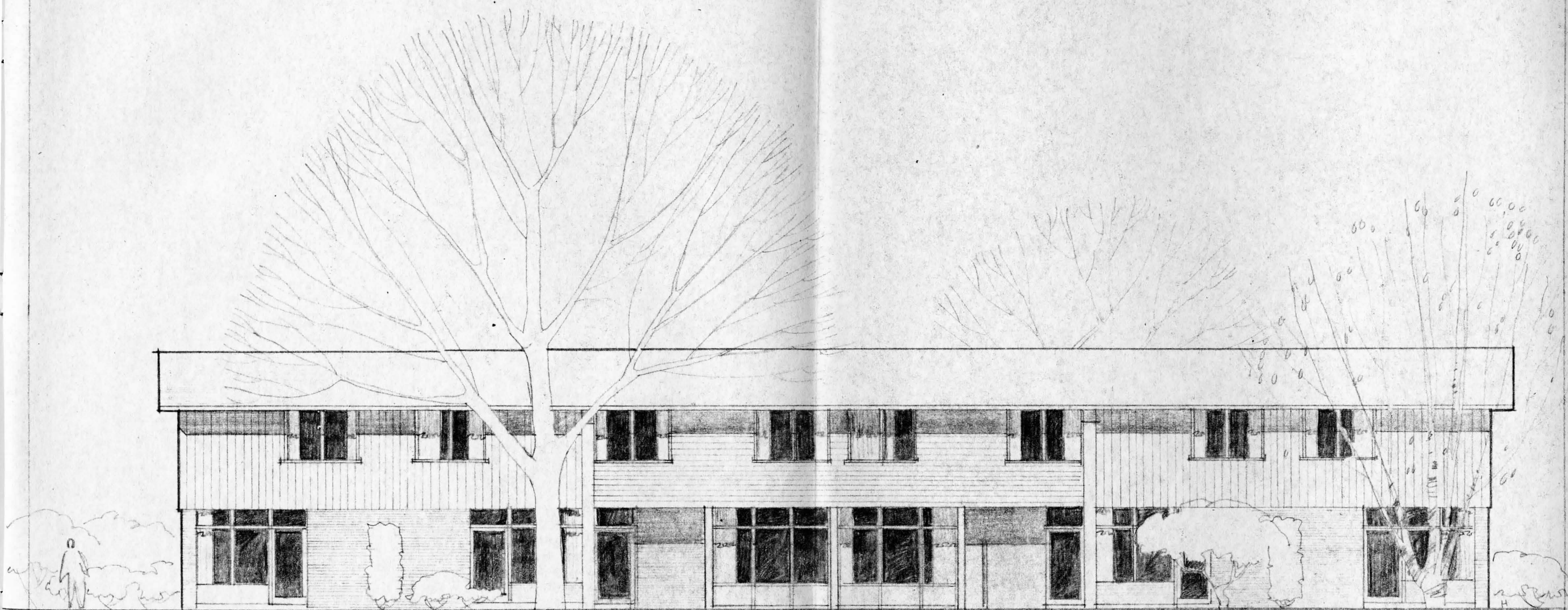
- SPEC. NOTES
- DRY WALL
 - BRICK VENEER
 - WOOD TRIM
 - OIL FIRED, GROUP HEATING



1 1/2 (2) BEDROOM DUPLEX

AGLE, FLEMING & BALLARD
 ARCHITECTS, ASSOCIATED

AUG. 17, '54



ELEVATION STUDY - PROPOSED BUILDING TYPE - 1 & 2 BR UNITS
SCALE $\frac{1}{8}" = 1'-0"$

AGLE, FLEMING & BALLARD
ARCHITECTS, ASSOCIATED

AUG 17, '54

C O P Y

C O P Y

SMITH, STRATTON & WISE
37 Hulfish Street
Princeton, New Jersey

February 10, 1956

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

My dear Dr. Oppenheimer:

Supplementing my letter to you of January 17, 1956, with respect to the faculty home problem, and in accordance with my further discussions on this problem with Mr. Morgan, I am pleased to suggest herewith for the consideration of the Board of Trustees, or the Executive Committee, the following recommended, general policy with respect to the furnishing of homes for members of the Institute:

The Institute shall sell to the members of the Institute such private homes as it owns and as are available, at purchase prices which shall be equal to two-thirds of the then current market price for the respective properties.

Each deed of conveyance to a member of the Institute for such property shall contain a specific reservation, by the Institute, of the right, privilege and option to repurchase the property upon the happening of any one of the following events:

1. The termination of the purchaser's membership at the Institute, other than through the death of a member.
2. The cessation of use of the premises by the member, or his or her spouse, as his or her principal, legal residence.
3. The death of the survivor, as between the member and his or her spouse.

The option to repurchase shall be at a repurchase price which shall be equal to two-thirds of the then current market value of the property, but in no event in excess of the original sales price to the member, and in no event less than the said original sales price, less 2% annual depreciation.

The option to repurchase by the Institute shall be accepted or rejected in writing to the then owner (or his or her personal representative) within sixty days after the happening of the event giving rise to the option. Failure to give notice within the time specified shall be tantamount to rejection of the option. If the option is rejected it shall terminate, and the owner shall be free to sell the property in the open market.

You will understand that the foregoing is the general outline of the recommended policy. The exact language to be incorporated in the actual deeds of conveyance would be drafted after the negotiations had been completed and the sales price determined.

I hope that this further report will be helpful. If we can be of further assistance, do not hesitate to call upon us.

