

1935

Author Uncertain

Shepard/Merrill?

Forestry at Harvard

Harvard's participation in the development of forestry in this country has been unique in that it soon discontinued the typical forest school curriculum aimed at the training of general practitioners, and has since confined its attention largely to research and demonstration. In connection with these activities a few graduate students have been accepted each year, but the formal courses usually required of graduate students have been omitted, and advanced degrees have been awarded on the basis of individual accomplishment in the research activities of the Forest.

This program is one which it would be practically impossible for a state-supported institution to pursue and which in the long run will contribute far more to putting forestry on a sound basis than would the addition of another school of the orthodox type to the unnecessarily large number of those already in existence. The work could, however, be greatly strengthened by broadening its scope and by tying it in more closely with other parts of the University.

So far the Harvard Forest has emphasized the more strictly silvicultural aspects of forest management. Costs have not been neglected and certain aspects of forest utilization have received attention, but in general the approach has been largely botanical. Obviously biology must play an important part in the handling of any crop, and since the forest is a community of both plants and animals this should include not only botany but a larger

amount of applied zoology than has previously been the case. Birds, mammals, fish, and insects deserve more attention than they have so far received.

An even more important expansion of the present activities of the Forest lies in the fields of economics and sociology. Biology necessarily furnishes the technique on which forest management must be based, but of itself throws no light on the problem as to how far such management is justified. This is a question that can be answered only with adequate information as to the economic and social returns to be anticipated. Forestry is not an end in itself, but rather a means of obtaining the maximum contribution from a certain group of natural resources to the permanent prosperity, security, and comfort of the community.

This is a relatively new point of view to the general public and even to many foresters. The public has been apt to think of forestry as primarily a matter of fire fighting, logging, or tree planting, while the forester has tended to think of it in terms of silvicultural technique. All of these (and many other) activities are of course an essential part of forestry, but their justification lies in the economic and social returns that they make possible. In the case of private ownership these returns are ordinarily in the form of financial profit; in the case of public ownership they may assume many other forms, such as the prevention of erosion, protection of the water supply, amelioration of the climate, provision of recreational facilities, and assurance of social stability through maintenance of the forest

and wood-using industries and of other industries and communities dependent thereon. In either case, forestry is as intimately associated with the social as with the biological sciences.

This approach to the problem clearly extends the interest of the University beyond any particular property, such as the Harvard Forest, to the region in which it is located. Thoroughgoing studies are urgently needed not only as to the place which the forests now occupy in the economic and social life of central New England, and perhaps of New England as a whole, but as to the place which they might occupy. How satisfactorily are wood-using industries now in existence operating from the point of view of raw material used, methods of manufacture, and goods produced? How permanent is the source of raw material supply, and could more of this be produced locally? What effect do these industries have on the prosperity and stability of adjacent communities, and what would be the result of their disappearance? Could any new industries be introduced with prospect of finding a satisfactory market and with assurance of an adequate and permanent wood supply? What effect does forest ownership have on the income and standard of living of the owner? Is the co-operative marketing of forest products, and perhaps other farm products, feasible and desirable? Are the present system of forest taxation and its administration satisfactory? Is any reorganization of local government advisable from the standpoint of economy and efficiency, with special reference to its probable effect on the conservation of forests and other natural resources? What place do public forests occupy in the economic and social

life of the region? Should they be expanded or contracted; and if so, why and when?

These questions are merely indicative of some of the problems needing careful study by an impartial and competent agency. The Harvard Forest itself would serve as headquarters for much of the work, and as a concrete example of the results to be obtained under different methods of management. It would continue to be the center for research in the biological aspects of forestry, the basic importance of which is obvious. It might to a large extent serve as a stabilizing and catalyzing agent in the maintenance and introduction of wood-using industries, and in the development of cooperative marketing enterprises. And it would continue to offer excellent opportunities for research by graduate students.

An expanded program of this sort would naturally require much closer collaboration between the Harvard Forest and other units of the University than has previously existed. This is true not only in the biological and physical sciences, but perhaps still more in the social sciences, particularly economics and sociology. Modern forestry touches so many different fields of learning that there are few activities of the University with which cooperation might not sometime or other prove profitable. In any event, the Director of the Harvard Forest should be in a position to take advantage of all available facilities whenever the need may arise. It might be desirable for him to give at Cambridge certain non-professional courses of general interest

dealing with the conservation of natural resources, and also to collaborate with other members of the faculty in arranging for the presentation of information on this subject in connection with courses in related fields.

The Harvard Forest is already a notable institution with a creditable record of achievement. The University has, however, a very real opportunity to increase materially the service it is now rendering by expanding and consolidating its forestry activities along the lines suggested.

August 12, 1935.

January 3, 1955

Mr. Henry S. Morgan
25 Wall Street
New York, New York

My dear Mr. Morgan:

Thank you so much for your note. I am sorry to hear that Mr. Coolidge is ill, but there is certainly no hurry at all in this matter.

I hope that this forestry problem will not cause you too much trouble, but I assure you that I appreciate greatly your interest and desire to help.

With all good wishes,

Very sincerely yours,

JAMES B. CONANT

W. B. Greeley
Seattle Washington

Yale Park
School
2nd Grand Park
Service

52,500 men in the USA

R. W. Colley
Bell Laboratories
Research Park Project

~~London~~

Superficial - Public Relations
George Garrett
at Yale
Students

~~W. P. ...~~

Merry S. Morgan.

Conant Note

Forest

THE ARNOLD ARBORETUM
HARVARD UNIVERSITY

OAKES AMES, A.M., *Arnold Professor of Botany, Supervisor*
JOHN GEORGE JACK, *Assistant Professor of Dendrology*
ALFRED REHDER, A.M., *Associate Professor of Dendrology,
and Curator of the Herbarium*
JOSEPH H. FAULL, Ph.D., *Professor of Forest Pathology*
IRVING WIDMER BAILEY, S.D., *Professor of Plant Anatomy*
KARL SAX, Ph.D., *Associate Professor of Cytology*
EDGAR ANDERSON, S.D., *Arborist*
IVAN MURRAY JOHNSTON, Ph.D., *Research Associate*



CLARENCE E. KOBUSKI, Ph.D., *Assistant Curator, Herbarium*
HUGH M. RAUP, Ph.D., *Research Associate*
ETHELYN MARIA TUCKER, *Librarian*
ERNEST J. PALMER, *Collector and Research Assistant*
SUSAN DELANO MCKELVEY, *Research Assistant*
CAROLINE K. ALLEN, Ph.D., *Assistant in the Herbarium*
ETHEL ANTOINETTE ANDERSON, *Business Secretary*
LOUIS VICTOR SCHMITT, *Superintendent*
WILLIAM HENRY JUDD, *Propagator*

Jamaica Plain, Massachusetts, U.S.A.

January 8, 1935.

President Conant,
Harvard University,
Cambridge, Massachusetts.

Dear Mr. Conant:

Ever since the death of Mr. Fisher, Director of the Harvard Forest, I have wondered who might be appointed by the Harvard authorities as his successor.

Of course I understand that Mr. Cline, who has been Assistant Director, might naturally be in line for the position since he was Mr. Fisher's choice for his assistant. If, however, it should happen for any reason that a rearrangement of plans and personnel was deemed advisable, I would like to suggest that I believe that Mr. John S. Ames, of North Easton, would make an admirable and sympathetic leader or director for the work the Harvard Forest may carry on. After giving most of the land for the Forest in Petersham, Mr. Ames enrolled as a graduate student for the degree of Master of Forestry. He was one of those studying under me for two years and I learned to respect his earnestness and fidelity to his work. It is not generally known that some time after he got through with the course at Harvard and received his degree he took the United States Civil Service examination for the Forest Service and passed with credit so that he became eligible for a position with the Forest Service at any time.

I know he is still interested in our forest problems. I am merely suggesting his name because I believe that all useful investigation and studies at the Harvard Forest would have his fullest sympathy if he were chosen to act as leader in the work.

Yours sincerely,

John G. Jack

JGJ-S

January 9, 1935

Professor John G. Jack
Arnold Arboretum
Jamaica Plain, Massachusetts

Dear Professor Jack:

Thank you very much for your kind note about the next Director of the Forest. I am moving very slowly in this matter and it may be a year before I come to any decision. I am glad to have the facts about Mr. Aaes before me. I have planned to discuss the whole problem with him and am very glad to know a little more about his background.

With all good wishes,

Very sincerely yours,

JAMES B. CONANT

Forest

812 Pauline Blvd.,
Ann Arbor, Mich.,
February 20, 1935.

ack. Paul
in folder

Dr. James B. Conant
President, Harvard University,
Cambridge, Massachusetts.

Dear Dr. Conant:

I am writing to ask your advice concerning my future teaching plans at the Harvard Forest.

Today I was tentatively offered a position as Regional Forest Inspector in charge of wildlife management covering the Eastern Region in the federal Forest Service at a salary of \$3800.00 a year. The offer is somewhat more than my present salary and offers a wonderful opportunity for service. However, before applying for the position, I would like to find out, as far as possible, what is planned for the Forest at Petersham.

Is it possible for you at this time to tell me anything about the choice of a new Director or what the general program for the Forest is to be?

Anything you are able to tell me about this will be greatly appreciated.

Yours very truly,

N.W. Hosley.
N.W. Hosley.

E. G. STILLMAN, M. D.
48 EAST 75TH STREET
NEW YORK
N. Y.

Forest
Cross ref: Stillman

February 22, 1935

*Blueprints in
President's Office*

President Conant
Harvard University
Cambridge, Massachusetts

My dear President Conant:

I enclose a copy of a letter that I have written to A.L.Cline, Acting Director of Harvard Forest, which is self-explanatory. I would suggest that some time when passing Harvard Square you walk upstairs to the top floor of 1384 Massachusetts Avenue, where Guernsey & Pitman's Studio is situated, and look at one of these models personally. After you have seen one of these models, I feel sure you will appreciate what a contribution to the science of forestry they are going to be.

I am also leaving a set of blue-prints for your and the Corporation's advance information of my dream. I fully realize that my first duty to the University is to liquidate my financial obligations to the H.A.A. Once this is done, I hope to be allowed to properly house the records and the students at the Harvard Forest. I feel that you in your position as President of the University should have advance information on all matters pertaining to the University. May I emphasize, however, that anything that I do for the University I wish to be kept absolutely anonymous.

Yours sincerely,

E. G. Stillman

February 25, 1935

Dr. E. G. Stillman
45 East 75th Street
New York, New York

My dear Dr. Stillman:

In Mr. Conant's absence from Cambridge I wish to acknowledge the receipt of your letter of February 22. I do not find the copy of your letter to Mr. Cline enclosed. If you will be good enough to have your secretary send a copy of this letter, I shall bring it to Mr. Conant's attention at the same time that your letter is referred to him.

Very truly yours,

Secretary

Very sincerely yours,

Returned to copy of letter

Delivered by Dr. Stillman - March 1, 1935

February 25, 1935

Mr. N. W. Hosley
812 Pauline Boulevard
Ann Arbor, Michigan

Dear Mr. Hosley:

In Mr. Conant's absence from
Cambridge I wish to acknowledge the receipt of
your letter of February 20. I shall bring it
to Mr. Conant's attention upon his return to
the office next week.

Very truly yours,

Secretary.

Lownd

February 27, 1935

Mr. Henry S. Morgan
25 Wall Street
New York, New York

Dear Mr. Morgan:

I talked with Mr. Greene this morning in regard to the funds available for publication in connection with the Tercentenary celebration. He informs me that these funds are theoretically limited to the publication of the Proceedings of the Tercentenary and of certain explanatory material to be distributed in connection with the various exhibits. There is also a certain amount set aside on the budget for the possible revision of the present Harvard Guide.

He feels that the maximum allowance that could be made for any printing in connection with the Forest would be for a leaflet of from four to eight pages describing the physical equipment and the work carried on there. It seems quite clear that there would not be a sum remotely approaching one thousand dollars available for the project which you had in mind. If there is any further information that I can get for you please let me know.

Very sincerely yours,

Secretary to the President.

C O P Y

March 2, 1935

Dear Dr. Stillman:

I am writing to ask for some confidential advice.

As you perhaps know, I have been on the staff of the Harvard Forest since 1925 and am now on sabbatical leave doing graduate work here. Up until Prof. Fisher died, I had considered myself firmly rooted there for I would gladly have worked under him for far less money than to have gone elsewhere. But now I find myself in a rather unsettled state. I have received a very attractive offer from the U.S. Forest Service to take charge of wild life management in District 7 extending from Kentucky to Maine. Before applying for it, however, I would like to find out, if possible, what future developments are apt to be at Petersham. President Conant is away until some time next week and I've been wondering if you could tell me, in general terms, at least, what sort of man they expect to get for a Director and what the future of the Forest looks like. I am not considering the matter from the standpoint of salary alone for I value very highly the contacts and freedom one enjoys at Harvard. It seems to me the whole question hinges on who is apt to be the Director.

Any information you may give me will be greatly appreciated and kept strictly confidential.

Yours very sincerely,

N.W. Hosley

March 4, 1935

Mr. N. W. Hosley
812 Pauline Boulevard
Ann Arbor, Michigan

Dear Mr. Hosley:

I am sorry to have been delayed so long in answering your letter of February 20, but I have been away from Cambridge for some time.

I am sorry to say that I can not answer your question in any way that will help you much in solving your problem. We have made no progress in appointing a new Director of the Harvard Forest and I see no prospect of such an appointment in the near future. Until such a Director is appointed, of course, the whole question of the general policy of the Forest is uncertain except that in a general way I can assure you that we are going to keep the Forest going on in an active way. Whether or not the development of wild life management would play an important role in the future of the Forest is a matter about which no one could make a statement at present.

Very sincerely yours,

JAMES B. CONANT

Stillman, E. L. H.

March 5, 1935

Dear Ernest,

You asked for my advice on a question of ethics and here it is:

The Corporation are disposed to leave to your good judgment the decision of the question whether the gift "from the Class of 1908" of the hitherto uncompleted gates and sections of fence should take precedence over the payment of installments for the extinction of a prior obligation generously assumed by the anonymous donor. I can go further and say that if in the exercise of your good judgment you decide to have the fence completed in the near future, that decision will be acceptable. This I can say officially.

Shifting my position now from the official to the personal, I perhaps ought to add that while the circumstances which have postponed the extinction of the prior obligation are fully appreciated, the advances of unrestricted University funds to fill the breach do constitute a real burden at a time when free funds are so scarce and many desirable things, including not a few urgent needs, have to be postponed. I need not elaborate this point, for you understand it as well as I do, and any lightening of

that burden that becomes from time to time possible will constitute the best possible contribution to the welfare of the University. I understand that the University has assumed in part the premiums on the life insurance policy, and if your next payment for the reduction of the principal amount could include the relief of the University from the premium charge that would be a desirable consummation.

All this that I am saying personally is said with an equal appreciation of all that you have done in the face of the difficulties that you have encountered, and I would not say even this except for your request for my personal advice. I have not meant to go beyond the limits of your request, but if I have please forget it.

Sincerely yours,

JEROME D. GREENE

Dr. Ernest G. Stillman
45 East 75th Street
New York, New York

March 5, 1935

Dr. E. G. Stillman
45 East 75th Street
New York, New York

Dear Dr. Stillman:

Thank you very much for sending me the copy of your letter to Mr. Cline and the blueprints which you left. I shall try to see your models as soon as possible. It is very kind of you to keep me informed of all matters of this sort pertaining to the University. Let me say again how much we appreciate all your interest in what we are doing, and all your past and present generosity. I shall see to it that all that you do is kept absolutely anonymous.

Very sincerely yours,

Lorand

HARVARD UNIVERSITY
HARVARD FOREST
PETERSHAM, MASSACHUSETTS

March 6, 1935.

Mr. James B. Conant, President,
Harvard University,
Cambridge, Massachusetts.

My dear Mr. Conant:

It is with a deep feeling of gratitude that I transmit to you herewith a statement of gift of ten forest models from Dr. Ernest G. Stillman to the President and Fellows of Harvard College.

Dr. Stillman's plan for building a set of forest stand models as the principal exhibit in a forestry museum, to be erected at the Harvard Forest and dedicated to the late Director Richard T. Fisher, elicited the most enthusiastic support of the Forest staff from the time of its inception three years ago. Director Fisher was deeply appreciative of this recognition of his personal services to the Forest and to forestry, as well as of the vast potentialities for public education resident in such a structure. The last few years of his life were enriched by visions of a greater Harvard Forest made possible through Dr. Stillman's generosity.

The models herewith conveyed were planned and designed largely by Director Fisher, assisted by Assistant Director Cline, and executed by the Guernsey and Pitman Studio. It is believed that they represent the highest degree of perfection yet attained in the small scale modeling of major forest vegetation. The full measure of knowledge accumulated at the Harvard Forest during the course of a quarter century of study and observation has been brought into play in assisting the artists in the faithful reproduction of the intricate details of individual tree form and stand composition.

The first seven models, constituting the "Historical Series", are illustrative of the major steps in land history common to that part of central New England in which the Harvard Forest is situated. In this series the topographic features are identical and represent a synthesis of the outstanding elements in local landscapes. The line of descent from the original to the present forest cover is marked by the clearing of the forest by the early settlers, the height of cultivation for farm crops, the abandonment of the farms and the seeding in of white pine, the harvesting of the "old field" pine, and, lastly, the seizure of the cut-over pine land by hardwoods.

3/6/35

The other three models form a portion of the "Silvicultural Series", now in process of construction, which will comprise fifteen models in all. They are illustrative of the most significant and generally applicable methods in silviculture developed at the Harvard Forest. In each case the scene of action, the stand of trees, and the silvicultural method employed are in accordance with actual conditions and practice to be seen at Petersham. In the completed models of this series, men are shown at work planting, weeding, releasing, and cutting for reproduction.

In my opinion the value of such a gift to the advancement of public education in forestry and to the future welfare of the Harvard Forest is exceedingly great, and I earnestly hope that it will be found fully acceptable to the President and Fellows.

Very sincerely yours,



Albert C. Cline
Assistant Director

ACC.C

Enclosures: Dr. Stillman's letter of February 26, 1935.
Photographs of five of the models.

Forest

812 Pauline Blvd.,
Ann Arbor, Michigan,
March 7, 1935.

MAR 9 1935

Dr. J. D. Conant
President, Harvard University,
Cambridge, Massachusetts.

