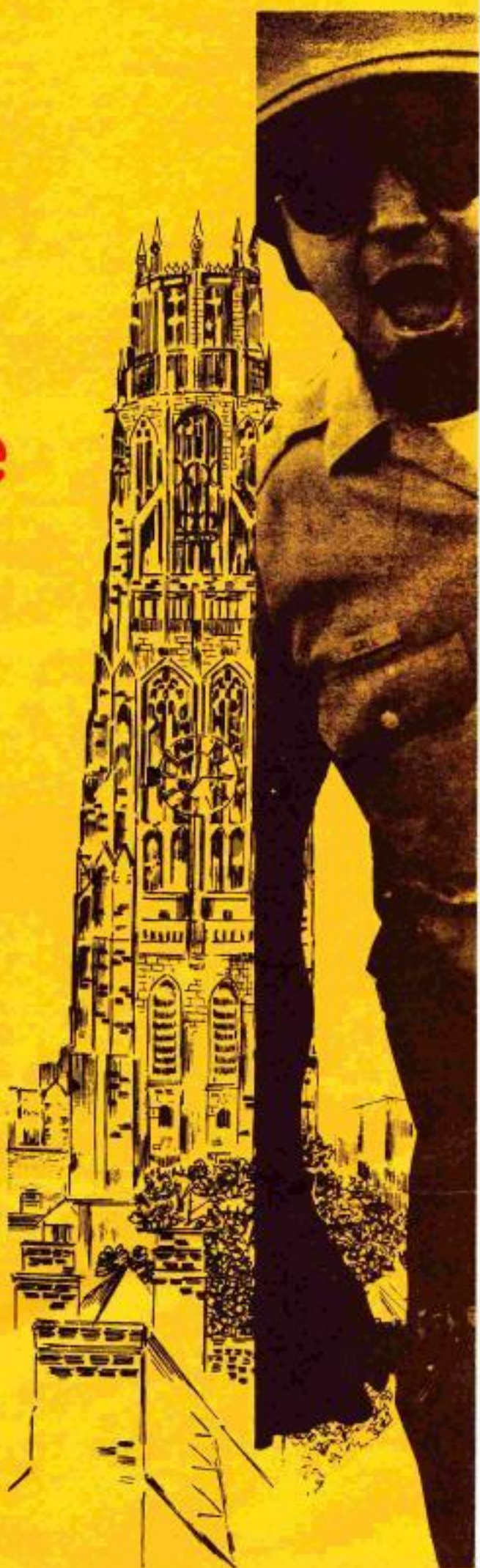


# Go to school Learn to rule

the Yale method

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25¢



It had so happened that one Elihu Yale, London capitalist and bigwig, had just come to the attention of James Pierpont through an unusual happening. In narrating the early days in Davenport's New Haven, I referred to the family connection between Theophilus Eaton and the Denbighshire Yales. It will be recalled that Governor Eaton married the widow Yale, who brought her two sons, David and Thomas, and daughter Anne (who married Edward Hopkins) with her to New Haven in the Davenport party; how David Yale's fairly large fortune had placed him on the first tax-list of New Haven, and how he had early left the sinking New Haven Colony for Boston, where, it would appear, Elihu Yale was born, probably in 1649. The young Elihu had gone back to London with his father. He had there been put to school, first to the "Merchant Tailor's" and then to Milton's friend's,—Master Dugard's in Coleman Street (under the shadow of Davenport's old church walls),—and, on reaching his maturity, had adventurously gone out with the East India Company to Madras, where he had become the Company's agent, and Governor of the English trading post, Fort St. George. Amassing, by more or less shady means it would appear, a large fortune for his day there, he had returned to London in 1699, and was now living in Queen's Square, Great Ormond Street, in a highly fashionable style, amid the magnificent Oriental plunder of his Madras days.

When this pamphlet of the enraged reaches the outraged, being academicians they'll cry, "Bad scholarship, bad taste, their models are incomplete!" Fuck them. Our bad taste ensures our indigestibility. We will not be consumed. Their accusations of bad scholarship will be a compliment. Our standards are not their standards.

**Q: What is Yale?**

**A: YALE IS ELITIST IN ITS BASIC DESIGN, AND IT IS THAT DESIGN RATHER THAN ANY OF MANY OTHER ASPECTS OF THE UNIVERSITY THAT CONSTITUTES ITS ESSENCE.**

**Q: What is Yale?**

**A: YALE SHOULD DIRECT ITSELF, AS IT TRADITIONALLY HAS DIRECTED ITSELF, TO THE NECESSARY TASK OF PROVIDING LEADERS, WHERE EVER LEADERS ARE REQUIRED. ONE OF THE PRINCIPLE REASONS THAT YALE PRODUCES LEADERS IS THAT YALE ADMITS LEADERS. THIS HIGH DEGREE OF SELECTION IS PART OF THE ESSENCE OF YALE.**

**Q: What is Yale?**

**A: ONLY A TINY MINORITY OF THE LEGAL PROFESSION, FOR EXAMPLE, ARE PRODUCTS OF YALE; AT THE TOP OF THE PROFESSION, HOWEVER, THE GRADUATES OF THE LAW SCHOOL ARE TO BE FOUND IN DISPROPORTIONATE NUMBERS. IT IS FROM THAT KIND OF ACCOMPLISHMENT ...THAT YALE DERIVES ITS GREATNESS.**

**Q: What is Yale?**

**A: DEALING WITH THE BLACK COMMUNITY, YALE MUST NOT DEPART FROM THE PATTERN UPON WHICH ITS GREATNESS DEPENDS.**

**Q: What is Yale?**

**A: YALE IS ELITIST, PROFESSIONALLY ORIENTED, CLASS-BIASED...RACIST.**

*(The first four quotes are from Yale's Singer Report. The fifth quote is from the people.)*

# Introduction

By design, Yale is an elitist, upper-class institution whose function is the production of a managerial class and the value system which it fosters. Yale, the university, is funded by and organized to meet the needs of corporations, the foundations and the government. As a Unit of Production, Yale, the corporation, is an indispensable cog in the corporate empire.

The raw materials for the services that Yale provides to corporate capitalism are taken by other interests...and at other's expense. Yale's 'greatness' is racist, chauvinist and exploitative...also by design. As we will show on the pages that follow, the existence of the Yale corporation-university means continued oppression of the black community, women and the people throughout the world.

In its effort to stabilize and defuse radical content in the surrounding community, Yale follows a well directed community counter-insurgency program under the direction of an ex-CIA operative. From the surrounding community, Yale draws working people to serve as secretarial, janitorial and other menial servants to the corporation. The power wielded by the corporation affects the entire New Haven community. Yale is the largest employer in the city. It is also the largest landholder in the city. The university's domination of the New Haven community reveals only the tip of the iceberg of Yale's national economic and social power. The university's portfolio of investments includes some \$600,000,000. The trustees of the Yale Corporation represent directors of the most powerful corporations in America. Yale alumni and their ruling-class mates form the managerial class which sets policy for the

multi-national corporations and the government which serves them. What this means is Power...political-economic power over the lives of the people of New Haven and the world.

Yale's role in the repression of the Black Panther Party and the politically motivated arrest and indictment of the New Haven Nine can only be understood in terms of Yale's interests and power. Likewise, the appearance of support given Bobby Seale by the university administration can only be understood when Yale's role in the community is exposed. Our analysis suggests that the interests represented by Kingman Brewster Chaplain Coffin and the host of other liberal Yale mandarins, are directly threatened by the growth, if not the very existence of the Black Panther Party. The reason is simple: Yale exercises its power to control and exploit the local community...the Black Panther Party serves the people and organizes them into a political force. Free Breakfast programs, free medical clinics and community power make the people less dependent on, and less subservient to, Yale. This is a threat to the corporation.

The Yale managers must not only control the New Haven community; they must also control the students. Because the Yale University-Corporation is in the vanguard of liberal repression, it is not surprising that the public image presented is one of rhetorical support for the strikes, demonstrations, etc. So far these techniques have succeeded in defusing much of the radical sentiment within the student body. The situation remains contained...though unresolvable in their terms.

THERE IS NO DENYING A CERTAIN INSTITUTIONAL SELF-INTEREST OF ANY URBAN UNIVERSITY IN THE PROTECTION OF ITS PRIVILEGED EXISTENCE FROM THE THREATS INHERENT IN URBAN DECAY.

*Kingman Brewster*

# How Yale Treats the Community

Yale has had a consistent policy of abusing and exploiting the New Haven community since the time the college was funded by Elihu Yale's ill-gotten fortune. This policy began in earnest in the early 19th century when a cannon on the old campus was used against New Haveners, angered by the behavior of Yalies. The rape of the New Haven community has continued to the present in the form of land and wealth stolen from the city. Pollution, highways and contempt are all the city gets in return.

Yale has been able to take advantage of New Haven through close ties with the Democratic city administration. Yale was the first corporate power in the city to recognize the potential benefits from the old Dick Lee administration (1964-1970). Before he became mayor, Lee developed close ties with Yale bigshots during his ten year term at the Yale University News Bureau. The close relationship between the Lee administration and Yale is not emphasized to the working people of New Haven because of strong anti-Yale sentiment in the town.

The relationship has its more concrete, mutually advantageous aspects. Yale likes to be surrounded by a clean, bright, modern downtown area. A Yale education rests on an upper-class style of life and on the consideration of intellectual problems in isolation from the outside world. Yale's very architecture—forbidding stone walls, moats, heavy locked gates, and opulent, comfortable, self-contained interiors—embodies this approach to education.

Beginning in the early 1950's the Oak Street and Dixwell slums pushed tighter and tighter against the University; and Yale considered neither the slums nor the shabby downtown area proper neighbors.