Very truly yours,
/s/ Henry M. Stratton II
Henry M. Stratton II

S45

Dear Dr. Flexner

April 9, 1934

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

Dear Dr. Flexner:

In pursuance of the conversation we had the other day, I have tried to set down in this letter the potentialities of the present Princeton group working in the archaeology and history of art, and the lacunae which have developed therein, with suggestions as to the filling of these gaps in case of an extension of the staff of the Institute for Higher Study into their field. In the way of documentation, I have inclosed (1) the statement "The Future of the Department of Art and Archaeology," issued by the Department in 1932, on the margin of which I have made comments and corrections regarding those points in the statement which bear upon the expansion of facilities and personnel for research; (2) the statements of the research projects at present under way in the Department which we presented in 1932 and 1933 to the Princeton Council on the Humanities in application for subventions, and (3) three drawings showing the projected remodeling of McCormick Hall to provide further research facilities.

These data will help to make clear the following statement of desiderata (and especially desiderata) for Princeton research in our field, to which I have prefixed a brief summary of the character and trend of what is in process in that respect at present.

PRESENT STATUS OF RESEARCH IN ART & ARCHEOLOGY IN PRINCETON.

The tradition of the Princeton group was determined to a great degree by Allan Marquand, whose interest in the archaeological and historical aspect of art was quite as effective in turning scholarship at Princeton in this direction as was Charles Eliot Norton's bias toward "appreciation" in orienting the Division of Fine Arts at Harvard to connoisseurship. Marquand's own two specialities of Classical Archaeology and the art of the Italian Renaissance have, however, been only half continued in the research category: his early recruits, Butler, Mather, and Morey, were mainly interested in antiquity and the Middle Ages, rather than the Renaissance so far as their research was concerned, and this and the later expansion of the group have resulted in a principal emphasis on classical antiquity and mediaeval art as the main objectives of the Department's advanced work. A reading of the list of projects at present under way will confirm this.

Further concentration in both these major interests has occurred: in classical archaeology the interest of the Department has focused very largely on the field work in the Athenian Agora, directed by T. Leslie Shear, with

Dr. Flexner

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Richard Stillwell (at present on leave from Princeton as Director of the American School of Classical Studies at Athens) as his assistant and architect. In Mediaeval Archaeology, much work has centered latterly on the illumination and illustration of mediaeval manuscripts, with the object of obtaining a material which is continuous and pervasive for all races and epochs (such as ceramics furnishes for antiquity) on which to reconstruct the evolution of artistic style throughout the Middle Ages. The work in both of the above fields has found a common ground in the tendency of some of our "Antiker" to explore the later periods of antiquity (e. g., Elderkin and Morey), and of our mediaevalists to mostly work in the early Middle Ages (e. g., Baldwin Smith, Friend, DeWald, Morey) so that the group has acquired the reputation of specializing in the transformation of the ancient into the mediaeval. The outward manifestation of this has been the project for the excavation of Antioch, center par excellence of such metamorphosis.

Only part of the Department's research, of course, has been located in the above-indicated "twilight zone." Mather's work has been in Italian Painting of the fourteenth century, and his critical writing over the field of painting as a whole. Shear and Stillwell are at present mainly interested in the monuments and problems uncovered by the digs at Athens and Corinth. W. F. Stohlman, intrusted with the catalogue of the enamels of the Museo Cristiano, has broadened this task into the project for a general corpus of enamels of Limoges type. D. D. Egbert is doing, for the Public Library in New York, a publication of the Tickhill Psalter of the fourteenth century, and enlarging this enterprise by investigation in collateral examples and schools of fourteenth century illumination. George Forsyth's excavation of Saint Martin at Angers has developed into a general reconstruction of the history of Carolingian and early Romanesque architecture in the center and west of France. George Rowley's catalogue of the Morris collection of Chinese painting has created a focus of research in Far Eastern art which seems to us to be an extremely promising and important departure. Lastly, the Index of Christian Art, now in the second decade of its existence, and beginning to bring to some realization its purpose of cataloguing and bibliographing all examples of Christian art to 1400, is a fertile breeding-ground for research essays in mediaeval art and iconography, some of which have been carried to publication by our graduate students, and the most important of which have been the publications of the Director of the Index, Helen Woodruff ("The Illustrated Manuscripts of Prudentius"; "The Physiologus of Berne"; "The Iconography and Date of the Mosaics of La Turade.") Miss Woodruff, A. M. Friend, E. T. DeWald, and myself are combining in a project sponsored by the Index, of a complete publication of the illustrations of the Old Testament in Greek manuscripts, to parallel a similar corpus for New Testament illustration which has been undertaken by Willoughby, of the Department of New Testament Literature at Chicago. Elderkin and Shear are advocating the extension of the Index backward to cover classical antiquity; Baldwin Smith, Forsyth, and Egbert are planning to add to it a section on Mediaeval Architecture. Both these additions are urged on the plausible ground that the Index as conducted at present has solved the problems of cataloguing

Dr. Flexner

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any sort of artistic monuments and subject-matter, so that such extensions could proceed in orderly and exact fashion from the start, on the basis of an indexing system which has been worked out to quasi-perfection through many years of trial and error.

POSSIBLE EXPANSION OF THE RESEARCH GROUP

The above presents a picture of research in the archaeology and history of art as at present in process at Princeton. In what way can this be usefully enlarged? Should one aim at a fully-rounded group, to include scholars in fields not represented by the present personnel, but specialists, for example, in Egyptology, Mesopotamian antiquities, American Archaeology, etc., or should expansion be sought in talent that would supplement specifically the work in classical and mediaeval archaeology which has acquired at Princeton a considerable momentum?