Dear Dr. Conant:

I hope that you will not think me too presumptuous
in writing again about the future of the Harvard Forest.

Up until Prof. Fisher's death I had considered my
future bound up with that of the Harvard Forest. Now I find
myself trying to choose between returning to it and going
elsewhere largely on the grounds of who is to be--or perhaps
it is better to say who is not to be--the new Director.
Would it be possible for you to tell me whether or not either
Mr. Cline or Dr. Gast is being favorably considered for the
position? If you can do this, I think it will be sufficient
for my decision.

Yours very truly,

N. W. Hosley
N. W. Hosley

Forest

E. G. STILLMAN, M. D.
45 EAST 78TH STREET
NEW YORK
N. Y.

March 7, 1935

MAR 9 1935

President J.B. Conant
Harvard University
Cambridge, Massachusetts

My dear President Conant:

I fully realize that the problem of selecting a Director of the Harvard Forest is a very minor one in proportion to other pressing academic needs. However, from the point of view of the Forest, I believe the time is approaching when the existing status quo, resulting in uncertainty as to the future of the Forest, may seriously harm the Forest.

I happen to have heard confidentially that both Al Cline, the present Acting Director, and N.W. Hosley, who is on sabbatical leave at the University of Michigan, have been offered attractive positions in the Federal Forest Service. Both these men are very loyal to the Harvard Forest. I enclose a copy of a letter which Hosley wrote me, which is self-explanatory. I might say that I have merely met Hosley, and that this letter came to me perfectly unsolicited and is a great surprise. I am forwarding it to you in the strictest confidence, and have not told Hosley that I have done so. I feel that you should be informed of what is happening, and I am sure that you will in no way betray the confidence Hosley has put in me by writing me directly. I may say that Al Cline did not tell me personally about his offer from the Federal Forest Service but that he had talked the matter over with Hal Tryon, who spoke to me about it.

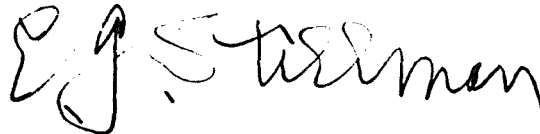
E. G. STILLMAN, M. D.
45 EAST 75TH STREET
NEW YORK
N. Y.

President Conant

-2-

As you probably have heard from Jerome Greene of our discussion about completing the fence about the Harvard Yard, I may say that I have reached this tentative conclusion. The present state of my finances indicate that I may be able to materially reduce my moral obligation to the University during this calendar year. If, after my income tax commitments have been determined by March 15, 1936, I find that I can make further substantial payments to the University during 1936, I feel that the completion of the fence might be a wise diversion of some of this money. I will not make up my mind, however, until after March 15, 1936, and will consult Mr. Shattuck before making any definite decision. If work were started on the iron work soon after March 15, 1936, the Yard would certainly be entirely encircled by a permanent iron fence by September 1st, in ample time for the 300th anniversary.

Yours sincerely,

A handwritten signature in cursive script that reads "E. G. Stillman". The signature is written in dark ink and is positioned below the typed name.

March 9, 1935

Dr. Albert C. Cline
Harvard Forest
Petersham, Massachusetts

Dear Dr. Cline:

Thank you very much for your letter of March 6 enclosing the letter from Dr. Stillman. I am having the matter presented to the Corporation at its next meeting.

If the models are accepted, as I have every reason to believe they will be, an official vote of thanks will go forward to Dr. Stillman and I shall write him once again my appreciation of his generosity. Incidentally, I hope to have a chance to see the models myself in the near future.

Very sincerely yours,

JAMES B. CORANT

March 9, 1935

Dr. E. G. Stillman
45 East 75th Street
New York, New York

Dear Dr. Stillman:

This is in answer to your letter of March 7. I am sorry it has not been possible to appoint a Director of the Harvard Forest. Mr. Hosley has written me asking me what I propose to do about the Forest and I have told him frankly that there was absolutely no proposal at present on the docket.

The question of the new Director has to be left as one of the free variables in the complex situation which confronts me here in regard to research in botany. I feel that we should work for an organization which will bring together in a harmonious way all the present botanical and plant science work in the University. The present chaos is very unsatisfactory from the point of view of organization of the University. Until I have the whole picture settled I can not proceed with the Forest. It will be necessary, therefore, to continue probably for some time with Dr. Cline as the Acting Director. I hope we shall not lose him.

I quite understand the problem presented by your very generous desire to have a permanent iron fence completed around the Yard and I greatly appreciate your point of view. Let me thank you again for all your generosity to the University.

Very sincerely yours,

JAMES B. COOK

Forest

March 9, 1935

Mr. Henry S. Morgan
23 Wall Street
New York, New York

Dear Mr. Morgan:

As Chairman of the Visiting Committee connected with the Harvard Forest you will probably be disturbed by someone about the directorship. I am merely writing you in order to keep you informed of the present situation.

As you know, I am not proceeding with the Harvard Forest until I can get the whole botanical situation cleaned up. I feel very strongly that there should be someone between the President and the Director of the Forest. At present there is no one on my staff to whom I can go for help in making decisions regarding the future Director.

There is a certain amount of evidence that the present staff out there are getting restless, which is natural, and are appealing to their benefactor, Dr. E. G. Stillman, who may therefore worry you or some member of the committee. There is nothing to do but be patient; but I thought I should like you to know the situation. In particular, Mr. N. W. Hesley is trying to decide whether to take a job elsewhere. I telephoned Dr. Cline, who did not express any tremendous concern about the possibility of losing him. I imagine there is some irritation between certain members of the staff there and they may be using this opportunity of trying to jockey each other into a favorable position. If any rumors of this come to your notice, I shall be glad to know of them.

Very sincerely yours,

JAMES B. CONANT

March 9, 1935

Mr. N. W. Hosley
312 Pauline Boulevard
Ann Arbor, Michigan

Dear Mr. Hosley:

I am sorry to say I can not answer your question. There is absolutely no one under real consideration, at the present moment, for the new Director of the Harvard Forest. I have a long list of names and have accumulated some information on the general problem, but before I appoint a new Director I want to have the whole relation of the Forest to the rest of the University considered most carefully.

At present I am regarding the question of the new Director of the Harvard Forest as one of the many variables in the complex situation which we have here at Harvard in regard to the many aspects of botanical research which are under investigation. Until I can see my way clear to bring some kind of order out of what is more or less chaos, I shall have to leave the Forest with an Acting Director.

Very sincerely yours,

JAMES B. COOK

THE BLACK ROCK FOREST

CORNWALL-ON-HUDSON, N. Y.

March 10, 1935

MAR 12 1935

Dear Jim:-

Talking with A. C. Cline recently, I was horrified to learn that the Federal Forest Service is angling for him. I know Cline quite well; and he asked my opinion. I said very frankly that I hoped he would not forsake the Harvard Forest. Added that my opinion was in part selfish, as I regarded him as being, by far the best-equipped man available to carry on at Petersham; and stated further, in his behalf, that I do not consider the Service a desirable berth for any progressive individual. I have seen a good bit of this organization in the past twenty-five years, and I consider the general atmosphere to be distinctly stultifying. Cline commented that he doubted if he would leave. Now on the heels of this comes the news, via Dr. G. Stillman, '08, that Neil W. Hosley, who is now absent from the Forest on sabbatical, has had a similar offer. I haven't talked with Hosley; he is studying at Michigan.

Both these men are evidently wondering about the future of the Harvard Forest. I took the liberty of quoting you to Cline to the effect that you had told me "that the Forest would keep right on doing business." Believe me, Jim --- the loss of Cline would be a major calamity; and to have Hosley go would be almost as serious. I have scrutinized very carefully the professional roster in the U.S., and I can find no other man as well fitted as Cline to run things at Petersham. He is a teacher of no mean repute; he is an excellent technical man; he is steeped in Fisher's ideals, plans and general philosophy; and, since the latter died has stepped right into the van in fine shape. Hosley is another high-grade fellow, with a specialized training that you will not find elsewhere except for one man who already has a good job at Wisconsin. I urged Cline to stay on, partly on the grounds of loyalty, partly for his own personal advancement. I enlarged on the prestige and the much greater opportunity for doing real work that he would achieve as director of the Harvard Forest. I believe he has swung to my way of thinking. But I do hope you plan to have the Forest continue. Cline may have heard some rumor that has worried him about his job. I sought to quiet that idea. Hope I did right. I have no wish to interfere with your running things, of course, but I am quite familiar with the set-up at Petersham, and, knowing that you want to have good men on the numerous jobs under you, I'm merely pointing out that you surely have such a party in Cline --- and you'll have two when Hosley returns.

Give it a brief thought. I have been somewhat worried over this new development, tho I was not surprised to have it come about

as I know the Service is always gunning for good men. But I hope they won't succeed in stealing these two lads.

I hope you have been keeping well. At noon, this coming June 9, (a Sunday) there will be held at Petersham a brief ceremony to dedicate a memorial boulder to Dick Fisher. Possibly you can slip away for it. I happen to be chairman of the Fisher Memorial Committee, and I should greatly appreciate your presence. A formal invitation will drift in your direction in due time.

Sincerely yours,

Henry A. Taylor

Dr. James B. Conant
Harvard University
Cambridge, Mass.

Director

Forest

*23 Wall Street
New York*

March 11, 1935

MAR 12 1935

JL

Dear President Conant:

Thank you for your letter of March 9th regarding the Forest. As you know, I am entirely in accord with the study you are making of the whole botanical situation, and I also agree that no steps should be taken regarding a new Director for the Forest except as part of the general plan. I shall be guided accordingly, should anybody speak to me about the matter.

Regarding Dr. Cline, as I told you he made a very favorable impression upon me, and my own thought at the moment is that as part of a larger picture and not as an independent Director he might well be the man to carry on at the Forest. When I saw him last autumn I took occasion to refer in a general way to the situation and to imply that it might be some time before the matter received any very serious consideration, and in the meantime I felt sure that the University wanted the work to be carried on just as it had been in the past. I think Cline took the point although I expressed it in very general terms, and any letters I have had from him have seemed to be reasonably content.

As yet I have not had a chance to see Dr. Merrill, but hope to do that in the next fortnight.

With renewed thanks for your letter, I am

Yours faithfully,

Murray

President James B. Conant,
Harvard University,
Cambridge, Massachusetts.

March 12, 1935

Mr. H. H. Tryon, Director
The Black Rock Forest
Cornwall-on-Hudson, New York

Dear Hal:

Thank you very much for your note. I think you did exactly right and I am much indebted to you for your services.

I realize that the people at the Forest must be wondering and perhaps, to some extent, worrying. I am sorry, but it is one of those inevitable things that has to occur during a transition period. As I told you when you were here, I am trying to settle the whole applied botany area before I commit myself definitely in regard to the new Director of the Forest. I hope to get the thing cleaned up before the end of the academic year but am not at all sure that I shall succeed. When I really get into action on the question of the Forest I shall probably write you again for further advice.

With all good wishes,

Sincerely,

JAMES B. CONANT

Stillman

March 20, 1935

Dr. E. G. Stillman
45 East 75th Street
New York, New York

Dear Dr. Stillman:

Although I know that you requested that your gift of the models for the Harvard Forest be absolutely anonymous, I am nevertheless taking the liberty of writing you personally to express my sincere appreciation of your generosity. I assure you that the models will be taken care of according to the request made in your letter to Mr. Cline, and that they will be a very important and valuable addition to the Tercentenary Celebration and eventually to the Harvard Forest at Petersham.

With all good wishes,

Very sincerely yours,

JAMES B. CONANT

Forest

Summerville, S.C. March 25, 1935.

MAR 28 1935

Dr. James E. Conant, President
Harvard University,
Cambridge, Massachusetts.

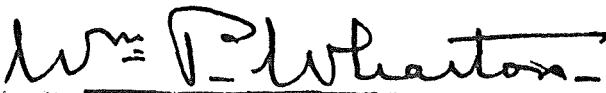
Dear Dr. Conant:

As a member of the Visiting Committee of the Bussey Institution, and one having a long standing interest in the Harvard Forest, I am especially interested to learn what you have in mind with reference to the appointment of a Director to succeed Professor Fisher and to carry on the valuable work which he started. As you are doubtless aware, the Forest is probably the outstanding example of forest research in the country, and in addition a practical demonstration of forest management. The Forest has carried itself insofar as the regular operations of cutting and reproduction are concerned without expense to the University during the more than twenty-five years it has been under management. During that time the Forest capital has been materially increased.

I am confident that you will agree with me that it is important that this project be carried forward over a long period of years, and to that end that a Director who will measure up as nearly as may be to the high standard set by Professor Fisher, should be appointed in the near future.

This letter has been written without consultation with any other member of the Visiting Committee.

Sincerely yours,


Wm. P. Wharton.

Home address: -

Lynton, Mass.

March 23, 1935

Mr. William P. Wharton
Groton
Massachusetts

Dear Mr. Wharton:

I have the Forest very much on my mind, and agree entirely with what you say about it. I am sorry to say I have made no progress in appointing a director although I have talked with some members of the Visiting Committee, particularly with Mr. Morgan, The Chairman, who is a member of the Board of Overseers. I am sure we would all be interested in any suggestions as to names which you may wish to make.

It is quite possible that the present Acting Director, Mr. Cline, will turn out to be the man to succeed Professor Fisher but I am not at all certain of this. If possible, I should like to appoint a coordinating officer who would be a sort of dean of applied botany and who would be directly responsible to me for all our varied botanical institutes, - the Harvard Forest, Arnold Arboretum, Gray Herbarium, portions of the Bussey Institute, Farlow Herbarium, Botanical Museum, and the Botanic Garden. The curators, supervisors, and directors of these various institutions would report to him. I have not found the man, nor have I definitely decided to do this but I believe it would make a much more satisfactory arrangement to the University. From my point of view there are far too many independent botanical organizations who report directly to the President. If other sciences in other branches of the University were organized on this basis I should be a candidate for the insane asylum at the present moment! I hope you will agree with me that some coordination would be worth while in this area.

Very sincerely yours,

JAMES B. CONANT

Forest

UNIVERSITY OF MICHIGAN
ANN ARBOR
SCHOOL OF FORESTRY AND CONSERVATION

March 28, 1935.

MAR 30 1935

Dr. James B. Conant
President, Harvard University,
Cambridge, Massachusetts.

Dear Dr. Conant:

After considering the matter from all possible angles, I have decided to plan on returning to the Harvard Forest at the end of my sabbatical leave. The appointment of a new Director will, of course, still be the main consideration in deciding whether I want to stay on.

Is there anyone in the higher organization which controls the Harvard Forest with whom I can take up the question of policy in respect to students for 1935-36? Mr. Cline and I do not agree as to the conditions under which the students at Petersham are supposed to work and I would like to find out who is right.

Yours very truly,

N.W. Hosley
N.W. Hosley.

Sunday -
3/31

Dear Jim: -

Sorry to miss you -
but do you think you can
come, on June 9th to the
dedication of the Fisher
Memorial? We want very
much to have you do
the inviting & I'll make
the address - a very
short one. - Please do
it if you can -

Sincerely -

H. H. Pymore

PERRY H. MERRILL
COMMISSIONER OF FORESTRY

Forest

1935



STATE OF VERMONT
FOREST SERVICE
MONTPELIER
March 30, 1935.

APR 1 1935

Mr. James B. Conant,
Harvard University,
Cambridge, Massachusetts.

My dear Mr. Conant:

As a graduate of the Harvard Forest, I have been wondering, since the untimely demise of Professor Fisher, about the future of this institution.

The disturbing thought has occurred that there may be some lack of appreciation of the work, which has been carried on by the Forest during the past ten years, on the part of those who were not directly influenced by that work. To my mind there has been no bigger factor influencing the course of forest practice in the northeast for the past two decades than the Harvard Forest. The men turned out have had a grasp of the problems which they could have acquired in no other way than through their association with the Forest. The various publications of the Forest are the Bible of New England silviculturists and forest managers. The Forest itself is a unique and ever developing museum of proper forest practices. The Forest stands eminent not only because of the efforts of men of the caliber of Professor Fisher and Mr. Cline, but because there has been a quarter of a century of undisturbed development: in such a profession as forestry this time element is an important thing.

Personally, as a practicing forester, I find myself leaning more heavily each day upon the background I acquired at Petersham. Hence, since there seems to be some question as to the future, I am expressing my hope that ways may be found which will make it possible for the Forest to carry on a program based on the same policy which has guided it for the past twenty five years.

Yours very truly,

C. R. Shepard
Assistant Forester.

RL*P

April 3, 1925

Mr. C. H. Lockard
Assistant Forester
Montpelier, Vermont

Dear Mr. Lockard:

In Mr. Conant's absence from Cambridge I wish to acknowledge the receipt of your letter to him of March 20, which will be brought to his attention upon his return to the office early next week.

Very sincerely yours,

HARPER WOODWARD

Secretary to the President.

April 3, 1935

Professor N. W. Hosley
School of Forestry and Conservation
University of Michigan
Ann Arbor, Michigan

My dear Professor Hosley:

Your letter of March 23 has reached the office during Mr. Conant's absence from Cambridge. I shall bring it to his attention upon his return next week.

Very truly yours,

Secretary

Summerville, S.C. April 4, 1935.

APR 8 1935

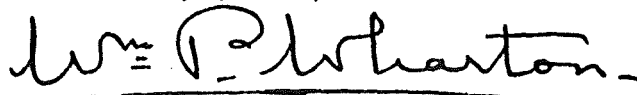
Dr. James B. Conant, President
Harvard University,
Cambridge, Massachusetts.

Dear Dr. Conant:

Thank you for your letter of March 28 regarding the appointment of a Director for the Harvard Forest. At the present time I have no names to suggest in this connection. I have known Mr. Cline during the time he has been at the Forest, and have a great respect for his ability as a research worker. Among some foresters, however, I find there is a feeling that he is not so well fitted to be in charge of all the Forest operations, and ^{Wester} the representative of the Forest in meeting the general public. If a meeting of our Visiting Committee is held early this spring, as is customary, no doubt there will be opportunity to canvas the situation and discuss possible candidates at that time.

I am interested in your suggestion that a Coordinating Officer for the botanical departments of the University be appointed. Off hand I should think this would be a good move, but I am not familiar enough with the administrative problems of the University to be able to express any definite opinion. No doubt the Visiting Committee will have this matter brought before it at its next meeting.

