

Just Tax exemption

Released at Haddonfield, N.J. for P.M. Papers
on Friday, July 30, 1948, and thereafter.

HADDONFIELD, N.J., July 30-- Governor Driscoll today announced that he signed Senate Bill No. 256, by Senator Armstrong of Mercer County, relating to exemption from taxation of gifts to educational institutions.

In making the announcement the Governor stated:

"It has been the policy of this administration to strengthen all levels of education in this State. To reach this objective we have increased by 66-2/3 per cent the minimum salaries to be paid to public school teachers; increased by \$22,000,000 State grants-in-aid to our local municipalities; and developed an integrated program for public education with provision for the betterment of the facilities for State teachers' colleges and the State University.

"What is perhaps more important, we have recognized the need for the continuation of our private colleges and universities. The continuation of these colleges and universities, healthy financially (and they are all hard-pressed today to meet rising costs and greatly decreased earnings on their investments), and free academically to pursue their historic calling, is the one guarantee that we have that academic freedom will be maintained in this country. Further, these private colleges and universities provide us with a 'yardstick' by which we may measure the capacity of the State college or university to provide an adequate education.

"In other words, there is a place for both the private and public educational institution and the scales must not be weighed too heavily in favor of the latter at the expense of the former.

"This bill, in my judgment, will aid our private educational institutions, of which New Jersey has many, and in which it takes a proper pride. By encouraging private philanthropy and thus permitting these institutions to maintain at reasonable cost private facilities we lessen the demand and need for State institutions.

"I shall recommend to the next session of the Legislature that the provisions of the bill be confined to those institutions that meet appropriate standards."

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The Governor also signed Assembly Bill No. 318, by Assemblyman Bator of Essex County, which amends the provisions of the juvenile and domestic relations court act. This bill was supported by the State Association of Chiefs of Police, the Department of State Police and several juvenile court judges.

In announcing his approval of the bill the Governor pointed out that he had disapproved Assembly, No. 415 passed during the 1947 session of the Legislature--a bill which was intended to deny to juvenile and domestic relations courts, except in counties of the first or second class, jurisdiction to hear and determine any case involving a violation of the motor vehicle laws. In disapproving that bill last year the Governor stated that "those who operate motor vehicles should expect neither special treatment nor leniency merely because of age. The object intended to be accomplished by the bill is proper and should, in my judgment, be broadened in scope to provide for uniform procedure in all counties."

"Assembly Bill No. 318 provides the uniform procedure which I recommended last year," the Governor said, adding:

"There are only two classes of drivers that we can afford to recognize--safe drivers and those who should be punished because of their violation of safety regulations. All of the latter should, in my judgment, be treated alike."

Additional bills signed by the Governor follow:

- ASSEMBLY 37: W.H.Jones. An Act fixing the compensation of the Chief Justice of the Supreme Court, the Associate Justices of the Supreme Court and the judges of the Superior Court.
- ASSEMBLY 104: Fraser. An Act concerning the salaries to be paid to the mayor or other chief executive officer and members of governing bodies in municipalities, and amending sections 40:46-23 and 40:46-26 of the Revised Statutes.
- ASSEMBLY 147: Keim. An Act relating to workmen's compensation, and amending section 34:15-43 of the Revised Statutes.
- ASSEMBLY 286: Mackey. An Act amending the title and body of Chapter 382 of the Laws of 1947.
- ASSEMBLY 356: Thomas. An Act concerning district courts, and supplementing chapter eight of Title 2 of the Revised Statutes.

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Release - July 30, 1948 -- Page 3.

- ASSEMBLY 436: Mackey. An Act concerning fees for the services of sheriffs, and amending sections 22:4-7, 22:4-8 and 22:4-9 of the Revised Statutes.
- ASSEMBLY 479: Fowler. An Act vesting the title to real property of which Andrew Stolz, also known as Andrew Stoltz, died seized, and which is alleged to have escheated to the State of New Jersey in the year one thousand nine hundred and nineteen, in the township of Bernards, in the county of Somerset, a municipal corporation of the State of New Jersey.
- ASSEMBLY 506: Simmill. An Act validating the sale of certain lands, tenements, hereditaments or real estate made under any decree, judgment or order of any court of this State or any execution or other process issued thereon.
- SENATE 185: Barton. An Act concerning the destruction of records of corporations (under the supervisory or regulatory jurisdiction of the Commissioner or Department of Banking and Insurance) in liquidation or dissolution.
- SENATE 244: Barton. An Act to validate the merger of charitable corporations and proceedings taken to effectuate such merger.

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TAXATION

Government Relations

Memoranda to the Members of the Institute from Oppenheimer regarding taxation.

Filed in Vertical File under "T" for Taxation.

D File, Income Tax - Taxability of Grants, 1950

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY

OFFICE OF THE DIRECTOR

March 18, 1955

Memorandum to Members of the Institute:

In my memorandum of January 21, I stated that two things had occurred in recent months which have a direct bearing on the taxability of foundation grants. Last summer, the 1954 Internal Revenue Act became effective. This law provides for the exclusion of a maximum of \$300 per month or \$3600 a year of any post-doctorate fellowship from the taxpayer's gross income. In the fall, the United States Tax Court handed down a ruling in the Stone Case declaring a Guggenheim Foundation grant non-taxable. The grant under consideration in this case was small but no reference to the amount was made in the ruling.

This confusing matter will probably be taken to a higher court. In the meantime, we have asked the Institute's tax counsel to prepare an opinion as to what course the recipient of a grant should follow in preparing his 1954 return.

Pertinent sections of the opinion of counsel follow:

1954 AMENDMENTS

"The Internal Revenue Code of 1954 was approved and became law August 16th, 1954, but most of this new tax law, including particularly the matters with which we are here concerned, is effective as of January 1st, 1954.

Section 117 is an entirely new relief provision, and refers specifically to scholarships and fellowship grants. In subdivision (a) the general rule is stated that in the case of an individual taxpayer gross income does not include any amount received as a scholarship at an educational institution (as defined in the law), or as a fellowship grant, including the value of contributed research, clerical help or equipment which are incident to such a scholarship or to a fellowship grant, but only to the extent that the amount received for such expense is so expended by the recipient.

Subdivision (b) refers to certain 'limitations', part (1) thereof referring to individuals who are candidates for degrees, and being thus inapplicable here, and subdivision (2) referring to individuals who are not such candidates. The provision here is that in the case of an individual who is not a candidate for a degree the above 'exclusion' from gross income shall apply only if the grantor of the scholarship or fellowship grant is a tax exempt organization as defined (a requirement with which the Institute complies), and as further limited by the following subparagraph:

'(B) Extent of exclusion. - The amount of the scholarship or fellowship grant excluded under subsection (a) (1) in any taxable year shall be limited to an amount equal to \$300 times the number of months for which the recipient received amounts under the scholarship or fellowship grant during such taxable year, except that no exclusion shall be allowed under subsection (a) after the recipient has been entitled to exclude under this section for a period of 36 months (whether or not consecutive) amounts received as a scholarship or fellowship grant while not a candidate for a degree at an educational institution (as defined in Section 151 (e) (4)).'

The gist of this limitation seems to be that the exclusion under Section 117 (a) (1) is not to exceed \$300 multiplied by the number of months 'for' which the grant is paid during the taxable year, and that no exclusion is applicable under this subsection after the recipient shall have been entitled to exclude for a period of 36 months whether or not consecutive. These limitations upon the exclusion are apparently not applicable to the incidental expense exclusions called for by Section 117 (a) (2), but again note that such exclusion is limited in terms by subdivision (2) to the amount actually expended for such purposes."

"(1) Members qualifying under Section 117 of the new law may as hereinabove outlined exclude portions of their grants and incidental expense allowances within the described limits. By 'exclude' as here used there is meant non-inclusion in in the gross taxable income, rather than inclusion followed by the taking of deductions."

"(2) The cases of members whose grants cannot for one reason or another be fully excluded under Section 117, must then be considered in the light of the Tax Court decision in the Stone case, and in the absence of exceptional circumstances will come within it. In such cases, two courses are open pending final determination, namely, (a) to return and pay the tax on that part of the grant which cannot be excluded under the amendments, or (b) to exclude the grant nonetheless but to attach to the return a rider disclosing the fact and amount of the grant and any appropriate applicable deductions. If the first of these courses is adopted, the situation should be reviewed periodically for it may become necessary to preserve the right to refund by filing claim therefor within three years from filing date of tax return. If the second course is adopted, it may be well for the individual to set aside a reserve for the tax and 6% interest which may ultimately be found payable."

Robert Oppenheimer

Robert Oppenheimer

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY

OFFICE OF THE DIRECTOR

January 21, 1955

Memorandum to Members of the Institute:

Two things have occurred in recent months which have a direct bearing on the taxability of foundation grants. Last summer, the 1954 Internal Revenue Act became effective. This law provides for the exclusion of a maximum of \$300 per month or \$3600 a year of any post-doctorate fellowship from the taxpayer's gross income. In the fall, the United States Tax Court handed down a ruling in the Stone Case declaring a Guggenheim Foundation grant non-taxable.

This confusing matter will probably be taken to a higher court. In the meantime, we have asked the Institute's tax counsel to prepare an opinion as to what course the recipient of a grant should follow in preparing his 1954 return. We shall be happy to make this opinion available to members by March 1.

Robert Oppenheimer

Robert Oppenheimer

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY

OFFICE OF THE DIRECTOR

September 25, 1951

Confidential

TO MEMBERS OF THE FACULTY:

Attached is a copy of our long awaited ruling from the Commissioner of Internal Revenue with regard to the taxability of grants. I should like to emphasize that this ruling does not have the force of law, and that it does not of itself clearly indicate what course we should follow. For this reason I believe it inappropriate to discuss the possible changes in our procedure, except among ourselves, with our trustees, and with counsel. We should of course take up these problems at our faculty meeting. But we should not, at the present time, alarm or disturb members whose status may in one way or another be affected. I myself am not yet willing to accept the general taxability of our grants without an appeal.

R. O.

Robert Oppenheimer

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U. S. TREASURY DEPARTMENT
Washington 25

Office of
Commissioner of Internal Revenue

September 20, 1951

Address reply to
Commissioner of Internal Revenue
and refer to

IT:P:TR
JJT-1

David J. Levy, Esq.
20 Exchange Place
New York 5, New York

In re: The Institute for Advanced Study

Dear Mr. Levy:

Reference is made to your letter dated April 6, 1950, the enclosures, prior correspondence, and to conferences held with officials of the Bureau with respect to the status of grants in aid made to certain individuals by The Institute for Advanced Study for income tax and withholding tax purposes.

It is stated that The Institute for Advanced Study, a corporation organized in 1930, was founded by the late Louis Bamberger and his sister, the late Mrs. Felix Fuld, who donated \$5,000,000.00 for the establishment of a center where leading scientists of the world might gather for advanced study. It is also stated that the Institute, at the present time has an endowment of \$21,000,000.00, practically none of which has to be spent in operating a plant. The Institute has no laboratory and no apparatus. The object of this organization was to establish an institute for advanced study, the promotion of knowledge, the training of students and workers, and to create an institute where scientists and scholars might devote themselves to research and training of others; and to assemble a group of scientists and scholars who, with their pupils and assistants, might devote themselves to the task of pushing beyond existing limits of knowledge.