It seems to me far more desirable, for economy and efficiency, to choose the latter alternative. To take the examples cited, a Princeton center of research in either Egyptology, Assyriology, or American Archaeology would inadequately duplicate long-established institutions such as the Oriental Institute at Chicago, or the Peabody Museum at Harvard. Even in our own field of the Middle Ages, it would hardly be wise to compete with Offner's exhaustive research in early Florentine painting, and Cook's work in Mediaeval Spanish painting, at New York University. The wiser plan is to realize and fill lacunae which have made themselves insistently felt within our local research - and to fill these with scholars of outstanding ability who would add powerfully to the sum of archaeological scholarship that can be concentrated usefully at Princeton.

Considering such lacunae, we have first the gap left by Kather's retirement. We need, to replace him, (1) a specialist in the later Middle Ages and the early Renaissance, a "Quattrocentist" in short, whose preference for Italian or Northern Renaissance would be immaterial, provided he would bring to bear upon our work an outstanding competence in the period, and the critical acumen and ability to synthesize the diverse phenomena of the end of the Middle Ages. (2) For our work in the illustration and illumination of manuscripts, we need the constant help of a palaeographer of demonstrated authority. (3) With the exception of Elderkin, our classical archaeologists are field-workers and likely so to continue. The research personnel at home could be profitably enlarged by (a) a specialist in Greek architecture (with special reference to the excavation of the Athenian Agora), and (b) by another scholar of outstanding competence in Greek epigraphy. It is hardly necessary to consider numismatics, since Princeton has already a competent numismatist in Weber, and a ready consultant in New York in the person of Newell, who is probably the best scholar in this field. (4) A Near Eastern archaeologist with a special competence in Islamic art. The recent development of Islamic literature and history within the Department of Oriental Languages and Literatures would provide such a scholar with the necessary assistance in the philological and historical aspects of his subject;

Dr. Flexner

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his presence in the archaeological group would be immensely helpful, not only for the interpretation of the finds at Antioch, but for the constantly recurring problems of Islamic influence which often baffle the students of the mediaeval art of Europe.

Desiderati. Names present themselves immediately for some of these lacunae, not so readily for others. The most brilliant scholar in the late Middle Ages and early Renaissance that we know is Erwin Panofsky, until recently Dean of the Philosophical Faculty of the University of Hamburg, and at present Visiting Professor of Fine Arts in New York University, who will be making his home in Princeton during the next year and a half, at least. He meets in every way desideratum no. 1, and as he seems to be available, this particular problem can be solved in a highly satisfactory way.

For our palaeographer, one would like to find a scholar combining high proficiency in both Greek and Latin palaeography, but such a genius does not, to our knowledge, exist. The most outstanding scholar in Greek manuscripts that we know is Mgr. Giovanni Mercati, prefect of the Vatican Library, who is obviously not available. In this country we have Kirsopp Lake at Harvard, an excellent scholar, but not in the same class with Mercati; as to his availability I would not be able to speak. For Latin palaeography one thinks at once of E. A. Lowe, now at Oxford, the best of our American scholars in the field, and second to none in Europe; his name would immediately associate itself in Princeton minds with desideratum 2.

In the case of desideratum 3a in Classical Archaeology, the obvious person is Dinsmoor of Columbia, a scholar possessed of intuition amounting to genius in his preferred field of Greek architecture, and peculiarly fitted to fill out our group in this subject. If he came to the Institute, it would greatly facilitate the completion of his monumental work on the Propylaea of the Acropolis, and he would have in Stillwell of our staff a younger coadjutor who promises to measure up to Dinsmoor's competence as he grows and expands. For 3b, Merritt of Johns Hopkins, known for his brilliant work on the Agora inscriptions, is an outstanding epigraphist, and hardly to be bettered by any candidate from Europe.

As to an Islamic specialist, we would have no recommendation to make at present, since the search would have to be made, in view of the age of the outstanding scholars in this field, in the ranks of the younger generation. This need is in fact not so pressing as the foregoing, and could await an extended sifting of personalities in this country and particularly in Europe.

RESEARCH ASSOCIATES AND ASSISTANTS

Not less in importance for the future of a research group is consideration of its younger generation, - men who are to replace the arrives mentioned above, and to build on the foundations they have laid. Here one may choose with

Dr. Flexner

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deliberation and not necessarily with assurance of permanent appointment. Nevertheless, three such posts for younger scholars have already been in the minds of our group as desiderata: (1) a research assistant for the Index of Christian Art, to act as inspector of entries, whose task it would be to remove discrepancies, correct references, and verify locations, with the further and more important function of searching Byzantine and Latin literature for descriptions of lost works of art; (2) a young Byzantinist to take over certain unallocated portions of the project for the Corpus of Old Testament Illustration in Greek Manuscripts; (3) a research assistant to help in the cataloguing of the Museo Cristiano of the Vatican Library. We have the young men in mind to fill these places: for (1) R. E. G. Downey, a brilliant young classicist in Princeton; for (2) Kurt Weitzmann, a pupil of Adolph Goldschmidt in Berlin; for (3) Dimitris Tselos, a Greek who was until lately an instructor in New York University; two or three other names might suggest themselves as alternatives to Tselos for this post.