Sincerely yours,


Wm P. Wharton.

Forest

HENRY H. TRYON
FOREST ENGINEER
CORNWALL-ON-HUDSON, N. Y.

April 5, 1935

APR 6 1935

Dear Jim:-

Regarding the Fisher Memorial dedication, do come if you can. I am counting on you to do the actual unveiling. You won't have to make a speech --- that rather difficult job is my lot, and no one else will be permitted to say a word. Such words as I utter will be almighty brief, too. I appreciate that you may be all snarled up at the time set, so shall try to get Dean Chase as an alternative choice for the unveiling. But I hope you will be able to make it.

Re. the Harvard Forest again, I think you are wise to take plenty of time. Some of us Old Boys who went there are watching closely to see how the men on the job are reacting to the changed conditions. As you well know, some folks don't respond favorably to being given full charge of things. This may be developing at Petersham. We are not certain yet, and the interval has been too short to form a sound conclusion. But we'll be having an eye to things out there, and if we can help you out in the matter, you holler loud enough and we'll come a-running.

Sincerely,

Henry H. Tryon

Mr. J.E. Conant
Harvard University
Cambridge, Mass.

Forest

April 8, 1935

Mr. H. H. Tryon
Cornwall-on-Hudson
New York

Dear Hal:

Thanks for your note. I shall try to be at the unveiling. I was interested in what you say about the Forest. Let me know if you have anything definite on your mind either now or at any future time.

I am awfully sorry to have missed you when you were in Cambridge. Try me again.

With all good wishes,

Very sincerely yours,

JAMES B. CONANT

April 8, 1935

Mr. N. W. Hosley
School of Forestry and Conservation
University of Michigan
Ann Arbor, Michigan

Dear Mr. Hosley:

I am sorry to have been delayed in replying to your letter of March 28. We are, of course, glad that you are going to return to the Harvard Forest at the end of your sabbatical year.

Mr. Cline is acting Director and as such is in full charge of the policy of the Harvard Forest. I suppose that in any organization of the University a member of the faculty or staff can appeal from a ruling of the Dean or Director to the President if the matter is of sufficient moment; but, needless to say, except under the most unusual circumstances the President of the University would be bound to support the policy of the head of the organization.

Very sincerely yours,

JAMES B. CONANT

Forest

April 9, 1935

Mr. Henry S. Morgan
23 Wall Street
New York, New York

Dear Mr. Morgan:

I am enclosing copies of two letters that I have received from Mr. Wharton, who is a member of your Visiting Committee. These will be of some interest to you in connection with the Visiting Committee.

I am a little disturbed by one statement in his last letter which suggests that he would like to have the next meeting of the Visiting Committee turn into a caucus to discuss the next Director of the Forest. I am sure you will agree with me that this would not be a wise procedure and although I am very glad to hear from any member of the Committee individually, I feel that the Visiting Committee should not discuss matters of personnel before the event, as it were. Quite apart from this situation, it might put the President and Fellows in a very awkward box if such a procedure were made a precedent.

I have just written to Mr. James saying that I have heard from Dr. Merrill, and he was in Cuba at Dr. Barbour's request though I did not know it. I have also reminded James that Dr. Merrill is on the list of distinguished scholars who are to receive an honorary degree in the fall of 1936 and is to take part in the symposia. All these make additional reasons why it seems perfectly suitable for you and Mr. James to consult him as the leading botanist in the country about our own botanical problems.

Very sincerely yours,

JAMES B. CONANT

April 11, 1935

Mr. C. R. Lockard
Assistant Forester
Montpelier, Vermont

Dear Mr. Lockard:

I am very glad that your interest in the Harvard Forest has continued. I am sure we all realize how important the Forest has been and what a terrible loss we suffered in the death of Professor Fisher. The question of his successor is still under discussion, and it may be some time before we arrive at the solution; but in the meantime I understand the Forest is continuing much as before.

Very sincerely yours,

JAMES B. CONANT

Forest

23 Wall Street
New York

April 11, 1935

APR 12 1935

Dear President Conant:

Thank you for your letter of April 9th enclosing copies of the two letters you have received from Mr. Wharton. I have only met Mr. Wharton once which was at the only meeting of the Visiting Committee which I have had since being its Chairman; this was last Spring. However, I know of his great interest in the Forest.

I have been delaying having another meeting of the Committee until such time as I thought it would be of assistance in the problem. This may be a mistaken point of view and, in any event, I think we probably should have a meeting some time this Spring. Ordinarily that would come about the middle of May.

If we have a meeting, there will doubtless be inquiries from many regarding the future of the Forest, and it would be easier if I were authorized by you to say that the matter was in abeyance, subject to your developing plans for a coordinator.

Mr. James has sent me an extract from your letter to him regarding Dr. Merrill. We are having dinner with him tonight.

Yours faithfully,



Dr. James B. Conant, President,
Harvard University,
Cambridge, Massachusetts.

*23 Wall Street
New York*

4-19-35
April 19, 1935

APR 22 1935

File

My dear President Conant:

Thank you for your letter of April 18th.

I will endeavor to spend some time with Mr. Lowes and I know that he could be helpful in straightening out my mind on the financial set-up. Unfortunately, I do not expect to be in Boston before May 11th and I hope this will be time enough.

In view of what you say, I am going to continue to delay calling a meeting of my Visiting Committee, but if you decide that between now and then that there is some statement of general ideas which can be made to them, I wish you would let me know, as I could then call a meeting at that time and inform them in general of the situation.

Yours faithfully,

W. Morgan

President James B. Conant,
Harvard University,
Cambridge, Massachusetts.

HARVARD UNIVERSITY
HARVARD FOREST
PETERSHAM, MASSACHUSETTS

April 30, 1935

Dear Mr. Lowes;

Mr. H. O. Cook, Chief Forester of the Department of Conservation and one of our early graduates, stopped in yesterday to inform me that the Department plans to locate one of the new C.C.C. camps on state land adjoining the Tom Swamp Block of the Harvard Forest. Since the amount of state forest land in Petersham is scarcely enough to support a camp, and since the Government has authorized the camps to undertake forest protection projects on private lands, Mr. Cook was interested to learn whether we would be disposed to take advantage of the opportunity to have some work done on the Forest at public expense. The kinds of work permissible on private land include digging water holes, the improvement of forest roads, the construction of fire breaks, and the control of insect pests. There is no question whatever but that the digging of water holes in strategic places and the improvement of our woods roads would add greatly to the security and efficient administration of the Forest, but I realize that these considerations may be outweighed by others. I should be very glad to have your opinion in this matter, so that I may give Mr. Cook an answer within the next few weeks.

Very sincerely,


Assistant Director

Mr. John W. Lowes,
5 University Hall,
Cambridge, Massachusetts

May 3, 1935

Mr. A. C. Cline, Assistant Director
Harvard Forest
Petersham, Massachusetts

Dear Mr. Cline:

I have discussed with Mr. Shattuck the question of permitting the C.C.C. to do work on the Harvard Forest land, and I am sorry to say that we both feel that it is not desirable to allow it to do so. We have been trying, thus far successfully, to avoid receiving any direct benefits from the temporary instrumentalities of the federal government, and we think that this policy outweighs any advantages which could accrue from receiving them, realizing that in this case they would be substantial.

Sincerely yours,

J. W. LOWES

H. H. TRYON,
DIRECTOR

Forest
L. BABCOCK,
SUPERINTENDENT

THE BLACK ROCK FOREST

CORNWALL-ON-THE-HUDSON, N. Y.

May 11, 1935

MAY 13 1935

Dear Jim:-

The date --- June 9 --- of the dedication of the Fisher Memorial at Peter-sham is drawing near. I realize that you are going to be a pretty busy cup of tea at that time, but I do hope you will come and unveil the little plaque. Could it be possible for you to give me a "yes" or "no" on this between now and May 24? As you can easily appreciate, it will crystallize my plans tremendously.

Also -- in case you can come --- do you think you should say anything? I'm not urging this at all; I'm merely wondering if it would not make the program more complete and full if I first say my little say, then I call on you for the unveiling, which you then do, and then perhaps you should, so to speak, accept the memorial. What do you think? It would take perhaps two sentences. I'm pretty vague about what is correct procedure for such functions, and I'm quite willing to be guided by your wishes; but some of the Memorial Committee feel that the ceremony really needs a few closing remarks. Please let me know and if you wish I'll send you draft of the address I plan to make. J.S. Ames, '01, donor of the Forest, may perhaps make a few opening remarks. Not over 5-10 minutes at most; my words won't take over 10 minutes I know.

Sincerely,

Dr. J.B. Conant
Harvard University
Cambridge, Mass.

H. H. Tryon :

P.S.; It is evidently going to be quite a gathering.

H.H.T.

May 15, 1935

Mr. H. H. Tryon
The Black Rock Forest
Cornwall-on-the-Hudson, New York

Dear Hal:

Barring an accident I shall be there on June 9 and you can go ahead on that basis. If I am there I suppose I should say something, and shall plan to speak about five minutes on the past and future of the Forest in relation to the whole University. I should be greatly pleased if you could send me a copy of your address.

With all good wishes,

Very sincerely yours,

JAMES B. CONANT

Forest

ever hold for forest

HENRY H. TRYON

FOREST ENGINEER

CORNWALL-ON-HUDSON, N. Y.

May 17, 1935

MAY 18 1935

Dear Jim:-

I have your welcome letter of May 15, advising that, barring accidents, you can be on hand at Petersham on June 9. Possibly you heard my sigh of relief as I read it. Bully for you.

I am attaching a draft of what I expect to say --- a rough draft. I certainly shall not enlarge ^{on} this. For your own words, I have not sufficient presumption to advise the Pres. of the Univ. --- but I will go so far as to say that a number of the graduates of the Forest School would relish departing from this dedication with the feeling that the linkage between the Forest and the University was henceforth to be more openly admitted and sharply defined than was the case under Mr. Lowell. I have spoken.

Thank you ever so much. I can now breathe easily.

Sincerely yours,

Henry H. Tryon :

Mr. James B. Conant.

THE FISHER MEMORIAL. ----- Tryon's remarks

We have come here to-day to honor, and to perpetuate in simple fashion, the memory of a rare personality. I do not find it altogether easy to say what I feel is fitting and appropriate. To indulge, in this simple place, in any lengthy eulogy would be, I am certain, both repugnant to you ---- and most distasteful to Dick Fisher. You should know that this memorial represents the spontaneous manifestation by the Alumni of the Harvard Forest School of their unanimous admiration and loyal affection for our former Director. Of all the pleasant acres in this Forest, this spot, which he loved to visit, has been rightly chosen as the most fitting site for the simple tablet which will shortly be unveiled.

It seems entirely fitting to make brief mention here of the distinct scientific achievements which were crystallized under his ~~xxx~~ directorship. Many contributions to our knowledge have been made which have proved to be of such solid technical and practical value as to place the profession of forestry forever in his debt. They form a lasting monument to his sound, yet utterly simple policy of working in complete harmony with nature. His works will be long remembered.

But we shall remember far more the man himself. The qualities that lay in him which so greatly endeared him to us were the type that endure. It has been so truly written of him "He was an idealist with the love of beauty so filling his life that, despite his great gift of making all men his friends he seemed a little apart from them all." The memory of the simplicity, the kindly generosity, the quiet, understanding sympathy, the pungent, salty humor, the erect mental posture, will not quickly fade. To me, when with him, the sun seemed to shine a little brighter. Association with him, either as teacher, as professional colleague or as friend carried inspiration of a high order. I think we may all rejoice that we have been permitted to know a great teacher, a rare friend, and a very gallant gentleman. /tA

* * * * *

Conclude by inviting either President Conant or Dean George H. Chase to unveil the memorial.

May 21, 1935

Mr. Henry H. Tryon
Cornwall-on-Hudson
New York

Dear Mr. Tryon:

Mr. Conant has asked me to thank you for your letter of May 17 and for the attached draft of what you are planning to say at Petersham on June 9.

Very sincerely yours,

HARPER WOODWARD

Secretary to the
President

UNIVERSITY OF NEW HAMPSHIRE
DURHAM, NEW HAMPSHIRE

COLLEGE OF AGRICULTURE
Department of Forestry

*(few more
C. S. Herr's int)*
~~Harvard Forest~~
~~Harvard~~
~~diaries~~

May 22, 1935
MAY 24 1935

Mr. James Bryant Conant
President of Harvard University
University Hall
Cambridge, Massachusetts

My dear President Conant:-

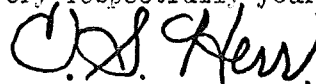
I am very keenly interested in the future of the Harvard Forest. I was privileged to study there and was granted a degree in 1930.

The Harvard Forest is an institution which is rendering a great service to the Forestry profession in the United States. The type of instruction offered, at present, is ideal for the forester with full undergraduate work. The opportunity to perform actual work in the woods and to observe changes taking place following various kinds of treatment is unequalled anywhere in this section of the country.

This large area of forest land under scientific management at Petersham is looked upon as a practical demonstration of forestry by professional men and laymen alike. We frequently have taken groups of people from New Hampshire to observe the work being performed at the Harvard Forest. The influence of the excellent work underway there is being felt throughout the Northeast.

An excellent set of records exists for all operations and with this data available the Forest will be unique as a field laboratory for the study of silviculture. A great deal of thought and attention is now being given to the treatment of forest lands on a large scale basis. The Harvard Forest as it is now organized will fill a real need in training men for this field of service.

Very respectfully yours,



C. S. Herr, Acting
Extension Forester

CSH:DH

May 31, 1935

Mr. S. C. Herr
Department of Forestry
University of New Hampshire
Durham, New Hampshire

Dear Mr. Herr:

In Mr. Conant's absence from
Cambridge I wish to acknowledge the
receipt of your letter to him of May
22, which will be brought to his
attention upon his return next week.

Very sincerely yours,

Secretary to the
President.

HARVARD UNIVERSITY

(INTER-DEPARTMENTAL CORRESPONDENCE SHEET)

Cambridge, Massachusetts

June 13, 1935

My dear Dr. Conant:

Your saying in Petersham last Sunday that you wanted to have a word with me sometime before making definite plans with regard to the Harvard Forest makes me feel that I should let you know of my summer plans. I am going abroad on June 25 and shall be at home by September 2. If you want to have me come in to your office before I go away I shall be most happy to do so, -- or if you and Mrs. Conant would honor me by dining here any evening after next Wednesday it would give me great pleasure. Of course I realize that this is the very busiest time of year for you and that in all probability you are not ready for any discussion about the Forest in which I should enter. But, little as I really know of the concrete plans my husband had made and little as I shall be able to help, I am so anxious to be useful if I can that I want you to know when you can reach me.

In September I shall have my Petersham house open and should love to have you and Mrs. Conant stay with me there. Please do not trouble to have this note answered unless you wish to get into touch with me before June 25.

May I say again how very deeply I appreciate the recognition you gave my husband's work in your acceptance of the memorial tablet?

Sincerely yours, Georgia P. Fisher

see Typed Version
to be scanned

June 13 '35

LOVE-LANE-WESTON-MASSACHUSETTS

My dear Dr. Couart.

Your saying in Petersham
last Sunday that you wanted
to have a word with me
sometimes, before making
definite plans with regard
to the Harvard Forest, makes
me feel that I should let
you know of my summer
plans. I am going abroad
on June 25th, and shall
be at home by September 2nd.
If you want to have me

Come in to your office before
I go away I shall be most
happy to do so, - or if you
and Mrs Couant would honor
me by dining here any
evening after next Wednesday
it would give me great pleasure.

Of course I realize that this
is the very busiest time of year
for you, and that is all
probably you are not ready
for any discussion about the
Forest in which I should enter.
But: little as I really know

LOVE-LANE-WESTON-MASSACHUSETTS

Of the Corsets - please my
husband has made and
little as I shall be able
to help, I am so anxious to
be useful if I can that I
want you to know where
you can reach us.

In September I shall have
my Peterham house open
and should love to have
you and Mrs. Conant stay with
us there. Please do

not trouble & have
this note answered, unless
you write & get into touch
with me before June 25th.

May I say again, how
very deeply I appreciate the
recognition you give my
husband's work in your
acceptance of the Memorial
tablet?

Sincerely yours,

Georgie P. Fisher

Forest

June 17, 1935

Mrs. Georgia P. Fisher
Love Lane
Weston, Massachusetts

My dear Mrs. Fisher:

I am sorry to say that Mrs. Conant and I are leaving Cambridge immediately after Commencement, and it will not be possible for us to have the opportunity of seeing you this spring. There is no hurry about the question of the Forest. No major changes will be made for some time and I shall have ample opportunity to discuss with you the whole problem. I shall look forward to seeing you in the fall.

It was a great pleasure to meet you at Peter-
sham and I am so glad that a suitable memorial has been placed in the Forest. It will be a perpetual reminder to all of your husband's great contribution to Harvard and to the Forest.

Very sincerely yours,

June 19, 1935

Mr. C. S. Herr
Department of Forestry
University of New Hampshire
Durham, New Hampshire

Dear Mr. Herr:

Mr. Conant has asked me to thank you very much for the time and trouble which you took in writing him about the Harvard Forest. He has read your critical comments with a great deal of interest. It is his hope that the Forest may continue under scientific management and make many contributions to the profession.

Very sincerely yours,

Secretary to the
President.

Forest

July 1, 1935

Dr. F. G. Stillman
45 East 75th Street
New York, New York

Dear Dr. Stillman:

The memorial booklet to Dr. Richard T. Fisher reached this office during the confusion of Commencement Week. Mr. Conant was appreciative of your kindness in sending it to him, and was only sorry that he did not find time to send you his personal thanks before leaving for Wisconsin. He is now on his way to France and will not return to this country until the latter part of September. Before leaving, however, he asked me to thank you very much for your kindness in sending him this booklet. He thought it was not only an excellent record of the work and history of the Harvard Forest but also a fitting memorial to Dr. Fisher.

Very sincerely yours,

Secretary to the
President.

H. H. TRYON,
DIRECTOR

File
A. L. BABCOCK,
SUPERINTENDENT

THE BLACK ROCK FOREST

*For Mr. Conant
to see*

CORNWALL-ON-THE-HUDSON, N. Y.