It is also stated that the Institute includes so-called "permanent members", "members", "assistants", and "staff". The "permanent members" include the faculty and all others having academic appointments covering the whole of their career, such appointments extending for life or until the member shall attain the age of 65 years. The "members" include all

who are at the Institute for shorter or less determinate periods, for the purposes of pursuing their own studies, either alone or in concert. The "assistants" work in conjunction with various professors carrying out work of specific interest, and the "staff" includes the non-academic personnel.

All of the "members" and certain "permanent members", concerning whom this inquiry is made, hold Ph.D. degrees, or the equivalent thereof, and are not under the control of the Institute in any way * * *, have no duties to perform, are not responsible for the policies or functioning of the Institute, and the product of their study or research (writings or inventions) remains the sole property of the member without any right, title or interest therein on the part of the Institute. The grants in aid to these "members" and "permanent members" vary, and are paid in amounts up to \$12,000.00 per year. In general, these grants made by the Institute are paid out of its own funds, however, many members are supported by fellowships or grants emanating from various other funds, foundations, governments, and other similar sources. It is your understanding that the amounts here in question constitute gratuities and therefore, not subject to tax. You request to be advised as to the correctness of your interpretation for Federal income tax and withholding tax purposes.

The amount of a grant or fellowship is includible in gross income unless it can be established that such amount is a gift. It is the position of this office that if a grant or fellowship is made for the training and education of an individual, either as a part of his program in acquiring a degree or in otherwise furthering his educational development, no services being rendered as consideration therefor, the amount of the grant is a gift which is excludable from gross income. However, when the recipient of a grant or fellowship applies his skill and training to advance research, creative work, or some other project or activity, the essential elements of a gift as contemplated by section 22(b) (3) of the Internal Revenue Code are not present, and the amount of the grant or fellowship is includible in the recipient's gross income.

In making a determination in any case of this kind the Bureau of Internal Revenue considers certain factors persuasive, but not necessarily conclusive. Among such factors are the following: whether the grantor institution is engaged primarily in educating individuals or in furthering research; whether the grantor is receiving funds for conducting specific research from either the Government, another institution or a commercial organization; whether the research performed by the recipient is related to the program of the institution; whether the amounts of the grant are geared to the work done or to the needs of the recipient; whether the recipient has a wide latitude in the choice of subject and methods of research; whether the recipient is making a career of such research or, on the other hand, whether the indications are that his research project is a step in acquiring a degree or in training for a future position.

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In connection with the foregoing factors or tests, it is observed that the Institute for Advanced Study is engaged primarily in research to extend the existing limits of knowledge, although the training of individuals to carry on research is a secondary purpose. Generally, where a grantor is an organization which is primarily concerned with furthering research, a substantial purpose of the award or the grant in aid is to obtain the results of the recipient's research.

It is further noted that the Institute for Advanced Study receives funds from sources other than its endowment fund; and notwithstanding the wide latitude granted members in the choice of subjects and methods of research, it would appear that some grants, such as those made under contracts with the Atomic Energy Commission, may have limited specific objectives.

In connection with the final factor hereinabove enumerated, the duration of grants and extensions or renewals thereof is a pertinent fact, and consideration must likewise be given to a member's prior activities and experience, such as research under grants by other foundations or for other organizations.

Application of the tests hereinabove described to the facts and circumstances submitted with respect to grants to "permanent members" and "members" indicates that such grants represent taxable income rather than gifts. However, in the event additional information, not heretofore submitted to the Bureau of Internal Revenue, leads you to believe that a grant to any particular "member" is made primarily for the training and education of the recipient and that research performed by him is merely incidental to such training and education, an application, accompanied by all pertinent information, may be made to the Bureau of Internal Revenue for reconsideration of the ruling contained in this letter as it applies to such person.

Inasmuch as there is no employer-employee relationship existing between the nonfaculty members of either class and The Institute, no withholding is required under the provisions of section 1622 of the Internal Revenue Code.

In accordance with the provisions of section 3791(b) of the Internal Revenue Code, the rulings stated herein will not be effective for periods beginning prior to January 1, 1950.

Very truly yours,

/s/ John B. Dunlap
Commissioner

1951

January - September

GENERAL

Academic Personnel

TAXATION

Government Relations

GRANTS-IN-AID

Academic Personnel

STIPENDS

Correspondence between the U. S. Treasury Department and Oppenheimer regarding the taxability of grants.

Filed in Vertical File under "T" for Taxation.

D File 2

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PRINCETON, NEW JERSEY

OFFICE OF THE DIRECTOR

September 25, 1951

Confidential

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Inasmuch as there is no employer-employee relationship existing between the nonfaculty members of either class and The Institute, no withholding is required under the provisions of section 1622 of the Internal Revenue Code.

In accordance with the provisions of section 3791(b) of the Internal Revenue Code, the rulings stated herein will not be effective for periods beginning prior to January 1, 1950.

Very truly yours,

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Commissioner

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY

OFFICE OF THE DIRECTOR

January 21, 1955

Memorandum to Members of the Institute:

Two things have occurred in recent months which have a direct bearing on the taxability of foundation grants. Last summer, the 1954 Internal Revenue Act became effective. This law provides for the exclusion of a maximum of \$300 per month or \$3600 a year of any post-doctorate fellowship from the taxpayer's gross income. In the fall, the United States Tax Court handed down a ruling in the Stone Case declaring a Guggenheim Foundation grant non-taxable.

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Section 117 is an entirely new relief provision, and refers specifically to scholarships and fellowship grants. In subdivision (a) the general rule is stated that in the case of an individual taxpayer gross income does not include any amount received as a scholarship at an educational institution (as defined in the law), or as a fellowship grant, including the value of contributed research, clerical help or equipment which are incident to such a scholarship or to a fellowship grant, but only to the extent that the amount received for such expense is so expended by the recipient.

Subdivision (b) refers to certain 'limitations', part (1) thereof referring to individuals who are candidates for degrees, and being thus inapplicable here, and subdivision (2) referring to individuals who are not such candidates. The provision here is that in the case of an individual who is not a candidate for a degree the above 'exclusion' from gross income shall apply only if the grantor of the scholarship or fellowship grant is a tax exempt organization as defined (a requirement with which the Institute complies), and as further limited by the following subparagraph:

'(B) Extent of exclusion. - The amount of the scholarship or fellowship grant excluded under subsection (a) (1) in any taxable year shall be limited to an amount equal to \$300 times the number of months for which the recipient received amounts under the scholarship or fellowship grant during such taxable year, except that no exclusion shall be allowed under subsection (a) after the recipient has been entitled to exclude under this section for a period of 36 months (whether or not consecutive) amounts received as a scholarship or fellowship grant while not a candidate for a degree at an educational institution (as defined in Section 151 (e) (4)).'

The gist of this limitation seems to be that the exclusion under Section 117 (a) (1) is not to exceed \$300 multiplied by the number of months 'for' which the grant is paid during the taxable year, and that no exclusion is applicable under this subsection after the recipient shall have been entitled to exclude for a period of 36 months whether or not consecutive. These limitations upon the exclusion are apparently not applicable to the incidental expense exclusions called for by Section 117 (a) (2), but again note that such exclusion is limited in terms by subdivision (2) to the amount actually expended for such purposes."

"(1) Members qualifying under Section 117 of the new law may as hereinabove outlined exclude portions of their grants and incidental expense allowances within the described limits. By 'exclude' as here used there is meant non-inclusion in the gross taxable income, rather than inclusion followed by the taking of deductions."

"(2) The cases of members whose grants cannot for one reason or another be fully excluded under Section 117, must then be considered in the light of the Tax Court decision in the Stone case, and in the absence of exceptional circumstances will come within it. In such cases, two courses are open pending final determination, namely, (a) to return and pay the tax on that part of the grant which cannot be excluded under the amendments, or (b) to exclude the grant nonetheless but to attach to the return a rider disclosing the fact and amount of the grant and any appropriate applicable deductions. If the first of these courses is adopted, the situation should be reviewed periodically for it may become necessary to preserve the right to refund by filing claim therefor within three years from filing date of tax return. If the second course is adopted, it may be well for the individual to set aside a reserve for the tax and 6% interest which may ultimately be found payable."

Robert Oppenheimer

Robert Oppenheimer

very file "T"

1942

12/23

TAXATION

Government Relations

BENEFITS

Academic Personnel

Memorandum on "What is Taxable Income to an Annuitant Under the U. S. Tax Laws?" put out by the TIAA.

Filed in Vertical File under "T" for Taxation.

A, 10/18/56, Committee on Pensions, Executive Committee and Board Minutes, File No. 55

TEACHERS INSURANCE AND ANNUITY ASSOCIATION OF AMERICA

522 Fifth Avenue, New York, N. Y.

WHAT IS TAXABLE INCOME TO AN ANNUITANT UNDER THE U.S. TAX LAWS?

We are glad to furnish this leaflet to aid you in the preparation of your U.S. income tax returns, but we cannot undertake to compute the taxable income for you or offer advice regarding the various state and local taxes. If you need such advice you should consult your local tax adviser or communicate directly with the tax collector. The information contained herein has been carefully prepared. We think it is correct, but we do not warrant that it is infallible.

The law provides that the amount of annuity payments received by an individual shall be included in his taxable income each year to the extent of 3% of the "consideration paid" for the annuity, the balance being excluded in taxable income for that year. After the aggregate of the amounts thus excluded from taxable income equal the consideration paid for the annuity, the entire amount of annuity payments received thereafter must be included in taxable income (Internal Revenue Code, 22 (b) (2)).

If you have an annuity contract purchased by the Carnegie Corporation to supplement the Carnegie Foundation allowance, the "consideration paid" will appear on the face of the contract. To illustrate, if the consideration specified on the face of the contract is \$5,000 and the annuitant received annuity payments of \$400 a year, he will report \$150 (3% of \$5,000) as the annual taxable income - with \$250 (~~\$400~~-\$150) excluded - until the amounts thus excluded equal the original premium, i.e., for 20 years. If payments began September 1, he receives income for only 4/12 of a year and, therefore, the taxable income will be \$50 ($\$150 \times 4/12$). Special Ruling by Treasury Department to TIAA dated 12/7/42. This ruling does not affect the separate ruling that the Carnegie Foundation allowances are not taxable.

If annuity payments are derived from your TIAA retirement annuity contract, the "consideration paid" is not the sum of all premiums paid, but is the sum of all premiums paid by you (Note: The sum of the premiums is not the "accumulation" shown in the last blue slip or on the face of the contract). The Association can furnish a statement of the total premiums paid from all sources, but it cannot furnish a statement of the premiums paid by you. It is, therefore, necessary for you to deduct, from the statement of total premiums paid given to you by the Association, such part of the premiums as were paid by your employers and not previously returned by you as taxable income in the years in which such contributions were made.