Mayor Lee's first redevelopment project dealt with part of this problem. When Oak Street, the city's worst slum, was torn down in the middle 1950's and replaced with the turnpike connector, a series of new office buildings and stores, and two of the most nondescript luxury apartment buildings anywhere—Madison and University Towers—Yale thus had its most discomfiting neighbor excised. The turnpike connector also serves as a type of moat protecting Yale and the downtown area from any 'trouble' in the Hill, a black ghetto. Over the connector there are only two bridges which link the Hill with the downtown area. If riots were ever to develop in the Hill and threaten Yale, the two bridges could be closed and the black community would be closed off from the rest of the city. There has also been talk of building Yale student housing over the connector. The side of the building facing downtown would be covered with windows; the side facing the black community would be solid brick.

The downtown renewal project finished 'beautifying' Yale's Oak Street neighbors by installing Malleys, Macy's, a new bank, Paul Rudolph's parking lot, and finally, after several years as a whole in the ground, the new Chapel Square Shopping Mall. As a result of all these redevelopment programs, over 30% of the blacks in New Haven have been moved out of their homes.

Two more projects now on the drawing boards, one Yale's and the other the city's, will complete the encirclement of the University by an environment acceptable to it. These projects are the Mellon Art Gallery and the Ring Road.

The Mellon Art Gallery will take care of a pesky block of small stores and apartments along Chapel St.

The Mellon Gallery is a by-product of the worst aspects of American capitalism. It is a tragedy for both the Yale community and the New Haven community. A multi-millionaire alumnus 'gives' his 18th century British Art Collection to Yale University and Yale becomes a center for British studies, whether or not Yale students, faculty or the community think it is a priority study area.

#### TO EACH ACCORDING TO HIS NEED

*The Mellon family accumulated its fortune because of the access that the original Mellon had to other people's capital. Judge Thomas Mellon was a banker in nineteenth century Pittsburgh.*

*As a banker he was able to use depositor's funds to purchase valuable real estate and stocks on his own use. The Judge died in 1908 and left control of the bank to his sons.*

*By the 1930's nearly every big enterprise in Pittsburgh was financed by the Mellons in return for mortgages which covered all their property. Holding mortgages gave the Mellon bank the legal right to foreclose on many properties, and thereby acquiring them without having to purchase them. Substantial interests in oil and coal, aluminum and abrasives are the visible bulk of the Mellon wealth. The most impressive Mellon holdings are in Gulf Oil (25% of outstanding stock), Alcoa (30%), The Koppers Company (20%) and the General Reinsurance Company (20%).*

For the New Haven community a once thriving street that catered to a varied clientele is wiped out; a square block of prime real estate is stricken from the city's tax rolls. And who made the decisions: Paul Mellon, scion of the wealthiest family in America; Kingman Brewster, president of Yale which educates this country's ruling elite and former mayor Richard Lee who helped transform New Haven into a city for the same people that Yale enrolls.

One of the reasons Yale and the Democratic city administration wanted the Mellon Gallery built was that it provided a way to 'cheat' on the redevelopment laws. Section 310 of the National Housing Act provides that the acquisition, relocation and demolition costs expended by a hospital or university for physical improvement, shall count toward the city's non-cash contribution in a renewal project area.

Instead of always paying out cash for renewal the city can substitute public buildings improvements such as—educational institutions, sewers, libraries, etc. The City has gerrymandered the Dwight Renewal Project Boundaries to include the Mellon block. Presently they are awaiting approval from the federal government for boundary amendments. The move to include this block is an insult to the people of the Dwight area. There is nothing wrong with the stores or dwellings on the Mellon site and it shouldn't qualify as a delapidated area. Yet the city wants to tear down perfectly good structures to make way for the Mellon Deal. It will displace the people from 80 apartments and 20 small businesses for the whim of a big-time millionaire. The director of the Mellon Gallery, Jules D. Prown, asserts in the annual report, that the conflict between Yale and the community will ultimately benefit the community: "The Chapel Street location necessarily invokes questions dealing with the relationship of Yale University and the City of New Haven. Their resolution should lead to the creation of a new and exciting place where the University and the community will come together for intellectual, cultural and esthetic purposes."

The Mellons are able to give millions to bring Aristocratic British culture to New Haven because of the billions of dollars the family has stolen from the earth and from the people. The total value of the Mellon fortune is estimated to be \$2.8 billion.  
FROM EACH ACCORDING TO HIS ABILITY...

The second project to complete the enclosure of Yale is the ring road. The projected inner loop road will effectively isolate Yale from Dixwell and the rapidly expanding black population in the Dwight neighborhood across Howe Street. It will also save the Medical School from the blacks and Puerto Ricans in the Hill.

This loop, part expressway and part boulevard, will start from the I-91 Trumbull Street exit, an engineering disaster, circle behind the Grove Street Gematary and Payne-Whitney gym and go down Howe and Dwight to the turnpike connector, which is being extended, and then circle beyond the medical school-hospital complex and join State Street, by then a six-lane road. Early plans for this road foresaw displacing 36 families, moving 31 businesses, and spending \$1.6 million for land acquisition (of which half a million would pay for Yale property).

To please Yale, which does not want the University divided by the road, Lee made a tentative agreement with Brewster to bury the Trumbull Street section of the loop underground. Mrs. Griswold, the wife of the former President of Yale and Representative from the 109th district, said: "I happen to know that for ten years the city administration of New Haven and Yale's administration have been hoping and praying for this 'ring' road. For I remember many consultations between Mayor Lee and my husband, when my husband was President of Yale, on this subject." She obviously knew more than the public! Funds for this project were provided by a \$15 million grant from Paul Mellon in 1958. Lee got money needed for working capital; the large profit margin, and the city's free use of the schools until 1958, helped overcome political opposition to the sale.

Yale gains from its cooperation with the Mayor, then, by insuring the kind of clean undisturbed surroundings it requires for its methods of training the nation's leaders. The Lee administration also gave many Yale people the chance to dabble in local politics--examples being Law School Dean Louis Pollack on the Board of Education and University Secretary Reuben Holden as president of the board of C.P.I. Yale generously repaid the Mayor for his help. The University's local political and economic power were solidly behind the Lee machine.

The next venture in which Mayor Lee and Yale moved against the people of the community was the Church St. South project. This was a plan to create a large downtown shopping area to cater to the needs of the suburbanites. Lee had to convince big-businessmen how profitable this project would be. It took some time for them to come around, but ultimately Lee won out. Lee and Logue, then director of the Redevelopment Agency, got Roger L. Stevens, a wealthy real estate man, to become the financier for the original four-block downtown commercial redevelopment.

The small businessmen there were overwhelmed with little difficulty. The big problem was getting the big businesses in. Malley's, an old New Haven family firm, was persuaded to buy into the new project. The real turning point, however, was when Macy's agreed to come to town; and once again Yale helped out.

In 1962 the University lent Stevens \$4.5 million for short-term financing. J. Richardson Dilworth, financial adviser to the Rockefellers, was on the Yale Corporation when the loan was approved. He was also on



#### 4. We want decent housing fit for shelter of human beings.

We believe that if the white landlords will not give decent housing to our black community, then the housing and the land should be made into cooperatives, so that our community, with government aid, can build and make decent housing for its people.

Black Panther Party  
10 point program.

the board of Macy's. Averill Harriman also sat on the boards of Yale and Macy's. A Dilworth-Lee meeting at Mory's began the chain of self-interest which culminated in Macy's agreement to build a \$5 million store in downtown New Haven.

Now Yale has decided that New Haveners need an olympic rowing course. Yale's proposal to change the much used Edgewood Park into a private sports area for Yale is a good example of Yale's treatment of the community. The wealthy-influential International Rowing Course Foundation, founded by Yale and headed by Juan Trippe, Yale grad who now heads Pan American Airways, would have had trouble selling the proposal to the people of New Haven. Fortunately for affluent skull-strokers, Yale took advantage of the City's failure to build athletic facilities for Lee High School and forced passage of its plan.

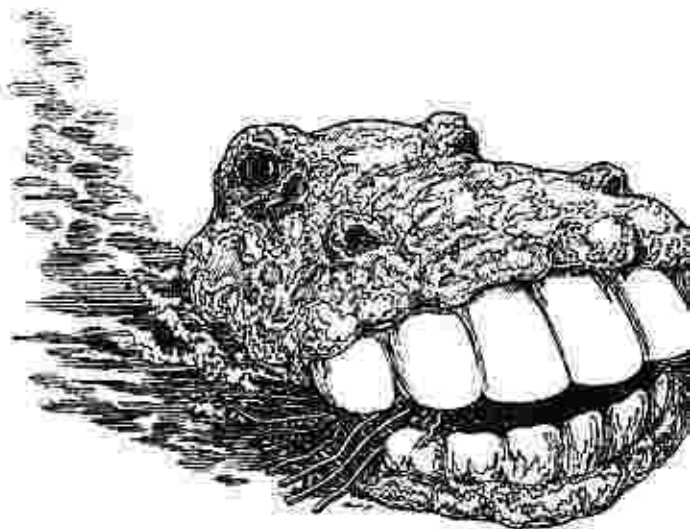
#### DIFFERENT STROKES FOR DIFFERENT FOLKS

#### YALE'S PROPERTY

Yale University-Corporation is the largest single holder of tax exempt property in New Haven. The assessed value of that tax exempt property as reported by the Office of the Controller on Oct. 1, 1969 was \$98,654,300. Yale holds 35% of the total tax free real estate in the city. A brief glance at the accompanying chart will show that Yale's tax exempt property is three times as large as the City's, and four times the size of the holdings of the public school system.