July 3, 1935
JUL 5 1935

Dear Jim:-

This is a dreadfully delayed note to tell you how very grateful I am to you for your hardihood in coming out to the Harvard Forest and helping out on the dedication of the Fisher Memorial. The Memorial Committee, and the alumni appreciated greatly having you there; and I have had a number of letters telling me how pleased the men were with what you said. You did a grand good job, and I want you to know that I think so.

As to the future of the Forest itself, I've been turning this over in my mind for some time, and I shall shortly write you again and at some slight length. The gist of this forthcoming philippic is that A.C.Cline is manifestly out of place as a Director. His strength lies in teaching. He's not an administrator. Cline is quite aware of this; he knows where his strong points are, and has intimated that he would appreciate being relieved of the executive work. I'll send you all this before long.

Sincerely, _____
Henry H. Tryon

Dr. J.B.Conant
Harvard University
Cambridge, Mass.

July 9, 1935

Mr. Henry H. Tryon
The Black Rock Forest
Cornwall-on-the-Hudson, New York

Dear Mr. Tryon:

In Mr. Conant's absence from Cambridge I wish to acknowledge the receipt of your letter to him of July 3. He does not plan to return to this country until the latter part of September, and has left no address to which mail can be forwarded. Your letter will be brought to his attention immediately upon his return in the fall.

Very sincerely yours,

HARPER WOODWARD

Secretary to the
President.

H. H. TRYON,
DIRECTOR

Forest
A. L. BABCOCK,
SUPERINTENDENT

THE BLACK ROCK FOREST

JUL 12 1935

CORNWALL-ON-THE-HUDSON, N. Y.

July 10 - 1935

Dear Mr. Woodward: -

Your note of July 7, advising that Mr. Conant is inaccessible for the summer, is here. I have some thoughts about the Harvard Forest; they might be helpful to Dr. Merrill, our new "Dean of Botany". Can you tell me where I can reach him, and when he will assume his new job?

Thank you so much -

Henry H. Tryon

July 12, 1935

Mr. Henry H. Tryon
The Black Rock Forest
Cornwall-on-the-Hudson, New York

Dear Mr. Tryon:

Dr. Merrill is now at the New York Botanical Garden, Bronx Park, New York City, and will in all probability remain there until the first of October. A letter addressed to him there should certainly reach him in due course.

Very sincerely yours,

HARPER WOODWARD

Secretary to the
President

Forest

HENRY H. TRYON
FOREST ENGINEER
CORNWALL-ON-HUDSON, N. Y.

July 18, 1935

Dear Jim:-

I've taken the liberty of writing to Dr. E.D.Merrill about the Harvard Forest. A copy of my letter is sent herewith so that all parties may be fully informed.

Hope I did not overstep in writing direct, but since you were out of reach I thought perhaps it might help Dr. M. a little.

Sincerely,

H. H. Tryon

Dr. James B. Conant
University Hall
Cambridge, Mass.

C O P Y

HENRY H. TRYON

FOREST ENGINEER

CORNWALL-ON-HUDSON, N. Y.

July 13, 1935

Dr. E.D.Merrill, Director
N. Y. Botanic Garden
Bronx Park, N.Y.

My dear Dr. Merrill:-

I am going to write you with considerable frankness concerning the Harvard Forest. Dick Fisher was one of my close friends, and I had the good fortune to watch that Forest "grow up" under his care. Its future interests me deeply.

It is my understanding that one of your problems is to locate a suitable successor for Professor Fisher. At the moment the situation seems a bit cloudy. A.C.Cline, Assistant Director, now handling matters at Petersham, is evidently not the man for the Directorship. Cline is an excellent technical man, and I rate him a notch or two above the average in teaching ability. That is where his strength lies, and he knows it. He is not an administrator; he is, I think, quite aware of this, and has intimated that he would appreciate being relieved of that sort of work.

The new Director should be, it seems to me, a man of reasonable years and experience; he should have a forester's background; it is essential that he be quite a tactful, accomplishing sort of person. He will have to deal with cabbed, uncompromising scientists, with horny-handed, practical woodsmen and saw-mill operators (who frequently neither understand nor care for technical men), with the people living in the Town of Petersham, with his Faculty colleagues, and occasionally, I trust, with parties possessing generous check-books. It doesn't seem to me that he need be an outstanding technical forester. Personality and executive ability combined with a wide cultural background (so many foresters are such narrow chaps) with, if possible, a goodly acquaintance among the sort of folk whom Huey Long proposes to tax appear to be the chief qualities needed. As a graduate of the School, I naturally incline to the thought of having the new Director a Petersham-trained man.

C O P Y

Dr. H.B.Marrill ----- July 13, 1935 ----- page 2.

HBT

Just where we are to find this paragon is hard to say. Ward Shepard, 1910, now in the Office of Indian Affairs, Washington, D. C. (Interior Dept.) seems to measure up fairly well. Joseph Kittredge, 1913, is an excellent research man, but I believe he is rather firmly rooted at the University of California. Leverett Bradley, 1908, now teaching at the Indian Mountain School, Lakeville, Conn., is a personable chap, but I know little about his other qualifications. J.R.Coolidge III, 141 Milk Street, Boston, is a decidedly able fellow, but he may be too interested in his consulting work. Stanley E. Hall, 1909, might bear looking up, also Robert Marshall, Chief of the Forest Service, Office of Indian Affairs, Washington. J. Nelson Spaeth, 1920, now on the Cornell Faculty has, to my mind, a good array of the needed qualities.

I feel that we must avoid installing a man who is merely a sort of "roughneck" forester and executive. We have to measure up to twenty-seven years of charming, cultivated, stimulating, intellectually honest tradition. It is not easy.

Incidentally, P.R.Gast, now on the Forest Staff, has not been a success. He evidently cannot teach, for very few of his students have completed their projected work with him; and his attempts at research just don't seem to get done.

Please let me know if I can help further. I write at some length and thus frankly because I've been in fairly close touch with Dr. Conant about the whole matter. I was about to write him along these lines when the news of your appointment came to hand. Under separate cover there goes forward to you a copy of the Memorial Bulletin to Professor Fisher. This carries a brief, yet rather complete history of the Harvard Forest which may help you in rounding out the picture. As I said before, the welfare of the Harvard Forest interests me very much indeed --- and anything that I can do to assure its efficient and adequate handling will be attended to promptly.

Yours very truly,

Henry H. Tryon.

July 20, 1935

Mr. Henry H. Tryon
Cornwall-on-Hudson
New York

Dear Mr. Tryon:

In the absence of Mr. Conant in Europe I wish to acknowledge with thanks the receipt of your letter of July 18 and the enclosed copy of your letter to Dr. Merrill. I shall see that they are brought to Mr. Conant's attention upon his return in the fall.

Very truly yours,

Secretary

THE NEW YORK BOTANICAL GARDEN

BRONX PARK (FORDHAM BRANCH P. O.)

NEW YORK, N. Y.

PRESIDENT
HENRY W. DE FOREST
VICE-PRESIDENTS
HENRY DE F. BALDWIN
JOHN L. MERRILL

DIRECTOR
DR. ELMER D. MERRILL
ASSISTANT DIRECTOR
DR. MARSHALL A. HOWE

TREASURER
JOHN L. MERRILL
BUSINESS MANAGER
HENRY DE LA MONTAGNE, JR.

July 31, 1935

Mr. J. W. Lowes
5 University Hall
Harvard University
Cambridge, Massachusetts

Dear Mr. Lowes:

I shall be very greatly obliged if you or some member of your staff could give me the approximate amount in the present endowment and reserve of the Gray Herbarium. I have been asked by the editor of "Science" to write a biographical sketch of Dr. Robinson, and I note on page 353 of Morrison's volume on "The Development of Harvard University" that in 1929 the endowment had been increased to about \$345,000.; I believe that at least one bequest of \$100,000. was received for the Gray Herbarium after Morrison's work was published. I wish to use figures, if this be permissible, in a paragraph covering Dr. Robinson's service to the Gray Herbarium.

Very truly yours



E. D. Merrill

EDM/GMS

August 2, 1935

Dr. E. D. Merrill
New York Botanical Garden
Bronx Park (Fordham Branch P.O.)
New York, New York

Dear Dr. Merrill:

In the absence of
Mr. Lowes I wish to acknowledge
the receipt of your letter of
July 31 which I shall see is
brought to his attention when
he is in the office next week.

Very truly yours,

Secretary

August 6, 1935

Dr. Elmer D. Merrill
The New York Botanical Garden
Bronx Park (Fordham Branch P.O.)
New York, New York

My dear Dr. Merrill:

I have returned from an absence of several days to find your letter of July 31.

The endowment of the Gray Herbarium has increased substantially since 1929, and on June 30, 1935, it amounted to \$525,392. The accumulated surplus of income from current operations had reached on the same date a total of approximately \$25,000. I am not able to supply the exact figure because the books are not yet entirely closed.

We have received from Dr. Cline a tentative salary sheet of the Harvard Forest for 1935-36. It involves the salaries of \$3500. to Dr. Cline as Assistant Director, \$3500. to Assistant Professor Gast, and \$3000. to instructor Hosley. These figures are all at the rate which applied last year, except that Mr. Hosley was absent on half salary. Do you wish this list to go ahead to the Corporation for action at its first meeting in September, or may you wish to recommend some changes before that time?

Yours very truly,

J. W. LOWES

Forest

THE NEW YORK BOTANICAL GARDEN
BRONX PARK (FORDHAM BRANCH P. O.)
NEW YORK, N. Y.

File

PRESIDENT
HENRY W. DE FOREST
VICE-PRESIDENTS
HENRY DE F. BALDWIN
JOHN L. MERRILL

DIRECTOR
DR. ELMER D. MERRILL
ASSISTANT DIRECTOR
DR. MARSHALL A. HOWE

TREASURER
JOHN L. MERRILL
BUSINESS MANAGER
HENRY DE LA MONTAGNE, JR.

August 7, 1935

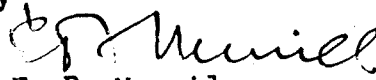
Mr. J. W. Lowes
Harvard University
Cambridge, Mass.

Dear Mr. Lowes:

Thanks for your letter of August 6th. I have given some attention to the Harvard Forest situation and have discussed matters with several graduates and others familiar with the situation. I cannot make any definite recommendations at this time and I therefore suggest that the proposed salaries for Messrs. Cline, Gast, and Hosley be recommended to the Corporation for approval. This will leave matters in status quo until I shall have had the opportunity of familiarizing myself with the whole situation.

I am leaving for London on August 16 and will be back from Amsterdam on September 18.

Hastily



E. D. Merrill
Director

EDM/LDS

HARVARD UNIVERSITY
HARVARD FOREST
PETERSHAM, MASSACHUSETTS

Forest
File

August 24, 1935.

Dr. James Bryant Conant, President
5 University Hall,
Harvard University,
Cambridge, Massachusetts.

Dear Sir:

On November 10, 1934 I wrote you suggesting some possibilities for appointment as Director of the Harvard Forest. Since I have gotten to know him better, I cannot recommend Dr. D.A. Graham for the position. While I like Dr. Graham very much personally, I find that he is not able to get along well with students and such a shortcoming would be especially bad at Petersham where relations between the students and staff are so intimate.

Yours very truly,

N.W. Hosley
N.W. Hosley,
Instructor.

HARVARD UNIVERSITY

HARVARD FOREST
PETERSHAM, MASSACHUSETTS

Millerton, N. Y.,
August 25, 1935.

Mr. John W. Lowes, Financial Vice-President,
Harvard University,
Cambridge, Mass.

Dear Mr. Lowes:

The financial report on the Forest for the last fiscal year has been forwarded to me here at Millerton, where I am taking a vacation. I must say at once that I regretted seeing such a large deficit, not because I feel that we wasted any money but because my understanding with you was that it would not be so large. I believe that writing off a number of old accounts receivable and buying a new truck account for most of the excess over the amount mentioned in our conversations during the year. I did spend considerably more than usual on building improvements, including a gift of \$500, and on the library, but I believe such expenditures were well worth while. Our headquarters building and its facilities for instruction and research are most certainly now in better condition by far than at any time during my thirteen years of connection with the Forest.

It has been impossible for me to give much time as yet to reorganizing our accounting system, but I shall do all that I can before the October 31 report. There are a number of points in this connection which I shall need to discuss with you and Mr. Taylor, but before doing so I want to go over everything in detail with Mr. Hosley, who, as you know, has done most of the bookkeeping at the Forest for a number of years.

Very sincerely yours,


Assistant Director

August 26, 1935

Mr. N. W. Hosley
Harvard Forest
Petersham, Massachusetts

My dear Mr. Hosley:

In Mr. Conant's absence
in Europe may I acknowledge the re-
ceipt of your letter of 24 which will
be brought to his attention upon his
return in September.

Very truly yours,

Secretary.

August 27, 1935

Mr. Albert C. Cline
Harvard Forest
Petersham, Massachusetts

My dear Mr. Cline:

I think the expenses which ran up your deficit last year were either necessitous or provident, and that you will start the coming year in better shape for their having been made. The over-run from the figure on which I had calculated was nominal, and I assume that the necessity for over-running which existed this year will probably not exist in that which we are entering.

I hope you have had a pleasant summer.

Sincerely yours,

J. W. L.

Forest

MAYO CLINIC
ROCHESTER, MINNESOTA

SURGICAL SECTION
OF
DR. HUGH CABOT

September fourth

1935
SEP 10 1935

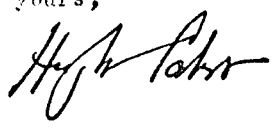
President James R. Conant
Harvard University
Cambridge, Massachusetts

Dear President Conant:

I have long been interested in a purely amateur way in the Harvard Forest. My interest arose largely through knowing Professor Fisher and also from a general interest in the problems of forestry, and particularly its relations to other social activities. I should be interested in any information which you think it proper to give me in regard to your plans for the development of this division. I ask not simply out of curiosity, but because it seems to me that there is a very definite opportunity here for the tying in of this division with very much wider activities of the University.

I had an opportunity this summer of discussing the matter with a friend of mine who has spent his life in this work, a fair proportion of it in connection with the forestry division of the United States Government. His views interested me sufficiently so that I asked him to put them on paper and enclose herewith a copy. If you should be interested in any further development of his views, it could be easily arranged.

Sincerely yours,



hcg:t

Encl. 1

September 10, 1935

Dr. Hugh Cabot
Mayo Clinic
Rochester, Minnesota

My dear Dr. Cabot:

In Mr. Conant's absence from Cambridge I wish to acknowledge the receipt of your letter and the enclosed comments on Forestry at Harvard. I shall bring these to Mr. Conant's attention upon his return to the office next week.

Very truly yours,

Secretary

September 17, 1935

Dr. Hugh Cabot
Mayo Clinic
Rochester, Minnesota

Dear Dr. Cabot:

On returning from two months in Europe I find your letter of September 4 on my desk. I am very glad indeed that you are interested in the Harvard Forest and greatly appreciate your kindness in writing me. I shall take pleasure in reading the remarks on forestry at Harvard which you have forwarded and see that they are also read by those connected with the problem here.

We have delayed appointing a director of the Harvard Forest until we had made further progress on the whole problem of coordinating our botanical units. As you may have heard, we have had the good fortune of securing the services of Dr. Merrill of the New York Botanical Gardens, who will come to us as Coordinator of Botany. One of the first problems which we shall ask him to investigate is the status of the Harvard Forest, how its development can be furthered, and how it can be made an integral part of our whole botanical research unit. I am sure you will agree that whatever may be the proper development from the purely forestry angle, there is very little use of our having a Harvard Forest unless it is connected with other aspects of the University. The first person to whom I shall show your letter is Dr. Merrill, and it will probably be some time before we make any further decision about the Forest. In the meantime, if you have any information or ideas I should be very glad indeed to have you send them to me.

With all good wishes,

Very sincerely yours,

ARTHUR MICHAEL
ELMER PETER KOHLER, Chairman
GREGORY PAUL BAXTER
LAWRENCE JOSEPH HENDERSON
ARTHUR BECKET LAMB, Director
GEORGE SHANNON FORBES
GRINNELL JONES
ALBERT SPRAGUE COOLIDGE
LOUIS FREDERICK FIESER
GEORGE BOGDAN KISTIAKOWSKY
HENRY EDWARD BENT, Secretary
OSCAR KNEFLER RICE
CHARLES HERBERT GREENE
PAUL DOUGHTY BARTLETT

HARVARD UNIVERSITY

DIVISION OF CHEMISTRY

SEP 30 1935

12 Oxford Street
Cambridge, Massachusetts, U.S.A.

September 30, 1935

President James B. Conant
5 University Hall
Cambridge, Massachusetts

Dear Mr. Conant:

A few weeks ago I had the privilege of escorting my brother, Chapin Jones, who is now Professor of Forestry in the University of Virginia and formerly State Forester of Virginia, on a visit to the Arnold Arboretum and the Harvard Forest at Petersham. At the Arboretum Professor Faull guided us around and at Petersham Mr. Cline and Professor Gast performed a similar service. These gentlemen were extremely kind in explaining to us in considerable detail the experiments and researches in progress.

On our way home my brother told me that his impressions of what he had seen were extremely favorable. He had visited the Forest more than a decade ago as a guest of Professor Fisher. He says that the research program with its field experiments started by Professor Fisher in the Harvard Forest is the most important scientific work in forestry now going on in the United States. Since these experiments require decades for their completion and interpretation he regards it as extremely fortunate that they are being carried forward by young men who are both competent professionally and sympathetic disciples of Fisher.

I am writing this note because I thought you might be interested in the opinion of an outside professional Forester who, although a graduate of the Yale Forestry School, cheerfully acknowledges Fisher's leadership in the profession and believes that Harvard is likely to maintain that leadership under his successors.

Sincerely yours,

Grinnell Jones
Grinnell Jones

GJ:DB

Forest

HARVARD UNIVERSITY

HARVARD FOREST
PETERSHAM, MASSACHUSETTS

September 30, 1935.

Mr. James B. Conant, President,
Harvard University,
Cambridge, Massachusetts.

OCT 2 1935

My dear Mr. Conant:

During the past year a committee of the Society of American Foresters, headed by Mr. H. H. Chapman, President of the Society, has undertaken an analysis of the schools of forestry in the United States, as of 1934-35. Its chief purpose was to determine which schools should be included in the "approved" class. (To become a member of the Society one must possess at least a bachelor's degree from a school approved by the Council of the Society.)