To illustrate, assume that upon the maturity of a retirement annuity contract, the net accumulation is \$25,500, consisting of \$9,000 contributed by the Professor through deductions from his salary, \$9,000 contributed by the University, and \$7,500 resulting from accumulated interest and dividends. Assume further that upon settlement, the Professor receives \$22.50 a month, beginning October 1, 1941. By multiplying \$9,000 (the premiums paid by the Professor) by .0025 ($3\% \div 12$) we ascertain that \$22.50 from each payment is taxable income and that \$200 from each payment is excluded. Thus the taxable income for 1941 will be \$67.50 ($3 \times \22.50) and the taxable income for 1942 will be \$270.00 ($12 \times \22.50). After 45 months, the amounts excluded will equal \$9,000 and the full annuity of \$22.50 per month will be included as taxable income.

December 23, 1942

INSTITUTE FOR ADVANCED STUDY
REPORT OF NOMINATING COMMITTEE

APRIL 20, 1945

For Trustees for the term expiring 1950:

Lessing J. Rosenwald

Wilmarth S. Lewis

Born California, 1895. Educated Yale University where he was associated with the Yale University Press and was later Research Associate. Fellow of the Yale Corporation. Chairman, Yale Library Associates. Trustee of various schools and Chairman, Librarians Council, Library of Congress. Author of various books and articles on the 18th Century and Editor of the Yale Edition of Horace Walpole's Correspondence.

Lewis L. Strauss

Born West Virginia, 1896. (Apparently no college degree.) *omitted*
Associated with Kuhn, Loeb and Company since 1919; partner since 1929. Secretary to Herbert Hoover 1917-1919. Interested in relief activities. President Congregational Emenu El. *in N.Y.*
Trustee, Hampton Institute, Decorations from Belgium, Finland, Italy, Poland, Rumania and Czechoslovakia. Director, various American corporations. *Captain, USNR*

For Officers of the Board of Trustees:

Same as at present:

President: Herbert H. Maass
Vice President: Lewis H. Weed
Chairman: John R. Hardin
Treasurer: Samuel D. Leidesdorf
Assistant Treasurer: Ira A. Schur
Secretary: Edgar S. Bamberger
Assistant Secretary: Jane S. Richardson
Assistant Secretary: Leah Harris

For Standing Committees of the Board of Trustees:

Same as at present except that Dr. Flexner is omitted from the Executive Committee and the Committee on Nominations is as follows:

Mr. Fulton, Chairman
Mr. Leidesdorf
Mr. Rosenwald

*Com planned re-nom.
A.T. But this?*

Henry Allen Moe, Chairman
Committee on Nominations

T. Maskeis -
T. Vert

REPORT OF THE COMMITTEE ON NOMINATIONS

APRIL 18, 1947

1. Samuel D. Leidesdorf and Herbert H. Lehman re-elected Trustees for terms expiring in 1952.
2. Officers of the Board of Trustees to remain the same except that Lewis L. Strauss should be made Chairman.
3. Committees of the Board:
Executive Committee: Delete Moe, add Aydelotte.
Committee on Nominations: Delete Leidesdorf, add Schaap.
4. No recommendations at this meeting for additional Trustees.

April 15, 1947

Samuel D. Leidesdorf, Esq.
125 Park Avenue
New York 17, New York

Dear Mr. Leidesdorf:

The Committee on Nominations consists of you, Wilmarth Lewis and Lessing Rosenwald, with Mr. Maass and myself as members ex officio. Wilmarth Lewis is in Australia and Lessing Rosenwald is going to Germany so it looks as if you and Maass and myself would have to construct a report. If you and Mr. Maass could confer together, we might manage the thing by mail.

I would suggest that the officers of the Board of Trustees be left as they are unless you are willing to make Strauss Chairman instead of Vice-Chairman. As to Committees, I would suggest that Leo Wolman be left off the Executive Committee since he is rarely able to attend and if you and Mr. Maass approve you might put me on in his place. The other Committees can be left as they are except that under our rules you retire from the Committee on Nominations, Lewis becomes Chairman and a new member should be added. I would suggest Mr. Schaap. Admiral Strauss, if we make him Chairman, would be ex officio a member of the Committee.

There is only one vacancy on the Board, namely that caused by the resignation of Mr. Moe, unless the Trustees wish to accept Mr. Douglas' offer to retire. My own inclination would be not to elect any new members to the Board at this moment but to wait until such time as my successor can have a voice in the matter. I am sending a copy of this letter to Mr. Maass and if you and he agree, I will type out a report for you to present.

Yours sincerely,

Frank Aydelotte

Copy to Herbert H. Maass, Esq.

1957

vert. file "T"

January

THEORETICAL PHYSICS

Academic Activities

YANG, CHEN NING

Biographical

Articles from Time magazine (January 28, 1957) and the New York Times newspaper (1/16) on Yang of the Institute for Advanced Study, Tsung Dao Lee, physicist of Columbia, and Chien-Shiung Wu, another physicist at Columbia, telling of upset in "parity law."

Articles filed in Vertical File under "T" for Theoretical Physics.

Sources above.

SCIENCE

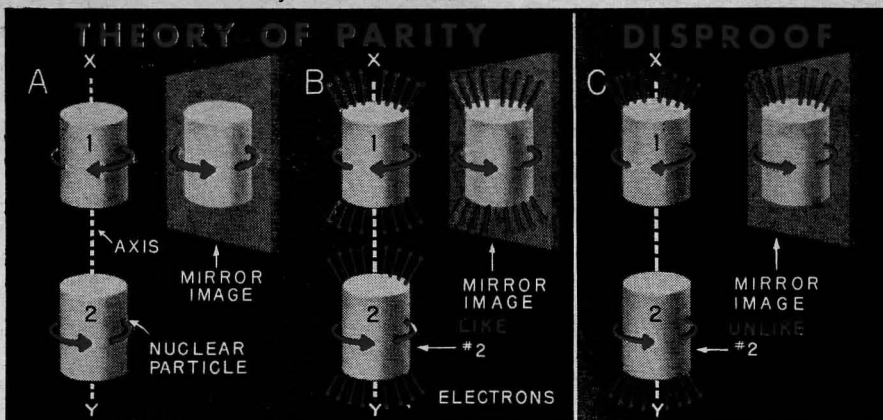
Death of a Law

The universe last week was just as substantial as it had ever been; the ground underfoot was just as firm. But for physicists who search for the inner secrets of matter, a new and tempestuous age had begun. One of their basic laws of nature had been proved not a law at all. From now on their erudite science would never be the same again.

The excitement started when Columbia University told about two experiments proving that the "parity law," one of the cornerstones of nuclear physics, is a man-made convention which does not bind nature except in special cases. According to the parity law, objects that are mirror images of each other must obey the same physical rules (see chart). Applied to nuclear physics about 30 years ago, this principle became extremely important. Theories that seemed to violate it were summarily rejected. Much of the structure of modern nuclear physics was erected on parity.

Tau-Theta Puzzle. Last summer two daring theorists, both of them Chinese, challenged parity. Professors Tsung Dao Lee of Columbia and Chen Ning Yang of the Institute for Advanced Study in Princeton were visiting Long Island's Brookhaven National Laboratory, whose pleasant summer climate and massive equipment attract vacationing physicists from all over the country. A leading topic at bull sessions, some of them held alfresco on Westhampton Beach, was the "tau-theta puzzle," which many leading physicists have been trying manfully to crack since 1953.

Physicists blame the tau-theta puzzle on the world's two most powerful atom-smashers, the Cosmotron at Brookhaven



In diagram A, the cylinder 1 represents an atomic particle spinning around the axis $x - - y$ in the direction shown by the arrow. To the right is its mirror image, spinning the opposite way. Cylinder 2 is a real particle identical to the mirror image of 1. The parity law says that there should be no difference between particles 1 and 2 that can be detected by measurements along the direction $x - - y$.

If this rule is valid, and the particles are radioactive, they will have to send off their electrons (beta rays) equally in both directions along the line $x - - y$, as shown in diagram B. The experiments performed at the Columbia cyclotron and the National Bureau of Standards show that the particles actually behave as shown in diagram C. The mirror twins, particles 1 and 2, send off their electrons predominantly in opposite directions, thus violating the law of parity.

and the Bevatron at Berkeley, Calif. The atom-smashers have, in their few years of operation, raised more problems than they have solved. One of their most baffling stunts was to produce the K meson, a short-lived particle knocked out of atomic nuclei. In all significant ways K mesons are alike, but some of them, called "tau K mesons," decay into three pi mesons; others, called "theta K mesons," decay into only two pi mesons. For mathematical reasons which physicists can explain only to other physicists, this inconsistent behavior seemed to violate the sacred parity principle. What could be done about it? The experimental evidence was plain, but it was hard to accept. It was as if science found evidence of a material that is repelled rather than attracted by gravitation.

Most physicists tried vainly to solve the tau-theta puzzle in a way that preserved parity. Showing less respect for scientific propriety, Drs. Lee and Yang suggested last summer at Brookhaven that perhaps the trouble lay not with the K mesons but with parity itself. If parity could be violated on occasions, the odd behavior of the K mesons would be easy to explain.

Chilled Cobalt. In brilliantly reasoned papers Lee and Yang showed that it should be possible to get along without parity. They also suggested ways to test experimentally whether parity is really a basic principle of nature. By this time the whole world of theoretical physics was watching Lee and Yang, and the best facilities in the U.S. were offered for testing their theory.

Another Chinese physicist at Columbia, Associate Professor Chien-Shiung Wu, went to Washington. Working with a top-flight team at the National Bureau of Standards, she arranged an elaborate deep-freeze apparatus to cool radioactive cobalt

60 to 0.01° above absolute zero (-273.1° C.). The cobalt nuclei are known to be spinning, and they continue to spin in the deep-freeze, but their random "thermal" motions are reduced almost to nothing by the extreme cold. This accomplished, Dr. Wu and her helpers applied a powerful magnetic field that pointed the cobalt nuclei in one direction as if they were tiny magnets.