RESEARCH FACILITIES

In a conversation we had some time ago, you had some fun with me because I admired the "installation" of the Mathematics group in Fine Hall. I think what has been stated above shows that we are in agreement as to the highly superior importance of desiderati as compared with desiderata, particularly if the latter term be made to mean mere housing and material equipment. But the archaeologist and art-historian cannot say with Dr. Einstein that all they need "is a pencil and a pad of paper." We work with plates, architectural drawings, plans and maps, photographs, movable objects from excavations, indices such as the Index of Christian Art; we cannot do without drafting-rooms, large spaces in which to lay out comparative material, rooms for the classified shelving of photographs, facilities for photographing and photostating, and store-rooms for excavation records. And we must be near an adequate library, complete in the extensive publications by which archaeological scholarship is recorded.

When the proposed plan for the remodelling of McCormick Hall is completed (we hope by next fall), the Princeton group will have all these facilities, adequately installed, to meet present and minimum requirements. Any statement of the facilities of the department would not be accurate without emphasis on the underlined words. The money for the remodelling must come from the Spears bequest, and means just that much diminution of the endowment for expenses of research. We were not able to provide for future expansion by making a substantial addition to the building, because to do this would have meant spending more of this capital than we could afford.

The bearing of this upon the present prospectus is obvious. For instance, when the remodelling is done, we shall have provided offices in number sufficient only for our present staff, and these they must keep because of the use that is made of them in undergraduate teaching and conferences. The seating capacity of the Marquand and Barr Ferree Libraries will be, even after remodelling,

Dr. Flemer

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sufficient only for our graduate students and undergraduate senior departmentals, allowing for no Juniors. I think that no great inconvenience will arise at the outset of any expansion in the personnel of the research group, since adjustments of one sort or another can always be made for a time. But as the number of scholars in the group, and especially as the number of advanced students increases, provision will have to be made in proximity to the library for additional offices and study-space.

The only area in which such offices and study-space can be conveniently located is the top floor of the Museum, which opens from the Marquand Library. This would entail the providing of equivalent space for the Museum, by an addition which could take the form of a wing extending north from the east end of the old Museum building. I mention this in order to give you as complete a picture as I can of the full extent of the commitments which the Institute might be assuming in undertaking an extension into the field of the archaeology and history of art in cooperation with the University's department of Art and Archaeology.

In conclusion, and in lieu of expressing very positive (but possibly prejudiced) convictions of my own in favor of our subject as an initial field for the expansion of the Institute's activity into the Humanities, I take the liberty of quoting Panofsky from a recent letter: "Art and Archaeology would really be the best thing to begin with, for as things have developed, art-history has become a kind of clearing-house (both literally and figuratively speaking) for all the other historical disciplines which, when left alone, tend to a certain self-isolation. This key-position of Art-History in modern Geistesgeschichte accounts also for the success of the Warburg Library in Hamburg, and it would be a magnificent idea to build up a similar thing (yet not a duplicate, thanks to the well-established tradition of your Department) at Princeton."

Very sincerely yours,

CMH/F

1935

vert. file

November

SCHOOL OF HUMANISTIC STUDIES

Academic Organization

PRINCETON UNIVERSITY

Relations WOAI

MOREY, C. R.

Biographical

~~PANOF~~ PANOF SKY, ERWIN

Plan for present and future development of School of
Humanistic Studies to Flexner by Panofsky and Morey.

Filed in Vertical file under "H" for School of Humanistic Studies.

D, School of Humanistic Studies Correspondence

INSTITUTE OF ADVANCED STUDY
BUDGET TO ACCOMPANY
MEMORANDUM ON THE SCHOOL OF THE HUMANITIES

IMMEDIATE EXPENSES (1935-1936)

*Robinson	\$1300.00		
*Starr	1200.00		
<i>sonald</i> Wilber	1200.00		\$1200
Material Expenses	5000.00	\$8700.00	\$1500 \$3700

EXPENSES RECOMMENDED FOR 1936-1937

E. A. Lowe ✓	8000.00		
E. Herzfeld ✓	8000.00		
<i>Did not come</i> F. O. Waage	3000.00		
*K. Weitzmann ✓	3000.00		
W. A. Campbell ✓	5000.00		
Chinese Assistant ✓	2500.00		
**R.E.G. Downey ✓	1200.00		
H. Swarzenski ✓	2000.00		
**H. W. Glidden	1200.00		
<i>unforlato</i> Index of Christian Art	8000.00		
Material Expenses	7000.00	48900.00	\$1,000,000.00
Capital Expenditure for Building		576	\$120,000.00

FUTURE EXPENSES

Dinsmore	10000.00		
Barr	8000.00	18000.00	400,000.00
		75600	\$1,500,000.00

*Already on Institute Budget
**Possibly on University Budget

MEMORANDUM ON IMMEDIATE AND FUTURE NEEDS FOR RESEARCH IN ART AND ARCHAEOLOGY
IN THE SCHOOL OF THE HUMANITIES OF THE INSTITUTE FOR ADVANCED STUDY

The undersigned have taken the liberty of presenting the following memorandum to Dr. Flexner believing that it will serve as a useful basis for future planning of the development of the School of the Humanities. Since the long range view is desirable and has been the intention of the writers of the present memorandum, it is divided into immediate, recommended for 1936-37, and future requirements. It will be advisable also to consult in connection with it the letter of Professor Morey to Dr. Flexner of April 9, 1934, which was in the nature of a program for the development of the School of Humanities in the field of Art and Archaeology.