The committee has now completed its report, which includes all of the schools in the country, both graduate and undergraduate, and has made it available in mimeographed form to the heads of the schools. Since the method of grading is based upon all measurable factors affecting the efficiency of instruction, there are the usual lengthy and somewhat complicated tabulations with allowances, reductions or adjustments for this or that, and certain arbitrarily chosen norms, which are open to criticism. But, by and large, the report is a very commendable piece of work.

In the table of final grades the Harvard Forest is given 73 per cent., which is some twenty per cent. lower than that arrived at for the large forestry schools such as Yale, Syracuse and Michigan. Our weaknesses are not inherent, however, but rather of such a nature as to be quite readily corrected, chiefly through a somewhat larger staff and increased financial support.

Mr. Chapman has just written the heads of the forestry schools to learn if there are any objections to publishing the Committee's findings in a separate pamphlet. The printed report would omit a statement of budgets. Personally, I believe the publication of the report will prove extremely helpful to the advancement of forestry education in America, but, before replying to Mr. Chapman, I thought it well to inquire whether the University has any objection to the publication of such material by a professional society. If you desire to see the report, I should be glad to forward my copy.

Very sincerely yours,


Assistant Director

October 2, 1935

Mr. A. C. Cline
Harvard Forest
Petersham, Massachusetts

Dear Mr. Cline:

In Mr. Conant's absence from Cambridge I wish to acknowledge the receipt of your letter of September 30, which I shall bring to his attention upon his return next week.

Very truly yours,

Secretary.

October 7, 1935

Dr. E. D. Merrill
Gray Herbarium

Dear Dr. Merrill:

Mr. Conant has asked me to forward to you the enclosed letter from Professor Jones of the Chemistry Department which contains some interesting comments on the work being done at the Arboretum and the Harvard Forest. Will you be good enough to return it for our files.

Sincerely yours,

Stephen H. Stackpole,
Secretary to the President.

October 7, 1935

Professor Grinnell Jones
Mallinckrodt 110

Dear Professor Jones:

Mr. Conant has asked me to acknowledge with thanks the receipt of your letter of September 30 regarding your brother's reaction to the work being done at the Arnold Arboretum and the Harvard Forest. He was very much interested in your letter and has asked me to forward it to Dr. F. D. Merrill, the new Coordinator of Botany.

Sincerely yours,

Stephen H. Stackpole,
Secretary to the President.

October 8, 1935

Mr. A. C. Cline
Harvard Forest
Petersham, Massachusetts

Dear Mr. Cline:

I am sorry to have been delayed so long in answering your letter of September 30.

I see no possible objection from the point of view of the University to having Mr. Chapman publish his survey, provided as you say it does not contain the financial statement of the Harvard Forest. I am sorry that the Forest was given the rank of 73, but am not at all surprised. After all, we are not a forestry school in the ordinary sense of the word; and his rating must have been based to some extent more on the point of view of producing a great number of foresters than on that of scientific work. I shall be glad to see the report when it is printed.

Very sincerely yours,

JAMES B. CONANT

Copy to Mr. Lowes for his information

HARVARD UNIVERSITY
CAMBRIDGE, MASS.

JEROME D. GREENE
SECRETARY TO THE CORPORATION
10 UNIVERSITY HALL

October 24, 1935

Dear Ernest,

The President has seen your plans and he told the Corporation this week that the anonymous donor was prepared to go ahead with the 1908 Fence and Gate. The President is of course very glad to look forward to the early completion of the Fence, and you will doubtless receive a communication before long from Harry Shattuck or from Mr. John W. Lowes with regard to any points that may need to be settled with reference to the construction plans. I assume that it will be quite satisfactory from your point of view to deal with these gentlemen directly; but, if I can be of any further service, you will of course let me know.

Sincerely yours,

JEROME D. GREENE

Dr. Ernest G. Stillman
45 East 75th Street
New York, New York

Oct 29, 1935 - Hubbert to Mr. C. A. C.

October 25, 1935

Mr. Charles A. Coolidge
Coolidge, Shepley, Bulfinch & Abbott
1 Court Street
Boston, Massachusetts

Dear Mr. Coolidge:

You probably remember that an anonymous donor planned several years ago to complete the iron fence around the Yard and to build an Eliot Memorial gateway, and that after the foundations had been laid the pressure of other commitments prevented him from completing the gift. It now appears that the donor is in a position to take the matter up where it was left in 1931.

The Eliot Memorial Gate was designed to go at the entrance to the driveway of the President's house. The garage attached to the President's house has been built since the plans were made; and this garage is so prominent from Quincy Street that any gate which is now built at that location can scarcely be more to the eye than an entrance to the garage rather than to the Yard. In casting about for a possible alternative location, I feel quite definitely that a pedestrian gate in the fence just to the west of the old Fogg Museum on the prolongation of the axis bounded on the west by Boylston, Weld, University and Thayer and on the east by Widener Library, the Memorial Chapel, and the old Fogg Museum would be both appropriate and convenient. It is quite close to the gate between Holworthy and Thayer Halls, but this is not apparent from the Yard side, and I do not see that it would be unreasonably so from the Memorial Hall Delta side.

I do not know whether you saw the original plans which were prepared for the donor by Cram & Ferguson. I should like you to see them, and the alternative site as well; and I hope that if you have a chance to come out to Cambridge, you will let me know so that I can show them to you.

Sincerely yours,

J. W. LOWES

October 29, 1935

Dr. Ernest G. Stillman
45 East 75th Street
New York, New York

Dear Dr. Stillman:

I believe that Mr. Greene has told you that I would write you in regard to the completion of the Yard fence and the Eliot Memorial Gate to be carried out under your generous gift in the name of the Class of 1908.

One or two points arise about the plans upon which I believe we should consult your chosen architect. As Mr. Fletcher is no longer with the office of Cram & Ferguson and is carrying on his work independently, I wonder whether you wish us to consult him on these matters or to consult the office of Cram & Ferguson.

I get the impression from Mr. Greene that you will expect the work to be done between now and Commencement. Should we go ahead on this assumption?

Sincerely yours,

J. W. LOWES

November 18, 1935

Cram & Ferguson
248 Boylston Street
Boston, Massachusetts

Gentlemen:

I believe that Dr. Ernest G. Stillman has written you with regard to his intention of completing the Eliot Memorial Gate and that portion of the fence around the Harvard Yard for which the foundations were laid several years ago. As there are a number of questions on which we should like your advice, I shall be obliged if you will get in touch with my office to arrange an appointment.

Yours very truly,

J. W. LONES

CRAM AND FERGUSON
ARCHITECTS
248 BOYLSTON STREET

CHESTER A. BROWN
GODFREY K. DOWNER
CHARLES L. DUFFY
JOHN A. ROOT

RALPH ADAMS CRAM FRANK E. CLEVELAND
CHESTER N. GODFREY ALEXANDER E. HOYLE

BOSTON

November 19, 1935

Mr. J. W. Lowes
Financial Vice President
5 University Hall
Harvard University
Cambridge, Mass.

Dear Mr. Lowes:

Since our return from the conference this morning, we have examined our specification for the fence, and find that several adjustments need to be made therein to bring it up to the best present-day practice and to fulfill the agreements reached during our conference. A copy will be forwarded to you as soon as it is revised.

Very truly yours,

CRAM AND FERGUSON.

BY C. N. Godfrey

Dit.
C.N.G.

Harvard Forest

E. G. STILLMAN, M. D.
45 EAST 75TH STREET
NEW YORK
N. Y.

Jan 26
January 7, 1935

Docnet
1(6)

Mr. A. L. Cline, Acting Director
Harvard Forest
Petersham, Massachusetts

My dear Mr. Cline:

As you know, Guernsey and Pitman have been engaged for some years in making a group of forestry models which I had hoped to have installed in the Fisher Museum at Petersham. Unfortunately the depression has so curtailed my income that the erection of the Fisher Museum and the accompanying Shaler Hall at Petersham had to be indefinitely postponed. As the completed models are technically my property and have never been officially donated to the University, I was considering how best to present them to the University. Although my original idea was not to allow these works of art to be on public exhibition until the museum was completed and the models installed, circumstances have altered my dream. The approaching 300th anniversary of Harvard University would be a very appropriate time to place the completed models on public exhibition.

I have consulted Professor Oakes Ames and Dr. Thomas Barbour on this matter. They are very anxious to have these models exhibited in the University Museum as part of the exhibits for the 300th anniversary.

E. G. STILLMAN, M. D.
45 EAST 75TH STREET
NEW YORK
N. Y.

A.L.Cline

-2-

My only hesitancy in placing these on exhibition in the University Museum is that too great a pressure might be brought to bear to leave the exhibits there permanently and prevent their removal to the Fisher Museum of Forestry in Petersham as, if, and when the Fisher Museum were built. I think this objection might be overcome if the models all carry labels worded, "From the Fisher Collection, Harvard Forest".

Accordingly, I hereby anonymously present to the President and Fellows of Harvard College, for the use of the Harvard Forest and with the stipulation that the said models be permanently installed ~~to~~ the Fisher Museum if and when a suitable place has been provided at the Forest, the following completed forestry models:

No. 1	Primeval Forest.....	\$5,000
No. 2	Early Settlers.....	2,500
No. 3	Height of Cultivation..	2,500
No. 4	Abandoned Farm.....	2,875
No. 5	Saw Mill.....	3,175
No. 6	Slash.....	3,400
No. 7	Present Day.....	3,250
No. 8	Birch.....	2,900
No. 9	Planting.....	2,950
No.10	Group Selection Cutting	4,800
		<u>31,150</u>

For the purposes of income tax reductions

I am listing the cost of each model opposite the model.

Yours sincerely,



RECORDED

MAR 18 1935

December 5, 1935

Mr. John Collier
Commissioner of Indian Affairs
Hurley-Wright Building
Washington, D. C.

Dear Mr. Collier:

Please accept my sincere thanks for your courtesy in permitting Mr. Ward Shepard to take the time to make a survey of the situation at the Harvard Forest, Petersham, Massachusetts. Your courtesy in this matter has proved to be a real service to Harvard University.

Very sincerely yours,

JAMES B. CONNELL

December 10, 1935

Dr. Ernest G. Stillman
45 East 75th Street
New York, New York

Dear Dr. Stillman:

Cram & Ferguson have made some minor revisions in the specifications for the fence and are sending them out to a number of contractors for bids. This is the one way in which they can find out both what the cost is going to be and the time at which shop work should begin. It seems not unlikely that the invitations for bids may bring about some publicity, and that we may be obliged to explain the circumstances under which the fence is to be completed. My understanding is that we are to say that the fence is the gift of an anonymous donor in the name of the Class of 1908. Unless I hear from you to the contrary, I shall assume that some such statement will be satisfactory to you.

Very sincerely yours,

E. W. LEWIS

December 13, 1935

Mr. Aldrich Durant
Lehman Hall

Dear Mr. Durant:

I have a letter from the anonymous donor to the effect that he wishes to have it understood that the fence is a gift of the Class of 1908 rather than the gift of an anonymous donor in the name of the Class. I am letting Will know that this is the case.

Sincerely yours,

J. W. LOWES

MAYO CLINIC
ROCHESTER, MINNESOTA

SURGICAL SECTION
OF
DR. HUGH CABOT

December fourteenth

19 35

Forestry
Cabinet: Cabot
Call Merrill

file
OK
Dec 20/

President James B. Conant
University Hall
Cambridge, Massachusetts

My dear President Conant:

You may remember that last autumn I expressed to you some interest in the development of forestry at Harvard and the relation of the School of Forestry to the University activities. At that time I also forwarded to you some views in regard to the possible linking up of forestry with the other departments.

I now hear that Doctor Merrill is in search of capable people for this department. I therefore take the liberty of suggesting to you that I believe Dean Samuel T. Dana of the School of Forestry at the University of Michigan is a person who ought to be considered. I have known Dean Dana pretty intimately for more than ten years, and for some six years saw him at work in connection with the development of the school at Ann Arbor. His past relationship with the government activities in Washington has developed in him a considerable ability to meet and deal successfully with a great variety of people. I think he holds a very broad view of the possibilities in this field, and I gather from other sources that he has been thinking along lines similar to those which have interested Doctor Merrill.

I hope you will not regard the suggestion as an impertinence.

Sincerely yours,

Hugh Cabot

ho:gt

William, Dr Ernest J.

October 18, 1955

Dear Mr. Lowes,

I enclose a letter which I have addressed to President Conant but which I will ask you to read and hand to him. I should be interested to know whether I am the sole repository of S's confidence in regard to liquidating his obligations or whether he has made his intentions known to you or the Treasurer.

Sincerely yours,

JEROME D. GREENE

Mr. John W. Lowes
University Hall

October 13, 1935

Dear Mr. Conant,

Dr. Ernest G. Stillman of the Class of 1903, an intimate but eccentric friend of mine, with whose vagaries the Corporation are already familiar, plans, as you know, to have the fence and gate opposite your house down Quincy Street and around the corner of Broadway as far as the section attached to the 1887 and 1888 Gate completed before the next Commencement. The plans were drawn four and a half years ago and I understand they were then approved by President Lowell. Meanwhile, the depression and consequent embarrassment of the anonymous donor has postponed the erection of the fence, and Dr. Stillman thinks it only proper that the plans should be resubmitted and your approval obtained before he goes ahead. In informing me of his intentions, Dr. Stillman added that he expected to clear up before Commencement all financial arrears with the University.

The donor who wishes to keep himself very much out of the picture, has asked me to serve as his intermediary in putting the matter before you now.

Sincerely yours,

JEROME D. GREENE

President James B. Conant
University Hall

Stillman, Dr Ernest G.

October 18, 1935

Dear Ernest,

I am very glad to have your letter of October 15 with the accompanying drawings. I shall submit them to President Conant at the first opportunity and see that you get the necessary assurances of his approval.

If the gate is to be called the "Eliot Gate," as Dean Briggs's letter of February 4, 1932, implies, it seems to me that nothing could be happier than the inscription lifted from the end of Harry James's Biography. Everyone who knows anything about President Eliot would agree that the words are most aptly chosen. I am sure that nothing ever said of President Eliot by anybody could have gratified him so much. Dean Briggs's choice of the passage means a great deal to me, for I know how large a part of his life seemed to have gone with Eliot. But the words are hardly less apt for our successors who knew him not; for the last lines of the inscription are as true of Harvard in the corporate sense as of those who knew and loved President Eliot in the flesh.

Sincerely yours,

JEROME D. GREENE

Dr. Ernest G. Stillman
45 East 75th Street
New York, New York

Stillman, Dr. E. G.
Copy to Mr. Lowes for his information

October 24, 1955

Dear Ernest,

The President has seen your plans and he told the Corporation this week that the anonymous donor was prepared to go ahead with the 1908 Fence and Gate. The President is of course very glad to look forward to the early completion of the Fence, and you will doubtless receive a communication before long from Harry Shattuck or from Mr. John W. Lowes with regard to any points that may need to be settled with reference to the construction plans. I assume that it will be quite satisfactory from your point of view to deal with these gentlemen directly; but, if I can be of any further service, you will of course let me know.

Sincerely yours,

JEROME D. GREENE

Dr. Ernest G. Stillman
45 East 75th Street
New York, New York

Stillman

E. G. STILLMAN, M. D.
45 EAST 75TH STREET
NEW YORK
N. Y.

November 8, 1935

Mr. J. W. Lowes
5 University Hall
Cambridge, Massachusetts

My dear Mr. Lowes:

As regards the Eliot Memorial Gate and the 1908 Fence, please studiously avoid any mention of my name in conjunction with this gift.

Take up any details that you wish directly with Cram and Ferguson whom I have written to directly that you will get in communication with them.

My idea was to have the work finished a few days before Commencement 1936, the inscription to be unveiled and presented to the University by Jack Richardson who ^{was} is the first marshall of the Class of 1908, in the presence of as many members of 1908 as care to attend the ceremony. The date and time are to be made at President Conant's pleasure. I especially mentioned "not in Commencement Week" as I realized how busy he is during that week.

I would like to have the bids asked for and the contract signed at the ^{latest} earliest possible moment, to insure the work being completed by Commencement. As the foundations are all in, I should not think that the work would take very long to erect. Of course the architects will wish to rush matters. When the bids are ready to be accepted by the University, I propose to send you a check, covering the cost of the work.

Yours sincerely,

E. G. Stillman

104 Leland Street,
Chevy Chase, Md.
29 November 1935

President James B. Conant,
(Through Dr. E. D. Merrill)
Harvard University,
Cambridge, Mass.

Dear Dr. Conant:

At your suggestion I am writing down my recommendations on the proposed reorganization of the Harvard Forest School.

After our talk last Friday I had the great good fortune to meet Dr. E. G. Stillman and to talk with him for four hours. He was enthusiastic about my proposed plan for reorganization as I had presented it to you and asked me to offer confidentially to the University on his behalf a sum sufficient to finance the planning of the Forest School and the raising of an endowment without committing the University to any continuing program.

Dr. Stillman now definitely offers to give to the University \$15,000 a year for three years to finance the planning of the Forest School, to raise an endowment and to supervise the completion of the present unfinished Forest records and experimental plots. This is a definitive offer following general assurances previously given to Dr. Merrill by Dr. Stillman that he would give aid to an acceptable plan of reorganization.

This generous offer would permit employing a Director of the proposed program for a period not to exceed three years, and necessary clerical and travel expenses with no permanent commitment on the part of the University and without interfering with -- in fact, strengthening -- the Tercentenary Program. Teaching would be suspended until justified by the permanent endowment. The only additional increases in personnel would be such as the University might be able to finance for the purpose of developing the Forest as a demonstration area.

This offer gives the University everything to gain and nothing to lose; and, I think, greatly alters the outcome of our conference. With Dr. Stillman's offer, the time is peculiarly appropriate for the immediate planning of a Forest School for genuinely advanced training -- a "super Forest School."

In the past three years the conservation movement has received a vast and permanent impetus. The public consciousness has been aroused as never before to the relentless destruction of natural resources. The public is now awake to the fact that during the past fifty years our forests have been destroyed root and branch, the Western plains have been largely turned into a dust-heap, and millions of acres of rich agricultural soil have been swept into the rivers and seas.