On October 3, 1968 the New Haven Journal-Courier recorded the following statistics:

1. Yale's acquisition of taxable property over the last 20 year period has removed real estate with a total assessed value of \$2,086,545 from the grand list, currently assessed at \$597,568,714. Taxes on this grand list represent New Haven's source of income. The point is this: land removed from the grand list represents significant opportunity cost to New Haven.
2. Yale's taxable real estate, its profit-oriented investment properties, were assessed in 1966 at \$7,183,970 or 1.2% of the grand list. Revenue to the City on this real estate makes Yale New Haven's fourth largest tax payer. Yet Yale pays taxes on less than 7% of its total land holdings!



3. Yale owns 792 of the 14,5000 acres comprising New Haven, or 5.3% of the City's land area. 593 of these 792 acres are tax-free. 167 of these tax-free holdings represent high priority real estate in the downtown district.

With these holdings, Yale is free to expand within the downtown district, and does so at will. For example, during the period 1930-39 when most New Haveners and other Americans were going broke, Yale was buying up those people's property. During that period Yale was issued 51% of all building permits which totaled \$25 million. The second largest builder during that period spent a total of only \$2 million on new construction. From 1958-68, Yale's total holdings in downtown New Haven have increased 40%, from 125 to 167 acres. This expansion has moved in two major directions. The first has directly hit the black community, and is accounted for primarily by the expansion of the Medical Center into the Hill. The Medical Center has consistently ignored the needs of the surrounding community. The second front engulfs the central business district. The exploitation of the community has become so blatant that it can no longer be ignored by City Hall.

Hart Guida, the new Mayor, appears particularly concerned with Yale's unchecked expansion: "Why should we be subjected to having a major portion of real estate in the city undergo a change in the nature of its entire neighborhood, bringing a tax loss and new problems of traffic, police and fire protection, sanitation--at the whim of an institution, when every other individual goes through zoning appeals? Taxes are a part of it, but also we should be entitled to a say on the use of our land in the city. What we're trying to do is get the best use of our land we can for the community. They put us in a corner." (Journal-Courier, Oct. 3, 1968).

Yale spokesman Henry Chauncey says Yale, like other Universities, "is clearly obligated to the community." Chauncey contends that it is a question of maximizing Yale's contribution to the community: opening as fully as possible the university's varied resources-- technical, academic, and personnel." (Journal-Courier, Oct. 3, 1968)

Though Yale claims it is interested in using its properties and facilities to aid the community, it provides no evening courses for adults, it does not allow the community college in New Haven to use its facilities and charges \$30/year for New Haveners to use its library. That Yale refuses to use its facilities to benefit the community was seen clearly in Yale's role in the 1967 riot in New Haven.

When the state police occupied the Hill in the summer of 1967, Hill residents, remembering the treatment of their brothers and sisters in Newark and Watts at the hands of the militia, began to fear for their lives. Officers of the Hill Parents Association asked Yale if Women and children who wanted to evacuate the Hill could use Yale dormitories, which were then unoccupied.

Yale first refused on the ground that Brewster was on vacation since only he could make the decision. HPA asked again and this time Sam Chauncey refused, citing a fear that damage might be done to some precious Yale buildings. Many churches and Wesleyan University took in refugees and nothing was done to their precious structures.

Later, Chauncey said that "the protection of helpless people is a government function. This is not a job Yale can handle without the express consent and cooperation of city officials."

Perhaps Yale didn't want to take in community people since this would embarrass its friend, Mayor Lee. Taking in evacuees would have been an admission that the city was incapable of protecting its people. Perhaps Yale's function is only the exploitation of helpless people.

Chauncey also stated that "emptying the riot areas would have encouraged burning." Thus Chauncey was using the lives of black women and children as a deterrent against invasion of white men's property. Once again Yale shows that it prefers property to people.

In April, 1969, still afflicted with budgetary problems, Mayor Lee sought aid from the university. The text of the letter from Lee to Brewster follows:

"I recognize that Yale's Participation in the civic concerns of New Haven must be in terms of Yale's own special ability, and in terms most suited to the University's own special potential; but the City's problems must be considered as well, and they are serious problems--growing more serious with each passing day.

During the past ten years Yale's endowment and investment portfolio investment portfolio increased more than 200%. During the same period the City of New Haven's endowment and investment portfolio, the taxable grand list, increased by only 13%.

Between 1958 and 1968, the cost to the City of New Haven of providing municipal services to individuals and institutions--of which Yale is the largest--more than doubled; moreover the City's operating budget rose by \$25.3 million. In the same ten year period, Yale's annual income and operating budget increased more than three-fold, by over \$70 million...

"I am, therefore, presenting a request that you consider as a three year proposal: That Yale appropriate each year, 3% of its annual budget as a payment to the City of New Haven in lieu of taxes, and in support of formally budgeted city programs for which the University has a special concern.... To relate such an allocation to what could be considered as covering the broad subject of Yale's special interests, I propose that this sum be ear-marked for education. These funds which in the first year would be about \$3 million--less than half the amount it would cost the University if it were taxed--would be paid into the general fund and their use would be restricted to the public school system of our city."

"In an impending real estate deal there is no reason why the university should be deprived of its bargaining power by having to reveal the inner most thoughts about what the outside price would be."

Kingman Brewster

"The first requirement of accountability is disclosure."

Kingman Brewster

One week later President Brewster replied to the City's request. The sum and substance of that reply was that "even if we wanted to, there is a serious question whether we could legally reduce Yale's budget by millions of dollars in order to make a grant to the City for its budget. Our funds are held in trust for Yale's educational purposes." (Yale Daily News, April 1 and April 7, 1969)

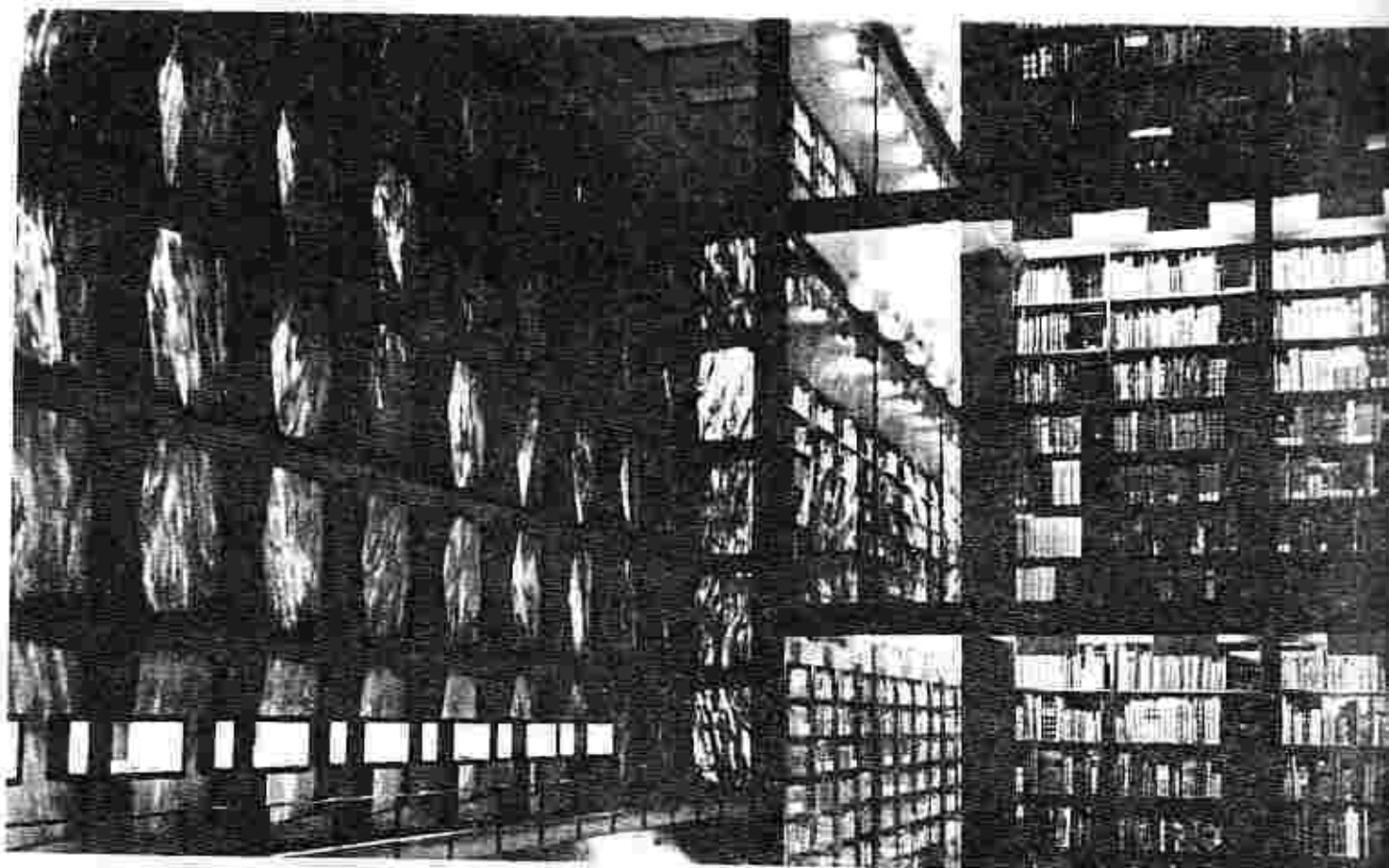
President Brewster's reply raises two questions: Could such a payment by Yale to the City justifiably be termed a "grant"? Doesn't Yale's educational purpose include the quality of local public education?