It may be stated at the outset as a result of a great deal of thinking and discussion on the part of the Art and Archaeology group in Princeton, that they have become convinced of the advisability of developing the School of the Humanities in and around the field of Art and Archaeology. In the first place, since, as Professor Panofsky was quoted in the letter of April 9, 1934 referred to above, "art-history has become a kind of clearing-house (both literally and figuratively speaking) for all the other historical disciplines which, when left alone, tend to a certain self-isolation", to attempt to develop fully in the Institute all the widely scattered Humanity disciplines would not only involve it in staggering expense but would be likely to result in a faculty of more or less isolated specialists. If, on the other hand, the focus is placed in Art and Archaeology, the collateral demands of this subject will insure a certain breadth to the School but at the same time insure its integration as a group of scholars with the necessary contact one with the other.

The personnel of the group already available and the research projects already under way in the Princeton group in Art and Archaeology were summarized in the letter referred to above. There also were pointed out the lacunae which had become evident. These were:

- (1) Someone to fill the chair in the later Middle Ages and the early Renaissance.
- (2) A first-rate palaeographer.
- (3a) A specialist in Greek Architecture.
- (3b) A competent Greek epigraphist.
- (4) A specialist in Islamic archaeology.

The considerations behind these recommendations were, we believe, amply set forth in the letter referred to. It is very gratifying to the Princeton group to note that two of these posts have already been filled by the names specifically recommended in the persons of Erwin Panofsky for the later Middle Ages and the early Renaissance, and Benjamin Merritt for Greek epigraphy. The desideratum in Greek Architecture has been in some measure met by the return to Princeton of Richard Stillwell, former Director of the American School of Classical Studies in Athens, and consulting architect on the excavations of the Agora and of Corinth. The University has placed Professor Stillwell on half time so that he would be able to pursue research in the field of Greek architecture during the other half.

The Princeton group is still of the opinion that desideratum "2" would be very brilliantly filled by E. A. Lowe of Oxford. For desideratum "4" in Islamic Archaeology the letter of 1934 made no recommendation, but since that time it has become increasingly apparent that the most desirable and most available person for that post is Ernst Herzfeld who can be considered having the most competent equipment for the scientific organization of the vast amount of data on this subject which has accumulated in the past ten years, and who is actually free at the present moment to accept such an appointment.

IMMEDIATE REQUIREMENTS

The desiderata in this paragraph are immediate in the real sense as needed during the academic year 1935-1936. The first of these concerns Donald Wilber, architect of the Antioch expedition during the past season and at present engaged here at Princeton on the drawings, maps and plans resulting from this season. To complete this work it will be necessary to keep

him in employment for the rest of the academic year, until July 1st. The Antioch Committee has paid Wilber's salary until December 1st, but owing to the deficit incurred by the expenses relative to the excavating, raising and photographing of the great Constantinian mosaic discovered at the end of the last season, we have found it necessary and possible to drop the item of architect off our next year's budget. This is a very convenient way of balancing the 1936 budget but leaves Wilber without stipend and also leaves the work on the records of the season in a very crippled condition. We should like to be able to pay Wilber \$1200 to keep him employed by the expedition until July 1, 1936.

Under this same heading another requirement which does not seem advisable to postpone until next year is that of material expenses, which item comprises the purchase of books and photographs, and should not be estimated for the current year at less than \$5000. The full meaning of the item "material expenses" will be made clear in a later portion of the memorandum.

APPOINTMENTS AND EXPENSES RECOMMENDED FOR 1936-1937

Appointments already recommended.

The appointment of Mr. Lowe was recommended in the letter of 1934 and needs no further urging here.

The appointment of Dr. Herzfeld has become more urgent by reason of the active interest in the appointment of an Islamic archaeologist which is being manifested by the very effective group of scholars constituting the Department of Oriental Languages and Literatures in Princeton. The graduate students in this department are not only growing significant in number but have this year developed a specific trend toward Islamic archaeology. As a matter of fact we have on the ground at the present time two men, Glidden and Starr, who are orienting themselves in this direction without any Islamic archaeologist within our group to guide their future development. Of these men, Starr is already on the Institute's rolls. Glidden is probably the most brilliant student in Arabic philology that Professor Hitti has had. We should like very much to see this youth trained for a period of years by a competent master, with a view to producing at the end of that time an Islamic archaeologist of the Herzfeld type, with the sound philological training which Glidden already possesses and with the training in method and command of the material of Islamic archaeology which can be imparted by Herzfeld. For this reason it seems to us highly desirable that some means be found to bring Herzfeld to Princeton on a basis that would insure a seminar in Islamic Archaeology for the benefit of our graduate students and to give him Glidden as his research assistant and pupil.

Herzfeld has made a complete survey of monuments of Islamic architecture, sculpture and painting in Persia, Mesopotamia, Syria and Palestine, and has the material of a life time of field work ready or nearly ready for publication. The publication of this scholastic work would be an epoch making event in the archaeological world, and inasmuch as he has two or three volumes already for print, would immediately demonstrate the Institute's usefulness in this particular field.

Research Associates and Assistants.

In the letter of 1934, the following desiderata were mentioned as posts for younger scholars.

- (1) A research assistant for the Index of Christian Art to act as inspector of entries.
- (2) A young Byzantinist.
- (3) A research assistant to help in the cataloguing of the Museo Cristiano.

