

11
November 8, 1947

Mr. Paul Smith
San Francisco Chronicle
San Francisco, California

Dear Mr. Smith:

I wrote to you a few months ago concerning Professor Leo Szilard who at that time was visiting the Bay Region. We agreed that you and I might get together this last summer in California, but as circumstances developed, it was necessary for me to remain in the east all summer.

The purpose of this letter is to inform you that sometime this week Professor Szilard is releasing to the press a very important document that he submitted to Mr. James Byrnes just prior to his appointment as Secretary of State. I thought you might find the document interesting, and I would also like to inform you that it appears that the eastern papers, particularly the New York Times and Herald Tribune, are going to treat it as a document of substantial importance.

Simultaneously with the release of this document Professor Szilard is releasing an article entitled "Letter to Stalin" (copy enclosed) in which he expresses some of his viewpoints developed during this period of growing crisis between Russia and the United States. Many of us here in the east believe that this article is one that should be read by the American people. The New York Times, I believe, is intending to print the full text. (Both documents are being published in the BULLETIN OF THE ATOMIC SCIENTISTS for December).

I am indeed sorry that as yet you and I have not been able to get together, and I sincerely hope that business takes me home to San Francisco in the very near future. Please give my best regards to my friend Howard Brodie. I saw Merle Miller (formerly of YANK and now with Harpers) and he said that he was planning to be in San Francisco this month. He said that he hoped to see you while there.

With best regards,

Sincerely yours,

Harrison S. Brown

*From Leo Szilard
to Harrison Brown*

November 7, 1949

Dear Harry:

I shall try to jot down my thoughts on the administrative problems which arise in connection with research and development work that has to be conducted by the Government in the field of atomic energy. Since time is short, I shall not try to organize my thoughts, but rather follow the easiest way and list the proposals which I made at various times during these past four years.

Let me state, however, at the outset that while I do not consider the Atomic Energy Act of '46 a very good bill, I do not believe that any changes in the bill are required from a point of view of successful organization of research and development work. Let me also add that I believe that the present director of reactor development, who came into this field rather late, has no illusions as to the present state of affairs and that if I had to go further than writing you a private letter, I would want to talk to him first about the problem before publicly or even privately committing myself to any particular solution.

Let me then start out with the considerations which I presented before the House Military Affairs Committee when I testified against the May-Johnson Bill. It seemed to me at the time that there ought to be three Government-owned corporations operating under the Commission, and that the directors of these corporations ought to be appointed by the President. The first of these corporations was supposed to be concerned with questions of research and development activities and to carry the development into the ^{pilot}~~private~~ plant stage. The second of these corporations was supposed to be concerned with the manufacture of fissionable materials; the third of these corporations was supposed

Again the thought was that the directors of these divisions should have full executive authority within the division, and that the Commission should limit itself to determining ~~political~~^{policy} matters, allocating funds// and materials, but that the general manager of the Commission should not control the activities of the divisions by issuing rules or regulations. The promotion of the Government's own research and development work and the promotion of research and development work outside of the Government's own work was supposed to be the responsibility of two different divisions for the following purpose: It was feared that if these two functions were placed in the hands of the same division, the director of the division might take the position that the work ~~carried~~ out in the Government's own laboratories should not be duplicated elsewhere, and also that the director might, by dispensing large funds to universities and private research institutions, acquire immunity from being publically criticized by the scientific community by virtue of their dependance on him for grants and allocations.

Since we cannot disregard what has happened in the past four years and start fresh as if nothing had happened, the considerations listed above can ~~be reserved~~^{only} to supply a point of view, but do not give us a pattern of action which we could follow. I shall try to describe below what we could do if we have to start from the spot where we stand today:

Let me say at the start that of the 100 million dollars that are at present spent each year for research and development work, a very large fraction is ~~usually~~ spent for no good purpose. Nevertheless, these expenditures cannot simply be stopped by scrapping the greater part of the activities for which they are spent. They will have to go on, and we shall need another 100 million dollars per year

appropriated and spent under carefully thought out conditions. I shall first of all phrase in general terms what, in my opinion, the requirements are, and then try to describe ~~xx~~ a mode of ^{operation} ~~correction~~ that could meet these requirements:

The incentives normally operating in the field of private enterprise are not sufficient to insure a rapid development of atomic energy, and therefore, the major part, if not the whole, of this development must of necessity remain a government-financed operation. No progress is possible, however, if we do not succeed in freeing the research and development in this field from the impediments that usually afflict research and development work carried on within a large-scale government operation. We must find a way to set up research and development units which can give their staff a reasonable assurance that the staff can look forward to accomplishing the task which they have set themselves, and that they will remain unhampered by rules and regulations which may be issued by the office of the General Manager of the Commission. Some way must be found to enable research and development units to operate in this field in much the same way as a private corporation would operate.

One essential requirement for success in research and development work is to leave in the hands of one team the job which they have taken on until the pilot plan stage is reached. Another essential requirement is to give those who have the knowledge the authority. If ^{some persons} ~~there is~~ ^{have the authority and others have the knowledge, then} ~~no personal~~ ^{and} those in authority may or may not listen to those who have the knowledge and accordingly may not or may ~~not~~ fail.

In the past, in these last four years, the scientists remained aloof from this work, not only because the Commission did not tackle the job of enlisting their help, but also because the Commission was

in no position to offer them anything but frustration. Now the scientists have become so distrustful of the Commission, that they will not enter the field of reactor development unless some set-up is first created in which they can have confidence.

In the past, the Commission's modus operandi was to pick a site first, to build a laboratory next, to find a director to head the laboratory, and then hope to God that this director will find a staff. This modus of operation cannot possibly succeed. The modus of operation which I would propose is as follows:

The Commission ought to pick 10 to 12 outstanding scientists who are willing to devote five to seven years to heading up research and development units devoted to reactor developments. These 10 to 12 men are ^{each} expected to spend four to six months in exploring whether ^{each} ~~they are~~ ^{one is} able to form a cabinet, ^{i.e.} whether ^{each one can} ~~they can~~ find some six to eight key men, first-class scientists, who are willing to form a team for carrying on for a period of five to seven years reactor development in ~~any~~ ^{a given} direction of their choice. *

After an exploratory period from four to six months, we would see how many of these men succeed in forming their cabinet. Perhaps there will be four; perhaps there will be six of them who will have shown themselves successful. During the exploratory period these men might communicate with ~~each~~ other and perhaps help each other by bartering among each other some of the men they have found.

When there will be four to six teams ready to go into this work, each along the line in which the team feels confident it can ^{be} successfully develop, there ought to be formed an equal number of corporations. Each team of scientists should form the ^{Board} ~~part~~ of one such corporation. ^{All} ~~Each~~ of them would ^{serve} ~~do this~~ on a full-time basis, and one of them would act as chairman of the ^{Board}. None of them, however, would hold

executive positions in the corporation. The president of the corporation would be appointed by the Board and could be fired by the Board. The Atomic Energy Commission could help in selecting the ~~XXXXXXXXXX~~ president and other executive officers with advice, but would have no ~~other~~ jurisdiction otherwise. ¶ The thought behind this construction arises from the experience that few of the outstanding scientists are of a temperament suitable to be directors of a ~~project~~^{corporation} of this sort. The choice in the past was between a ~~XXXXXXXXXX~~^{non-} scientist and a second-rate scientist; ~~and one~~^{a non-} scientist would have great difficulty in ~~XXXXXXXXXX~~ making such a project work, and ~~the~~^a second-rate scientist ~~would~~^{ing} find himself suddenly catapulted to a position of great power, ~~would~~^{would} ~~more or less~~ be likely to blow himself up, and be ~~considered~~ quite intolerable by ~~his~~^{his} colleagues who are his betters. There ~~are~~^{are} notable exceptions to this rule ~~in the past~~, but they are too few to ~~be counted~~^{build upon.} upon. ¶ Proceeding ~~this~~^{as proposed above}, we might have four to six independent research and development units in the field which would to some extent occasionally overlap and compete with each other. Some might fail and others ~~succeed~~^{might}. Operating in this manner, we might produce within a government-financed operation the competitive situation that would prevail in research and development devoted to atomic energy if this field were developed by private institutions.