Indeed, state law exempts Yale from paying taxes on 93% of its land holdings. The issue at hand, however, is not what the law is, but what it should be. That Yale's endowments are tied to specific uses is an excuse, not a justification, for neglecting the City's welfare. The Yale corporation is ultimately responsible for the use of its funds, because it dictates the espoused causes to which those funds will be applied. The gist of President Brewster's refusal to assist New Haven is that the University simply doesn't care enough. And that is why Yale is a "jewel in a swamp".

ASSESSED VALUES OF TAX EXEMPT PROPERTIES IN NEW HAVEN, CONN., Oct. 1, 1969

Yale University	\$ 98,654.30
Airport	579.45
Cemeteries	1,617.31
Charitable Organizations	7,522.24
Churches	16,074.39
City of New Haven	32,570.68
City Redevelopment Agency	4.05
Colleges-Seminaries	4,466.50
Fire Dept.	1,763.45
History, Music, Art, Science	1,315.70
Hospitals	23,776.65
Housing	16,032.72
Libraries	182.65
Misc. Blue Cross, Rehab. Center	2,116.60
Orphan Asylums	453.35
Parks	8,871.50
Parochial and Evangelical Schools	3,491.27
Police Dept.	532.35
Private Schools	1,974.32
Public Schools	22,189.44
Recreation	420.00
Railroad	10,582.90
State of Connecticut	24,180.67
United States	2,552.67
Veterans Organizations	36.40

\$281,961.5



Beinecke Library cost an estimated 10-30 million dollars to house 90,000 books. That comes to \$10-\$30,000 a book. 114 people visit the library a day.

## THE MEDICAL PROFESSION MUST

### SERVE THE PEOPLE

We might naively expect that the Yale-New Haven Medical Center would serve the community. But even this is not the case. The Yale-New Haven Medical Center does, however, have a use for the community: as subjects to practice on and as workers to exploit.

The Yale-New Haven Medical Center (Yale-New Haven Hospital, Medical School, CMHS) is controlled by the Yale Medical School and ultimately by Yale University. Every governing board of the center is either totally dominated or effectively controlled by Yale. Thus, theoretically Yale has only one third of the Members of the Yale-New Haven Hospital, with the other two thirds made up of community representatives. However, the "community" turns out to be United Illuminating, the Register, the First New Haven National Bank, Marlin Firearms, etc. The Joint Administrative Committee which controls long-range planning allegedly represents a balance of power between Yale and the Hospital; but several of the Hospital delegates also have Yale University appointments. The most powerful force at the hospital, the Medical Board, is dominated by full-time, salaried Yale professors.

The priorities of Yale University are research and teaching. Though Yale's control of the medical center, these priorities are passed on to the Yale-New Haven Hospital. Community service ranks low on Yale's list of priorities. A medical student wrote "poor people enter the Yale-New Haven Hospital not just as sick patients, but as teaching material and "interesting cases," to be studied and used by medical students, physicians-in-training and ubiquitous researchers". (Dick Katzman)

It is possible to get good medical treatment at Yale-New Haven: the only requirement is that you be wealthy. In fact, Yale-New Haven is broken down into two divisions: the plush Memorial unit with its private rooms for the treatment of the wealthy, and the worn New Haven

unit for researching the poor.

As badly off as the patient is at Yale-New Haven, it is unclear whether he is better off than a Yale-New Haven worker. The non-professional work force is largely black and earns about \$80 a week in take-home pay (as opposed to the professional staff which is largely white and averages many times that.) Worse, to be a non-professional at Yale is to live a degraded life. Twenty year old white nurses call thirty year old orderlies "boy." Doctors snap at nurses and the nurses have to dump on orderlies and patients in return. Yale-New Haven Hospital resembles a colonial outpost where the doctor is the colonial administrator.

Yale is trying to fool people into thinking that this is changing. The most blatant attempt to buy the community off has been the construction of the Hill Health Center. But nothing has changed. As Yale professor of Medicine and Public Health, Dr. Richard Weisnerman said, "opportunity now exists to exploit fully the academic potential of the three-ring complex of community based and university affiliated health services. ...as the new group practice centers are completed...the network of resources for an enriched graduate training experience will be available." The only way that Yale-New Haven knows how to relate to the community is by using it.



## YALE'S POLLUTION CONTRIBUTION

Yale is one of the major air polluters in New Haven. Each day its three power plants produce  $6\frac{1}{2}$  tons of nitrogen oxides, and 900 pounds of dust and soot. This 7 tons of air pollutants rank Yale second only to UI among polluting corporations in New Haven. Yale produces 11% of the sulfur oxide in New Haven and 7% of the nitrogen oxides; consequently accounting for 4.0% of the total air pollution. No attempt is made to control either nitrogen oxides or sulfur oxides, although the power plants are run with the minimum production of particulates.

Yale could cut its production of sulfur oxides to half of its present level by buying low sulfur fuel. Such fuel, however, would cost Yale an extra \$250,000. It could cut its sulfur oxides even lower by going to 0.5% sulfur fuel. Such fuel, which can be produced by removing sulfur from high sulfur fuel, would cost about \$500,000 per year.

Yale could cut down on all of its air pollutants by shifting to the burning of natural gas. But this too would involve spending more money, an estimated \$200,000-\$300,000.

Yale also contributes to water pollution. Yale dorms, cafeterias, offices, and laboratories pour human sewage and toxic chemicals into the New Haven sewer system, but Yale pays no part of the cost of treating this sewage. The toxic chemicals Yale is dumping will interfere with advanced sewage treatment when and if New Haven builds new sewage treatment plants.

The University has lots of money invested in polluting industries throughout the nation. The biggest source of air pollution in this country is the automobile. Any policy to lessen the environmental crisis will have to alter the nature of the automobile. Yale has nearly \$100 million invested in the automobile and automobile-dependent industries: 30½ million in cars, 49 million in oil, 7 million in rubber and steel and 7½ million in auto insurance and financing.

Another big source of air pollution is the rapidly expanding electric power industry; Yale has \$18 million invested in electrical appliance manufacturers and \$55 million invested in the coal and oil companies which supply fuel for the polluting power plants. Many of these companies are also involved in water pollution, as are the other metal, mining, and chemical

companies in which Yale has invested \$33 million. In all, Yale has \$142 million invested in industries that would be jeopardized by strict air and water pollution control laws. This is 28.5% of Yale's investments, and the list is not complete.

Who is responsible for Yale's policy towards the environment, for its pollution and its alignment with industries which are destroying our land, air, and water? It is the Yale Corporation that determines the basic policy of the University. Many of the Corporation's members are executives of some of the industries that are responsible for what is happening to our country. These companies have much to lose in the drive for a liveable environment. Yale Corporation, then, can hardly claim to be neutral with respect to the environmental crisis.

Here are some of the members of Yale Corporation:

Joseph Dilworth is a director of Chrysler Corporation and a director of Youngstown Sheet and Tube, a steel company that pollutes the air and water and is largely dependent on the auto industry. He is also a director of the Diamond-Shamrock Company, whose chemical plants are contributors to air and water pollution throughout the nation.

Spencer Mosley is a director of the Container Corporation of America, the country's largest manufacturer of paperboard products. His company owns 15 paper mills which are doing to rivers around the country what the paper companies in New Haven are doing to the Mill River. This company makes a large share of the prolific packaging that is littering the landscape and filling up dumps.

Edwin Blair is a director of Norton Simon, Inc., which owns Canada Dry, United Can Co., and Glass Container Corp. all of which are into the non-returnable can business. He is also a former director of Union Camp Paper Bag Co., and of the Westmoreland Coal Co., both of which are water polluters.

John Hay Whitney is another man who is a director of a polluting paper company, the Great Northern Paper Company. He is also Chairman of the Board of the largest sulfur producer in the nation, Freeport Sulfur. Freeport is a major water and air polluter in Louisiana.

William Scranton also joins the list of Corporation members who are into the paper business, as a director of Scott Paper Co

# How Yale Serves the Corporations

## The Pigs at Bay

The CIA is an equal opportunity employer. The Agency will employ any Yalee who, through 'native ability' or individual initiative, demonstrates his or her capacity for monitoring and managing the lives of others. The Yale corporation is geared to the production of managers; managers who will control America's corporate empire. Yale graduates form an elite among the corporate, governmental and para-corporate institutions which control the lives of people of the free enterprise world. The elitist skills of corporate management serve equally well for the CIA, multi-national corporation or university. At Yale, a select number of ex- and not so ex-CIA operatives lurk in high positions where they manage the university's 'human resources.' These spooks and their upper class mates manage money, manpower and god in the service of the empire.

A quick glance at the first team managerial heavies reveals ex(?) -CIA personnel at most critical positions. Brewster's office for community relations, the corporation trustees and the university chapel all house such men. Untold others frequent the highly funded departments and centers of Yale's faculty.

William P. (Bugge) Bundy (CIA, Defense and State Departments) was one of the gentlemen architects of the war against the Vietnamese people. With the failure of his managerial team in subjecting and stabilizing South East Asia, Bugge has been moved to the home front. As a member of the Yale corporation and the faculty of MIT, Bundy is now charged with the task of managing the ideological development of the managerial elite of tomorrow.

Tracy Barnes has moved to Yale from his position as CIA agent-go between to Adlai Stevenson during the Bay of Pigs invasion of Cuba. Barnes and his other CIA Yalees appear to have changed...but have they? Barnes' now serves as Yale's counter-insurgency expert in the university's invasion of the black community. As an imperialist agent in the Black Colony, he is an enemy of the people, and sees the existence of the Black Panther Party as a direct threat to the continued domination of the community by the corporation. These are the men Brewster has surrounded himself with.