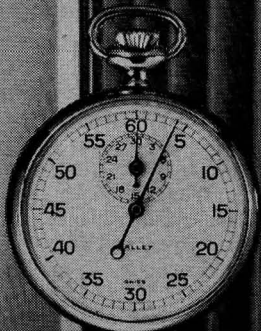
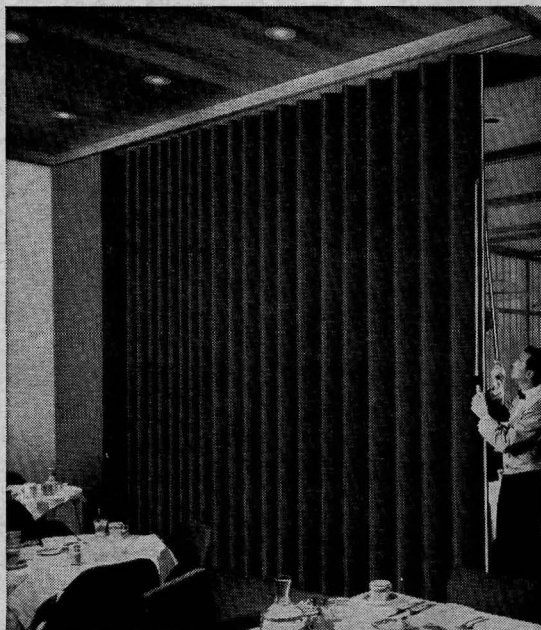
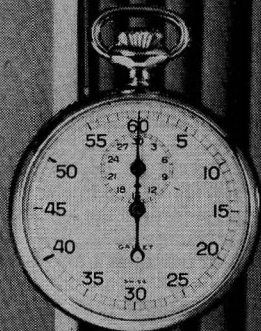
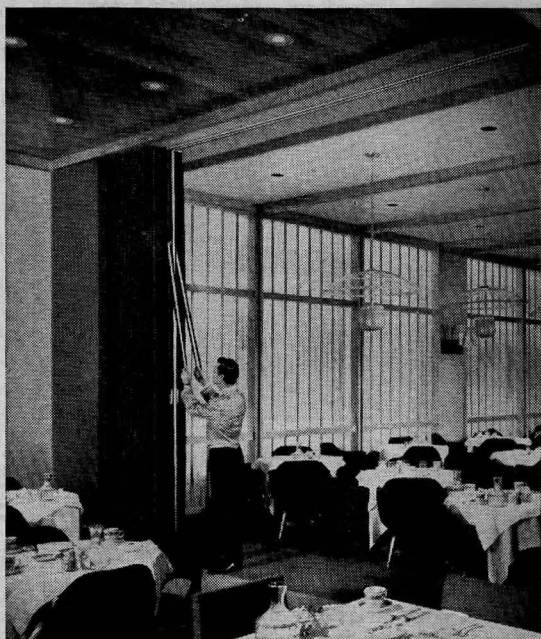
Temperature has no effect on radioactivity, so the chilled, lined-up cobalt atoms went right on disintegrating and emitting electrons. According to the parity principle, the electrons should shoot off in equal numbers in both directions along the spin axes of the lined-up nuclei. Any



Ken Heyman—LIFE
PHYSICIST LEE
A left-hand twist . . .



Ken Heyman—LIFE
PHYSICIST YANG
. . . in a right-hand universe?



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preference by the electrons for either direction would prove that parity is not a real law of nature.

Chinese Lunch. The chilled cobalt experiment proved extremely difficult, but by last fortnight Dr. Wu reported her results. The electrons were not shooting off equally in both directions. This looked bad for parity, and spirits rose high in the anti-parity camp.

For Columbia's physicists, Fridays are "Chinese lunch days," when Professor Lee, a gourmet as well as a physicist, takes a select group to a nearby Chinese restaurant, where he orders special dishes. During a very long Chinese lunch, Dr. Wu's progress in Washington was discussed excitedly. Dr. Lee turned to Associate Professor Leon M. Lederman, who works with



Frank Horsch—LIFE

PHYSICIST WU
 No charity toward parity.

Columbia's 385 million-volt cyclotron at Irvington, N.Y. "Why not try the mu mesons?" he asked.

The Columbia cyclotron (called affectionately a "pie factory") is arranged to generate a beam of pi mesons, which turn quickly into mu mesons. Using mu mesons to test parity had often been discussed, but had seemed too difficult. This time Dr. Lederman and Associate Richard L. Garwin had a new idea. Working at top speed with Graduate Research Assistant Marcel Weinrich, they set up an extremely simple experiment. In the path of the mu mesons streaming from the cyclotron, they placed a block of carbon about 6-in. square and 1-in. thick with a coil of wire wound around its perimeter.

Mu mesons disintegrate in two-millionths of a second, each forming an electron and two neutrinos, and this lifetime is too short to permit thermal motions in the carbon block to disturb them appreciably. When they lodge in the carbon, they are all spinning in the same direction, and under these conditions the parity principle requires that when they disinte-

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Basic Concept in Physics Is Reported Upset in Tests

Conservation of Parity Law in Nuclear Theory Challenged by Scientists at Columbia and Princeton Institute

By HAROLD M. SCHMECK Jr.

Experiments shattering a fundamental concept of nuclear physics were reported yesterday by Columbia University.

The concept, called the "principle of conservation of parity,"

The text of Columbia report will be found on Page 24.

has been accepted for thirty years. It must now be discarded, according to the Columbia scientists.

The principle of parity states that two sets of phenomena, one of which is an exact mirror of the other, behave in an identical fashion except for the mirror image effect.

The principle might be explained this way:

Assume that one motion picture camera is photographing a given set of actions and that another camera simultaneously

is photographing the same set of actions as reflected in a mirror.

If the two films are later screened, a viewer would have no way, according to the principle of parity, of telling which of the two was the mirror image. The recently completed experiments indicate that there is a way of determining which of the two images is the mirror image.

In communicating with people in an intelligent civilization on another world, the Columbia report explained, it would be impossible, with the principle of parity in effect, to tell whether or not they and we meant the same thing by right-handed or left-handed. This could be true and still the basic physical laws in both worlds would behave ex-

Continued on Page 24, Column 3

THEORY IN PHYSICS IS REPORTED UPSET

Text of Columbia Report on Physics Experiments

The Meaning of Parity

(Mirror Symmetry)

Following is the text of the Columbia report on physics research released yesterday:

I. Introduction

The Department of Physics of Columbia University announces a development of very profound importance uncovered in very recent experiments in the subject of the physics of elementary particles. These experiments are:

- (1) The beta-decay of oriented nuclei—Prof. C. S. Wu of Columbia University in collaboration with Ernest Ambler, R. W. Hayward, D. D. Hoppes and R. P. Hudson of the National Bureau of Standards.
- (2) The angular asymmetry in electron decay of mu mesons—Dr. Richard L. Garwin, Prof. Leon M. Lederman and Mr. Marcel Weinrich of Columbia University. (Note: Dr. Garwin is also a senior staff member of the I. B. M. [International Business Machines] Watson Scientific Laboratory at Columbia.)

II. Significance

Both of the above experiments (described in more detail below) were suggested by two theoretical physicists, Prof. T. D. Lee of Columbia University and Prof. C. N. Yang of the Institute for Advanced Study, Princeton, N. J. The first of a series of three papers on the subject was entitled "Is Parity Conserved in Weak Interactions?" The experiments designed to answer this question give a decisive answer—parity is not conserved—thus destroying one of the basic laws built into all physical theories of the past thirty years.

Parity

The concept of parity, although actually significant only in the realm of microscopic (atoms and particles) physics, has a well defined every-day definition. One way of describing this is as follows:

Suppose we are in communication with an intelligent civilization on another world and wish to determine whether their clocks run in the same sense as ours do—or again whether they mean the same thing by left-handed and right-handed as we do. We have always believed that communication of this idea, in the spirit of this analogy, is impossible. There was no absolute, universal sense to "handedness." However, the stranger's laws of physics are perfectly good—even if his definition is opposite to ours for, say, a left-hand screw and a right-hand screw.

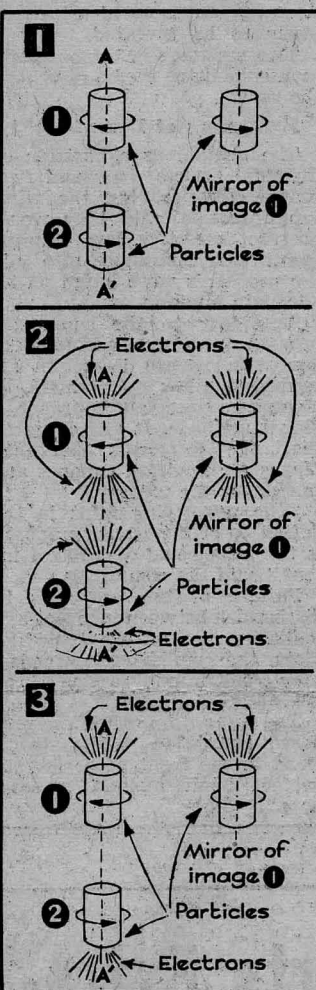
The statement that the two worlds, one based upon a left-handed system and one based upon a right-handed system, have the same laws in physics is known as an "invariance principle," i. e., the laws of physics are said to be invariant or unchanged, if the right-hand and the left-hand convention are interchanged. The interchange is a reflection in the sense that a mirror image is a reflection in the plane of a mirror. Physicists refer to this reflection as a "parity operation." The Principle of Invariance to Reflection or to Parity Operation has been built into physical theories since 1925 and serves as a severe restriction on the types of laws predicted by those theories. It is this principle which has been destroyed by the recent Columbia experiments.

The main reason for this is that it has been discovered that elementary particles—neutrinos and mesons—possess a "handedness" as an intrinsic property. One must now speak of a left or right-handed neutrino, for example. More precisely, these particles must now be considered to possess, in addition to charge, mass, spin, etc.—properties analogous to a screw—that is, a favored rotation (spin) and an advance along the axis of rotation, either in the right-handed or the left-handed manner. Another way of describing the situation is to compare an elementary (spin-

The parity law of physics states that for any atomic or nuclear system no new physical consequence or law should result from the construction of a new system, differing from the original by being a mirror twin.

Consider Particle 1, spinning about a direction AA'. Now construct or find Particle 2, which is chosen to be identical to the mirror image of 1. The parity law says that there should be no observable difference between the two particles, 1 and 2, which may be detected by measurements made along direction AA'. This law permits one to make predictions: suppose 1 is radioactive, disintegrating into electrons. The parity law predicts that equal numbers will be emitted toward A and A', as in Figure 2. Why? Consider the alternative. If 1 emits more electrons towards A, 2 must emit more towards A' since 1 becomes identical to 2 simply by turning it upside down. But, now 2 is no longer the same as the mirror image of 1. The physicist observing 2 would make one decision about the relation between the direction of favored electron emission and the spin sense; the physicist in the mirror world would obtain a different answer. Parity law would have been violated.

For the past thirty years, the special conditions predicted by the philosophically pleasing idea of mirror symmetry have borne fruit, consistently making successful predictions about atomic and nuclear processes. However, a general theory of the structure of matter eluded us. Then, in the new subject of "strange particles," the K-mesons studied at Brookhaven



and Berkeley, the first parity puzzle appeared. This led to the Lee-Yang proposal. The preferential emission of electrons toward one direction of its spin is the observation that disproved the parity law.

way to a correct and unifying theory of elementary particles. Lee and Yang also point out that the over-all symmetry of the universe may still be preserved by assuming that, if our galaxy is essentially right-handed, some distant galaxy may be in turn left-handed. It may be that this assumed distant galaxy is identical to the hypothetical anti-matter, now a subject of intense speculation. This would represent an enormous simplification in our theoretical attack on the structure of the universe.

III. Theoretical Background

The proposal that the parity law may not be true was made by Lee and Yang last summer. This was in an attempt to reconcile data obtained with the super-atom smashers, the Brookhaven Cosmotron and the Berkeley

vatron. The data consisted of the study of the properties of the unstable Kmesons, particles which were only recently discovered (1952-53). One aspect of Kmeson disintegration seemed to violate the parity law. So deeply rooted was this law, that the entire world of physics was completely baffled by the K-meson puzzle, the general feeling being that the Kmesons, being newly discovered, were just not well enough understood. Lee and Yang boldly made the break and, in their now historic paper, they re-examined the consequences of removing the parity law for radioactive disintegrations of nuclei and particles. They found, to their surprise, that none of the existing data would be in contradiction and that certain crucial experiments, dealing with more well-known particles, would give decisive answers.