There ought to be full and free exchange of information between the members of all of these research and development units. But the Government must not take arbitrarily out of the hands of a unit a line of work that that unit originated and assign it to another unit on the (probably mistaken) grounds that the other unit could make faster progress or could do a better job. Each unit, however, ought to be free to invade the territory of another unit, if in their opinion, under otherwise equal conditions, they think they can do a better or faster

job of it.

It is difficult to justify this somewhat unusual structure proposed in ~~these lines~~ ^{this memo} without going in detail into the history of atomic energy for the past ten years and listing in detail the various troubles that have arisen together with the causes of those troubles. The particular proposal~~s~~ made here is aimed at eliminating the cause which in the past led to trouble and which completely paralyzed this work in the past four years.

I should add that the considerations which will govern whether or not scientists are willing to work on the development of the bomb require an entirely separate discussion since factors not touched upon in this memorandum play an important role in them.

I should also add that the basic research work supported by the Commission, such as the work of the Brookhaven National Laboratory or the development of acceleration^{tors}~~tion~~ at the University of California, fall in a very different category from the reactor development. This basic research work, which is quite remote from practical application, ~~and in such does have~~ ^{has} no relevance to the field of atomic energy proper, ^{and} need not concern us at all at this juncture.

The present memorandum deals only with research and development ^{aimed} ~~and~~ at making available new methods for the production of fissionable material. This task falls under the heading of "reactor program". The "reactor program" also comprizes the development of reactors which do not produce any fissionable material, but in which fissionable matter is "burnt" for producing power. This latter aspect of the reactor program is, however, of comparatively minor importance at present.

Griffon DC

April 7, 1950

Harry Brown

Leo Szilard

Enclosed is a memorandum to Hutchins. Please take action on this as early as you can, and I shall call you from Boulder on Thursday or Friday of next week to find out the result of your conversation and to make arrangements for my return.

I expect to stay in Denver at the Olin Hotel, but have no address for Boulder yet.

Leo Szilard

wv

1155 East 57th Street
Chicago 37, Illinois
May 15, 1950

Mr. Harrison Brown
Emergency Committee of Atomic Scientists
5739 Ellis Avenue
Chicago 37, Illinois

Dear Harry:

Enclosed is my airplane ticket of April 28 to New York and of May 9 return to Chicago, which relates to the last New York trip at which we met Mr. Marvel and Mr. Hutchins and other persons in connection with the "Citizens' Inquiry into the Conditions of Peace." The hotel expenses I propose to charge to another account so that my expense account for the trip, chargeable to the Emergency Committee, is as follows:

| | |
|--|----------|
| Plane to New York, April 28, 1950 | 50.72 |
| Taxi in New York from airport to hotel | 2.50 |
| Taxi in New York on May 9 from hotel to airport | 2.25 |
| Plane from New York to Chicago | 50.72 |
| Taxi from airport to Quadrangle Club | 1.80 |
| Taxi in New York at the rate of \$2.00 per day | 22.00 |
| Telegram to Clarence Pickett according to attached receipt | .95 |
| Telegrams to Mr. Hutchins & Mr. Marvel | 1.37 |
| | <hr/> |
| Total | \$132.79 |

Sincerely yours,


Leo Szilard

Expenses

Expenses

1155 East 57th Street
Chicago 37, Illinois
June 12, 1950

Dr. Harrison Brown
Institute for Nuclear Studies
Jones Laboratory
University of Chicago
Chicago, Illinois

Dear Harry:

Enclosed is an expense account for secretarial work from March 20 - March 24 which I have paid and which I wish to submit to you for reimbursement in the amount of \$14.98.

Enclosed is also my expense account for a trip to Denver, Colorado (conference with Byron White, Henry Swan, Arthur Henry, Harold Silver, Charles A. Graham) in the amount of \$188.94.

