

*Stillman, Dr. E. G.*

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

January 6, 1936

Dear Jerome:

Thank you very much for sending me Professor Taussig's letter. I have been very surprised to find how many people feel the same way as I did about the Harvard Fence.

You may divulge the donor to whomsoever you think should know, providing that they are people who will keep a secret.

I shall shortly send you a tentative draft of the pamphlets to be given out in conjunction with the exhibition of the forestry models for your O.K.

Yours sincerely,

*E. G. Stillman*

*Forest*

January 7, 1936

Mr. Henry L. Shattuck  
24 Milk Street  
Boston, Massachusetts

Dear Mr. Shattuck:

It was impossible for me to bring up at the meeting yesterday a matter on which I may ask you to be ready to act either by letter or in conference next Monday when we meet for a moment.

Dr. Merrill has recommended the appointment of Mr. Ward Shepard as Director of the Harvard Forest at an annual salary of \$7500., effective April 1, 1936. The appointment is to be for one year but it will be my agreement that we will reappoint him for three months more, making a total of fifteen months. I do not propose to take this to the Overseers as it is clearly, except for a technicality, on an annual basis. Dr. Stillman is very anxious to have this appointment made and has promised Dr. Merrill that, if it is made, he will give fifteen thousand dollars a year for a period of three years to the University for the use of the Harvard Forest. This will enable us to pay Shepard's salary and expenses and provide for a slight but not permanent expansion.

Mr. Shepard would come to us on leave of absence from the government service in which he is now employed in the Interior Department, and I should have to write the President of the United States requesting such a leave. Mr. Shepard would come with the understanding that there is absolutely no commitment on our part, and could return to the service without difficulty. He would spend the fifteen months trying to formulate plans for tying the Forest more definitely into the scientific departments in Cambridge, the new School of Public Administration, the Business School, and the Department of Economics. He is a graduate of Harvard College and of the Harvard Forest; and is an enthusiastic forester with big plans and great interest in conservation.

Dr. Merrill has more than twenty-five letters about Mr. Shepard, all favorable, but with a few reservations from

Mr. Shattuck

-2-

January 7, 1936

two or three people regarding the fact that he is an enthusiast and as such may need watching. I must admit personally to having a slight question in my mind about him, as the line between an enthusiast and a fanatic is thin. Dr. Merrill guarantees to keep him within control, and feels that we should certainly make the appointment; I feel that we can not lose because it is only for one year. It seems to Dr. Merrill and Dr. Stillman that we would hardly be justified in refusing to try this experiment for such a short time.

This may or may not be a solution of the problem of the Harvard Forest. Mr. Shepard will formulate plans which will involve trying to raise money, but we are not committed to endorsing them.

Very sincerely yours,

JAMES B. CONANT

Doubt  
15

January 7, 1936

Grenville Clark, Esq.  
31 Nassau Street  
New York, New York

Dear Mr. Clark:

It was impossible for me to bring up at the meeting yesterday a matter on which I may ask you to be ready to act either by letter or in conference next Monday when we meet for a moment.

Dr. Merrill has recommended the appointment of Mr. Ward Shepard as Director of the Harvard Forest at an annual salary of \$7500., effective April 1, 1936. The appointment is to be for one year but it will be my agreement that he will be reappointed him for three months more, making a total of fifteen months. I do not propose to take this to the Overseers as it is clearly, except for a technicality, on an annual basis. Dr. Stillman is very anxious to have the appointment made and has promised Dr. Merrill that, if it is made, he will give fifteen thousand dollars a year for a period of three years to the University for the use of the Harvard Forest. This will enable us to pay Shepard's salary and expenses and provide for a slight but not permanent expansion.

Mr. Shepard would come to us on leave of absence from the government service in which he is now employed in the Interior Department, and I should have to write the President of the United States requesting such a leave. Mr. Shepard would come with the understanding that there is absolutely no commitment on our part, and could return to the service without difficulty. He would spend the fifteen months trying to formulate plans for tying the Forest more definitely into the scientific departments in Cambridge, the new School of Public Administration, and the Department of Economics. He is a graduate of Harvard College and of the Harvard Forest; and is an enthusiastic forester with big plans and great interest in conservation.