IV. The Experiment Oriented Nuclei

To detect the "handedness" of particles, the radioactive nucleus Cobalt 60 was cooled to a temperature of 0.01° above absolute zero [-273.1 Centigrade]. At this temperature, all thermal motions are reduced to extremely small values. The application of a magnetic field will cause most of the cobalt nuclei, which are known to be spinning, to align themselves, like small magnets, parallel to the applied magnetic field. The radioactive cobalt nuclei disintegrate, giving off electrons. The crucial point is the comparison of the number of electrons emitted along the direction of spin to the number going in the opposite direction. The very fact that these numbers are different indicates the favoring of a direction associated with the spin, that is, a "handedness" in the sense of a screw. Moreover, the magnitude of the difference was sufficiently large to indicate a violation of charge conjugation invariance.

The technical aspects were quite difficult. At the request of and in collaboration with Professor Wu, the National Bureau of Standards Low Temperature Physics Group undertook experiments to verify the theoretical considerations. This group assisted by National Bureau of Standards specialists in radioactive measurements provided the techniques and experience for completing the project successfully. Scintillation counters had to be installed within the complex vacuum and cooling system and extreme care had to be taken to eliminate spurious effects. This work was partially supported by the Atomic Energy Commission.

Meson Decays

In this experiment two parity violations were detected as

well as the violation of "charge-conjugation-invariance." It was discovered that when the familiar pi meson (well known since 1947 and now known to be principally responsible for the force that holds nuclei together) disintegrates into a mu meson and a neutrino the mu meson always spins in the direction of its motion. Here again, the mu advances as if it were a screw and demonstrates the parity-violating "handedness." The alignment of mu spins was detected by counting the end products of the radioactive mu meson decay, again electrons, which were found to favor one direction of spin of the parent mu meson over the other, in their direction of emission.

As a by-product of this experiment, the strength of the small "magnet" carried by the mu meson (called a magnetic moment) was measured to a precision of 5 per cent. Magnetic moments of electrons are known to precisions of 0.005 per cent (P. Kusch, Nobel prize) but the number of particles available is 10¹⁴, whereas in this experiment less than 50,000 particles were counted. Oriented mu mesons are extremely sensitive to weak magnetic fields and this technique will prove a powerful tool in probing the magnetic fields inside nuclei and atoms and between atoms.

The latter experiment was carried out at Columbia's Nevis Cyclotron Laboratories in Irvington-on-Hudson, N. Y., operated under the joint program of the Office of Naval Research and the Atomic Energy Commission.

Personnae

- Tsung Dao Lee, Professor of Physics, Columbia University.
- Chen Ning Yang, Professor of Physics, Institute for Advanced Study, Princeton, N. J.
- Chien Shiung Wu, Associate Professor of Physics, Columbia University.
- Ernest Ambler, Physicist, physicist, National Bureau of Standards, Washington.
- R. W. Hayward, physicist, National Bureau of Standards, Washington.
- D. D. Hoppes, assistant, National Bureau of Standards, Washington.
- R. P. Hudson, section chief, National Bureau of Standards, Washington.
- Leon M. Lederman, Associate Professor of Physics, Columbia University.
- Richard L. Garwin, Associate, Columbia University and senior staff member, I. B. M. Watson Scientific Laboratories.
- Marcel Weinrich, graduate research assistant, Columbia University.

K Mesons Led to Doubts

The Columbia theorists were led to doubt the principle of parity because, during the last few years, phenomena had been described in high energy physics that could not be explained by existing theories. This was particularly true of the patterns by which certain sub-atomic particles called K mesons decayed. Nobody was able to formulate a theory to account for both of the two methods of decay that they followed.

Dr. Lee and Dr. Yang suggested that perhaps it would be necessary to give up the principle of parity to gain an explanation of the sub-atomic interactions. They found that certain experiments dealing with particles better known than the K mesons could resolve the puzzle.

One set of experiments, done in a low temperature physics laboratory of the Bureau of Standards, showed that disintegrating nuclei of radioactive Cobalt 60 exhibited a specific "handedness," or spin in a given direction.

The other set of experiments dealt with the decay patterns of pi mesons. These are sub-atomic particles that are better understood than the K mesons. The pi mesons are believed to be largely responsible for the force that holds atomic nuclei together.

The disintegration pattern of the pi meson also showed a definite "handedness."

Scientists contributing to the work in addition to Dr. Lee and Dr. Yang are listed by Columbia as Dr. Ernest Ambler, Bureau of Standards; Dr. Richard L. Gavin of Columbia's Watson Scientific Laboratory; D. D. Hoppes, physicist of the Bureau of Standards; Associate Prof. Leon M. Lederman of Columbia and Associate Prof. Chien Shiung Wu of Columbia.

Three of the scientists, Dr. Lee, Dr. Yang and Dr. Wu, were born in China. Dr. Wu is considered the world's leading woman physicist. Dr. Lee is 30 years old, Dr. Yang, 34. All three are married and have children.

Dr. Ambler, 33, was born in Bradford, England, and attended Oxford, where he earned the B. A., M. A. and Ph. D. degrees. Dr. Garwin, 28, a native of Cleveland, received his B. S. at Case Institute of Technology, and his M. S. and Ph. D. at the University of Chicago. Mr. Hoppes, also 28, was born in Liberty, Ind., and received the B. S. at Purdue and the M. S. at Catholic University. He is married and has two children.

Professor Lederman, born in New York in 1922, received the B. S. at City College, and the A. M. and the Ph. D. in physics at Columbia. He is married and the father of two children.

Day Named U. of P. Trustee

Special to The New York Times.
PHILADELPHIA, Jan. 15 — William L. Day, chairman of the First Pennsylvania Banking and Trust Company, was elected a term trustee of the University of Pennsylvania today at the midwinter meeting of the trustees. Mr. Day, who was elected for a ten-year term, is the third member of his family to serve as a Pennsylvania trustee.

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The New York Times
LED TRUSTEES' STUDY:
William S. Paley, who was
head of committee whose
report on role of univer-
sity trustees was made pub-
lic yesterday by Columbia.

**JERSEY TAX PLEA
LINES UP BACKERS**

**3 Governors Pledge Aid in
Congress Move to Ban
Levy on Nonresidents**

By JOHN W. SLOCUM
Special to The New York Times.
HACKENSACK, N. J., Jan. 19—State Senator Walter H. Jones, Republican of Bergen County, announced today that he had received assurances from three Governors that they would support his fight against state income taxes on nonresidents.

The Governors are William G. Stratton of Illinois and Joe Foss of South Dakota, Republicans, and Price Daniel of Texas, a Democrat. Each promised to ask his Congressional delegation to back measures introduced in the Senate and House calling for an amendment to the Constitution barring such taxes.

The resolutions have been introduced by Senator Clifford P. Case and Representative William B. Widnall, Republicans of New Jersey. The proposals were requested in a concurrent resolution sponsored by Senator

**COLUMBIA WEIGHS
ROLE OF TRUSTEES**

**Study Suggests They Check
Curriculum Without Peril
to Faculty Freedom**

ADVISORY UNITS URGED

**Report Bars 'Proportional'
Representing of Special
Interests on Board**

By RUSSELL PORTER
Proposals to help university trustees oversee the kind and quality of education without infringing upon academic freedom were made public yesterday by Columbia University.

The recommendations were included in a report by a trustees' committee unanimously adopted by the Columbia trustees. Though primarily concerned with Columbia, it also applied to educational trustees generally.

The report urged that Dr. Grayson Kirk, president of Columbia, nominate and the trustees appoint advisory committees for all academic divisions. Each academic division would also be required to submit an annual report on its activities to the trustees.

It also advocated that Columbia vice presidents officially attend all trustees' meetings, except executive sessions, as contacts with the faculty. The vice presidents are ex-officio members of the university council, which is the faculty's chief deliberative body.

Special Groups Deplored

The report rejected any idea of "proportional representation" on the board of trustees of "spokesmen" for special groups. It said there should be no bar to women, labor leaders and members of other groups when chosen for their individual qualities. However, it went on, they should not be appointed "to represent the woman's angle, the labor viewpoint, the faculty's interests or other abstractions."

Another recommendation in the report was a 70-year retirement age for trustees except for present trustees who are already 70.

Ultimate legal responsibility for education should be retained by the trustees the report said.

...New Jersey. The proposals were requested in a concurrent resolution, sponsored by Sen. ... Jones and adopted unanimously by the New Jersey Legislature on Dec. 16.

Appeal to Other Governors

For help in his movement Mr. Jones has appealed to the Governors of the sixteen states besides New Jersey that do not have income taxes. With each letter he sent a copy of the New Jersey resolution.

Mr. Jones reported also that Gov. Dennis J. Roberts, Democrat of Rhode Island, had said he would ask that state's Legislature to adopt a similar resolution.

Gov. Edmund S. Muskie of Maine and Gov. Leroy Collins of Florida, Democrats, and Gov. C. William O'Neill of Ohio, a Republican, informed Mr. Jones that they were considering participation in the fight against the taxing of nonresidents.

Gov. Abraham A. Ribicoff of Connecticut, which also has no income tax, has approved the proposed Constitutional amendment. He and his Democratic colleague, Gov. Robert B. Meyner of New Jersey, have already conferred with Governor Harriman of New York on the situation.

Ultimate legal responsibility for education should be retained by the trustees, the report said, though it held that the time had come for some change in trustee functions.

It said trustees should delegate some functions as universities grow and trustees' duties become heavier. In view of the growing financial problems of universities, it went on, the preponderance of business men among trustees is not likely to decline. However, it cautioned business men who are trustees not to use any business methods that are inappropriate and possibly harmful to a university.

"Many attempts to reconcile the legitimate interests of the trustees in the kind and quality of education with the legitimate insistence of the faculty upon the freedom of teaching have sought to bring the two bodies, trustees and faculty, closer together in working arrangements," the report went on.

Separation of Functions

It then proposed the "precisely opposite course" that the separation between faculty and trustees be declared "legitimate, healthy and desirable."

The report then made the proposal regarding vice presidents attending trustees' meetings as contacts with the faculty. At present official contact between the faculty and trustees is made only by the university president, who is also a trustee.

"In accepting the legal responsibility for being the overseers of education in its broadest aspects, the trustees should at the same time affirm their full recognition of the interests and competence of the administration and faculty," the report went on.

The report said the primary duty of the trustees was to "provide for administration, faculty and students an intellectual and social climate in which curiosity and search can thrive."

"The trustees cannot do this by themselves," it went on. "They can, on the other hand, with mistaken intentions and advice, go a long way toward preventing it."

The committee that prepared the report was headed by William S. Paley, chairman of the board of the Columbia Broadcasting System. It was appointed by Maurice T. Moore, lawyer, who is chairman of the university's board of trustees.