J. RICHARDSON DILWORTH



Rockefeller Family & Associates  
Residence, Princeton, N.J.  
B.A. 1938, LL.B. 1942, M.A. (Hon.) 1959  
Alumni Fellow 1959-1962; Successor Trustee 1962-

Lackey for the Rockefellers.

WILLIAM MCCHESENEY MARTIN, JR.



Residence, Washington, D.C.  
B.A. 1928, LL.D. 1958  
Alumni Fellow 1962-68; Successor Trustee 1968-

Every man has a price.

JOHN HAY WHITNEY



CARYL PARKER HASKINS



President, Carnegie Institution of Washington  
Residence, Washington, D.C.  
Ph.B. 1930; Sc.D. 1958  
Successor Trustee 1962-

My Lai: A model for the future?

WILLIAM WARREN SCRANTON



Chairman, National Liberty Corp.  
Residence, Dalton, Pa.  
B.A. 1929, LL.B. 1946,  
M.A. (Hon.) 1967  
Alumni Fellow 1967-1973

Millions for Scranton.  
Black Lung for miners.

WILLIAM HOROWITZ



President, General Bank & Trust Co., New Haven  
Residence, New Haven  
B.A. 1929, M.A. (Hon.) 1965  
Alumni Fellow 1965-1971

The community's representative on the Corporation.

WILLIAM PUTNAM BUNDY



Research Associate and Visiting Professor, M.I.T.  
Residence, Cambridge, Mass.  
B.A. 1939, M.A. (Hon.) 1961  
Successor Trustee 1961-

Wanted for the murder of 1,500,000 Vietnamese.

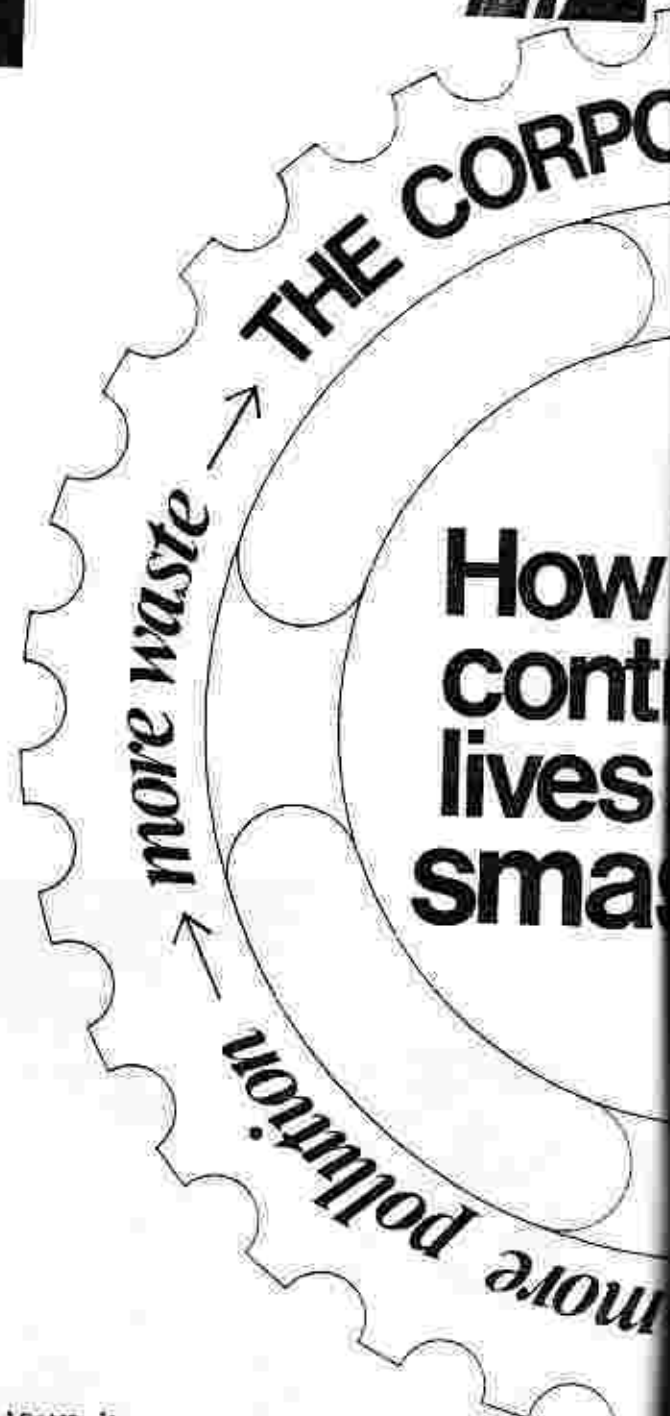
FREDERICK BALDWIN ADAMS, JR.



Director Emeritus, Pierpont Morgan Library, New York  
Residence: La Tour de Peitz, Switzerland  
B.A. 1932; M.A. (Hon.) 1965  
Successor Trustee 1964-

Where am I?

JOHN VIET LIND



J. H. Whitney &  
 Corp.  
 New York  
 A. (Hon.) 1956  
 1955-  
 bucks

ARTHUR KITTREDGE WATSON



U.S. Ambassador-Designate to France  
 Residence, New Canaan, Conn.  
 B.A. 1942, M.A. (Hon.) 1967  
 Alumni Fellow 1967-1969

The will of the people is greater than the man's technology.

JOSEPH IRWIN MILLER



Chairman of the Board, Cummins Engine Co., Inc.  
 Residence, Columbus, Ind.  
 B.A. 1931, M.A. (Hon.) 1959  
 Successor Trustee 1959-

This fool tried to help Rockefeller buy the last election.

HAROLD HOWE, II



Ford Foundation Representative in India  
 Residence, New Delhi, India  
 B.A. 1940, M.A. (Hon.) 1958  
 Alumni Fellow 1960-66; Successor Trustee 1967-

Oh Calcutta!

CYRUS ROBERTS VANCE



Attorney at Law, New York  
 Residence, New York  
 B.A. 1939, LL.B. 1942, LL.D. 1968  
 Alumni Fellow 1968-1974

PIG!

SPENCER DUMARESQ MOSELEY



President, REA Express Co  
 Residence, New York  
 B.A. 1943, M.A. (Hon.) 1966  
 Alumni Fellow 1966-1972

This man is armed and dangerous.

EDWIN FOSTER BLAIR



Attorney at Law, New York  
 Residence, Fairfield, Conn.  
 B.A. 1924, LL.B. 1928,  
 M.A. (Hon.) 1946  
 Alumni Fellow 1946-52; 1953-55;  
 1955-61, Successor Trustee 1961-;  
 Senior Fellow 1964-

This man thinks that Bobby Seale can get a fair trial.

RIGHT REVEREND PAUL MOORE, JR.



Bishop Coadjutor, Episcopal Diocese of New York  
 Residence, New York  
 B.A. 1941, M.A. (Hon.) 1965  
 Successor Trustee 1964-

Godzilla is dead.



of the City of New York  
 LL.B. 1948,  
 1964  
 Fellow 1964-1970  
 Marvel.



Reuben Holden, Secretary of the University, and Georges May, Dean of Yale College, serve as 'dirty workers' for their corporate bosses. It is they who directly supervise the task of instilling a "for God, for country, and for Yale" ethic in generations of Yalies. They supervise the Agencies recruitment. This close working relationship between Yale and the CIA is not conspiratorial: it simply reflects class solidarity and self-interest of the rulers of Yale and America.

The ever-so-liberal William Sloan Coffin, chaplain of the university, is another ex-operative. No doubt finding the cold warriors of the 'fifties a bit crude, if not base, Coffin switched agencies...but not allegiances. After-all, just as the earthy agency serves the interests of a few, so the service of god at Yale serves the same elite. The chaplain had planned to be arrested by Chief of Police Ahern, the same Ahern who went 3,000 miles out of his way to arrest Bobby Seale. Coffin has since copped out. Coffin's role as non-violent profit might have meaning if used for social change rather than containment. Coffin's stroll across the New Haven Green to Chief Ahern would have meaning for only the moral self-righteousness of the privileged. His example might have meaning to the less privileged if instead he would insist that the pigs who offed Fred Hampton be 'non-violently' confronted by him and his flock.

A further service Yale provides to the corporations who rule America (and Yale) is the direct training of officers for the military through Naval and Army ROTC.

Yale SDS challenged the right of the University to train officers for an army whose main function it is to suppress wars of national liberation, ghetto riots, strikes, and other interruptions in the smooth running of the capitalist order. Reuben Holden, Secretary of the University and former recruiter for the CIA, replied that ROTC is a good influence on the army

because a steady flow of liberal arts graduates would insure civilian control of what would otherwise be an autonomous military-industrial complex.

Now Reuben is not that stupid. But some how he failed to realize that the army is already under the civilian control of both the President and the Departments of State and Defense. In fact many of the architects of our brilliant policy in Vietnam are themselves Old Blues: Eugene Victor Debs, Roston Averill Harriman, and William Putnam Bundy.

It is clear that ROTC is not an alien intruder at Yale. In a Yale which is run like a corporation by a corporation for the corporations, it is only natural for it to train the defenders of these corporations. Thus the movement to abolish ROTC was not a movement to purify an otherwise un sullied temple of learning; it was, instead, a direct blow to American capitalism.

In order to buy time for itself the University agreed to make a few reforms in ROTC. The Corporation agreed that Yale's next contract with the Defense Department would specify an ROTC with no college credit, no professorial status for ROTC instructors, and the direct right of the students to withdraw from the program at will. The only right ROTC would retain would be the right to utilize Yale's classrooms to train Yalies as officers.

