

1155 S. Citrus Ave.  
Los Angeles 35, Calif.

16 September 1948

Dear Herbert and Otto:

this afternoon i paid a visit to the RAND headquarters in santa monica; and i thought you might possibly be interested in a brief sketch about the project and its people many of whom are so dear to your hearts.

the building itself looks like a former medical building: clean, white, aseptic, and streamlined. it is located in the center of santa monica. ~~parking~~ policemen guard entrance and exit. parking areas ( marked: government property ) are separated according to the following status categories: for executives, for executive visitors, for regular employees, and, finally, for ordinary visitors. it will please otto ( who knows how deeply conscious i am in every situation of the prestige and status angle ) to learn that i ~~was~~ was permitted to park in the area for "executive visitors". This because i also inscribed myself in the log book as a representative from the state department. besides this formality of signing a book and identifying himself, the visitor also receives a badge to be fastened to one's lapel or belt which is an exact replica of the old OSS badge. the offices are roomy, airy, ~~and~~ well-lit, and again very clean-looking. most of them are occupied by one researcher<sup>er</sup> the building houses ~~the~~ at least three different groups of researchers: the social scientists, the mathematicians and statisticians, and the physicists. there may be other groups or branches. the total impression of facilities is that of a clean, quiet, smooth, and highly sterilized outfit. one hesitates to drop one's ashes on the floor \* ( if you know what i mean ) and when talking to some of the members of the group, it is noticeable that ash trays are immediately emptied and cleaned if they contain some ashes and two or three butts.

general information was supplied by my friend abe kaplan ( whose name appears jointly with that of hans speier on one of the ~~the~~ executive offices. ) i also talked at length to a man by the name of joe goldsen, an old lasswellian and a wizard in the arts of content analysis, policy research, and formulation and manipulation of ~~the~~ projects in the social sciences. he is functioning in some kind of executive and coordinating capacity. and these are some of the things i learned:

while RAND headquarters will remain in california, the organization is spreading and establishing branches in the east and farming out more and more research projects. as far as i know, there will be a branch in washington ( with speier, alex george, phil davidson<sup>\*goldhammer</sup> ), a branch ~~in~~ yale ( with leites ) and a branch at harvard. the washington branch will be concerned primarily with psychological warfare; yale is already ~~being~~ engaging in a gigantic study of "reactions to disastrous situations"; ~~the~~

harvard is engaged in what was described to me as an "attitude study" -- whatever that may mean. kaplan here is ~~fin~~ finishing a report on "social prediction".

the outfit is growing and definitely here to stay. the people talk in terms of becoming a research institute and possibly affiliating with the universities. there must be other projects farmed out to other institutions of higher learning of which i don't know anything. pay is good and working conditions comfortable. hence, it is not surprising that a lot of people are attracted by the whole proposition. the general plan is to leave the different researchers scattered at the various places in the west and east and bring them all together, once a year, for a couple of months in southern california -- which is obviously a good solution from the point of view of comfort of living.

while most people are full-time, some of them divide their time or are on temporary appointments. goldhammer has taken a year's leave of absence from chicago; and you will certainly meet him in washington. my friend kaplan is only working for a day or two per week. leites divides his time between RAND and some kind of an appointment as "research professor" or "associate" for political science at yale. at any rate, he will not have to do any teaching. i was told that ( having finished his manuscript on the movies ) he has "thrown himself" ( sic! ) completely and without qualification into work on the soviet union and has mapped out a gigantic research project on the "elite structure in the ussr". i was further informed that he had already combed every available scrap of literature on the ideological development and deviations of ~~soviet~~ communism in the ussr and elsewhere and has begun to write up his findings. eventually, the study is to lead to a clear, definitional formulation of the "policy scope" ( or something like it ) and "manipulatory freedom and efficacy" of the various members forming the elite and sub-elites in the soviet union. i am not dwelling on this subject or person at length because i am particularly interested in it or him, but (a) because it was outlined to me as what seemed to be the major project of the organization and (b) because i thought you would welcome a new expert in your respective fields and might wish to consider calling him down to washington as a "consultant" to the department.

so much for to-night.-- i miss your ~~special~~ special mixture of friendship and aggressive hostility. it is lonesome to crawl back into the womb.--

i remain, dear sirs, as ever, your obedient servant,

*Leus*

P.S. Classification: Restricted

The RAND Corporation

1700 MAIN STREET  
SANTA MONICA, CALIFORNIA

HANS SPEIER  
CHAIRMAN, RESEARCH COUNCIL

December 12, 1961

Professor Otto Kirchheimer  
2801 Beechbank Road  
Silver Spring, Maryland

Dear Otto:

It was very kind of you to send me a copy of your work, Political Justice, The Use of Legal Procedure for Political Ends. It arrived in the office some time ago when I was in the hospital for a minor operation on my eye. I have been unable to read or write for several weeks and still am at home. But now that I am rejoining the reading public, I am looking forward to reading your book carefully. When it arrived I could make out the Table of Contents with the help of a magnifying glass and this venture whetted my appetite greatly.

In the meantime, I hope that you have received a copy of the little study on Berlin that I finished just before I went out of commission.

With kindest personal regards,

Sincerely,

  
Hans Speier

HS/kt

December 17, 1961

Dr. Hans Speier  
The Rand Corporation  
1700 Main Street  
Santa Monica, Cal.

Dear HS :

I was very sorry to see from your kind lines that you had to undergo an eye operation. I do hope that your vision is completely restored. I would not mind if perhaps you could not find all the misprints and errors in the book, there are, unfortunately, all too many.

Many thanks for sending me your Berlin book, from the analysis of which I learned a lot. I used it to good account in a couple of speeches I had to make on the subject. I am afraid you might not agree with all the conclusions I drew from it and I only would have liked that you would have extended your analysis to the total subject of DDR - Bonn relations. I do hope there will be an opportunity in 1962 to discuss these problems in person.

With best regards and wishes for a speedy full recovery, I am,

Sincerely yours,