House for the Aged



LECTURES ON SKY

Series Will Include ... and Satellites

... lectures on astro- satellites will ... M. on the ... of February, ... the Roose- ... ng lecture ... of Na-

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1952
TRUSTEES

Corporation

LEWIS, WILMARTH

For release in the afternoon papers of Monday, June ~~KY~~ 16, 1952, an article by Wilmarth Lewis, "The Trustee of the Privately Endowed University."

Filed in Vertical file under "T" for Trustees.

D, Lewis, Wilmarth

Mr Lewis

HARVARD UNIVERSITY
CAMBRIDGE, MASS.

RELEASE: AFTERNOON PAPERS OF MONDAY, JUNE 16, 1952

UNIVERSITY NEWS OFFICE

TEXT OF PHI BETA KAPPA ORATION delivered by
Mr. Wilmarth S. Lewis of Farmington, Conn., at the
annual literary exercises of the Harvard Chapter of
Phi Beta Kappa in Allston Burr Lecture Hall at
11 a.m. Monday, June 16.

THE TRUSTEE OF THE PRIVATELY ENDOWED UNIVERSITY

The subject of this Oration is one that I have been warned against choosing. Everyone agrees that it has never been more important than it is today, 'but,' as one expert on the subject said to me, 'no one knows enough to talk about.' Another friend said, 'You will please no one with your Oration and will exhaust yourself and your wife writing it.' During the past three months both of these statements have been confirmed.

Why is this subject so difficult? Are not the functions of trustees of the privately endowed university entirely clear? As a matter of fact, they are not. The four sets of people who are most concerned with trustees -- the president and his officers in administration, the faculty, the graduates, and the trustees themselves -- agree pretty much within their own groups about what the functions of trustees are, but these four sets of opinions differ widely. And now, with utter recklessness, I shall try to say what each of the four groups thinks these functions are.

It is surprising how little has been written on this subject, considering how much thought has been given to it, but I have come across various statements that are suggestive. Much of what has

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been written is not very complimentary to the trustee, partly because of those trustees who have brought their name into ill repute and partly because we Americans do not take easily to authority, which trustees do represent. Since presidents are monarchs of all they survey except of the trustees who are very much in their foreground, it is not to be wondered at that some presidents have found some trustees blots in their landscape. One administrator, for example, said at the inaugural of another, 'Don't let the trustees push you around'; another in an article called 'Why Presidents Wear Out,' speaks of 'the board of trustees (by whatever name. . .)' and states that an active trustee is 'a domineering' trustee. These remarks are more outspoken than the summary by an eminent president: 'The proper work of the board is to choose a president. Having done so, the internal affairs of the institution must be left to the president and his faculty.' Thus even a temperate observer of trustees recommends their effacement except when the need for a new president gives them their rare season of flowering and he feels so strongly about it that he suspends them in a hanging participle.

So far as the faculty is concerned, trustees are not in the foreground, but in the distance. The average scholar knows little about what they do. He does not meet a trustee from one year's end to the next; if he sees one at all it will be at Commencement where, afar off, the trustee is seated in pontifical splendor. To the scholar the trustee's chief significance is his reputed power of making faculty appointments. The scholar is well aware of the extensive explorations conducted by his academic superiors into the histories of candidates, but he is told that the ultimate decision rests ^{with} the alien governing body. If the scholar's subject is Sanskrit he is bound to question the trustee's capacity to pass upon his
(more)

professional merits; if his subject is economics he may fear that the trustee's personal views will lead him to doubt the scholar's fitness for promotion. In any event, it is easy to see why the scholar may also view the trustee with a somewhat cold eye and why he writes papers to say that there should be 'legal representation of the faculty on the governing board of every college and university in the country.' It is hard for those who have lived under dictatorial trustees elsewhere to realize that the boards of the older endowed universities are defenders of the liberties by which scholars live.

In the minds of graduates, to become a trustee of one's university is to receive one of the most coveted honors in the country. Graduates believe that the trustees' power is absolute, and they frequently think that the trustees make too little use of it. If you walk into any university club at the end of an afternoon you will find groups of graduates gravely talking about some aspect of university affairs that they would like to see altered. The subject of these colloquies may be the university's lack of a cosmotron or a Gutenberg Bible; the subject could be the desirability of securing a football coach who would win games instead of losing them; the subject is certain to be, somewhere in the building, the presence of certain men on the faculty who are alleged to hold views that differ from those held by the graduates discussing them. At length someone will ask, whatever the subject may be, 'Why don't the trustees do something?' Heads shake sadly; the last glass is put down; the group goes silently home to dinner: it is all too clear that the trustees will do nothing whatever.

And how do the trustees view themselves? Far more modestly than is sometimes supposed. A graduate is justly proud of being a trustee of his university; he is ready to spend a great deal of time

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and thought on the university, for sentimental reasons and because he believes that the welfare of the university and society at large are one and the same; yet from the moment he takes his place at the board he becomes aware of how little he knows about the university, no matter how faithfully he has read the alumni magazine and gone to alumni dinners and talked to his undergraduate sons. Can this be the place he knew and loved years ago? These new Schools and Institutes and Centers, what are they, anyway? What has happened to the things that he values most in his thoughts of the place -- the friendships he made here, the furious undergraduate activity, the teacher whose wisdom or eccentricity lingers in his mind? He sits through his first meetings in a haze of bewilderment, painfully aware of his ignorance. In this trying period he may well ask himself, 'What are the functions of a university trustee?'

Some weeks ago when dining in a certain company of gentlemen I put this question to them. Although nearly all of those present were university trustees, my question was not answered with the fullness and clarity I had hoped for. Trustees elect the president, it was agreed; they oversee the university's investments; they may also, as individuals, give advice in technical matters of which they have extensive knowledge. They may further, it developed, serve a function of considerable usefulness: since the consent of the trustees is necessary for university legislation, the president and his lieutenants must prepare their proposals for it with care, bearing in mind the dread possibility that the trustees may exercise their right to ask questions and raise objections. Here we have, it was recognized, an incentive to sober planning, a function that might be called Being a Cloud no Bigger than a Man's Hand. There is it, the Cloud, always in the sky,

A sight to dream of, not to tell.

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Yet the president may be glad to point to it on occasion. To illustrate: When Professor A. goes to the president with a request that the president does not wish to refuse in his own person it is helpful to him to be able to say, 'I'll take your request up with the trustees if you insist, but I am certain that they will turn you down and that this inopportune request may jeopardize a timely one later.' Professor A. withdraws his request, and the trustees, all unknowing, have eased the burdens of administration. Apart from these functions little was certain to the group at the dinner table; in fact, the discussion was concluded with the question, 'Why do there have to be trustees, anyway?' The full duty of trustees is not evident even to trustees.

Why, indeed, do we have trustees? The obvious answer is found in the original charter of the university, an example of which is furnished by the Act to Erect a Collegiate School in Connecticut in 1701. The Act named ten clergymen of the Colony as 'Trustees, Partners, or Undertakers' for the School 'who should imploy the moneys or any other estate' contributed for the benefit of the School and who should 'have henceforward the oversight full and compleat Right Liberty and Priviledge to furnish direct manage order improve and encourage' the School 'in such ways orders and manner and by such Persons Rector or Master and Officers appointed by them as shall according to their best discretion be most conducive to attaine' the desired ends of the School. These ten clergymen represented the orthodoxy and authority of the time as well as its learning. During the past 75 years the clergymen have largely given way on the governing boards to financiers and lawyers, who are representatives of orthodoxy and authority. Modern trustees exercise two of their predecessors' powers without challenge: the right to appoint the president and the right to hold
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title to and to control the university's property. Much of the difficulty in trying to define the trustees' role in our modern universities arises from the fact that the third characteristic of the original trustees, learning, has now passed to the faculty. And learning is the primary concern of the university.

Let us now try to answer the far more difficult question, What should the trustees do today in addition to choosing the president and 'implying' the moneys of the university? Trustees, we have seen, are a jury whose favorable verdict must be secured by the president; as individuals they may be able to give expert advice upon a particular university problem; the board as a whole through its collective wisdom, its inherited sense of continuity, and its objectivity may serve as a temperate balance and guide through the years. This is much, but today trustees have a still further duty, and that is to bridge the gulf of ignorance that divides the professionals, the scholars, and the laity, the graduates and friends of the institution whose continuing gifts are necessary to its welfare. This may not be a new duty, but it is an urgent one. The view, which was prevalent in university administration at one time, that the graduates are a nuisance to be tolerated only because the university needs their money has yielded to the more sensible course of seeking -- and taking -- the advice of outstanding graduates upon matters in which their advice is valuable. This has been pure gain for all concerned, yet there remains the problem of the graduates whose connection with the university is at second-hand. Among them -- who are necessarily the majority -- are found those who really do believe that scholars are allied, in a greater or less degree, with the enemies of our society. These graduates say that scholars are just the people the enemy would suborn because scholars are gullible idealists, because

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they are underpaid, and because they speak directly into the ears of the picked youth of the land. Anyone who travels about this country today will hear them make all of these statements and will be able to say with the Bastard in King John

✓ . . .as I travell'd hither through the land,
I find the people strangely fantasied,
Possess'd with rumours, full of idle dreams,
Not knowing what they fear, but full of fear.

A few graduates go so far as to claim that their contributions to the university entitle them to dictate what the university shall teach and how it shall teach it. To them the trustee can speak better than anyone else because he is a surrogate for the graduates in the administration of the university, whether he is elected by them or not. When a classmate says to him, 'I know you must have academic freedom and all that, but why can't you see to it that the right ideas are put in the students' heads before they graduate?' he will be wise not to ask his classmate what he means by 'right ideas,' but content himself with pointing out that if the trustees attempted to do anything of the kind the entire faculty, including its most conservative members, would resign as soon as they could. The trustee may add, I think, that he is a conservative and that he is opposed to his ✓ classmate's radicalism, which would tear the place up by the roots. To the more hysterical he can say that by undermining confidence in the patriotism of the American scholar they may be serving the Soviets just as much as any card-carrying Communist. Finally, in response to the argument that he who pays the piper calls the tune he can say what trustees have said before him -- and none more eloquently than a recent trustee of Harvard -- that the 'university is ✓ not for sale. The trustee can, in short, cease being the whipping-boy

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of American scholars and become their champion.

Trustees are the ideal spokesmen to graduates. Yet before they can say what they should say they must usually undergo a course of instruction. The modern American university is so complex that only a few administrative officers have detailed knowledge of all of it. Tours arranged for the benefit of the trustees, gallops through the library or physics laboratory, show him how little he knows. Of the immensely important personal relationships that exist in every corner of the university and that make every situation unique he has, probably, no knowledge whatever. The sensible trustee gradually realizes that he must leave the running of the university to the president and his colleagues, that he must be content to consider the problems they bring to him and be ready to carry out any specific tasks the president may ask him to perform.