Once again old Reuben pops into the picture; this time to negotiate Yale's contract with the Defense Dept. But on his way down to Washington Reuben got himself lost and ended up on a Defense Dept. Commission to study ways to keep ROTC going. Not surprisingly, Reuben's research panel concluded that the proposed Yale contract was the ideal ROTC contract. Once again, Yale lead the nation. And as of Mayday, ROTC remains at Yale.

## SOCIAL SCIENCE RESEARCH

**WE ARE, IN SHORT, BEST EQUIPPED TO BE OUR BROTHER'S THINKER.**

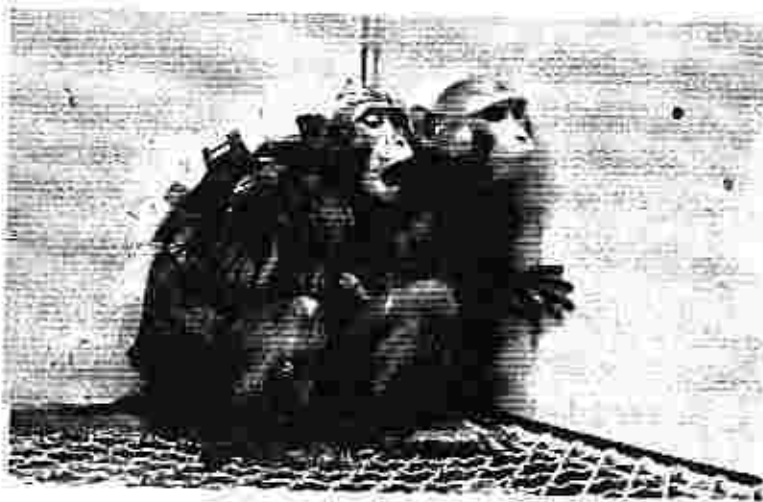
*Kingman Brewster*

The world is becoming increasingly unmanageable for the corporations. Those managerial elites Eldridge Cleaver calls the "omnipotent administrators" are being confronted everywhere by people who reject their authority. As corporate power comes under attack, the managerial elites must seek to improve their techniques of social control. The creation of an Institute of Social Science at Yale represents an attempt to reinforce the organizations and institutions of a repressive capitalist society precisely at the points where they are weakest. The corporations need the institute because people are becoming conscious of their oppression.

Like so many things at Yale, the Institute is a product of various committees which seem to govern university life and initiate policy. Faced with demoralization among the managerial elites themselves and the spread of riots the corporate world called on Kingman Brewster to appoint a special committee in 1966 to study "the operational uses of the social sciences." This pseudo-military language is typical of the jargon used by Liberals who are developing mechanisms for social control under the guise of "academic freedom."

The proposal for drawing Yale's moribund intellectuals into the business of repression was checked out by another blue-ribbon committee which included ex-CIA heavy Richard Bissell and Roswell Gilpatrick, from Wall Street law firm of Cravath, Swaine and Moore.

Formally established in June 1968, the Institute has led a shadowy existence under something called the Interim Governing Board--composed of well disciplined super specialists like Robert Dahl and James Tobin. John Perry Miller moved over from his post as Graduate School Dean to become Director of the Institute. With the top departmental funds from five social science faculties--Administrative Science, Economics, Political Science, Psychology and Sociology--Brewster concluded: "We are, in short, best equipped to be our brother's thinker."



The five academic disciplines are being organized around three problem-oriented centers--Center for Large Organizations, Center for Urban Studies and the Center for Educational Studies. In a society already heavy with bureaucracy Yale is setting up a program to train "leaders and administrators of large organizations," or those who have "the impulse to run things." Faced with an alarming morale problem as the rate of drop outs increases, motivation of employees now requires concerted programs of psychological treatment and socialization in order to produce durable elites.

The issue is whether the Center for Urban Studies will be oriented toward New Haven's needs is irrelevant in view of the fundamentally repressive nature of its approach. Yale's view of the sick corporate world is basically clinical. Wherever the Institute operates it can only turn its environment into a laboratory. People will only have a choice of which experiment they want to be a part of. As Brewster explains: "Operational problems in the City are bound to be an academic resource." Graduate seminars for next year include things like "ISS 387-- Disorders, Deviance and Control Systems."

The Center for Education Studies will study early education, goals of higher education and their measurement, and the organization of school systems. This is necessary to cope with the revolt of children which the faltering corporate fathers can not contain through their dominance over the family.

March 2, 1970

Communication and Protest: A Survey of Faculty, Administration and Students

We are requesting your participation in a study aimed at increasing understanding of some aspects of protest on a university campus. Most of the research has approached this area in one of two ways. Either psychological characteristics of student activists or sociological characteristics of institutions at which incidents occur are examined. What is neglected in the research (although not in the reports of fact-finding commissions and journalistic accounts) are the attitudes and involvement of the other groups on campus--specifically the faculty and the administration.

Events on a campus involve a complex set of decisions and communications among students, administration and faculty. In observing confrontations or discussions preceding confrontations, we have been impressed by the difficulties in communication among members of these groups. Administrators, faculty and students seem to have a hard time even agreeing on a common ground for the beginning of discussions. Our feeling is that only some of this trouble stems from simple differences of opinions and values, and that a crucial neglected area is the manner in which individuals make decisions in cases of conflict. It appears that members of these groups not only have different premises, but also that they differ in the way they go about making decisions.

The statements that follow have been selected to represent a range of opinions on campus and national and international issues. For each one, indicate how much you agree or disagree with the statement by circling the letters that best describe how much you agree or disagree with the opinion expressed.

DS - Disagree Strongly  
DM - Disagree Moderately  
DL - Disagree a Little

AL - Agree a Little  
AM - Agree Moderately  
AS - Agree Strongly

1. DS DM DL AL AM AS The 'establishment' unfairly controls every aspect of our lives; we can never be free of it until we are rid of it.
2. DS DM DL AL AM AS Yale should refuse to do any research which is funded by the Department of Defense.
3. DS DM DL AL AM AS Students who occupy buildings, and do not leave when requested to, should be suspended.
4. DS DM DL AL AM AS Our national security is dependent on the US maintaining its military influence around the world.
5. DS DM DL AL AM AS You can never achieve freedom within the framework of contemporary American society.
10. DS DM DL AL AM AS A mass revolutionary party should be created.
20. DS DM DL AL AM AS The United States needs a complete restructuring of its basic institutions.

Steven R. Lewis  
Department of Psychology

Alan F. Fontana, Ph.D.  
Department of Psychiatry

Deviants at Yale who oppose Brewster's plans for the Institute have summed it up aptly: "By developing an effective social methodology, Yale will give government agencies, corporations, and other institutions (or as they say, large organizations) vastly expanded capabilities in prediction and social control."

Yale's research priorities are demonstrated clearly through the work on electronic stimulation of the brain being conducted on the fourth floor of the Sterling Hall of Medicine by Dr. Jose Delgado, Professor of Physiology at Yale School of Medicine. Through miniaturized instrumentation implanted in the brains of monkeys and humans Delgado has successfully controlled and elicited various bodily functions by radio command. "Through electrodes implanted in the depth of the brain and anchored to the skull," reports the January 1970 Yale Alumni Magazine, "different cerebral structures can be reached through tiny sockets in the same way one plugs an appliance into the wall."

Electronic control of behavior has already advanced from monkeys to human experiments. "One doctor, treating a woman whose chronic depression had led to several suicide attempts, found that he could control the level of her anxiety by turning a knob." Delgado stresses that ESB can control aggression, anger, hate, etc. However, the emotions which can be controlled range widely over the spectrum and monkeys have learned to stimulate their own "pleasure centers." The social implications of such controls are spelled out by Delgado himself in reference to the potential for the study of poverty: "We should try to try to understand how these environmental circumstances are processed through the mechanisms in the brain. In this way, we could perhaps modify these cerebral mechanisms through a new kind of education."

Delgado, who has been at Yale since 1950 working on ESB, significantly received some \$275,000 in funding from such sources as the Aeromedical Research Laboratory of the U.S. Air Force and the Office of Naval Research. He seems little concerned about the military interest in his work. He blithely looks on its recent termination as a "pity," because the setback will affect that part of the military budget which, although small, had a most peaceful and constructive aim." For those who wish to investigate further this latest phase of the Pentagon's pacification program, there is Delgado's own book entitled Physical Control of the Mind: Toward a Psychocivilized Society.

## how yale treats its owned

Yale is the largest employer in New Haven. Excluding the Medical Center, Yale employs over 4,000 people. 1,300 dining hall, housekeeping, and maintenance people are members of the local 35 of the Federation of University Employees. The remaining 3,000, of whom 80% are women, are mostly technicians or secretaries, and are denied even the elemental protection of a union.



Dining hall workers receive little more than \$2 an hour; no one makes more than \$3 an hour. Secretaries take home less than \$80 a week. And yearly increases are more than eaten up by inflation. Fringe benefits are similarly discouraging. Yale employees receive a totally inadequate pension and are covered by the worst medical plan that Blue Cross has to offer. Furthermore, Yale is one of the few places where workers are forced to pay part of their medical coverage.

Job conditions are terrible. Non-union employees lack both job security and a grievance procedure. Yale does allow appeals to Department Chairman and then father Yale himself; but the appeal action is the last resort. Union employees do have a grievance procedure, but Yale insists that final arbitrations go before the American Arbitration Association. However, the contract calls for the union and Yale to split the costs of arbitration and the American Arbitration Association is rather expensive. Since Local 35 is rather poor (its dues are only \$5 a month) this means that Yale can turn down all grievances, knowing that the union can submit only a few grievances to arbitration.