Mr. Clark

-2-

January 7, 1936

Dr. Merrill has more than twenty-five letters about Mr. Shepard, all favorable, but with a few reservations from two or three people regarding the fact that he is an enthusiast and as such may need watching. I must admit personally to having a slight question in my mind about him, as the line between an enthusiast and a fanatic is thin. Dr. Merrill guarantees to keep him under control; and feels that we should certainly make the appointment. I feel that we can not lose because it is only for one year. It seems to Dr. Merrill and Dr. Stillman that we would hardly be justified in refusing to try this experiment for such a short time.

This may or may not be the solution of the problem of the Harvard Forest. Mr. Shepard will formulate plans which will involve trying to raise money, but we are not committed to endorsing them.

Very sincerely yours,

January 7, 1936

Dear Ernest,

I have just received a letter from President Eliot's son, Reverend Samuel A. Eliot, in which he says:

"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."

Some day I hope you will gratify Mr. Eliot by letting me give him the name of the anonymous donor in strict confidence, but I am not at all sanguine about your giving me such permission.

Sincerely yours,

JEROME D. GREENE

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

January 7, 1936

Dear Sam,

Your good letter of December 31 got tucked in with other seasonal greetings and thus failed to receive the prompt reply it deserved. Your surmise is correct when you say "someone in that class (1908) must be suggesting or doing these nice things"; but he guards his anonymity so strictly that I must not tell you his name at present. I shall, however, forward to him your comments about the completion of the fence and the construction of the Eliot Gate, in the hope that he may be beguiled into some communication with you. I am not sanguine about that, however.

I agree with you in thinking that Charles Hopkinson's portrait of President Eliot ought to be owned by the University, but these are very difficult times for buying portraits, as I have only recently had occasion to know. There is a complete lack of free money in the University for such purposes. Some day I hope a generous benefactor will provide a fund of \$50,000, the income of which can be accumulated for the occasional purchase of portraits or other non-utilitarian objects.

Sincerely yours,

JEROME D. GREENE

Rev. Samuel A. Eliot  
25 Reservoir Street  
Cambridge, Massachusetts

TEL. KENMORE 5740

*Conant*

ROGER I. LEE, M. D.  
264 BEACON STREET  
BOSTON, MASS.

January 8, 1936

JAN 9 1936

Dear Mr. Conant:

As it happens, I know Mr. Ward Shepard, only slightly to be sure. I know something about his domestic background. I certainly should agree that it was wise, if possible, to put the appointment on a trial basis. I gather Mr. Shepard is a little more stable than he once was, but I should want a certain amount of demonstration that he is able and conspicuous on his own account rather than from the fact that he may shine by comparison.

Sincerely,

*Roger I. Lee*  
R.I.

Mr. James B. Conant, Pres.  
Harvard University  
Cambridge, Mass.

CONFIDENTIAL

January 9, 1936

Dear Sam,

The donor of the last additions to the Harvard Fence, including the Eliot Gate, who is screening himself behind the Class of 1908, gives me his permission to "divulge the donor to whomsoever you think should know, providing that they are people who will keep a secret"; that seems to describe you, so here is the name: Dr. Ernest G. Stillman.

Sincerely yours,

JEROME D. GREENE

Rev. Samuel A. Eliot  
25 Reservoir Street  
Cambridge, Massachusetts

CONFIDENTIAL

January 9, 1936

Dear Frank,

The donor of the last additions to the Harvard Fence, including the Eliot Gate, who is screening himself behind the Class of 1908, gives me his permission to "divulge the donor to whomsoever you think should know, providing that they are people who will keep a secret"; that seems to describe you, so here is the name: Dr. Ernest G. Stillman.

Sincerely yours,

JEROME D. GREENE

Professor Frank W. Taussig  
2 Scott Street  
Cambridge, Massachusetts

Forest

ROOT, CLARK, BUCKNER & BALLANTINE  
31 NASSAU STREET  
NEW YORK

ELIHU ROOT  
COUNSEL

AMERICAN SECURITY BUILDING  
WASHINGTON, D. C.

January 10, 1936.