The president is required by law to bring to the trustees many matters on which their approval is routine. The absurdity of their passing on the merits of a Sanskrit professor are plain; it is equally absurd to think that they can make a thorough -- or even a superficial -- study of the budget. Once a year the budget is solemnly presented to the trustees in a summarized form. Their eyes travel over the figures and schedules that have been prepared by dozens of people during the past months, all of them experts in their subjects. The merits of scores of problems, from the new claims of the Law School to the amount to be spent on floor wax, have been weighed and debated. Why should a trustee not trust the informed men who have arrived at the decisions represented by these figures before him? His eye lingers longest on the projected deficit, that hardy perennial, but he has learned that it is not as alarming as it appears to be for three reasons: first, the congenital pessimism of
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treasurers makes them take a gloomy view of the future; second, the reserve funds that have been prudently stored away for seasons of drought; and, third, the manna that mercifully falls upon the university the year around. The veteran trustee turns the pages of the budget silently and murmurs 'Aye' when the question of adoption is put.

However commanding a figure he may be in his own world, the trustee will not achieve the usefulness to which he aspires until **he has**

put on
The napless vestment of humility.

This will be easier for him if he is a member of a learned profession, for then he has had first-hand experience of a graduate school and will understand the difference between a college and a university. Furthermore, if he has known teachers as fellow-professionals the awe and resentment of teachers that non-professionals tend to carry into adult life and that make them uneasy in the presence of teachers will be lessened.

Yet to be as useful as he can be the trustee must be helped by the president, who is the main bridge between the two sides of the academic world, its professionals, the faculty, and its laity, the trustees and graduates. Although the university cannot be fully known by anyone who does not live in it, it is not so large nor the trustee so busy that he cannot become an expert upon one important aspect of it. The trustee's experience and predilections will suggest to the president and himself which aspect of the university this shall be. For one it may be 'the portfolio,' for another, the medical school, for a third, the art gallery. If the trustee's energies are focused in this way he will lose his sense of frustration and impotence and become an informed ally. The presidents who treat their trustees as friends and not as potential enemies are not the presidents who are worn out by them. The model trustee will of
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course not meddle in the conduct of 'his' segment of the university; whatever he does will be done 'through channels,' through the president, as he would wish a trustee to do if he were himself the president, but he will probably be able to give excellent advice about his segment. Being a model trustee he will not become so concerned with it that he loses sight of his larger obligation to the entire university. In short, our model -- this not impossible -- trustee works for the good of the whole in strict obedience to the rules of American academic societies.

To study his segment of the university may be an easier and pleasanter task for the trustee than to learn these rules. They have been made for the most part by the scholars who are now a guild that presents a united front on questions it considers to be of primary concern to its profession, however much it may differ within itself on scholarly matters. When the new trustee is catapulted into academic society no one tells him the rules that govern it. His plight is almost as bad as it would be if he were sent into a cricket match knowing nothing of the game except that tea is served in the middle of it. If the trustee is fortunate he will discover five of the rules that will be of particular help to him:

✓ 1 Rule One is that the scholar is a citizen of the Republic with the same rights as other citizens.

✓ 2 Rule Two is that the trustee must not think of the scholar as an employee.

✓ 3 Rule Three is that once a scholar is wrapped about in the magic mantle of 'tenure' he is invulnerable to attack unless it is proved that he is immoral, incompetent, or a traitor.

✓ 4 Rule Four is that the scholars choose their own colleagues and teach what they please in their own way.

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Rule Five is that scholars do not use their classrooms to indoctrinate students with pet isms, their own or the trustee's.

There are many other rules, but these five are perhaps the most important ones for the trustee to learn because they are the rules that he will have to defend most frequently when performing his function of liaison between the scholars and the graduates. If he is to be a successful liaison officer it is essential that he rid his mind of lingering doubts about the honesty and decency of the American scholar. To be a convincing liaison officer he must get himself to the point where he believes in the right of scholars to hold views that he may hate. To be an enthusiastic liaison officer he must have the cooperation of the faculty. They can reassure him by being as mindful of their obligations to the university as they are of the university's obligations to them. They know that a scholar wears the label of his institution, and that he should be careful not to allow his personal prejudices and activities to embarrass it. There will always be a few who flout this principle, and it is part of the trustee's education to recognize that he must not attempt to punish them for their inconsiderateness, but leave them to their long-suffering colleagues who have their time-honored methods of dealing with them. The trustee will perhaps be helped in his understanding of his duties by going back to the Oration that Emerson delivered on this occasion 115 years ago.

There he will find the celebrated definition of the scholar as 'the delegated intellect' of mankind, whose spiritual welfare is essential to the health of society. He will also find described certain characteristics of the American scholar that disturbed Emerson, and if he knows anything at all of modern American scholarship he will know that these characteristics have been modified. For one thing, our scholars are no longer 'fed on the sere remains of foreign

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harvests,' as Emerson accused them of being; they have, along with the rest of the country, come of age. Thanks to the exertions and generosity of other Americans, they have been given in our libraries, museums, and laboratories the tools that they must have to maintain that independence. The trustee will readily believe that the American scholar of 1952 is a better technician than was his great-grandfather, but is his mind as richly stocked? he may dare to ask. Is the scholar 'an university of knowledges,' as Emerson said he should be? In rejecting the labors and enchantments of a classical education has he found a more invigorating substitute? Has he really removed from his diet all traces of 'boiled grass and the broth of shoes'? If the trustee happens to have a literary turn of mind he will believe that the American scholar of today falls short of his 1837 ancestor in one essential particular, his use of our difficult and beautiful language. In the American scholar may still 'slumber the whole of reason,' but many of his number speak and write a jargon that is incomprehensible, misleading, and graceless. Yet our model trustee will realize that it is not for him to suggest to scholars how they shall write any more than how they shall vote. Nor should he try to do anything about the other enemies of thought that beset the scholar today, the narrowness of inquiry, for example, that buries itself deeper and deeper in a tiny pocket in the mine of learning. The philologist who knows no history, the historian who knows no science, the scientist who knows no poetry, such men do small credit to their profession, but their shortcomings, the trustee learns, must be corrected by the scholars themselves.

But of course the greatest good that the trustees can do is to exercise the function named in the charter I read a few minutes ago, the 'full and compleat Right...to improve and encourage.' This

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linked in spirit. Certainly, no trustee of Yale can stand in this place without a sense of fraternity with Harvard. For 250 years we have jointly upheld the same cause in friendly rivalry and mutual esteem. Our common aim is to teach the best, chosen from the many, and to give to their teachers all possible aid in the pursuit of their calling. Harvard and Yale today are not cloistered seminaries whispering from their towers the last enchantments of the middle ages, but fortresses of the civilization that is under attack at home as well as abroad. Majestically they stand in the strength of their years and service, honored wherever learning is honored, and served with devotion by their presidents, scholars, graduates, and trustees.

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Pr way 9.

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Ripley - Proj insulator

Reuben - ditto

5/3/40

Factor

Album 4a - Hotel Georgian
Stewart

Mr. Baer - not too fast

Keep Stewart for present -

Viktor - wavering - wants more

discussion - importance,

3 doing same thing

Two vacancies in any case

FD - long time to put out
situation

No crises for present -

THE INSTITUTE FOR ADVANCED STUDY

(FOUNDED BY LOUIS BAMBERGER AND MRS. FELIX FULD, 1930)

PRINCETON, NEW JERSEY

May 3, 1940

Dear Dr. Flexner:

I have been thinking over the suggestions which I should make to Mr. Houghton for the Institute committees for 1940-1941. As you know, Mr. Stewart and Mr. Riefler intend to resign from the Board of Trustees at the meeting on May 13, and it is just possible that Mr. Veblen will do the same, though he has not as yet signified to me that intention. My proposal is that even if we have these resignations, Riefler should be kept on the Finance Committee, Stewart on the Committee on Nominations, and Veblen on the Committee on Buildings and Grounds. They will be very useful on these committees, and my experience with mixed committees of Board and Faculty has been that they work extremely well. I have therefore included the names of these men in the list.

I should be grateful if you would look over the list and give me your comments. You will note that the Executive Committee contains a representative of each of the other committees of the Institute, so that it will have the best possible constitution to qualify it to act for the Board whenever there is an occasion for an interim meeting.

Yours sincerely,

Dr. Abraham Flexner
150 East 72nd Street
New York City

FA/MCE

COMMITTEE ASSIGNMENTS 1940-1941

EXECUTIVE COMMITTEE

Mr. Maass, Chairman
Mr. Flexner
Mr. Hardin
Mr. Leidesdorf
Mr. Weed

FINANCE COMMITTEE

Mr. Hardin, Chairman
Mr. Louis Bamberger
Mr. Leidesdorf
Mr. Maass
Mr. Riefler

BUDGET COMMITTEE

Mr. Leidesdorf, Chairman
Mr. Weed
Mr. Aydelotte *E. Bamberger apptd.*

COMMITTEE ON BUILDINGS AND GROUNDS

Mr. Maass, Chairman
Mr. Edgar S. Bamberger *not apptd.*
Mr. Aydelotte
Mr. Veblen

COMMITTEE ON NOMINATIONS

Mr. Weed, Chairman
Mr. Friedenwald
Mr. Aydelotte *not apptd.*
Mr. Stewart

The Director of the Institute to be a member ex officio
of all committees.

THE INSTITUTE FOR ADVANCED STUDY

(FOUNDED BY LOUIS BAMBERGER AND MRS. FELIX FULD, 1930)

PRINCETON, NEW JERSEY

May 3, 1940

Dear Mr. Bamberger:

I have consulted the members of our Nominating Committee (Stewart, Weed, and Friedenwald), and they feel at the moment that the three men who would bring the greatest strength to the Institute are Lessing Rosenwald, Lewis Douglas, and Henry Allen Moe, reserving Mr. Michael Shaap for later discussion. I wish you and Mrs. Fuld would consider this matter and let me know whether you agree. If so, I shall consult the individuals in question before the meeting of the Board on May 13.

During the last two or three days I have had most satisfactory discussions with members of the Nominating Committee and the Budget Committee in preparation for the next meeting. We have arranged the program in accordance with our discussion at your house the other evening, namely, 10 o'clock, Nominating Committee; 11 o'clock, Budget Committee; 12 o'clock, Finance Committee; 1 o'clock, luncheon at the Inn; 2:30, meeting of the Trustees in my office in Fuld Hall.

I need not say that all these committees would love to have you and Mrs. Fuld present at their sessions, but as a friend of yours I hasten to add that everybody will understand if you drive over merely for the Trustees meeting at 2:30. If then you feel strong enough to stay for a cup of tea, so much the better, but I want you to feel entirely free to disappear if that is your preference.

Please consider this letter a notification of the meetings of all committees, of which you are ex-officio members.