These can be roughly viewed as research assistants respectively to Dr. Panofsky, Professor Friend and Professor Morey. The first two in our opinion should be considered permanent appointments for young men who might conceivably go on to higher posts in the Institute. For the first we have in mind F. O. Waage, at present instructor in Classical Archaeology at Cornell, and formerly Jacobus fellow at Princeton in Art and Archaeology. Waage's competence and training in Classical archaeology is one of the reasons why we think he is a good man to develop in the later fields of the Middle Ages and the Renaissance on account of the sound basis which such training gives. The second and more important reason is the unusual quality of the man and our conviction that given the opportunity he will develop into a brilliant scholar in any section of our field in which he is placed. The second desideratum is already filled by Kurt Weitzmann at present on the rolls of the Institute to February 1936, as a temporary appointment. Weitzmann is the best of the young Byzantinists and indispensable to the research project of the Corpus of the Illustration of the Old Testament in Greek Mss. under the supervision of Professor Friend, together with Professor DeWald and Dr. Weitzmann. The third desideratum has been filled for a portion of the year of 1936 by the appointment of Francis W. Robinson of the Cincinnati Art Museum to work on the cataloguing of the glass objects of the Museo Cristiano. This appointment is a temporary one, and the post is conceived as a temporary one to which appointments might be made over a limited number of years.

A permanent field archaeologist.

The appointment envisaged in this paragraph is partly a desideratum which has been brought home to the department by its experience with excavation projects and partly an emergency arising out of an individual case. W. A. Campbell, Field Director during the last three years of the Excavation of Antioch has been employed by the Committee for half the year while during the other half he held the post of assistant professor of the History of Art at Wellesley. A retirement in the Wellesley staff has opened a position as Professor of Classical Archaeology and Ancient Art. Campbell, we are told, will be recommended for this position, but it will involve a full time tenure, depriving him of his future as a field director which to our minds is his peculiar forte. The decision, unfortunately, must be made before Christmas. We believe that the Institute would do a very valuable thing and create a very valuable precedent if it would deliberately constitute a post of Field Archaeologist in the School of the Humanities, thereby providing the School with a competent field man who could be offered to any excavation in which the Institute or the School of the Humanities was particularly interested. The concession for the present excavation at Antioch ends next year and there seems to be good indication that it will be continued for a term of five or ten years and possibly thereafter. The expedition we have in mind is, of course, Antioch, but if this should not be continued, the scarcity of competent field directors (with seven years experience such as Campbell has) being what it is, the possession of such a man and his availability would put the School in a position to reap the research benefits of almost any dig that it thought worth while. The position is conceived by the undersigned to be somewhat of a Junior appointment and the salary we thought of was \$5000 or, more specifically, \$4500 plus \$500 for traveling expenses, which would be about equal to what Campbell would receive as Professor of Archaeology at Wellesley.

Material Expenses.

a. Equipment and building.

It was pointed out in the letter of 1934 that Art and Archaeology is far more needful of material equipment than any of the other Humanistic disciplines, being in this respect about as expensive as a science and its laboratory. Money is needed for books which on account of their elaborate illustrations cost about three times as much per title as books in any other field, for photographs and photographing, for the subvention of publication, since books in our field rarely pay for themselves, and for extensive areas required for research work in our subject. It was also pointed out that the Department of Art and Archaeology of Princeton University was making a strenuous effort to meet the last

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named requirement by an allocation from the Trustees of \$50,000 of our Spears Fund (given the Department for research expenses) toward alterations of our building. These alterations have been completed and we have actually at present good working areas for the research projects in illuminated manuscripts, for research in far eastern archaeology, and for research connected with the excavations, to say nothing of doubling the stack space of the Department Library and providing better quarters for the graduate students and their classes. Our endowment of the Library for the purchase of books is, however, wholly inadequate to stand the strain even of present research, to say nothing of the new requirements that the School of the Humanities will put upon it. The Spears Fund will take care of the research expenses other than books which are incurred by the projects already under way in the Department of Art and Archaeology, but can not handle any increase in these expenses. Moreover, it was pointed out in the letter of 1934 that while the present appointees to the School of Humanities can probably be taken care of in a pinch with our present office space, our areas are insufficient for any considerable increase in the staff and students of the School. Dr. Flexner already has in hand a scheme for the enlargement of the building, with particular reference to these last requirements, which involves the building of a wing off the east end of the Museum to house the present Museum collection, leaving the Museum building at the disposal of the Institute for its staff of Art and Archaeology in the School of the Humanities. The first floor of the Museum would then take the installation of slides and photographs, putting them thus at the disposal of the School, and the top floor would give the necessary space for offices, study rooms and seminars, and an assembly room, which the school might require, placing these areas at the same time in immediate juxtaposition to the Marquand Library. The expense of the wing mentioned was estimated at the time at about \$120,000.

(b) The Index of Christian Art.

The Index of Christian Art, now in the course of the fourteenth year of its existence, has reached a critical point in its development. The Director of the Index, Miss Helen Woodruff, has finally made a very insistent demand upon the Department for a radical change in its operation. She points out that while the Index is fairly complete for Christian Art up to 700, and useful to 1200, its entries for the period from 1200 to 1400 are negligible. Moreover the Index staff is so driven at present to serve the specific needs of the research projects that its general work in the cataloguing of Mediaeval Art has been practically brought to a stop. She points out that unless something is done, the Index cannot proceed at all with its professed purpose of being a complete and reliable index of Christian Art to 1400. Her proposal is that an intensive period of cataloguing be opened next year to last for about ten years involving an annual expense of between \$20,000 and \$25,000, and providing the Index with a number of readers instead of one, and the accompanying staff of file clerks and typists, the work of verifying being carried by members of the Department of Art and Archaeology and herself. The Index can provide out of its endowment about \$8000 of this sum and hopes to be able to get outside subvention for another third. The Index being the greatest research project which exists in Art and Archaeology in Princeton and possibly anywhere, this would seem to be a proper object of subvention by the Institute in its School of the Humanities to whatever extent the finances of the Institute may be able to extend such help.