Side by side with this destructive exploitation of a continent, has gone the degradation of our rural population. You are of course familiar with the fact that a fundamental cause of rural depression is the wastage of the natural resources on which rural life depends, and that all cures for this depression which fail to deal with the fundamental cause are mere poultices on a cancer. In short, the capacity of this continent to support civilization is being rapidly reduced.

On this rickety foundation of destructive land use, as you know, we are rearing an expensive and highly elaborated civilization. To what end shall Universities produce lawyers and chemists, physicians and philologists, engineers and biologists, if at the same time they do not produce men capable of grappling with this basic problem -- a problem so fundamental as the ground beneath their feet -- which will ultimately determine the fecundity or poverty of our civilization?

Universities in general are not giving anywhere near the financial and intellectual support to the intricate field of conservation that they give to law, medicine and similar professions. In this respect, there is assuredly a need for reassessing the function of Universities in our national life.

Harvard University, you agreed, is in an untenable position in maintaining graduate instruction in Forestry on the present relatively low standard. It suffices here merely to point out that in the recent painstaking and competent rating of Forest schools by the Society of American Foresters, the Harvard School received a low rank on account of deficiencies in personnel, equipment, and budget. But Harvard would I think, be in an even less tenable position if it should decide that it could not contribute to the broad future leadership of the conservation movement.

I am glad of your strong assurance that the University can and should make such a contribution, and of your keen realization that any permanent reduction of the Harvard Forest to a mere demonstration area would sacrifice the accumulation of twenty-five years of scientific work as a training ground for foresters and would at once change it from a national to a parochial institution.

Harvard University, with its brilliant and liberal intellectual resources, with its growing power as a truly national university, could immediately begin to put its impress on the whole field of conservation statesmanship. In no other national endeavor is there a more acute need for brilliant leadership, and the proposed school could be a pioneer in your plan for training broad-gauged public officials.

There is, as you realize, a dearth of men of advanced intellectual discipline in the biological and more especially in the economic, social, and political fields of conservation. Men in key positions in this movement are acutely aware of this shortage of leaders. Because Forestry training has in the past been chiefly on the practitioner level, the profession has failed, in large measure, to attract brilliant students; and even were this not the case, the merely practical type of training does not equip men to deal with the fundamental biological and political factors involved.

With the Harvard Forest as a field laboratory, but drawing in many other departments of the University, Harvard could create unrivalled facilities for the training of advanced students, and could attract brilliant men for doctorate and post-doctorate training.

Harvard could thus not merely deepen forestry education, but could greatly broaden it. Forestry education not only lacks depth, but it is lop-sided in that it is largely preoccupied with biological problems at the expense of the social-economic problem. The advancement of conservation is faced with the great task of supplanting a strictly laissez-faire land ownership philosophy with a reasonable social control. This task requires political and social leadership of a high order.

To illustrate: there is now pending in Congress a bill to create a Federal Forest Bank, which will demand experts in forest credit. World forestry legislation and administrative practices should be made accessible as guides to this country. A new technology of forestry "extension" needs to be developed. The difficult problem of forest taxation requires expert guidance. We need to go much more deeply into the subtle interplay of biological forces, including soils, soil-biology, ecology, light, pathology, etymology, and wild life. The Federal Forest Experiment Stations urgently need men with such training.

In citing these examples I do not wish to imply that the proposed Forest School should turn out mere specialists. On the contrary, the conservation problem for the next generation is in large part a political problem, demanding men with a broad social and philosophical background, capable of grasping and dealing with sharp conflicts between public and private rights, of leading the nation wisely toward a reasonable

social control, of the use of natural resources and of devising new legislative, administrative and cooperative techniques to these ends - men, in short, who can become statesmen in these fields.

Although my plan is restricted to the proposed school of Forestry, the training might later cover the whole field of integral land conservation. Dr. Hugh Bennett, Director of the Soil Conservation Service, is brilliantly elaborating a new philosophy and technique of land conservation in fifty or more great demonstration areas in which he is reconstructing the countryside, physically and socially, drawing on many agricultural, forestry, engineering and educational techniques in a truly integrated attack. Dr. Stillman suggested that the proposed school might eventually become a School of Rural Planning. I present this merely as a possibility to be considered.

There are many friends of Harvard Forest, friends of forestry and lumbermen of means who would respond to a plan of this sort. It would especially appeal to leading men in the great forest industries who have frequently and rightly criticized the forestry profession for its lack of understanding of the intricate economics of the forest industrial problem. The raising of an adequate endowment would of course require the active backing of the President and the Corporation, based on a specific plan worked out in detail with all the Graduate Schools involved. If such an endowment program should be undertaken in 1937, it would require a good deal of preliminary spade-work.

You suggested that Fellowships endowed through the Tercentenary program might be "ear-marked" for the proposed school. In addition, may I suggest that funds be raised for one or more professorships in this School? I shall, as you suggested, send you soon a list of persons who might well be asked to give funds for these purposes, but I strongly urge that a part of the funds be solicited for professorships, as a purely fellowship campaign might dry up sources of funds needed for the endowment of chairs.

Such fellowships and professorships are necessary to attract outstanding men. The Society of Fellows should be open to qualified men in forestry. Students should not be restricted to those with a degree in forestry. Trained economists and biologists, for example, should be drawn on, giving them sufficient general silvicultural training to round out their education. Just as modern medical research demands specialists such as biochemists who do not need a general practitioner education, so Forestry has reached a stage where it needs specialists in economics, law, finance, biology, etc. Also, as you suggested, men should be drawn from the Government service on leave of absence for advanced training.

The present isolation of students at the Harvard Forest should not be continued in the new school. Even those pursuing biological studies primarily at the Forest should be given every opportunity to

mingle in the larger intellectual currents of the University and to round out their training on the social-economic side. Travelling fellowships, for this country and especially for Europe, should be provided. Exchange professorships with the German-speaking countries could probably be worked out through the Carl Schurz Memorial Foundation, with which I have had close advisory relations since my work abroad on a fellowship. This plan would make available to the Harvard School the advanced techniques of countries where forestry -- both in its biological and its social and legislative aspects - has reached the highest perfection.

I gained the impression (I hope not mistakenly) from Mr. Lowes that the University might be able somewhat to strengthen the staff at Petersham on the demonstrational side. A Forest Supervisor at \$5000 to \$6000, two Junior Foresters at \$2000, a clerk at \$1800 and a fund to employ laborers for thinnings and weedings to relieve the technical staff for scientific work, would perhaps meet the immediate needs -- possibly a total of \$15,000, to offset by a possible saving of Gast's salary if he is transferred to another Department. This would be entirely independent of Dr. Stillman's offer, which is restricted to the proposed reorganization and endowment program coupled with general supervision of the Petersham work.

It is clear that if fellowship and professorial endowments are to be sought in connection with the Tercentenary endowment program, and if furthermore a special Forest School endowment program is to be set in motion for 1937, a great deal of preliminary work must be done in perfecting the complete plan of instruction, budgeting, and gearing into the University as a whole in collaboration with all the Departments of the University that would be involved. Dr. Stillman's offer seems like a Providential opportunity to begin this work in the near future. I am sure you will give this proposal your earnest and sympathetic consideration, and I shall eagerly await your reaction to my plan.

Please accept my sincere thanks for the opportunity of presenting this plan and for the hospitality and generous help of the University.

Sincerely yours,

Ware Shepard

Gray Herbarium



Harvard University

Forest

Cross ref: Shepard

M. L. FERNALD, Curator
Fisher Prof. Nat. Hist. (Bot.)
CHARLES A. WEATHERBY, Assistant Curator
LYMAN B. SMITH, Assistant
MILTON HOPKINS, Assistant
RUTH D. SANDERSON, Librarian
MARJORIE W. STONE, Bibliographer

CAMBRIDGE, MASSACHUSETTS, U.S.A.

Dec. 2, 1935.

President James E. Conant,
University Hall,
Cambridge.

Dear President Conant:

For your information I transmit herewith a letter just received from Mr. Ward Shepard regarding the Harvard Forest which is self-explanatory.

Dr. Stillman was in my office this morning and definitely confirmed the statement that Mr. Shepard makes in the third paragraph of the letter, that he will provide the University with \$15,000 a year for a period of three years in order to help place the Harvard Forest School on a proper basis. He stated to me in conversation that he wishes it to be definitely understood that this amount is contingent on his living the next three years, as he does not wish to obligate his estate.

On the basis of Mr. Shepard's report and Dr. Stillman's offer of financial assistance, I should like to proceed to negotiate with Mr. Shepard in reference to his assuming the general supervision of the work of the Harvard Forest, preferably effective about April 1st, but if more convenient, then from July 1, 1936. As expressed by Mr. Shepard in a letter to me dated Nov. 21, "On the question of time, I believe April 1st would be better than July 1st as the programme should be fitted into the Centenary programme.

Mr. Shepard wishes me to make it entirely clear to you that if he be selected to direct the destinies of the Harvard Forest that the University will assume no permanent obligation. He is confident that if you will write to President Roosevelt that you could obtain leave of absence for him for a year, with the understanding that it might be later extended to two or three years. In closing this paragraph, Mr. Shepard states: "I am sure that I can at any time in the future reenter any one of three government services."

Supplementing Mr. Shepard's report on the Harvard Forest, I inclose for your information copy of a special report published in February, 1935 by Messrs. Dana, Guise and Mulford on "Education in Forest Economics", a report that has a direct bearing on the amplified Super Forest School that Mr. Shepard and I discussed with you on Nov. 22nd.

For your information I inclose herewith, in duplicate, a general summary of Mr. Shepard's education and experience; please note that the bibliography is very incomplete, and that a more complete one is to be submitted in the near future.

Very truly yours,

E. D. Merrill
Administrator.

Carl Schurz Memorial Foundation, Inc.
225 South 15th St.,
Philadelphia, Pa.

December 9, 1935.

Dr. E. D. Merrill, Administrator
Gray Herbarium, Harvard University,
Cambridge, Mass.

Dear Dr. Merrill:

I am glad to know about the possible developments of the forestry school of Harvard University and hope that your plans will work out successfully. - I shall of course treat the information which you have given me, confidential.

Re Mr. Ward Shepard. - When the Carl Schurz Memorial Foundation began its work in the field of forestry, they made a grant to Mr. Shepard to enable him to make a further study of the various branches of forestry work in Germany, as a basis for a decision on the lines that might be followed by the Foundation in connection with American forestry. His work was very satisfactory and he made - as far as we were concerned - a comprehensive survey which served as a basis for our final decisions. Since that time we have kept in touch with Mr. Shepard, although he is not on our Forestry Advisory Committee, and he has rendered invaluable service.

I believe that Mr. Shepard has a comprehensive knowledge of the various phases of forestry. So far as I know, he has not specialized in any one field, although I believe he is more conversant with the production side of forestry than with that of distribution. Our contacts with him from the standpoint of the knowledge of the field have been very satisfactory.

I know very little about his administrative ability. My impression, however, is that he will produce the best results when he is virtually his own boss and can develop his field according to his own ideas. He is quite ambitious and this sometimes interferes with some of the plans of his superiors. However, I have always found him agreeable and pleasant, and have never known him to be obstinate or headstrong in the face of conflicting opinions.

Mr. Shepard has a gift for writing and makes a pleasant impression upon people whom he meets, both in a personal and a public way.

I believe that Mr. Shepard is well acquainted with most of the men who are active in forestry work in the United States, However,

Dr. E. D. Merrill -- page 2

I can not say very much on this point except to state that apparently he is on very good terms with Mr. Silcox, the chief of the forestry division, and with the men who are in the Department of Forestry in Washington.

Trusting that the above statements will be of some help to you, I am,

Yours sincerely,

(Signed) Wilbur K. Thomas

c o p y

William P. Wharton
Groton, Mass.

December 9, 1935

Dr. E. D. Merrill,
Gray Herbarium of Harvard University,
Cambridge, Massachusetts

Dear Dr. Merrill:

I have read several times with much interest your letter of December 5.

My understanding of Professor Fisher's conception of the Harvard Forest is that it was to serve (1) as a demonstration of practical forestry in Central New England, (2) as a center of research in the various forest problems which concern that region, and (3) as a laboratory for a limited number of graduates specializing on particular problems.

Under Professor Fisher's able direction the Forest has become probably the outstanding example of its kind in the country. Up to a few years ago its income from sales of forest products exceeded or balanced its ordinary expenditures, and at the same time its forest capital was added to very materially. The severe fall in the prices of ordinary lumber (more especially pine box boards, which have been and still are the chief output) has tipped the balance the other way, and I understand that a deficiency has been incurred for several years. This result would have been inevitable under any management, however efficient. How soon we can expect a material rise in the price of lumber of this character no man can tell, but it is reasonable to suppose that price trends in this product will follow those in other products. In the meantime, it is to be borne in mind that the cut-over areas are being reproduced to much more valuable types of forest, from which in the next 30 years it is reasonable to expect a greatly increased income. If the intervening period can be bridged over, there can be little doubt that the Forest will then be put on a permanently self-sustaining basis.

The research work, as you know, is financed entirely separately from the ordinary forest operations. There are certain special funds the income from which is used to carry on this work. Never large, the annual sum available has, of course, shrunk during the past few years. Inasmuch as the research work is of fundamental importance, it is desirable that additional endowment be secured for this purpose when possible. Thus far research has been very largely of a biological character, because biological problems are at the root of forest production from the soil. These include production of wild animal life. While other aspects of research should not, and have not, been neglected, it seems to me that the biological aspect must remain of large importance in the actual management of a wooded area to produce the maximum social benefits. It is to be remembered that problems which can be solved at a research station such as Harvard Forest, will be of far reaching benefit in the management of the considerable areas of State Forest in that general region, as well as to private owners.

As far as I am aware, the Harvard Forest has never attempted to compete with forest schools such as those at Yale or at Cornell. At one time

W. P. Wharton

courses were given in Cambridge, but these were abandoned, as I understand it, because Professor Fisher felt that the contribution that the Harvard Forest could best make to forestry was of a different character.

From the foregoing you may judge that I am inclined to be conservative on the suggestion of trying to develop the Harvard Forest as a sort of super-graduate school of forestry, centered very largely in Cambridge and concerned with forestry economics, legislation, finance and law, rather than with the problems of forest production on the land. It is, of course, tempting to have an offer for a period of three years, such as you have mentioned, for the purpose of reorganizing and reorienting the work. Three years, however, are a short period when dealing with forestry affairs. Even the 27 years or more during which the Harvard Forest has been under management are a short period in forestry. Although the Harvard Forest is already known far and wide among foresters as an outstanding project, the final realization of its greater potential value cannot be attained without a continuance of the work which has been carried on there up to now over long periods of time. The Harvard Forest has I am sure, a great contribution to make to forestry in New England. To interrupt or to seriously modify its continuity as a unique institution would, I feel sure, be a mistake. We can well leave the ordinary work of forestry education to institutions of that character which already exist and are well equipped for it, and make every effort to keep the Harvard Forest on the course which was mapped out for it by Professor Fisher.

Sincerely yours,

signed

Wm. P. Wharton

C O P Y

University of California
College of Agriculture
Division of Forestry
Berkeley, California

Personal and Confidential

December 11, 1935

Dr. E. D. Merrill
Gray Herbarium,
Harvard University
Cambridge, Massachusetts

Dear Dr. Merrill:

The tentative plans for the development of forestry at Harvard, as outlined in your letter of December 4, are of very great interest. I have waited two days to reply because the matter is of such great importance that I want to be completely sure of my own reactions.

You realize, of course, that in strongly emphasizing forest economics, and at the same time strengthening Harvard Forest, you will be carrying two major lines which are quite dissociated in the sense that they are probably as far apart as any fields of thought embraced within the scope of forestry. This does not necessarily constitute an objection to your plan. Economics and silviculture are both of primary importance in forestry. Both can be admirably conducted at Harvard. My only reason for mentioning it is that one wonders a bit whether it is the part of wisdom to have one man in charge of both. If Harvard were intending to cover the entire field of forestry, there should be one man responsible for the entire program. In this instance, with a reputation already established in silviculture and the work to be further strengthened, with a strong new program in forest economics to be initiated, with wood technology already splendidly provided for under Bailey's competent leadership, and with yourself as general administrator of all activities in this class, might it not be desirable to choose one leader especially strong in economics and another particularly qualified for silvicultural work of a high order?

The above comment may be entirely out of order due to existing limitations. In any event no harm need be done by my having intruded it.

Ward Shepard. He is my good friend. I am very fond of him. Also, I respect him. A few years ago I had hoped that we might have him as a member of our faculty at Berkeley. But I must report my present misgivings.

In my judgment, Shepard's controlling interest in forest economics is a politico-social enthusiasm, rather than a scholarly interest in the scientific approach. He is an ardent disciple of Gifford Pinchot, who in recent years has become so radical in his forest politics as to have alienated the lumber industry and a large group of foresters. Apparently Shepard's philosophy runs along the same lines. His attitude is rather generally known. Specifically, I would fear that the lumber industry would not

U. of California

consider that Shepard would approach its problems with open-mindedness and full justice. This attitude might not fit in well with your School of Business Administration.

It is also reported that, even though Shepard works strenuously at times, his average industry is not of the best. I myself am not so sure on this point, but it appears to be a persistent opinion concerning him.

Shepard has had wide experience and contacts. He is an excellent writer. Of his character, ideals and personality, there can be no question.

It really hurts me deeply to report the possible negative factors. Let me ask a favor of you: Please consider my statements only as cautions, or "safety first" warnings. If you find on investigation that my hesitation is unfounded, I shall be most happy.

I cannot close without expressing my deep-seated satisfaction in knowing that work in forest economics of a high order will probably be inaugurated. Decidedly Harvard is one of the places at which this should be done. To put the work on a completely sound basis at the outset, I could wish that you choose a man of the type of S. T. Dana, Dean of the School of Forestry and Conservation at the University of Michigan: dispassionate, scholarly, well-balanced, effectively energetic, with genuine leadership. May you find that my friend Ward Shepard has these qualities.

Faithfully,

signed Walter Mulford

Professor of Forestry

WM:v

C O P Y

UNIVERSITY OF MICHIGAN, ANN ARBOR
SCHOOL OF FORESTRY AND CONSERVATION

December 11, 1935

Dr. E. D. Merrill
Gray Herbarium,
Harvard University,
Cambridge, Massachusetts

Dear Doctor Merrill:

I am glad to hear from your letter of December 4 that plans are under way for the development of forestry at Harvard along broader lines than have been followed in the past. Increased emphasis on the economic and social aspects of forestry, concentration on graduate work, and close cooperation with the many other related units in the University strike me as particularly important and desirable features of the proposed program. If this can be put into effect with adequate financial support, Harvard should become one of the outstanding leaders in forest education.