With kindest regards, in which Mrs. Aydelotte joins, to Mrs. Fuld and yourself, I am,

Sincerely yours,

Mr. Louis Bamberger
L. Bamberger & Company
Newark, New Jersey

FA/MCE

SCHEDULE OF MEETINGS OF
THE BOARD OF TRUSTEES
OF
THE INSTITUTE FOR ADVANCED STUDY

Organization Meeting	✓October 10, 1930
Regular Meeting of Trustees	✓January 16, 1931
Annual Meeting of Corporation	✓October 13, 1931
Regular Meeting of Trustees	✓October 13, 1931
Regular Meeting of Trustees	✓January 11, 1932
Annual Meeting of Corporation	✓April 11, 1932
Regular Meeting of Trustees	✓April 11, 1932
Regular Meeting of Trustees	✓October 10, 1932
Executive Committee Meeting	✓December 7, 1932
Regular Meeting of Trustees	✓January 9, 1933
Executive Committee Meeting	✓January 28, 1933
Annual Meeting of Corporation	✓April 24, 1933
Regular Meeting of Trustees	✓April 24, 1933
Executive Committee Meeting	✓September 6, 1933
Regular Meeting of Trustees	✓October 9, 1933
Regular Meeting of Trustees	✓January 29, 1934
Executive Committee Meeting	✓March 12, 1934
Annual Meeting of Corporation	✓April 23, 1934
Regular Meeting of Trustees	✓April 23, 1934
Regular Meeting of Trustees	✓October 8, 1934
Regular Meeting of Trustees	✓January 14, 1935
Annual Meeting of Corporation	✓April 22, 1935
Regular Meeting of Trustees	✓April 22, 1935
Regular Meeting of Trustees	✓October 14, 1935
Regular Meeting of Trustees	✓January 27, 1936
Annual Meeting of Corporation	✓April 13, 1936
Regular Meeting of Trustees	✓April 13, 1936
Joint Meeting of Executive and Finance Committees	✓June 15, 1936
Regular Meeting of Trustees	✓October 13, 1936
Regular Meeting of Trustees	✓January 25, 1937
Annual Meeting of Corporation	✓April 19, 1937
Regular Meeting of Trustees	✓April 19, 1937
Executive Committee Meeting	✓April 19, 1937
Regular Meeting of Trustees	✓October 11, 1937
Regular Meeting of Trustees	✓January 24, 1938
Executive Committee Meeting	✓March 29, 1938
Budget Committee Meeting	✓April 7, 1938
Annual Meeting of Corporation	✓April 18, 1938
Regular Meeting of Trustees	✓April 18, 1938
Regular Meeting of Trustees	✓October 10, 1938
Regular Meeting of Trustees	✓January 23, 1939
Annual Meeting of Corporation	✓May 22, 1939
Regular Meeting of Trustees	✓May 22, 1939
Regular Meeting of Trustees	✓October 9, 1939
Executive Committee Meeting	✓November 24, 1939

✓ = in FA's file

Regular Meeting of Trustees	✓ January 22, 1940
Executive Committee Meeting	✓ March 29, 1940
Annual Meeting of Corporation	✓ May 13, 1940
Regular Meeting of Trustees	✓ May 13, 1940
Report of Director	✓ May 13, 1940
Regular Meeting of Trustees	✓ October 14, 1940
Report of Director	✓ October 14, 1940
Regular Meeting of Trustees	✓ February 24, 1941
Annual Meeting of Corporation	✓ May 19, 1941
Regular Meeting of Trustees	✓ May 19, 1941
Report of Director	✓ May 19, 1941
Regular Meeting of Trustees	✓ October 14, 1941
Report of Director	✓ October 14, 1941
Regular Meeting of Trustees	✓ January 26, 1942
Report of Director	✓ January 26, 1942
Special Meeting of Corporation	✓ January 26, 1942
Regular Meeting of Trustees	✓ May 18, 1942
Annual Meeting of Corporation	✓ May 18, 1942
Regular Meeting of Trustees	✓ October 15, 1942
Regular Meeting of Trustees	✓ January 25, 1943
Executive Committee Meeting	✓ March 22, 1943
Annual Meeting of Corporation	✓ April 20, 1943
Regular Meeting of Trustees	✓ April 20, 1943
Report of Director	✓ April 20, 1943
Special Meeting of Trustees	✓ June 8, 1943
Report of Director	✓ June 8, 1943
Regular Meeting of Trustees	✓ October 5, 1943
Executive Committee Meeting	✓ December 14, 1943
Regular Meeting of Trustees	✓ January 25, 1944
Executive Committee Meeting	✓ February 18, 1944
Annual Meeting of Corporation	✓ April 18, 1944
Regular Meeting of Trustees	✓ April 18, 1944
Regular Meeting of Trustees	✓ December 5, 1944
Report of Director	✓ December 5, 1944
Regular Meeting of Trustees	✓ January 19, 1945
Special Meeting of Trustees	✓ March 2, 1945
Annual Meeting of Corporation	✓ April 20, 1945
Regular Meeting of Trustees	✓ April 20, 1945
Executive Committee Meeting	✓ June 5, 1945
Regular Meeting of Trustees	✓ October 19, 1945
Executive Committee Meeting	✓ December 18, 1945
Executive Committee Meeting	✓ March 19, 1946
Annual Meeting of Corporation	✓ May 23, 1946
Regular Meeting of Trustees	✓ May 23, 1946
Executive Committee Meeting	✓ August 21, 1946
Regular Meeting of Trustees	✓ October 18, 1946
Executive Committee Meeting	✓ November 19, 1946
Executive Committee Meeting	✓ February 18, 1947
Special Meeting of Trustees	✓ April 1, 1947
Annual Meeting of Corporation	✓ April 18, 1947
Regular Meeting of Trustees	✓ April 18, 1947
Report of Director	✓ April 18, 1947
Regular Meeting of Trustees	October 9, 1947

	Held	Attended			
					Louis Bamberger d. 3/11/44
✓40	37	92.5	90		
✓41	18	43.9			Mrs. Felix Fuld d. 5/18/44
✓46	39	84.7			Edgar S. Bamberger
✓46	38	82.6			Frank Aydelotte
✓35	22	62.8			Alexis Carrel 10/10/30 - 5/18/42
✓17	3	17.6			Lewis W. Douglas 10/14/40 -
✓46	37	80.4			Abraham Flexner 10/10/30 - 4/20/45
✓6	2	83.3			Felix Frankfurter 10/9/33 - 4/22/35
✓32	23	71.8			Julius Friedenwald d. 6/8/41
✓11	9	81.8			John F. Fulton 10/15/42 -
✓46	43	93.4			John R. Hardin
✓32	14	43.7			Alanson B. Houghton d. 9/16/41
✓8	0	0.			Herbert H. Lehman 10/10/30 - 4/24/33
✓46	40	86.9			Samuel D. Leidesdorf
✓46	42	91.3			Wilmarth S. Lewis 10/19/45 -
✓11	10	90.9			Herbert H. Maass
✓18	15	83.3			Henry Allen Moe 10/15/42
✓17	6	35.2			Winfield W. Riefler 10/13/36 - 5/18/42
✓26	23	88.4			Lessing J. Rosenwald 10/14/40 -
✓14	9	64.2			Florence R. Sabin 10/10/30 - 5/22/39
✓32	14	43.7			Michael Schaap 10/14/41 -
✓27	19	70.3			Walter W. Stewart 10/9/33 - 5/19/41
✓35	35	100			Percy S. Straus 10/10/30 - 10/19/39
✓46	42	91.3			Lewis L. Strauss 10/19/45 -
✓8	3	37.5			Oswald Veblen 10/18/39 -
					Lewis H. Weed
					Leo Wolman 6/8/43 -

Lewis Bamberg
 Mrs. Felix Fuld
 $\frac{37}{40}$
 92.5
 $\frac{18}{41}$
 43.9

Meeting	Date	Bissett	Babson	Paul	Flanagan	Friedman	Haudin	Houghton	Keyle- Luf	Ince	Strass	Weiss	Sabin	Lehman	Frank- Luster	Stewart	Veblen	Riefler
Org. Meeting	Oct. 10, 1930	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Reg. Meeting	Jan. 16, 1931		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Annual Meeting	Corp. Oct. 13, 1931	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Reg. Meeting	Oct. 13, 1931	3, ✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Reg. Meeting	Jan. 11, 1932	4, ✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Annual Meeting	Corp. April 11, 1932		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Reg. Meeting	April 11, 1932	5, ✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Reg. Meeting	Oct. 10, 1932	6, ✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Exec. Com.	Dec. 7, 1932	✓												a				
Reg. Meeting	Jan. 9, 1933	7, ✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	0				
Exec. Com.	Jan 28, 1933	a.												a				
Annual Meeting	Corp. April 24, 1933	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Resigned 4/24/33				
Reg. Meeting	April 24, 1933	8, ✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Exec. Com.	Sept. 6, 1933	✓												a				
Reg. Meeting	Oct. 9, 1933	9, ✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				+	
Reg. Meeting	Jan. 29, 1934	10, ✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				+	
Exec. Com.	March 12, 1934	✓												a				
Annual Meeting	Corp. April 23, 1934	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Reg. Meeting	April 23, 1934	11, ✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Reg. Meeting	Oct. 8, 1934	12, ✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				+	
Reg. Meeting	Jan. 14, 1935	13, ✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				+	
Annual Meeting	Corp. April 23, 1935	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Reg. Meeting	April 22, 1935	14, ✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				+	
Reg. Meeting	Oct. 14, 1935	15, ✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				+	
Reg. Meeting	Jan 27, 1936	16, ✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				+	
Annual Meeting	Corp. April 13, 1936	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Reg. Meeting	April 13, 1936	17, ✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				+	
Finance Com.	Jan 15, 1936	✓	a.															P.
Reg. Meeting	Oct. 13, 1936	18, ✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				+	
Reg. Meeting	Jan. 25, 1937	19, ✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				+	
Exec. Com.	April 19, 1937	✓																
Annual Meeting	Corp. April 19, 1937	20, ✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Reg. Meeting	April 19, 1937	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				+	
Reg. Meeting	Oct. 11, 1937	21, ✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				+	
Reg. Meeting	Jan. 24, 1938	22, ✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				+	
Exec. Com.	March 29, 1938	✓																
Budget Com.	April 7, 1938	✓																
Annual Meeting	Corp. April 15, 1938	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Reg. Meeting	April 15, 1938	23, ✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				+	
Reg. Meeting	Oct. 10, 1938	24, ✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				+	
Reg. Meeting	Jan. 23, 1939	25, ✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				+	
Annual Meeting	Corp. May 22, 1939	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Reg. Meeting	May 22, 1939	26, ✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				+	
Reg. Meeting	Oct. 9, 1939	27, ✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				+	
Exec. Com.	Nov. 24, 1939	✓																
Reg. Meeting	Jan. 20, 1940	28, ✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				+	

action of meeting of Jan. 9, 1933 confirmed
 accepting resignation of L. Bamberg & Mrs.
 Fuld as Trustees

Resigned
4/24/33

333

884

23/26

19/27

Resigned

70.3

- ✓ Joint Meeting - Ex. & Financial Com. June 15, 1936
- ✓ Ex. Com. April 19, 1937
- ✓ Ex. Com. March 29, 1938
- ✓ Ex. Com. Nov. 24, 1939
- ✓ Budget Com. April 7, 1938

- ② Report of Director Oct. 14, 1940
- ① " " " May 13, 1940
- ③ " " " May 19, 1941
- ④ " " " Oct. 14, 1941
- ⑤ " " " Jan. 26, 1942
- Board " " " April 20 & June 8, 1943
- ⑦ " " " Dec. 5, 1944
- ⑧ " " " April 18, 1949.