✓ From the above it will be seen that the eventual material expenses of the School of the Humanities for Art and Archaeology can hardly be estimated under the sum of \$15000 a year and can be more adequately figured at \$20,000.

(c) Junior Research Workers.

1. Chinese fellowship. For the work in Far Eastern Art we have already in Princeton an excellent student of Chinese painting in the person of Professor Rowley. Scholars in this field are at present divided into two classes; those who have the training and perspective in the general history of art which makes them competent critics of Chinese

painting as art, such as Professor Rowley, and those who have gone through the many years of study that make them competent handlers of Chinese literature and philology which is the necessary background of archaeological research in Chinese Art. To find the combination of the two is hopeless. We should like to solve the problem on the recommendation of Professor Rowley by establishing a fellowship of \$2500 to \$3000 to be held by a young Chinese scholar who could act as philologist and literary assistant to Professor Rowley, who is concentrating at present on the cataloguing of the Morris collection.

2. R.E.G. Downey. This young man is at present engaged upon the analysis of literature bearing on the history and topography of Antioch in connection with the excavation thereof. He at present holds a Procter fellowship in Classical Archaeology and is an accomplished classicist, said to be the most brilliant student the department of Classics has had for many years. His fellowship terminates in the fall of 1936, but can probably be renewed. Thereafter it seems to us he should be continued on a research basis either for the benefit of the Antioch excavation if that is continued and if not, for the benefit of the Index of Christian Art, this being the type of career which he has chosen for himself. He will undoubtedly develop, like Waagé, into a scholar worthy possibly of a higher position in the Institute.

3. Hans Swarzenski. This young scholar might well be an appointee from next year on. He is highly regarded by the whole group at Princeton and will be particularly useful to Dr. Panofsky by reason of his extraordinary command of the Gothic illuminated manuscript material. This might be a permanent or a temporary appointment, but would rank in the Junior or research assistant category.

4. H. W. Glidden. Glidden is on a fellowship in the Department of Oriental Languages and Literatures which might, like Downey's, be renewed next year and thus not come on the budget of the Institute, but as indicated above he is obviously the young scholar to put under the tutelage of Herzfeld, if Herzfeld be appointed to a post in the Institute, and would in the opinion of the undersigned, undoubtedly make himself into the highly desirable American Islamic archaeologist that would emerge as a result of Herzfeld's tutelage.

FUTURE APPOINTMENTS

Greek Architecture and Modern Art.

These are fields for future consideration. It was suggested in the letter of 1934 that the appointment of Professor Dinsmore of Columbia to the Institute would enable that scholar to complete his great work on the Propylaea of the Acropolis, and add to our group one who is generally considered to be the foremost authority on Greek Architecture in the world. Nevertheless the presence of Professor Stillwell as a young student in the field makes it unnecessary to be hasty with this desideratum. It should, however, be kept in mind in our opinion as a possibility.

The post in the Institute for an authority on Modern Art may seem to bring the Humanistic School rather dangerously up to date as a school of research, but the fact is that American scholarship is peculiarly fitted to exercise perspective over modern art in a way that is quite impossible for the European student thereof, the reason being that what perspective is lacking in time is made up by geographical distance, enabling the American students of the subject to view the process as a whole. This has become very evident in the exhibitions and catalogues that have been held and issued by the Museum of Modern Art under the direction of Alfred Barr. Barr is naturally a scholar and not an executive, and he and the little group that he has gathered around him are the only persons in our field in Europe or America that have succeeded in establishing a method of research in the complicated phenomena of modern architecture, sculpture and painting. The establishment of a chair in the School of Humanities in this subject would be in our opinion a sound procedure, and provide an extremely interesting facet to the school.

The establishment of a professorship of Modern Art in the School is, however, suggested as something to be thought about in the future and not as an immediate desideratum.

(signed)

Erwin Panofsky

C. R. Morey

April 26, 1937

Dear President Park:

Thank you very much for your kind favor of April 21.

I shall write Mr. Dinsmoor in the hope of enlisting the continued coöperation of the American Institute of Archaeology, and I have already written Professor Sachs. Does it not seem to you that it would be most convenient if the money available for Miss Goldman's excavations could be handled through a single source. I do not myself know how this has been handled in the past, but inasmuch as Miss Goldman is a member of the Institute, the Institute will be very happy to undertake it if that arrangement is equally agreeable to the other participants.

With all good wishes,

Sincerely yours,

ABRAHAM FLEXNER

President
~~Miss~~ Marion Edwards Park
Bryn Mawr College
Bryn Mawr, Pennsylvania

AF/MCE

M. Park

PRESIDENT'S OFFICE

BRYN MAWR COLLEGE
BRYN MAWR
PENNA.

April 21st, 1937

My dear Dr. Flexner,

Thank you for your kind letter agreeing to allow Professor Panofsky to deliver the series of lectures at Bryn Mawr in the autumn. The prospect gives all of us great satisfaction.

I shall look forward to your visit and Mrs. Flexner's during Commencement week. The invitations to the exercises are sent out from the college in early May, and I should be glad to have them include a definite subject for the Commencement address if you wish to give me one. Otherwise the programme will merely name you as the Commencement speaker.