Mr. Ward Shepard has considerable native ability, a good technical training, a wide and varied experience, and a pleasant personality. He is chiefly interested in matters of forest policy toward which he has a "progressive" attitude. He writes exceptionally well, and I should regard him as primarily a publicist rather than either an investigator or an administrator. He is perhaps a bit of a dilettante, and his work tends to be characterized by flashes of brilliance rather than by thoroughness and stability. He has plenty of energy, enthusiasm, and imagination, and is an interesting and agreeable companion with those whom he regards as his social and intellectual equals. I should say that his strong points would show up to best advantage as an individual worker rather than as a member of a team, and that a tendency to be somewhat self-centered might interfere with his effectiveness as leader of an organization.

Very sincerely yours,

(signed) S. T. Dana

Dean

Confidential

12/11/35

E. G. STILLMAN, M. D.
45 EAST 75TH STREET
NEW YORK
N. Y.

My dear Mr. Lowes:

The Fence is a gift of the class of 1908. At a class meeting held before your game class voted to make the gift.

No need of mentioning anything about anonymous donor.

Do me know exactly when you have chosen your contractor + I

will send you

check to cover same.

Then the University
can sign contract.

Be sure that this
fence completes the yard.
I believe there are a
few feet on Broadway
besides Quincy street.

Hope to meet you
personally sometime. I know
I am only small fry when
you are hot nothing & millions

E. G. Stillman

December 13, 1935

Dr. E. G. Stillman
45 East 75th Street
New York, New York

Dear Dr. Stillman:

I shall see that it is understood that the fence is a gift of the Class of 1908. The plans do entirely complete the enclosure of the Yard.

I hope very much that I may have the pleasure of meeting you sometime when you are in Cambridge. If I knew all of the friends of the University, which I do not, I am sure that I should know no one who has been more generously inclined than you have been.

Sincerely yours,

J. W. LOWES

96 Ames Building,

Boston.

December 16, 1935.

Dr. E. D. Merrill, Administrator,
Gray Herbarium,
Harvard University,
Cambridge, Mass.

Dear Dr. Merrill:

I have received your letter of December 5th in regard to the appointment of Mr. Ward Shepard of Washington to reorganize and direct the Harvard Forestry School.

I see no objection to the larger program provided it does not sidetrack the valuable silvicultural work that has been done and is being carried on at the Harvard Forest. I would be keenly disappointed if such should happen but I understand from your letter that this would not be the case.

I do not know Mr. Shepard but I have heard the opinion that perhaps his abilities ran more on the line of administration and organization than on scientific achievements. If his appointment would be for three years, I imagine in that length of time his value to the school and the desirability of his reappointment could be thoroughly estimated.

Yours sincerely,

(Signed) John S. Ames

The Ontario
Washington, D. C.

December 16, 1935.

Prof. E. D. Merrill,
Administrator, Gray Herbarium,
Harvard University,
Cambridge, Mass.

Dear Professor Merrill:

Your letter of December 11 is received. It leaves me uncertain whether, under the plans being considered for amplifying the instruction in forestry at Harvard, the Director of the Harvard Forest would assume charge of the building up and management of the organized broader field of instruction, or whether this would be a separate task. The excellent work that has been done and, I understand, is being done by the Harvard Forest research staff on the ground has set a very high standard; and I presume, therefore, you are looking not for a new director of research but for a University departmental or divisional administrator.

Ward Shepard has many qualities that would count heavily in his favor, for such a position. His intellectual ability is outstanding. He is brilliant, broad, energetic, and cultivated. On the other hand, there is possibly a question as to how strong he has shown himself in organizing and executive ability. He is not always prompt, and is more fertile in ideas than practical in his judgments, from my standpoint.

Nevertheless, I should hesitate to give you the impression that his selection would be of doubtful advisability. In winning personality, high principles, innate tact and cooperativeness in human relationships, intellectual and professional distinction, and culture he has qualities that would be hard to match, taken together, as qualifications for filling a position of the kind under consideration and in the field of forestry, in a great University.

Very truly yours,

(Signed) Herbert A. Smith

HARVARD UNIVERSITY

CAMBRIDGE, MASS.

RELEASE: Tuesday AFTERNOON papers,
December 17, 1935.

UNIVERSITY NEWS OFFICE
1935-452

Completion of the permanent fence around the Harvard College yard, including the erection of a large memorial gate in honor of the late President Eliot, will be effected in time for the Tercentenary celebration next year. The building of the gate and 770 feet of decorative iron fence, conforming in design to the existing yard fence, is made possible through a gift of the class of 1908. The architects will be the firm of Cram and Ferguson.

The Eliot gate will be located on Quincy street, between Emerson hall and the president's house. On either side of this gate, the temporary wooden fence which extends for 320 feet from the Dudley gate to Sever quadrangle will be replaced by a permanent fence.

The two other temporary wooden sections in the yard fence which will be rebuilt are 300 feet on Quincy street from Sever quadrangle to Robinson hall corner, and 150 feet from the Old Fogg museum, now Hunt hall, to the Meyer gate in front of Thayer hall.

The fence and gates surrounding the yard, with the exception of the Johnston, Meyer, Class of 1890, McKean, and Dudley gates, were given by the classes of 1857, '70, '73, '74, '75, '76, '77, '80, '81, '85, '86, '87, '88, and '89. Though the various sections were built at intervals between 1890 and 1915 and each section has an individual character, the designs have been made so that all the sections harmonize.

(end)

C O P Y
THE BLACK ROCK FOREST
Cornwall-on-Hudson, N.Y.

December 16, 1935

Dear Dr. Merrill:

Your letter of December 13 arrived simultaneously with Dr. Stillman's popping in here. I am now quite familiar with the set-up, and think it A-1. I am so pleased with the idea of developing the "super-graduate" school that you have briefly outlined. I have for long felt that the equipment at Petersham was not being completely utilized.

Now, as to Shepard. I've known him for about 25 years. We were in the school together. I have always rated him as a big man. His viewpoints are large; he has travelled and made numerous contacts, which haven't hurt him in the least. His judgments regarding people are, I think, sound. His ideals are very high. I admit that Shep is sort of owl-like-looking but that's no harm done. He can get along with anyone who is reasonably human. Furthermore, he is a hard worker, and would expect his subordinates or associates to produce in reasonable degree. I think it is bully that you are seriously considering him. With conditions at Petersham as fluid and uncertain as at present, I feel certain that Shepard, with his background, personality and acquaintance (he could, I think, raise some cash among lumbermen) can knot the strings together and lick the plan into shape. Believe me, if I can help either of you with suggestions — anything but funds! — you may count on me 100%.

Bert Upham has written me occasional fulminations about the tense situation at the school. I'm inclined to agree with you regarding Cline. I am of the opinion that he is far too small a man for the main job. He appears to have an unfortunately large amount of that professional jealousy which we all encounter now and then. He surely has made indiscreet utterances; what you have quoted came back to me — with another, that he hoped "that President Conant wouldn't take all his ideas from Hal Tryon". When I was a student there friction was noticeable by its absence. I do hope you can restore that condition. Again, I think the plan of broadening the School base is first-rate. It is what I have hoped for since some years past.

I hope your Christmas will be quite all right; also that 1936 will line up in proper shape.

Sincerely,

(signed) H.H. Tryon

2 Wall Street,
New York, N. Y.

December 18, 1935.

Dear Dr. Merrill:

Referring to your letter of December 5th, and that of December 13th, I have succeeded in getting in contact with my friend ^{you} Lawrance Rathbun, the forester, who/will be interested to know highly approves of your general ideas regarding the development of The Forest.

He tells me that he knows Shepard and likes him, and that he has checked around with various people, having heard that there was a possibility of Shepard being appointed to The Harvard Forest, and has received the highest reports, particularly from Graves at the Yale Forestry School and Chapman (I think that was the name) of the same place. They have the very highest opinion of Shepard from every point of view. These are probably checks which you have already made, but I send them along for what they are worth.

Rathbun is also a friend of Cline's, and tells me that he believes if Cline were left at The Forest to work under an adequate Director he would be entirely happy. Cline told Rathbun sometime back that he did not aspire to be the Director of The Forest and occupy the position which Fisher used to occupy.

I am writing to Mr. Adams, the Chairman of the Executive Committee of the Overseers, to see if I can get Rathbun appointed a member of the Visiting Committee. I know he would be willing to do it,

Dr. Merrill -- page 2

and would give some time to it, and I am sure that you would like him.
I think he could do much to help both you and myself.

I am going to pursue some other lines, and will report
further later.

Yours faithfully,

(Signed) H. S. Morgan

Dr. Elmer D. Merrill,
Administrator, The Gray Herbarium,
Harvard University,
Cambridge, Mass.

DAY LETTER

December 20, 1935

Dr. Hugh Cabot
Mayo Clinic
Rochester, Minnesota

Very much interested in your letter December
fourteenth. Am sure Dr. Merrill would appreciate hearing
from you directly as he will soon make important decisions
in regard to the Harvard Forest.

James B. Conant

(Original sent to Dr. E.G. Stillman)

C O P Y

F. W. Taussig

December 21, 1935

Cambridge, Mass.

Dear Jerome:

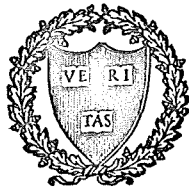
If you have occasion to communicate with the man, or men, who have been most active in bringing about the completion of the Yard fence, I wish you would say to them (or him) how much those of us who are on the ground and who have occasion to go by the Yard daily appreciate the gift. It will round up a movement which I have always thought very beautiful. This dignified and appropriate fence symbolizes not the wish of any one man, or set of men, to show their affection and their generosity, but a deep feeling among the sons of the University as a whole for our Alma Mater. I am not sure whether you will get other letters of this kind, but I have no question that there are many who would want to say a word if they knew whom to address.

Cordially yours,

(signed) F. W. Taussig

Mr. Jerome D. Greene
10 University Hall
Cambridge, Massachusetts

Gray Herbarium



Harvard University

M. L. FERNALD, Curator
Fisher Prof. Nat. Hist. (Bot.)
CHARLES A. WEATHERBY, Assistant Curator
LYMAN B. SMITH, Assistant
MILTON HOPKINS, Assistant
RUTH D. SANDERSON, Librarian
MARJORIE W. STONE, Bibliographer

ca Dec 24 1935

CAMBRIDGE, MASSACHUSETTS, U.S.A.

Dear President Conant:

The "referees" I contacted are almost unanimous in favor of my proposed plan and in favor of Mr. Shehard, and I canvassed a rather wide cross section. Note the reservations in letters from Messrs Dana and Mulford however. Note also the reservations by John Jones and Mr. Wharton regarding Sylviculture with which I am in entire agreement. My attitude is that we should do more ^{sylviculture}, rather than less and I have so written them.

It is desirable that this matter be consummated at the January meetings if possible. Well settled we can get down to work!

E. D. Merrill

2 copies of all documents
are submitted
E. D. Merrill

Gray Herbarium



Harvard University

M. L. FERNALD, Curator
Fisher Prof. Nat. Hist. (Bot.)
CHARLES A. WEATHERBY, Assistant Curator
LYMAN B. SMITH, Assistant
MILTON HOPKINS, Assistant
RUTH D. SANDERSON, Librarian
MARJORIE W. STONE, Bibliographer

CAMBRIDGE, MASSACHUSETTS, U.S.A.
Dec. 27, 1935.

President James B. Conant,
University Hall,
Cambridge.

Dear President Conant:

In reference to the inclosed recommendation appertaining to Mr. Ward Shepard, may I suggest that it would be desirable for you to address a letter to President Roosevelt requesting that the Secretary of the Interior grant Mr. Shepard leave of absence to enable him to accept appointment at Petersham.

In connection with this matter, please read Mr. John Collier's letter of Dec. 24th, copy inclosed. He states that the actual grant of leave of absence would have to be given by the Secretary of the Interior, but that he would be glad to advise him at the proper time that leave of absence should be granted. Please note that he states that any leave granted by the present administration is not binding on the next administration.

Very truly yours,

Handwritten signature of E. P. Merrill.

E. P. Merrill,
Administrator.

EDM/FLG

Gray Herbarium



Harvard University

M. L. FERNALD, Curator
Fisher Prof. Nat. Hist. (Bot.)
CHARLES A. WEATHERBY, Assistant Curator
LYMAN B. SMITH, Assistant
MILTON HOPKINS, Assistant
RUTH D. SANDERSON, Librarian
MARJORIE W. STONE, Bibliographer

CAMBRIDGE, MASSACHUSETTS, U.S.A.
Dec. 27, 1935.

Dear President Conant:

I recommend the appointment of Mr. Ward Shepard as Director of the Harvard Forest at an annual salary of \$7500.00, effective April 1, 1936. This not to be a permanent appointment but one for a period of fifteen months subject to renewal at a later date for the reasons given below.

The inadequate income of the Harvard Forest hardly permits of a permanent solution of the forest problem at present. A supporter of the forest offers the University \$15,000 per year for the next three years to enable us to initiate some reorganization and expansion, with the hope that within that period the Harvard Forest can be placed on a more permanent basis financially and otherwise. This gift renders this appointment possible.

The tentative plan, in which the donor is personally much interested, is to maintain and if possible increase the important silvicultural work carried on at Petersham and at the same time broaden the scope of graduate instruction in forestry to include forest economics, forest finance, etc. through cooperation with existing units in Cambridge. In other words not to train foresters as such but to train professional foresters and others for leadership in forestry, conservation, administration, for which there is at present and presumably will continue to be a strong demand.

With the present financial limitations our field of choice is limited. We can scarcely offer a "permanent" appointment without committing the Corporation to a future program of expenditure that might be absolutely dependent on increased allocations of corporate funds after the first three years. The services of Mr. Shepard can be secured on the basis of leave of absence from his present position in Washington. He is willing to accept "temporary" as contrasted to "permanent" appointment, this in no way obligating the Corporation to continue the program on the basis of Corporation funds after the three year term for which additional funds are to be provided from extra-institutional sources. He believes that within that three year period he can justify the expansion program and ensure its perpetuation financially.

I have contacted many individuals regarding the matter of Directorship of the Harvard Forest. About 30 alumni, stimulated by one or two members of the group have communicated with me in support of Mr. Cline, Acting Director, for the Directorship; yet individuals who wrote me voluntarily in support of Mr. Cline, are equally or even more emphatic regarding the wider program and the appointment of Mr. Shepard.

I have discussed this with Mr. John Ames, Mr. Wharton, and Mr. Henry

S. Morgan, members of the Visiting Committee, copies of their letters attached.

It should be noted that Mr. Ames and Mr. Wharton, both strong supporters of the forest, insist that the silvicultural work must be maintained. My attitude is that it must not only be maintained, but that it must be increased if possible.

I had tacitly assumed, knowing little about it, that the Harvard Forest problem was a minor one in the botanical field, but at least in the forestry profession and among the numerous supporters of forestry, it is a major problem; my docket has assumed large proportions in the course of three months.

While I have the highest admiration of Mr. Cline's ability as a silviculturist, I have come to the definite conclusion that he does not have the breadth of view nor the outside contacts essential for the position of Director, this being particularly true if the wider program is to be developed. This is in no way a reflection on Mr. Cline as a silviculturist, for in this field he has done outstanding pioneer work, making the Harvard Forest the most outstanding one in this field in North America.

It seems to me that with the appointment of Mr. Shepard and the now possible expansion of the base of graduate instruction in forestry that the University has everything to gain and nothing to lose. The only other alternative that I can now see would be frankly the reduction of the Harvard Forest to a demonstration area, and a still further reduction in graduate instruction in forestry. This would be a catastrophe in view of the personal interests and extensive future plans for the forest on the part of one of the deeply interested financial supporters.

Submitted herewith is Mr. Shepard's letter of Nov. 21, which we discussed in conference, biographical and bibliographic data regarding Mr. Shepard, and copies of letters in support of the appointment and of the plan of development.

Very truly yours,


E. D. Merrill,
Administrator of Botanical Collections.

Supporting letters, copies herewith, from:

- ✓ H. H. Chapman, Yale University, President Society of American Forestry.
- ✓ Thomas H. Gill, Secretary, Charles Lathrop Pack, Forest Education Board
- ✓ H. H. Bennett, Chief, Soil Conservation Service, Washington
- ✓ S. M. Spring, Dean, N. Y. State College of Forestry, Syracuse
- ✓ Henry S. Graves, Dean, Yale School of Forestry, New Haven
- ✓ H. A. Smith, U. S. Forest Service, Washington
- ✓ W. K. Thomas, Executive Director, Carl Schurz Memorial Foundation, Philadelphia
- ✓ H. H. Tryon, Director, Blackrock Forest, Cornwall, N. Y.
- ✓ E. H. Clapp, Associate Chief, Forest Service, Washington
- ✓ F. A. Silcox, Chief, Forest Service, Washington
- ✓ S. T. Dana, Dean of Forestry, University of Michigan, Ann Arbor
- Walter Mulford, Professor of Forestry, University of California, Berkeley
- ✓ John Collier, Commissioner of Indian Affairs, Washington

MEMBERS OF THE VISITING COMMITTEE

Henry S. Morgan
William P. Wharton
John Ames

(Note Ames's and Wharton's attitude regarding the continuation of the silvicultural work)

Yale University,
School of Forestry,
New Haven, Conn.

December 6, 1935.

Dr. E. D. Merrill,
Gray Herbarium,
Harvard University,
Cambridge, Mass.

Dear Doctor Merrill:

In the light of what you state as the possible objective in the development of forest education and research at Harvard, it would be my opinion that Mr. Ward Shepard is probably as highly equipped and as capable a man as could be found at present.

I have known him since 1915 very intimately and we were both connected with the U. S. Forest Service at Albuquerque, New Mexico. He is a man of unusual capacity and individuality; very practical and far-seeing in his views and has a rather unusual ability of doing the right thing at the right time in getting them across. He is very highly respected in the profession and is at the present time one of the directors of the Society. He was considered for Editor of the Journal of Forestry but his official duties prevented him from accepting this position. Shepard is a forceful writer and very painstaking, thorough and accurate in anything he puts out. His special field is economics of forestry in which he has had much practical experience and of which his present job is an example.