Sincerely,

Leo Szilard

vv

Trip to Denver from May 28 - June 4, 1950

| | |
|------------------------------------|-------------|
| Chicago: taxi to airport | \$ 2.50 |
| Plane to Denver | 63.65 |
| Taxi to hotel | 1.75 |
| Taxis in Denver | 8.00 |
| Hotel in Denver | 46.09 |
| Taxi to airport | 1.10 |
| Plane to Chicago | 63.65 |
| Taxi in Chicago | <u>2.20</u> |
| Total | \$188.94 |

Leo Szilard

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IN THIS COLLECTION

September 5, 1950

Dr. Harrison Brown
c/o American Express
11 Rue Scribe
Paris, France

Dear Harry:

I am sending this article to the Bulletin for publication. Any comments? See in particular page 10 and cable me if necessary in care of the Bulletin office.

Hope you have a grand time.

Yours,

Leo Sillard

P.S. A copy of this was sent also c/o American Express,
London.

~~CONFIDENTIAL~~

5630 Ellis Avenue
June 8, 1951

Professor Albert Einstein
112 Mercer Street
Princeton, New Jersey

Dear Professor Einstein:

At a meeting of three of the Trustees, Harold Urey, Leo Szilard and myself, which was held on Saturday, June 2, minutes of which are enclosed, it was agreed that, in view of the fact that the Emergency Committee has been "on ice" for a lengthy period of time, and there is little likelihood that it will become active again, the Committee should be dissolved as soon as possible.

Before we can dissolve, however, two items of business must be handled:

1. Approval in writing for the Executive Vice-Chairman to take the necessary legal steps to dissolve the organization.
2. A decision must be made concerning the disposition of the funds which will be left after the payment of all obligations. This will amount to something of the order of \$7,500. If we should dissolve without a decision, the money will automatically go to the United States government.

Two proposals have thus far been made:

1. Professor Urey suggested that the money be given to the Bulletin of Atomic Scientists, with the stipulation that they handle any correspondence which might be addressed to the Emergency Committee following its dissolution.

Professor Albert Einstein

June 8, 1951

2. Professor Szilard does not believe that the money should go to the Bulletin, but feels that instead it should be given to the American Friends Service Committee.

I would appreciate it very much if you would write to me, indicating either your approval or disapproval of dissolving the Emergency Committee, and also indicating your own personal desires concerning the disposition of funds, whether it be one of the two mentioned above, or another which you feel is worthy of financial help.

A prompt reply will be greatly appreciated.

Sincerely yours,

Harrison Brown
Executive Vice-Chairman

HB:omc

cc: H. Urey
L. Szilard

WESTERN UNION

1206

W. P. MARSHALL, PRESIDENT

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| | Pd. | | | |

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

night letter

Dr. Harrison Brown
250 East Mariposa
Altadena, California

Have arranged for discussion similar to the one we had with Dean Rusk ~~by~~ but with assurance of more sympathetic reception for a few of us in Chicago for March 28, 5:00 extending over dinner and after dinner. Please try to arrange your schedule so ~~as~~ that you can stay over for this meeting which may be really quite important. There is a slight possibility that meeting will have to be shifted to April 6. Keep matter confidential. Regards.

Szilard

Institute of Radiobiology and Biophysics
5650 Ellis Avenue
March 12, 1952

DOMESTIC SERVICE

Check the class of service desired;
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DAY
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|----------------------|--------------|----------|--------------------------|------------|
| 77 | Pd. | | | |

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to be shifted to April 6. Keep matter confidential. Regards.

Szilard

Institute of Radiobiology and Biophysics
5650 Ellis Avenue
March 12, 1952

Phoned out 3/12/52

5:30 p.m.

5650 Ellis Avenue

May 23, 1952

Dr. Harrison S. Brown
Department of Geology
California Institute of Technology
Pasadena 4, California

Dear Harry:

I received the enclosed in the mails a few days ago and assume that I am supposed to forward it to you so that you might, if need be, forward it to the others. Is there some branch of the Ford Foundation to which we can refer this matter? Or shall we send it to the Executive Committee of the Society of Friends?

With kind regards,

Sincerely,

Leo Szilard

LS/sds
Enclosures

COPY

COPY

February 5, 1957

Mr. Cass Canfield
Harper and Brothers Publishers
49 East 33rd Street
New York 16, New York

Dear Mr. Canfield:

I very much regret the delay in answering your memo concerning the proposed research institutes but it arrived only shortly after my return from an extended trip. In addition, Leo Szilard had shown me much of the material when I was in New York shortly after the new year and he was aware of my enthusiasm concerning the broad aspects of the proposed institutes.