I am delighted with what you write of the Institute's interest in Miss Goldman's excavation. Bryn Mawr will furnish the \$7500 for the term of the excavation which Miss Goldman sets and the amount can be divided in any convenient way between the four years. I had already made an appointment with Mr. Sachs, who has represented the Fogg Museum and Harvard University, for May 2nd when I shall be in Boston, and I hope he will agree to pledge a contribution equal to that which the Museum and University have made in the past; i.e., \$5,000 a year. As Miss Goldman has probably told you, Mr. Dinsmoor, she and I met in New York before she sailed (when Mr. Sachs could not be present), and Mr. Dinsmoor encouraged us to believe that after 1938 the Institute of Archaeology could and would again contribute.

Miss Goldman's income from the three institutions previously concerned would then be:

1938	1939	1940	1941
\$2500 (Bryn Mawr)	\$2500	\$1250	\$1250
? \$5000 (Harvard)	? \$5000	? \$2500	? \$2500
	Something (Inst. possibly Arch.)	Something possibly	Something possibly

The Institute of Archaeology has contributed \$2500 this year.

It will be a great thing to relieve Miss Goldman's anxiety about the future of her work and have her free to do it with an undivided mind. All her friends will be enormously grateful.

With kind regards,

Very sincerely yours,

Marion Park

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

PRESIDENT'S OFFICE

BRYN MAWR COLLEGE
BRYN MAWR
PENNA.

April 16, 1937

My dear Dr. Flexner,

Late this winter Mr. Bernard Flexner suggested to me the possibility of inviting either Professor Panofsky or Professor Herzfeld of the Institute for Advanced Study at Princeton to deliver a series of the Mary Flexner Lectures in October and November of the current year. Ordinarily the Mary Flexner lecturer has come into residence at the college for the six weeks period of his lectures and has taken part in one or two of the courses for graduate or advanced students in the department with which he is most closely connected. In this instance Mr. Flexner suggested that the lecturer be invited only to deliver the six public lectures.

At the request of the Department of the History of Art I wrote to Professor Panofsky and asked him whether he would consider such an invitation, and he has written me affirmatively and talked over a number of details with Professor Ernst Diez of the Department. I am now writing you to ask whether the Institute would do Bryn Mawr the favour of releasing Professor Panofsky for the series of six lectures to be given on Monday evenings beginning October 11th. I think perhaps I should add that Professor Panofsky has kindly suggested that he would remain at the college on Tuesday for an informal conference with students who may have been interested in the subject matter of the lectures. I enclose the list of the lectures which Professor Diez brought back from his conference.

I am greatly looking forward to seeing you at Commencement time, officially as well as unofficially. I am hoping very much that you and Mrs. Flexner will be my guests for as much of Commencement week as you can spare.

With kind regards, please believe me,

Very sincerely yours,

Marion Park

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

Program of Professor Panofsky's lectures

in the Mary Flexner Series

Problems of Secular Iconography in the Renaissance.

- 1) Meaning and methods of Renaissance Iconography.
- 2) The early history of man in a cycle of paintings by
Piero di Cosimo.
- 3) "Father Time".
- 4) "Blind Cupid".
- 5) Some allegories by Titian.
- 6) Some allegories by Michelangelo.

April 17, 1937

Dear President Park:

I have this morning your kind note of April 16. Professor Panofsky has already talked with me about the subject of his lectures and a seminar at Bryn Mawr. It will give me very great pleasure to agree to any arrangement that Professor Panofsky makes with you and with Professor Diez. I am delighted that the Institute is able to coöperate with Bryn Mawr College in this matter. I am sure that you will find Professor Panofsky a most stimulating as well as a most entertaining scholar.

I wonder if I may take advantage of this opportunity to write you on the subject of Miss Goldman's excavations at Tarsus. I learn from Miss Goldman that she counts upon completing the excavation and writing it up within a four-year period, during which she will require support to the extent of \$12,000 a year for the first and second year and \$6,000 for the third and fourth year. I also understand that Bryn Mawr College is prepared to furnish \$2,500 a year for a three-year period. This amount can be, however, so distributed as to cover the four years which Miss Goldman needs. I assume that Bryn Mawr would have no objection to contributing \$2,500 for each of the first two years and \$1,250 for each of the third and fourth years. I may of course add that the Institute is prepared to coöperate in such wise that the entire sum which Miss Goldman needs will be at

President Park

April 17, 1937

2

her disposal and that she will henceforth be free of any concern as to the financial future of her important undertaking.

I shall let you know later precisely what Mrs. Flexner and I are able to do in the matter of accepting your kind invitation for Commencement. I hope very much that we can do so, but the close of the year is an extremely busy time of the year so that at the moment I am unable to give you a positive answer, but I shall inform you definitely in good time.

With all good wishes and deep appreciation,

Very sincerely yours,

ABRAHAM FLEXNER

President Marion Park
Bryn Mawr College
Bryn Mawr, Pennsylvania

AF:ESB

C O P Y

President's Office

Bryn Mawr College
Bryn Mawr
Penna.
April 16, 1937

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At the request of the Department of the History of Art I wrote to Professor Panofsky and asked him whether he would consider such an invitation, and he has written me affirmatively and talked over a number of details with Professor Ernst Diez of the Department. I am now writing you to ask whether the Institute would do Bryn Mawr the favour of releasing Professor Panofsky for the series of six lectures to be given on Monday evenings beginning October 11th. I think perhaps I should add that Professor Panofsky has kindly suggested that he would remain at the college on Tuesday for an informal conference with students who may have been interested in the subject matter of the lectures. I enclose the list of the lectures which Professor Diez brought back from his conference.

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With kind regards, please believe me,

Very sincerely yours,

(signed) MARION PARK

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

ENCLOSURE Program of Professor Panofsky's lectures in the Mary Flexner Series

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- 3) "Father Time"
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C O P Y

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