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

Dear Jim:

I have just written you another letter at which time I had not seen your letter of January 7 about the appointment of Mr. Shepard as Director of the Harvard Forest. In view of Dr. Merrill's recommendation and what you say, I certainly have no objections. I have heard from two or three people, especially Lawrence Rathbun (now Director of the Society for the Preservation of New Hampshire Forests) of the merits of Kline (?) (not sure of the spelling), who was, I think, Fisher's senior assistant. Rathbun spoke to me about Kline and I made a date with him to go down and look at the Forest last October, but when he (Rathbun) could not go, I gave it up.

As you know, Henry James is interested in the Forest because of his having been an intimate friend of Dick Fisher, whom I also knew quite well. James knows Kline, and I believe thinks highly of him; as I recollect from a trip that James and I were going to make to the Forest over a year ago but never pulled off either.

JBC p.2.

My suggestion is that it would be worth a telephone call to James to tell him of this recommendation of Shepard and give him a chance to say something if he wants to.

Sincerely yours,

*Genwill Clark*

HARVARD UNIVERSITY

OFFICE OF THE BUSINESS MANAGER

LEHMAN HALL

CAMBRIDGE, MASSACHUSETTS

January 13, 1936

Mr. J. W. Lowes  
University Hall

Dear Mr. Lowes:

I have just received from Cram & Ferguson the report of the bids taken for the completion of the Yard Fence. As you know, we invited bids from a selected list of bidders who have done satisfactory work for us in the past.

The low bid was made by Hegeman-Harris in the amount of \$32,910. This is based upon the use of granite instead of limestone for posts and inscription tablets.

As you know, the limestone on the existing fence and gates is badly deteriorated and apparently the rate of deterioration is becoming accelerated by the increasing amount of oil and gasoline fumes which modern conditions liberate into the atmosphere. Both the Architects and I strongly recommend the use of granite although the use of limestone will permit a reduction in the total price of \$2,571.

To the total of \$32,910 there is, of course, to be added the fee of the Architects for design and inspection.

I recommend award of the contract to Hegeman-Harris and have instructed Cram & Ferguson to prepare the necessary papers but will, of course, not have them executed until we receive the approval of the Class of 1908 representatives.

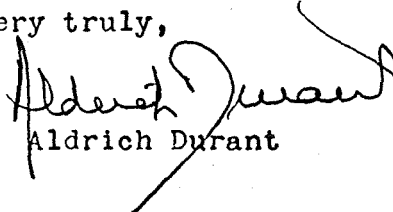
I hope that we shall be able to obtain this approval shortly and that it will be possible to put the shop work underway promptly so that all may be in readiness for erection prior to June first next.

Mr. J. W. Lowes      --2

The shop work on the iron is nearly three-quarters of the total cost and we should, if possible, have available by the first of March about \$10,000. with \$6,000 additional on April first and May first and the balance including Architects' fees on June first.

Awaiting your further advice.

Yours very truly,

  
Aldrich Durant

January 13, 1926

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

Dear Dr. Stillman:

I am enclosing a copy of a letter from Mr. Aldrich Durant, the Business Manager of the University, giving the result of the bids on the fence and his recommendations as to awarding the contract.

I should like to know, at your early convenience, whether you approve of the use of granite rather than limestone. In your last letter you suggested that you would send us a check in the entire amount of the contract when we proposed to sign it. From the last paragraph of Mr. Aldrich Durant's letter I see that this is not necessary unless you still wish to do it that way. I assume that you will pay Cram & Ferguson direct.

Sincerely yours,

J. W. LOWES

Forest

X

January 15, 1936

Mr. Ward Shepard  
United Pueblos Agency  
Indian Service  
Albuquerque, New Mexico

Dear Mr. Shepard:

I have been authorized by the President and Fellows of Harvard College to offer you an appointment as Director of the Harvard Forest for a period of thirteen months from April 1, 1936, at an annual salary of \$7,500., with the understanding that you would take this position while on leave from the Government Service and that there would be no commitment on the part of the University to continue this appointment at the expiration of the thirteen months. I have written to the President of the United States asking if the United States Government would be willing to release you to Harvard University for that period.

