River, to be reimbursed by the revenues from leasing the power privileges incident thereto.

4. It is recommended that any state interested in this development shall have the right at its election to contribute an equitable part of the cost of the construction of the reservoir and receive for its contribution a proportionate share of power at cost to be determined by the secretary of the interior.

5. It is recommended that the secretary of the interior be empowered after full hearing of all concerned to allot the various applicants their due proportion of the power privileges and to allocate the cost and benefits of a highline canal.

6. It is recommended that every development hereafter authorized be required in both construction and operation to give priority of right and use:

First, to river regulation and flood control.

Second, to use of storage water for irrigation.

Third, to development of power.

These recommendations have been embodied in a House bill by Representative Swing of California, introduced April 25, 1922. This bill provides for an advance of $70,000,000 to the reclamation fund to be used for the construction of the Boulder Canyon dam and the Imperial Valley system to be repaid to the general treasury in accordance with the Reclamation Act of 1902.

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THE ELECTOR PLAN FOR THE ADMINISTRATION OF RESEARCH FUNDS[1]

ONE of the most effective uses of wealth for the good of mankind lies in the wise encouragement of the search for truth through sustained scientific investigation.

A history of the methods followed through the last two hundred years reveals an astonishing record of unwise provisions in wills and bequests and shows that only in the last few years have economic and legal authorities devoted systematic efforts to the organization of permanent trust funds given for benevolent purposes.

During the last few years, the Community Trust movement has developed a valuable type of organization. The result of this plan has been most gratifying. To cite a single example, in the first six years of its existence, the Cleveland Foundation accumulated a fund of more than one hundred million dollars.

The specific interests of research in science have not yet enjoyed any such encouragement or facilitation through the organization of general public interest. With but slight exceptions, donors are left to hit or miss methods of organization and without appropriate encouragement or aid.

It would therefore seem timely to present an outline of a method of organization which shall be safe and permanent, flexible and adjustable to changing conditions, simple and economic of operation, and inviting as a means of disposing of wealth in the service of science and the establishment of a monument to commemorate some cherished object or ideal.

The plan should be devised to meet the changing conditions of the times, conceding to each succeeding generation the largest measure of ability to administer its own affairs, and should afford the opportunity for the maintenance of some broad, scientific project in which the donor is interested, while, at the same time, granting great flexibility in the meeting of unforeseen future contingencies. It should avoid specifically those methods of organization which history has shown to be undesirable, particularly as to methods of perpetuating the governing board, the designation of objects to be served, and the safeguarding of the capital. It should utilize legal and economic principles which in recent investigations have been pronounced sound.

The approval and promulgation of some plan by recognized scientific bodies should give a new significance and opportunity to the ownership of wealth and should furnish an incentive for generosity in the disposal of a fortune,

[1] The present note is a skeletal outline of a preliminary report prepared by the writer as chairman of the Committee on the Stabilizing of Scientific Funds. The committee is continued for further work on this problem and welcomes discussion and criticism of the plan from those who are interested in the allocation of funds in trust from wills, bequests, or grants for the encouragement of scientific investigation and service.

because it perpetuates it under a proper guarantee and makes it a permanent instrument in the service of science for the good of mankind.

To meet these needs, a type of organization to be known as the Elector Plan is proposed.

I. THE PLAN

1. A board of trustees entrusted with the administration of a fund shall be elected at stated periods by a committee of electors.

2. There shall be five electors appointed annually, two to be chosen by the board itself and three by some stable institution or institutions designated in the charter.

3. The board of trustees shall be composed of five members or some multiple of five, such as ten or fifteen. Election shall be for five years, and a member shall not be eligible for re-election until after a lapse of one year. Rotation established, one fifth of the board shall be elected each year. Irregular vacancies shall also be filled at the annual election. The chairman of the board of trustees shall be designated annually by the board itself. Either the original board or the original electors may be named in the charter by the donor.

4. The powers and duties of the board of trustees shall be prescribed in the charter, and must include the following provisions: (1) Full power to carry out the provisions of the charter in regard to the organization and supervision of projects and the expenditure of funds; (2) power to adapt the provisions of the charter as to object of funds, to meet changing conditions and needs in the spirit of the original intent of the donor; (3) power to change custodianship of funds, on good evidence for need of change, to guarantee safety and profitable investment. The charter shall also prescribe how any of the institutions which designate electors may be replaced in case of loss of fitness for the service.

5. The funds shall be placed in the custody of a trust company or companies having a capital and surplus of not less than ten million dollars, empowered to make investments and pay out the income with the consent of the board of trustees.

6. The charter shall provide for an annual auditing and public accounting of the expenditures.

II. ADVANTAGES OF THE PLAN

It provides that the board of trustees shall be elected by persons a majority of whom are approved representatives of the science or sciences named, fully conversant with the situation in the age in which they are acting, free from self-interest in the election, and by virtue of their position charged with responsibility for rendering this type of service.