I could add more but I believe this statement covers what you wish to know.

Sincerely yours,

(Signed) H. H. Chapman

President

Charles Lathrop Pack
Forest Education Board

Office of the Secretary
1214 Sixteenth St., N. W.,
Washington, D. C.

December 11, 1935.

Dr. E. D. Merrill, Administrator,
Gray Herbarium, Harvard University,
Cambridge, Mass.

Dear Dr. Merrill:

Your letter of December 4th, having to do with future plans for the Harvard Forest and for a graduate school of forestry, was of great interest to me. As one who has made his pilgrimage to Petersham in the past, I am glad indeed that the work there is to be made of increasing value to the profession.

In regard to my estimate of Mr. Ward Shepard, I have been familiar with his work for the past twelve years, during the early part of which we were both stationed in the Washington Office of the U. S. Forest Service. At that time he was regarded by the great majority of his colleagues as one of the coming men, and I think the last few years have well fulfilled that prophecy. He has gone on to increasingly important duties with the Indian Service, and upon these Mr. John Collier, of course, could give you more detailed information than I.

Shepard, it seems to me, possesses the outstanding gift of creative imagination, and has used this in evolving, largely by himself, programs and plans that have definitely helped shape the policies of the forest movement for the past eight years -- by this I mean such individual contributions as his statement of the forest policy which was adopted by the Society of American foresters. It was Shepard who, sensing the possibilities of obtaining conservative lumbering by means of the NRA, almost single-handedly championed and successfully fathered the famous Article X of the Lumber Code -- provisions having to do with silvicultural practices on privately owned timberland.

In breadth of viewpoint, Shepard is equalled by very few men in the forestry profession, and I am measuring my words when I say that I do not believe four men in active forestry today exceed him in mental stature and broad intellectual outlook. It seems to me that this, coupled with the wide and varied experience he has had in Government work, should commend him to you as an exceedingly promising candidate for the directorship of your proposed school. It seems to me he should be an ideal man for the job.

Dr. E. D. Merrill -- page 2

Let me close by saying that the subject of forest education is very dear to my heart, and one on which my chief efforts have for some time been devoted. The forestry profession is in sore need of just the kind of school I infer from your letter you plan to establish. We already have too many forest schools busily employed in adding to the mediocrity of the profession, and for this reason you have all my best wishes for the success of the new Harvard school.

If I can be of any further service to you, please do not hesitate to write me.

Very sincerely yours,

(Signed) Tom Gill

U. S. Department of Agriculture
Soil Conservation Service
Washington, D. C.

December 7, 1935.

Dr. E. D. Merrill, Administrator,
Gray Herbarium, Harvard University,
Cambridge, Mass.

Dear Doctor Merrill:

Your letter of December 4, regarding the
directorship of your proposed development of the Harvard Forest,
is received.

I have the highest opinion of Mr. Ward Shepard
as an outstanding forester. He is a man of broad vision, a
thinker and a man of leadership and action. I would consider him
admirably qualified for the directorship of the contemplated
development.

If you wish to consider other possibilities
I have heard that Professor W. F. Ramsdell, School of Forestry
and Conservation, University of Michigan has exceptional qualifi-
cations for the field of forest economics. Also, Mr. E. L. Demmon,
Director of the Southern Forest Experiment Station, Forest Service,
is an unusually capable man who has good qualifications for
development along forest economic lines. However, I do not
know of any better all-round man for your work than Mr. Shepard.

Sincerely yours,

(Signed) H. H. Bennett

The New York State College of Forestry
Syracuse University,
Syracuse, New York.

December 10, 1935.

Dr. E. D. Merrill
Gray Herbarium
Cambridge, Mass.

Dear Doctor Merrill:

Your letter of December 4 is received and I find myself much interested in the problems which you have set forth confidentially. I am particularly glad to see your interest in developing training along the lines of forest economics.

In reference to Ward Shepard whom you are considering, I regard him very favorably in this connection. He is a fellow member of the Council of the Society of American Foresters and his opinions in that committee are held in very high regard. His period of study in Europe and his thoro appreciation of national economic problems fits him, I think, admirably for a position in the educational field, particularly along the lines which you have in mind. He has a keen mind and is one who thoroly and thoughtfully does his work. His personality is excellent and such as would fit into the associations necessary in carrying out your plans.

May I suggest that if you have not Dean H. S. Graves as a reference in this matter that you communicate with him since he has even more intimate knowledge of Ward Shepard than I have.

In whatever reorganization you contemplate I hope very much that Mr. Cline may have a prominent part, particularly with reference to the Harvard Forest and the ability to handle the applications of forestry in the business of the Forest.

With kind regards,

Sincerely,

(Signed) Samuel N. Spring, Dean

Yale University,
School of Forestry,
New Haven, Connecticut.

December 10, 1935.

Mr. E. D. Merrill,
Gray Herbarium, Harvard University,
Cambridge, Mass.

Dear Mr. Merrill:

I have your interesting letter of December 4. Some time ago Henry James stopped in New Haven, and among other things we discussed the problem of forestry at Harvard. I expressed my conviction, long held, that there is an opportunity for work in forestry at Harvard of a distinctive character. You have the background laid by R. T. Fisher which has been given large recognition by the profession of forestry. The Harvard Forest and the work done by the staff stand high in esteem of foresters throughout the country.

We all think very highly of Mr. Cline, who would certainly be an excellent man to be resident manager of the Forest. We have a tract of 7500 acres in northern Connecticut, managed by a resident director, with rank of assistant professor. He manages the forest, and takes part in the work of the summer school. He will in the long run do much more teaching in game administration and various other phases of estate management, forest improvements, applied cost accounting, business administration, and the like.

Our degree of Master of Forestry is granted through the School of Forestry. The work centers around professional training in forestry. Students who wish to specialize further may continue in this school if their work is in the applied fields. Those looking toward the Ph. D. degree in fundamental fields are enrolled in the Graduate School. Their work is directed by a committee on forestry of which I am chairman, with various others in the faculty of the School of Forestry as members. The committee includes also members of other Departments whose work is related to forestry, like economics, zoology, and botany.

I assume that you would have a similar committee in Cambridge which would bring together the interests of various departments concerned with basic features of forestry, under the leadership of the Professor of Forestry.

I have known Ward Shepard many years. He is a Harvard graduate and greatly interested in the work at the Harvard Forest. When I undertook the study of forest education, under a grant from the Carnegie

Mr. E. D. Merrill -- page 2

Foundation a few years ago, I offered Shepard the opportunity to be our active field investigator. He was unable to accept for various reasons. He has been something of a student of education, and, I think, has always looked forward to university work as his final goal. Shepard has had long experience in public service. No one has a better background for work in forest economics and policy. He is scholarly and an excellent writer, and would be very productive. His wife is a woman of cultivation and great charm.

I think that Shepard would win the confidence of the other professors at Harvard, and would be skillful in securing their cooperation.

Do these suggestions help you in any way?

Very sincerely yours,

(Signed) Henry S. Graves

The Ontario
Washington, D. C.

December 16, 1935.

Prof. E. D. Merrill,
Administrator, Gray Herbarium,
Harvard University,
Cambridge, Mass.

Dear Professor Merrill:

Your letter of December 11 is received. It leaves me uncertain whether, under the plans being considered for amplifying the instruction in forestry at Harvard, the Director of the Harvard Forest would assume charge of the building up and management of the organized broader field of instruction, or whether this would be a separate task. The excellent work that has been done and, I understand, is being done by the Harvard Forest research staff on the ground has set a very high standard; and I presume, therefore, you are looking not for a new director of research but for a University departmental or divisional administrator.

Ward Shepard has many qualities that would count heavily in his favor, for such a position. His intellectual ability is outstanding. He is brilliant, broad, energetic, and cultivated. On the other hand, there is possibly a question as to how strong he has shown himself in organizing and executive ability. He is not always prompt, and is more fertile in ideas than practical in his judgments, from my standpoint.

Nevertheless, I should hesitate to give you the impression that his selection would be of doubtful advisability. In winning personality, high principles, innate tact and cooperativeness in human relationships, intellectual and professional distinction, and culture he has qualities that would be hard to match, taken together, as qualifications for filling a position of the kind under consideration and in the field of forestry, in a great University.

Very truly yours,

(Signed) Herbert A. Smith

Carl Schurz Memorial Foundation, Inc.
225 South 15th St.,
Philadelphia, Pa.

December 9, 1935.

Dr. E. D. Merrill, Administrator
Gray Herbarium, Harvard University,
Cambridge, Mass.

Dear Dr. Merrill:

I am glad to know about the possible developments of the forestry school of Harvard University and hope that your plans will work out successfully. - I shall of course treat the information which you have given me, confidential.

Re Mr. Ward Shepard. - When the Carl Schurz Memorial Foundation began its work in the field of forestry, they made a grant to Mr. Shepard to enable him to make a further study of the various branches of forestry work in Germany, as a basis for a decision on the lines that might be followed by the Foundation in connection with American forestry. His work was very satisfactory and he made - as far as we were concerned - a comprehensive survey which served as a basis for our final decisions. Since that time we have kept in touch with Mr. Shepard, although he is not on our Forestry Advisory Committee, and he has rendered invaluable service.

I believe that Mr. Shepard has a comprehensive knowledge of the various phases of forestry. So far as I know, he has not specialized in any one field, although I believe he is more conversant with the production side of forestry than with that of distribution. Our contacts with him from the standpoint of the knowledge of the field have been very satisfactory.

I know very little about his administrative ability. My impression, however, is that he will produce the best results when he is virtually his own boss and can develop his field according to his own ideas. He is quite ambitious and this sometimes interferes with some of the plans of his superiors. However, I have always found him agreeable and pleasant, and have never known him to be obstinate or headstrong in the face of conflicting opinions.

Mr. Shepard has a gift for writing and makes a pleasant impression upon people whom he meets, both in a personal and a public way.

I believe that Mr. Shepard is well acquainted with most of the men who are active in forestry work in the United States, however,

Dr. E. D. Merrill -- page 2

I can not say very much on this point except to state that apparently he is on very good terms with Mr. Silcox, the chief of the forestry division, and with the men who are in the Department of Forestry in Washington.

Trusting that the above statements will be of some help to you, I am,

Yours sincerely,

(Signed) Wilbur K. Thomas

C O P Y

THE BLACK ROCK FOREST

Cornwall-on-Hudson, N.Y.

December 16, 1935

Dear Dr. Merrill:

Your letter of December 13 arrived simultaneously with Dr. Stillman's popping in here. I am now quite familiar with the set-up, and think it A-1. I am so pleased with the idea of developing the "super-graduate" school that you have briefly outlined. I have for long felt that the equipment at Petersham was not being completely utilized.

Now, as to Shepard. I've known him for about 25 years. We were in the school together. I have always rated him as a big man. His viewpoints are large; he has travelled and made numerous contacts, which haven't hurt him in the least. His judgments regarding people are, I think, sound. His ideals are very high. I admit that Shep is sort of owlish-looking but that's no harm done. He can get along with anyone who is reasonably human. Furthermore, he is a hard worker, and would expect his subordinates or associates to produce in reasonable degree. I think it is bully that you are seriously considering him. With conditions at Petersham as fluid and uncertain as at present, I feel certain that Shepard, with his background, personality and acquaintance (he could, I think, raise some cash among lumbermen) can knot the strings together and lick the plan into shape. Believe me, if I can help either of you with suggestions — anything but funds! — you may count on me 100%.

Bert Upham has written me occasional fulminations about the tense situation at the school. I'm inclined to agree with you regarding Cline. I am of the opinion that he is far too small a man for the main job. He appears to have an unfortunately large amount of that professional jealousy which we all encounter now and then. He surely has made indiscreet utterances; what you have quoted came back to me — with another, that he hoped "that President Conant wouldn't take all his ideas from Hal Tryon". When I was a student there friction was noticeable by its absence. I do hope you can restore that condition. Again, I think the plan of broadening the School base is first-rate. It is what I have hoped for since some years past.

I hope your Christmas will be quite all right; also that 1936 will line up in proper shape.

Sincerely,

(signed) H.H. Tryon

United States Department of Agriculture,
Forest Service,
Washington, D. C.

December 16, 1935.

Dr. E. D. Merrill,
Administrator, Gray Herbarium,
Harvard University,
Cambridge, Mass.

Dear Doctor Merrill:

Your letter of December 5 is received. I have known Mr. Ward Shepard for a number of years. He has exceptional breadth of view, wide contacts, and his interest during recent years has been along the general lines indicated in your letter. I believe, accordingly, that he would meet better than almost any other man available most and perhaps all of the qualifications which you have in mind.

Very sincerely yours,

(Signed) E. H. Clapp

Associate Chief, Forest Service

United States Department of Agriculture
Forest Service,
Washington, D. C.

December 7, 1935.

Mr. E. D. Merrill,
Administrator, Gray Herbarium,
Harvard University,
Cambridge, Mass.

Dear Mr. Merrill:

Ward Shepard has breadth of training, wide travel, enthusiasm, and ability to express himself, and my impression of him is that he should be seriously considered for the position. I wish it were possible for me to have had opportunity to be more thoroughly acquainted with the Herbarium at Harvard University. Unfortunately I have not had this chance. It sounds to me a wise policy to keep the objective of the institution as a graduate school of forestry and be a real contribution, for we need more men who are thoroughly grounded in forest economics as a special field after they have had their undergraduate work in forestry.

Some time I hope to meet you personally. Your postscript at the end of your letter brought back a flood of memories and served to identify yourself, because the occasion of introduction into the fraternity was a real event.

With best regards,

Sincerely yours,

(Signed) E. A. Silcox

Chief, Forest Service

C O P Y

UNIVERSITY OF MICHIGAN, ANN ARBOR
SCHOOL OF FORESTRY AND CONSERVATION

December 11, 1935

Dr. E. D. Merrill
Gray Herbarium,
Harvard University,
Cambridge, Massachusetts

Dear Doctor Merrill:

I am glad to hear from your letter of December 4 that plans are under way for the development of forestry at Harvard along broader lines than have been followed in the past. Increased emphasis on the economic and social aspects of forestry, concentration on graduate work, and close cooperation with the many other related units in the University strike me as particularly important and desirable features of the proposed program. If this can be put into effect with adequate financial support, Harvard should become one of the outstanding leaders in forest education.

Mr. Ward Shepard has considerable native ability, a good technical training, a wide and varied experience, and a pleasant personality. He is chiefly interested in matters of forest policy toward which he has a "progressive" attitude. He writes exceptionally well, and I should regard him as primarily a publicist rather than either an investigator or an administrator. He is perhaps a bit of a dilettante, and his work tends to be characterized by flashes of brilliance rather than by thoroughness and stability. He has plenty of energy, enthusiasm, and imagination, and is an interesting and agreeable companion with those whom he regards as his social and intellectual equals. I should say that his strong points would show up to best advantage as an individual worker rather than as a member of a team, and that a tendency to be somewhat self-centered might interfere with his effectiveness as leader of an organization.

Very sincerely yours,

(signed) S. T. Dana

Dean

Confidential

(COPY)

December 24, 1935.

Mr. E. D. Merrill
Administrator, Gray Herbarium
Harvard University
Cambridge, Massachusetts

Dear Mr. Merrill:

Your letter of December 20 has reached me. I had been advised, previously, by Mr. Shepard concerning your plan.

You ask me about Mr. Shepard's qualifications. I consider them to be the highest. When we were creating the position of specialist in land policy in the Indian Service, two years ago, I canvassed the possible men, and I had no doubt that Mr. Shepard was the best equipped of them all. The event has proved this to be the case. Mr. Shepard combines a wide philosophical view with a firm and never-yielding grasp of technical detail, and he uses a disciplined imagination.

While it would be a serious, even if temporary, loss to the Indian Service, I should not want to stand in the way of what you desire. The actual grant of leave of absence would have to be given by the Secretary of the Interior, but I shall be glad, at the proper time, to advise him that the leave of absence should be granted.

Of course, there can be no undertaking by this Administration which would be binding upon the next Administration, in the event of a new Presidency. Leaving that contingency aside, I can assure you that our need and wish for Mr. Shepard's services will continue.

Sincerely yours,

(Signed) John Collier
Commissioner.

December 31, 1935

Dear Frank,

Your letter about the completion of the Yard fence is one of those kind and thoughtful acts which many people think of performing and almost never do. The new sections of the Yard fence, including the Eliot Gate, are a gift of the Class of 1908, but there is an individual who has had more to do with it than anyone else and who is very anxious to remain anonymous. I dare say you would know him if I were at liberty to give you his name; but, at any rate, he knows you, and I shall send him the original of your letter to keep. I know he will value it immensely and perhaps some day he will give himself away.

Sincerely yours,

JEROME D. GREENE

Professor Frank W. Taussig
2 Scott Street
Cambridge, Massachusetts

December 31, 1935

Dear Ernest,

Here is a nice letter from Taussig, which I know will please you immensely. He is a fine chap, and if you ever get to the point of loosening up on your anonymity, at least to him, you might acknowledge his letter; but there is no call for that now.

Sincerely yours,

JEROME D. GREENE

Dr. Ernest G. Stillman
45 East 75th Street
New York, New York

**ARLINGTON STREET CHURCH
BOSTON, MASS.**

December 31, 1935

Dear Jerome:

The gate on your Christmas card is very alluring. What a charming house also is depicted on the card sent us by Helen and young Jerome. It is singularly like in appearance to the house my son Charles has built in Washington.

I am delighted with the prospect of completing the fence around the Yard, and having an Eliot Gate on Quincy Street. I suspect that you had a hand in that arrangement. Can you tell me what men in the class of 1908 are so loyal to my father's memory. When I was at Charles' house in Washington at Christmas time, I observed that the desk in his library, which had belonged to his grandfather, bore a brass plate, saying that it was the gift to President Eliot from the class of 1908. Someone in that class must be suggesting or doing these nice things.

Ought not Charles Hopkinson's portrait of my father (not the one in the faculty room, but one in a standing position, which is now hanging in the Harvard Club in Boston) to be purchased for one or another of the college buildings? I don't think the Harvard Club owns it.

With affectionate good wishes to you and May.

Faithfully yours,

Samuel A. Eliot

E:W