Dr. Merrill informs me that you might be interested in accepting this position on this basis with the definite understanding that there was no commitment on our part in regard to your appointment beyond the period I have mentioned, nor that there was any commitment on my part to be willing to allow you during that period to proceed directly with any plans for raising money for the Harvard Forest. I do not see that the needs of the Forest could be combined with the Tercentenary plan. If you came, however, I should always be interested in seeing plans from you or anyone else as to the way in which new endowment might be obtained for a broad project in the University. There is a definite prohibition on "departmental financing" at this time and it is clear that I could not endorse any projects which broke this rule.

Dr. Merrill and I hope very much that you will find it possible to accept this appointment, and I am sure that we would all cooperate with you in your study of the Forest's problems and the reorganization work which you could carry out in the thirteen months

that you would be here. At the same time, it would perhaps be only fair to you to point out that I am not prepared to go as far as you have suggested I should in your letter to me of November 29. In addition to the restrictions on departmental financing which are concerned with the raising of the Tercentenary Fund, I should like to point out that you were under a misapprehension in your statement on page 5 about the money that would be available for the Forest during the coming year. I understand, however, that Dr. Merrill has written you on this matter. Insofar as it is possible to develop plans for the Forest which are an intensification of our efforts rather than an extension of them, I should be entirely in accord, I think, with whatever plans you might suggest. I should be very much interested also in all plans for relating the Forest's activities to those of the other parts of the University. I should be very much opposed, however, to the setting up of any new school or a further elaboration of a separate institute to deal with forest or conservation problems.

Since you were good enough to consider coming to us on a temporary appointment and leave of absence from the Government, it seemed to me only fair that I should state to you my general position so that there would be no misunderstanding. I feel certain that you would be of great service to Harvard University if you felt that you could give us the benefit of your knowledge and experience in helping us plan for the future, and we all hope that you will find it possible to accept this appointment.

Very sincerely yours,

JAMES B. CONANT

Forest

January 15, 1936

My dear Mr. President:

I am taking the liberty of writing you to ask if it would be possible for the United States Government to release Mr. Ward Shepard from the Indian Service of the Department of the Interior on leave of absence without salary for a period of thirteen months beginning April 1, 1936.

We should like to appoint Mr. Shepard Director of the Harvard Forest for that period of time. We hope that if he were granted leave of absence he would be able to organize matters for us at the Forest in such a way that Harvard could be of more service to the country by reason of its activities in the field of forestry and conservation. I understand that Mr. Shepard has shown his interest in the project and might be willing to accept this appointment, and that Mr. Collier, his superior in the Indian Service, might be willing to recommend his leave of absence. It is for these reasons that I am troubling you, sir, with this request.

Very sincerely yours,

JAMES E. CONANT

The Honorable Franklin D. Roosevelt  
President of the United States  
The White House  
Washington, D. C.

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

January 20, 1936

My dear Mr. Lowes:

Although I have cash on hand for the completion of the Fence, a situation has suddenly developed here in New York which makes me feel it much wiser to conserve any ready cash that I may have. It is very unfortunate that this should have occurred, as the delay may preclude the completion of the Fence in time for Commencement. As soon as I can, I will tell you to go ahead with the Fence, but I will not do this until such time as I can enclose a check covering the expense.

I approve the substitution of granite over limestone, as apparently limestone will not last for the next one hundred years.

Yours sincerely,

*E. G. Stillman*

Forest

Cross ref. Shepard

United Pueblo Indian Agency  
Albuquerque, N. M.

22 January 1936

JAN 26 1936

Dear Dr. Conant:

I returned here yesterday after being a few days out of reach of mail, and found your letter of January 15th. I need not tell you that I feel greatly honored and gratified by the offer of a temporary appointment as Director of the Harvard Forest while on leave of absence from the government service. Before coming to a definite decision, however, I should like to raise some questions of interpretation on your letter touching the future possible scope of the work.

When I talked with you, you mentioned that it might be possible to raise fellowship endowments specifically for such a Forest School as we discussed in connection with the Tercentenary plan; and you asked me for a list of possible contributors, which I shall be glad to send to you after my return to Washington if you still wish it.