It harmonizes a progressive flexibility and growth in adaptation to purpose as determined by a progressively evolving science with stability and good faith in permanent serviceableness.

It prevents the unwise restriction of funds by donors, the diversion or dissipation of funds by self-perpetuating boards, the loss of value in funds as a result of changing conditions and interests in the service of science, and uninformed and whimsical procedure in the allocation of funds for research.

It serves the purpose of encouraging donors in generous and confident giving of funds for research, creates an interest in this type of permanent and far-sighted service as a personal monument or memorial, and points to the opportunity and wisdom of consulting representative scientific bodies on technical matters in the allocation of funds for research.

III. STABILIZING ORGANIZATION

The National Research Council, a working organization of the National Academy of Sciences, would seem to commend itself as a suitable body for this type of responsibility in that it is permanent, progressively adaptable, representative of the sciences, composed of persons highly qualified for scientific guardianship, and takes a genuine interest in rendering service of this kind with forethought. The National Research Council should therefore hold itself ready to designate one, two or three of the electors in accordance with the wish of the donor as expressed in the charter.

Other agencies, such as other scientific foundations, national societies, state or federal officials, universities, museums, community trusts, or other organizations representing a particular interest involved, may be found suitable for acting in a coordinate capacity with the National Research Council. Among the qualifica-

tions of an organization adapted for such coordinate responsibility with the National Research Council in designating electors, these are essential: That it shall represent the interest involved, shall be permanent, shall be progressively adaptable to the evolution of its function, shall be so organized as to perform this function with a genuine interest and forethought, and shall command a position of recognized dignity and integrity.

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DIVISION OF ANTHROPOLOGY AND PSYCHOLOGY,
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ALFRED GOLDSBOROUGH MAYOR

AMERICAN men of science have lost a highly esteemed colleague and friend in the untimely death, at his laboratory at Tortugas, Florida, on June 24, of Alfred Goldsborough Mayor. For about three years past he has been making a heroic struggle against a tubercular infection, followed during the last winter by a severe attack of influenza, while he was at Tucson, Arizona; but the end came sooner than either he or his intimate associates anticipated.

Mayor was born at Frederick, Maryland, April 16, 1868. His early life was spent at Maplewood, New Jersey, where his family lived while his distinguished father was professor of physics at Stevens Institute of Technology. His easy aptitude for learning in general doubtless led him to pursue a course of study in that institute, and he was awarded the degree of mechanical engineer there in 1889. Later on he turned his attention to zoology and pursued studies at Harvard University leading to the degree of doctor of science in 1897. For some years he was intimately associated with Professor Alexander Agassiz as a trusted assistant in the development of the museum of comparative zoology at Harvard and in the other fertile enterprises of Agassiz. From 1900 to 1904 he was curator of the natural sciences of the museum of the Brooklyn Institute. Since 1904 he has been director of the department of marine biology of the Carnegie Institution of Washington, and the more important results of his investigations, and of the investigations of his numerous associates made at the Tortugas laboratory and during his expeditions elsewhere are to be found in the publications of the institution of the past two decades.

A just estimate of the scientific work of Mayor must be left to more competent hands. It is more fitting in a brief notice to call attention to the characteristics he manifested as a man among men. He possessed and practiced in high degree four cardinal virtues of which the world at large is now in great need, namely, the virtues of integrity, industry, reciprocity and moral courage. Although of a distinctly artistic and poetic temperament, he had unusual capacity to see and to understand realities. Few among our contemporaries have understood so well as he the arithmetical limitations, for example, of the Carnegie Institution of Washington. Few men approach the problems of life with the degree of insight and foresight he brought to bear upon them. It is commonly held that men of science are incompetent in fiscal affairs; but this is only an obscure way of stating the fact that men as a rule are inefficient in business. Mayor was a marked exception to the rule. Whatever he undertook was well considered and well executed, and it was never essential to even suggest the aid of a public auditor to interpret his accounts. His versatility was equal to almost any emergency. He was equally at home in the navigation of a ship, in the construction of a laboratory, in the delineation of the delicate tissues of a jelly-fish, and in his associations with the natives of the South Sea Islands. He accepted the situation, whatever it was, and without complaint sought only to improve its conditions. Never aggressive but always persuasive, he was one of the most unselfish of men. In the conduct of his laboratory and of his expeditions, his personal interests were the last to be considered. He afforded a continuous example of the joy in life that comes from getting something worth while well done. He made it easy for, and a source of the highest pleasure to, his associates who worked with him. His normal span was cut short by insidious disease, but he left an impressive and inspiring record in the fields of altruistic endeavor.

R. S. WOODWARD