On the whole I like the idea very much although I can foresee a number of difficulties both from the organizational and the administrative points of view. In view of this I wholeheartedly concur with the suggestion of Dr. Lipmann, relayed by you in your letter of February 4, to the effect that a meeting consisting of a few interested persons be held to discuss the matter further. As I told Dr. Szilard over the telephone I will be happy to arrange facilities for the meeting here at Caltech. Participants can be put up either at the Athenaeum which is our faculty club, or if that turns out to be overcrowded at the Huntington-Sheraton Hotel which is very comfortable and not far away.

I personally plan to be in the east from February 17 until the evening of the 22nd. The best dates for the meeting from my own point of view would be Friday and Saturday, March 1 and 2. The only other time which would be convenient from my point of view would be the weekend of March 8th. In view of my own teaching commitments it would be very difficult for me to participate in such a meeting on Mondays through Thursdays.

With very best wishes,

Sincerely yours,

Harrison Brown

HB:ds

cc: Leo Szilard
University of Chicago
Linus Pauling
Caltech

February 5, 1957

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Sincerely yours,

Harrison Brown

HB:ds
cc: Leo Szilard ✓
University of Chicago
Linus Pauling
Caltech

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New York 16, New York

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With very best wishes,

Sincerely yours,

Harrison Brown

HB:ds
cc: Leo Szilard
University of Chicago
Linus Pauling
Caltech



ROYAL YORK HOTEL
TORONTO

September 4, 1959

Dear Joe -

Your letter of August 15 was sent to me here by my Secretary, but unfortunately not the memorandum. The idea sounds interesting to me, but I will defer comment until I return to Pasadena on the 18th of this month and read the supplementary material.

I am on a lengthy trip which will take me on to New York, Washington, Miami and Key West.

all warm wishes

Harman (Brown)

CALIFORNIA INSTITUTE OF TECHNOLOGY
PASADENA, CALIFORNIA

GEOLOGICAL SCIENCES

September 23, 1957

Dr. Leo Szilard
The Quadrangle Club
University of Chicago
Chicago 37, Illinois

Dear Leo:

I have returned from my trip and spent a few minutes this weekend reading your memorandum on your proposed meetings together with the appendix to your memorandum. I believe that such a set of meetings could be very useful and I would be willing to participate myself. I concur with your over-all analysis of the existing situation. In the discussions themselves, however, I believe that more emphasis should be placed on the situation which will exist when more than three nations possess nuclear weapons. In my own opinion this is inevitable. I very much doubt that any set of agreements could be reached which would prevent the spread of this technology to at least ten and perhaps fifteen nations during the course of the next two decades.

With all warm wishes.

Sincerely,



Harrison Brown

HB:ds

P.S. What is the situation with respect to the new research institute in which you and Cass Canfield have been interested?

CALIFORNIA INSTITUTE OF TECHNOLOGY
PASADENA, CALIFORNIA

GEOLOGICAL SCIENCES

April 18, 1961

Dr. Leo Szilard
Department of Social Sciences
University of Chicago
Chicago 37, Illinois

Dear Leo:

On behalf of the Conference Committee for the Seventh Conference on Science and World Affairs, I would like to invite you to participate in the discussions of disarmament and arms control, which will be held in Aspen, Colorado, from September 10 to 17, 1961. The enclosed memorandum describes the background of these conferences and gives some details concerning the forthcoming meetings.

Your traveling expenses in connection with attending the session in Aspen will be paid and you will receive hospitality while there.

After reading the enclosed material, should you have any questions, please do not hesitate to contact me.

In view of the limited number of American "spaces" available at this conference, I would appreciate hearing from you as soon as possible as to whether or not you can accept this invitation. The members of the Conference Committee sincerely hope that you will participate.

With many thanks,

Sincerely yours,



Harrison Brown

HB/jf

Enclosure

CC - Dupont Plaza Hotel
Dupont Circle
Washington, D. C.

C O P Y

May 30, 1963

Dr. Harrison Brown
Foreign Secretary
National Academy of Sciences
2101 Constitution Avenue, N.W.
Washington, D.C.