Yale does not even live up to its own contracts. Its last contract with local 35 (a contract written after a strike that was broken by Yale's use of student scab labor in the dining halls) calls for all laborers to work the standard 40 hours a week (some had been working 52 hours a week). Yale was willing to go along with this, but it insisted, against the contract, that it would also cut the workers take home pay. Further, Yale resolved that the current work force was adequate, despite the fewer hours worked. The University tried the old management game of speed-up; that is, it tried to force workers who had worked 52 hours a week to do 52 hours work in 40 hours and get paid for 40 hours. Only a strike vote by the union (an unprecedented action) forced Yale not to cut worker's pay, although Yale has still not hired enough employees to cover the deficit left by the shorter work week.

Because the amount of unemployment tax paid by an employer is proportional to the number of workers that employer lays off, unemployment insurance is usually a guarantor of job security. Yale, however, is a non-profit institution and hence pays no unemployment tax. It can therefore afford to lay off workers and does so every summer. It is especially difficult for women who are laid off to find summer jobs.



WOMEN AND YALE

Of equal importance with the inadequate material rewards is the fact that Yale is a degrading place in which to work.

"I am female and a secretary. But why must the conjunction of these facts indicate to everyone who walks into my office that I am stupid and scatterbrained? My boss spells out "hard" words for me on the dictaphone; students speak to me as if I had an IQ of 60 and want to speak to my boss, not to me, about the simplest questions; faculty members smile at me paternalistically and make trivial chatter about those subjects they apparently feel I can handle, like the weather and who took the mail room key. The problem is not just that I've had as much education and am more intelligent than most of the students here—I would be insulted by the treatment I get even if that were not the case. No human being deserves to be related to like a dimwit.

It's an interesting system: keep women, no matter what their education, training, or intelligence, out of all but low paying, menial jobs; then assume that people in low paying, menial jobs (ie. women) are too stupid to do anything else. And it's much more vicious at an elitist school like Yale where the outward marks of "culture" and "intelligence" are highly prized."

OUR CONCERN IS NOT SO MUCH WHAT YALE CAN DO FOR WOMEN, BUT WHAT WOMEN CAN DO FOR YALE.

Kingman Brewster

Yale can also be rather harsh on its own students and faculty, especially the women at Yale. This repressive paternalism often reveals its chauvinist character. Brewster has quite freely admitted that he is not interested in "what Yale can do for women, but what women can do for Yale." Brewster continues: "It was the unanimous view of the Yale College and Yale's ability to attract the students it most wants." (Nov. 14, 1968) The students Yale wants to continue to attract are upper class men-- women serve primarily as bait: "...the presence of a first-rate women's undergraduate college (Vassar) in close proximity to Yale's campus would, I am confident, substantially raise the moral quality of the four undergraduate Yale College years..." (Feb. 18, 1967) It is more moral for a Yale to sleep with a woman of his own class than a lowly townie.

"Because most women do not plan to go on to advanced study after receiving their baccalaureates, their curriculum could be less departmental, more problem-oriented, and more divisional." Which means that nice girls either become secretaries or get married after they graduate... a pattern Brewster thinks that Yale should reinforce.

#### METAMORPHOSIS INTO BUREAUCRAT

My hips are a desk.  
 From my ears hang  
 chains of paperclips.  
 Rubber bands form my hair.  
 My breasts are wells of mimeograph ink.  
 My feet bear casters.  
 Buzz. Click.  
 My head  
 is a badly organized file.  
 My head is a switchboard  
 where crossed lines crackle.  
 My head is a wastebasket  
 of worn ideas.  
 Press my fingers  
 and in my eyes appear  
 credit and debit  
 zing. Tinkle.  
 My navel is a reject button.  
 From my mouth issue cancelled reunit.  
 Swollen, heavy, rectangular  
 I am about to be delivered  
 of a baby  
 xerox machine.  
 File me under W  
 because I won't  
 was  
 a woman.

-Marge Percy

"There is a dramatic shortage of first rate university colleges for women.... Helping to redress this imbalance is itself an important consideration." (Feb. 16, 1967) Yale will uphold its "responsibility to the nation" to produce "1000 male leaders a year," even if that means admitting women over the next five years. The means justify the means.... "our concern is not so much what Yale can do for women, but what women can do for Yale." Which means exactly what it says!!!

One male in a graduate psychology classroom recently commented that he found it disturbing to "see a girl acting so intelligent." It never occurred to the gentleman that the girl might not be acting. The male chauvinism in the grad school is particularly disturbing because Yale has had women in its graduate school since 1892.

Today, roughly a third of the graduate students are women. Yet fewer than one percent of the tenured faculty members are women. There are only three women full professors...there are 309 male professors. No associate professors are women.

Do these statistics reflect a "lack of qualified women?" Do they "prove" that women cannot sustain a professional interest in their careers? It is more likely that they in fact reflect the all-too-palpable success of a whole gamut of male-invented and male-supporting prejudices, policies, and financial dis-incentives that are designed to reduce that alarming 33% figure for entering graduate women to a clearly unthreatening .9% in the highest academic ranks. How is this "channelling" (to use the Selective Service term) accomplished?

#### Myths and Prejudices

One of the most effective ways of keeping women down and out (down in the scale and out of the game) is by continuing to encourage the myths which label women "unfit" for academic service. Yale personnel do not hesitate to make sweeping pronouncements about the personality, psychology and intellectual capabilities of Women in the Abstract.

One department chairman offered the observation that "there is something about the biology of a woman which makes her apt to be less ambitious than a man." (Where is this "ambition gland" we ask!) Another explained why women are happier at secretarial and clerical jobs than as academics: "Women enjoy doing trivial, detailed work; it's men who generate broad concepts and methods."



### Discouragement, Inc.

Yale's informal nepotism rules, which tacitly forbid hiring both members of a couple in the same department, are a most effective means of keeping women out of academia. Nepotism rules should apply to both sexes equally but in practice do not. In a rare case in which Yale is eager to hire a distinguished married woman with a less distinguished husband, the husband is hired as a matter of course. "No one would think twice about it," admitted one chairman. In most departments the man is hired for a "ladder" position while she wife becomes an Instructor or Lecturer, teaching the least desirable courses at the lowest pay. The few women who are admitted to ladder positions can expect longer waits between promotions than their male colleagues, as well as delayed tenure decisions. Women have better chances at "ladder" positions if they are unmarried: a prejudice not without its basis in fact—since Yale provides neither maternity leave or child care, thereby insuring that babies will "interfere" with a woman's orderly progress along the academic assembly line.

### The Uses of Tokenism

Consider the plight of the female graduate student. From the moment she enters Yale, she is made painfully aware that the Powers-that-be are interested in preventing her further encroachment into their territory. If she marries a fellow-student, her (not his) fellowship may be cut. She cannot fail to be aware of the absence of women from the faculty. Since Yale turns out women with PhD's by the score every year, she concludes (correctly) that the standards of excellence required of a woman must be impossibly high—and she is conditioned to "expect" her own failure. If she does persevere through the PhD program, she can expect a lifetime of marginal employment: dull work, no promotion, rock-bottom pay. Sooner or later she will retire in defeat to her kitchen—as the faculty of her department, clustered in camaraderie around the tables at Mory's, have always, in their hearts, hoped she would.





*The Sphinx Speaks...but Says Nothing*

**I THINK THAT THE SHARING OF FACULTY AND ADMINISTRATIVE POWER WITH STUDENTS IN A WIDELY DISPERSED DEMOCRATIC BASE WOULD BE A DISASTER FOR OUR KIND OF ACADEMIC INSTITUTION.**

*Kingman Brewster*

In the spring of 1969 President Brewster dismantled the City Planning Department when a group of Yale Art and Architecture students created a Black Workshop in order to offer their skills to the neighboring black community. President Brewster's action was inevitable given the circumstances. How could the University fund a project to solve a problem (the exploitation of the black community) when the University itself is the cause of the problem? As should have been expected, structural norms necessitated the University's public and formal ignoring of the very existence of the Black Workshop, as well as cutting back on the number of students in the program. As a matter of fact, for well over five months, the Administration refused to meet with the students in the workshop, and never did the University justify its squelching of the urban project. The specific details of this incident may be found in the Position Paper of the Department of City Planning, but the substance of the issue is that Yale students must break with the University administration if they wish to initiate meaningful social change. The University first and foremost must protect its own interests, which run contrary to the public welfare. Furthermore, it will protect itself even at the cost of liquidating both students and faculty.



*"... And did you voluntarily accept a free, hot meal from known Black Panthers at nine a.m., September nine, nineteen hun'ert an' sixty-nine?"*

**OUR ROLE IN THE CITY MUST NOT SUBVERT OUR NEUTRALITY.**

*Kingman Brewster*

# Conclusion

YALE AS AN INSTITUTION CANNOT LET ITSELF BE 'MOBILIZED' FOR ANY CAUSE, NO MATTER HOW NOBLE, OR FOR THE ACHIEVEMENT OF A SOCIAL OBJECTIVE EXTRANEIOUS TO ITS PURPOSE, NO MATTER HOW WORTHY...

*Kingman Brewster*

Yale's welcome to demonstrators coming to New Haven and its "liberal" policy toward the Panther trial will be interpreted by some as a sign that Yale is not as repressive and dangerous an institution as we have described it. To us, Yale's actions in the preparation for May/Day typify its slippery nature as the archetype of the liberal-repressive institution.

Liberals are essential to the smooth functioning of modern capitalist society. Liberal dissent allows those who are running the government, the military or the universities to see where the problems created by their rule are, to understand what is bothering people and to develop ideas of how, with a little reshuffling, things could be run more smoothly. Without liberals, problems would remain unresolved until major changes were needed to retain the status quo.

This is essentially the role Yale is playing in relation to the Panthers. The anger of Yale students, because of the job being done on the Panthers, began to grow and reach an explosion point. To coopt this anger and turn it into harmless bourgeois dissent was Yale's strategy. Allowing demonstrators to use Yale's facilities, providing all possible conveniences to the strike (phones, paper, offices and funds), and catering to the wishes of the Strike Committee have been a means to legitimize the dissent at Yale. It has been a way to defuse radical anger and turn it into one of the components of an imaginary pluralistic democracy.

Yale's approach and attitude has been nicely summarized by Robert Triffin, Master of Berkeley College. He stated that he fears an overidentification of Yale with the Panthers. He argues that Yale should maintain an "aloofness" from politics, while still demanding a fair trial. Triffin is afraid that demands will become too "extreme" and produce a polarization of the Yale community.

POLARIZATION MUST BE PREVENTED AT ALL COST. If polarization were allowed to grow, it would bring into clear relief the fact that the interests of the Black Panther Party, radical Yale students and the New Haven community are not reconcilable with the interests of the Yale corporation and the Empire it supports. The goal of Yale therefore is to channel dissent into a nicely balanced unity with stability. As Brewster so nicely put it, "To the extent that there can be a policy to foster continued stability it must be in two parts (i.e. permissiveness and firmness). They appear superficially, contradictory. In fact, they are fundamentally in concert."

The result of Yale's repressive tolerance has been to obscure the true issues involved in the Panther case. By Yale's cooperation with the Strike, Brewster and the University have been able to define the Strike's political boundaries. The issue as defined by the Yale administration has become, "Can the Panthers get a fair trial?" rather than the political beliefs and goals of the Black Panther Party and other white revolutionary groups in America. We support the Black Panther Party, not because we lament the violation of their civil liberties. There are no meaningful civil liberties for revolutionaries. We support the Panthers because they are working to create a society in which institutions like Yale will no longer exist.



I MET BOLIVAR ON A  
LONG MORNING...  
"FATHER," I SAID, "ARE YOU,  
OR ARE YOU NOT, OR  
WHO ARE YOU?"  
AND HE SAID:

"I RISE EVERY  
HUNDRED YEARS  
WHEN THE PEOPLE  
WAKE UP."

-PABLO NERUDA



THE AWAKENED COMMUNITY  
WILL SEE ITS DEMANDS  
REALIZED; THE STRIKE  
WILL CONTINUE.

**Bank of America**

STUDY THOSE INSTITUTIONS AND MEN WHO CONTROL YOUR LIFE  
ACT UPON THE CONCLUSIONS YOU REACH

**UNION  
CARBIDE**

**Morgan Guaranty**

**Mobil**

**YALE UNIVERSITY**  
Yale Corporation

**SINGER**



**Atlantic  
Richfield  
Company**

**UNDERGRADUATE  
REGULATIONS**

**I. GENERAL CONDUCT**

Yale University is a community in which the maturity and sense of responsibility of the individual member are assumed. All students are expected to maintain a high standard of conduct both on and off the campus. Any breach of the standards of behavior acceptable within the University, whether or not covered by these regulations, may be subject to disciplinary action by the appropriate University authorities. Such action may include dismissal and will be taken without regard for the scholastic record of the student involved. A claim of ignorance of such standards of conduct or of these regulations will not be accepted as an excuse for their violation.

The following offenses, among others, have historically been of particular concern to the University and continue to be so:

**A. CHEATING.** Cheating on examinations, plagiarism and improper acknowledgment of sources in essays, and the use of a single essay in more than one course, without the permission of the instructor.

**B. RIOTS.** Participation in or attendance as a spectator at riots or mass disturbances by students on the City streets or on any areas of the campus. It is the obligation of each student to remain in or return immediately to his dormitory room or other University building at such times.

**C. DEFIANCE OF AUTHORITY.** Defiance, arrogance, or belligerence toward a University or City Police Officer or other University official who, in the line of duty, issues an order, asks for identification or information, or makes a suggestion. Students are expected to carry University identification cards at all times and must identify themselves to University officials upon request.



**HARVARD**



**North American Rockwell**



**ITT**



**IBM**

**DU PONT**

**Otis**

## Black Panther Party Platform and Program

### 1. We want freedom. We want power to determine the destiny of our Black Community.

We believe that black people will not be free until we are able to determine our destiny.

### 2. We want full employment for our people.

We believe that the federal government is responsible and obligated to give every man employment or a guaranteed income. We believe that if the white American businessmen will not give full employment, then the means of production should be taken from the businessmen and placed in the community so that the people of the community can organize and employ all of its people and give a high standard of living.

### 3. We want an end to the robbery by the CAPITALIST of our Black Community

We believe that this racist government has robbed us and now we are demanding the overdue debt of forty acres and two mules. Forty acres and two mules was promised 100 years ago as restitution for slave labor and mass murder of black people. We will accept the payment in currency which will be distributed to our many communities. The Germans are now aiding the Jews in Israel for the genocide of the Jewish people. The Germans murdered six million Jews. The American racist has taken part in the slaughter of over fifty million black people, therefore, we feel that this is a modest demand that we make.

### 4. We want decent housing, fit for shelter of human beings.

We believe that if the white landlords will not give decent housing to our black community, then the housing and the land should be made into cooperatives so that our community, with government aid, can build and make decent housing for its people.

### 5. We want education for our people that exposes the true nature of this decadent American society. We want education that teaches us our true history and our role in the present-day society.

We believe in an educational system that will give to our people a knowledge of self. If a man does not have knowledge of himself and his position in society and the world, then he has little chance to relate to anything else.

### 6. We want all black men to be exempt from military service.

We believe that Black people should not be forced to fight in the military service to defend a racist government that does not protect us. We will not fight and kill other people of color in the world who, like black people, are being victimized by the white racist government of America. We will protect ourselves from the force and violence of the racist police and the racist military, by whatever means necessary.

### 7. We want an immediate end to POLICE BRUTALITY and MURDER of black people.

We believe we can end police brutality in our black community by organizing black self-defense groups that are dedicated to defending our black community from racist police oppression and brutality. The Second Amendment to the Constitution of the United States gives a right to bear arms. We therefore believe that all black people should arm themselves for self-defense.

### 8. We want freedom for all black men held in federal, state, county and city prisons and jails.

We believe that all black people should be released from the many jails and prisons because they have not received a fair and impartial trial.

### 9. We want all black people when brought to trial to be tried in court by a jury of their peer group or people from their black communities, as defined by the Constitution of the United States.

We believe that the courts should follow the United States Constitution so that black people will receive fair trials. The 14th Amendment of the U.S. Constitution gives a man a right to be tried by his peer group. A peer is a person from a similar economic, social, religious, geographical, environmental, historical and racial background. To do this the court will be forced to select a jury from the black community from which the black defendant came. We have been, and are being tried by all-white juries that have no understanding of the "average reasoning man" of the black community.

### 10. We want land, bread, housing, education, clothing, justice and peace. And as our major political objective, a United Nations-supervised plebiscite to be held throughout the black colony in which only black colonial subjects will be allowed to participate, for the purpose of determining the will of black people as to their national destiny.

When, in the course of human events, it becomes necessary for one people to dissolve the political bands which have connected them with another, and to assume, among the powers of the earth, the separate and equal station to which the laws of nature and nature's God entitle them, a decent respect to the opinions of mankind requires that they should declare the causes which impel them to the separation.

We hold these truths to be self-evident, that all men are created equal; that they are endowed by their Creator with certain unalienable rights; that among these are life, liberty, and the pursuit of happiness. That, to secure these rights, governments are instituted among men, deriving their just powers from the consent of the governed; that, whenever any form of government becomes destructive of these ends, it is the right of the people to alter or to abolish it, and to institute a new government, laying its foundation on such principles, and organizing its powers in such form, as to them shall seem most likely to effect their safety and happiness. Prudence, indeed, will dictate that governments long established should not be changed for light and transient causes; and, accordingly, all experience hath shown, that mankind are more disposed to suffer, while evils are sufferable, than to right themselves by abolishing the forms to which they are accustomed. But, when a long train of abuses and usurpations, pursuing invariably the same object, evinces a design to reduce them under absolute despotism, it is their right, it is their duty, to throw off such government, and to provide new guards for their future security.

## MAO ON EDUCATION.

Since ancient times, those who create new ideas and new academic schools of thought have always been young people without much learning.

It is reported that penicillin was invented by a launderer in a dyer's shop. Benjamin Franklin of America discovered electricity. Beginning as a newspaperboy, he subsequently became a biographer, politician and scientist.

Naturally one can learn something in school, and I do not mean to close down the schools. What I mean is that it is not absolutely necessary to go to school.

—Speech at Chengtu Conference,  
March 22, 1958.

The existing system of education won't do. The period of schooling should be shortened. There are too many courses of study at present. They are harmful to people and cause the students to lead a strained life every day. Myopia has been on the increase.

Examinations at present are like tackling enemies. They are surprise attacks, full of catch questions and obscure answers. They are nothing but a method of testing official stereotyped writing. I disapprove of them and advocate wholesale transformation.

For example, if 20 questions are asked about "The Dream of the Red Chamber" and the students can answer 10 of them well, with original ideas, they may score 100 marks. But if their answers are unimaginative and contain no original ideas even though they are able to give correct answers to all the 20 questions, they should be given 50 marks. The students should be allowed to whisper to each other in an examination or to sit for an examination under the names of other candidates. Since you have the correct answer, it is a good thing for me to copy it. We can try this.

The students should be allowed to doze off when lessons are taught by [bad] teachers.

—Instructions given at the Spring  
Festival Concerning Educational Work,  
Feb. 13, 1964.