Dear Harry:

I am writing to confirm what I told you over the telephone.

Last October, when I was in Geneva, I discussed with Victor Weisskopf, at present Director General of CERN, the possibility of setting up a laboratory for molecular biology in Geneva in close collaboration with CERN. Encouraged by his response I made inquiries in France, England and Germany, and found that the idea of such a Laboratory serving the whole of Europe meets with a favorable response. It turned out that John Kendrew (Nobel Prize, 1962) could be prevailed upon to head up such a laboratory. After I left Europe the idea was developed further, one meeting was held at CERN and another meeting is scheduled to be held there on June 28th which I have been asked to attend.

In spite of these favorable responses I think that it will be quite difficult to get the governments of Europe to get together on a laboratory for molecular biology in Geneva, because the main argument which put the idea of a European laboratory over in the case of CERN cannot be applied in this case and the arguments which can be applied are more subtle, even though they are no less valid.

In these circumstances, it occurred to me that what would make most sense and what could go fastest, if it goes at all, would be to set up an organization in Geneva having a Board of Directors of whom half would be delegates of our National Academy of Sciences and the other half would be delegates of the Soviet Academy of Sciences. This organization could then operate a laboratory for molecular biology in Geneva in close cooperation with CERN. This laboratory should be open to all nations and there is no reason why John Kendrew should not be its Director.

I estimate the total costs involved (of which half would have to be borne by America) at between \$1½ - \$2 million a year for current operational expenses. The total initial cost for erecting and equipping the laboratory might be about \$5 million.

In principle, the National Academy could apply for a grant to the National Science Foundation or to the National Institutes of Health,

V-47
Dr. Harrison Brown
Page two
May 30, 1963

for transmittal to the Geneva organization. It is my understanding that no new legislation would be needed for the National Academy to be given such a grant. Because of the political implications, the grant would require the President's approval. If the National Academy were to apply for such a grant it might well be turned down, because of the current pressure for reducing expenditure abroad in order to slow the outflow of gold. On the other hand, political considerations might outweigh the fiscal considerations. There is no other way of finding out whether they would or would not except for the National Academy formally to apply for a grant and to see what happens.

Even though it may be more likely than not that the grant could not be obtained, this is no reason for not applying. On the other hand, there would be no point for the National Academy to apply for a grant unless there is reason to believe that the Soviet Academy of Sciences would apply for a similar grant to the Soviet Government. I am enclosing a letter which I have written to Igor Tamm and his reply should indicate whether there would be any point at all for the National Academy officially to approach the Soviet Academy of Sciences in this matter.

I understand that there is a Council meeting soon and that there will be no other Council meeting for quite some time thereafter. If the general idea makes sense to you, I would suggest that you ask the Council to authorize you officially to take up this matter with the Soviet Academy of Sciences if in the light of Tamm's reply, this appears to be indicated. The Council might also authorize the National Academy to apply for a grant to an agency of the Government provided that the official response of the Soviet Academy of Sciences turns out to be favorable.

I would assume that among the members of the National Academy, Franklin Long, James Watson, Seymour Benzer and Donald Glaser could be gotten to take an interest in any detailed planning that might become necessary.

Sincerely,

Leo Szilard

Dr. Harrison Brown
Foreign Secretary
National Academy of Sciences
2101 Constitution Avenue, N.W.
Washington 25, D.C.

Geneva, 2nd August, 1963

Dear Harry,

Since I had no reply from Tamm, I sent him a telegram. Thereupon he wrote me to say that he had never got my letter, that he is about to go into the mountains and that no business could be transacted in any case in the summer.

He suggested we take up the matter with officials of the Academy at the Dubrovnik meeting. Since I expect to see you there, we can then decide on the spot which of us should do the talking and to whom.

Sincerely,

Leo Szilard

Similar letter to Fred Seitz, same date, sending copy of this letter: "... It turns out that Tamm did not receive my letter and that I can do nothing further in this matter until the Dubrovnik meeting in September."

Dr. Harrison Brown
Foreign Secretary
National Academy of Sciences
2101 Constitution Avenue, N.W.
Washington 25, D.C.

Geneva, 2nd August, 1963

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