*Forest  
Contributors*

Regardless of whether or not such fellowships can be created, the question of ultimate adequate endowment is crucial in any effective reorganization of the Harvard Forest as a school. Would the rule against departmental financing prohibit the raising of an endowment both for strengthening the Forest School per se and for strengthening other departments of the University (e. g. economics) in the forestry direction? Or could the proposed school be attached to the new School of Government Administration, and specifically endowed with that end in view?

You say that you would be opposed to the setting up of any new school or a further elaboration of a separate institute of forestry. Would this preclude your consideration of the plan I proposed (at least in its general aspects) of adding to or utilizing the existing resources of various departments, such as law, economics, and business administration, for a wider and deeper type of forestry training?

These two questions of endowment and breadth of program are crucial in the plan I proposed. It was to promote this plan that Dr. Stillman had in mind in offering his gift; and, even though he might be willing to restrict the effort to an intensification of the work on the Harvard Forest, that would fall far short of the objective we both had in mind.

I realize fully that you are not in a position to make any definite commitments on any of these matters; but I should greatly appreciate having your views on just how far we might move in the direction of my plan, provided acceptable ways and means could be worked out in the course of a year or two?

Please accept my most cordial and sincere thanks for the offer of the President and Fellows.

Sincerely yours,

Ward Shepard

*Pres. of A. S. F.  
J. H. Conant*

President Conant.

January 22, 1926

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

Dear Dr. Stillman:

I am sorry that developments will prevent you from beginning the completion of the fence at the time which you had in mind, and hope that you will know that our principal anxiety is that it should be done as and when you find it convenient.

It is possible that the bids which we recently received may not hold good beyond a comparatively short interval; but if we take new bids later they may be lower rather than higher. In any event we shall do nothing more here until we hear from you.

Sincerely yours,

J. W. LOWES

January 22, 1936

Mr. Henry L. Shattuck  
24 Milk Street  
Boston, Massachusetts

Dear Mr. Shattuck:

I have a letter from the anonymous representative of the Class of 1908 as follows:

"Although I have cash on hand for the completion of the Fence, a situation has suddenly developed here in New York which makes me feel it much wiser to conserve any ready cash that I may have. It is very unfortunate that this should have occurred, as the delay may preclude the completion of the Fence in time for Commencement. As soon as I can, I will tell you to go ahead with the Fence, but I will not do this until such time as I can enclose a check covering the expense."

I have acknowledged the letter and will continue the negotiations and the arrangements for the contract. I am passing this on to you only as a matter of record, thinking that his letter has a bearing on his other commitments as well as on this one.

Yours very truly,

J. W. LOWES

January 22, 1936

Mr. Aldrich Durant  
Lehman Hall

Dear Mr. Durant:

I have a letter from the anonymous representative of the Class of 1908 as follows:

" . . . a situation has suddenly developed here in New York which makes me feel it much wiser to conserve any ready cash that I may have. It is very unfortunate that this should have occurred, as the delay may preclude the completion of the Fence in time for Commencement. As soon as I can, I will tell you to go ahead with the Fence, but I will not do this until such time as I can enclose a check covering the expense.

"I approve the substitution of granite over limestone, as apparently limestone will not last for the next one hundred years."

Will you kindly tell Cram & Ferguson that this indefinite delay has arisen. I assume that they will notify the lowest bidder, and I assume, also, that the delay may mean that the bids which were recently received may not hold good.

Sincerely yours,

J. W. LOWES

HARVARD UNIVERSITY  
HARVARD FOREST  
PETERSHAM, MASSACHUSETTS

JAN 24 1936

January 23, 1936

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

My dear President Conant:

You will recall asking to see  
the printed report of the Society of Am-  
erican Foresters' committee which under-  
took the grading of the forest schools.

The report has just been pub-  
lished, in book form, and I am mailing  
you a copy today.

Very sincerely yours,

  
Assistant Director

Jan 24

J.P.C. -

Bearing collaterally  
on this, Mr. Stillman  
has asked us to postpone  
the fence indefinitely -  
although he implies  
that it may be a  
fairly short delay -  
because an emergency  
has arisen which compels  
him to conserve his  
cash. As his fence  
and H.A.A. commitments  
run to \$235,000 odd  
and he can't put up  
\$25,000 of it now his  
large plans for the forest  
don't at the moment  
seem very liquid.

J.P.C.

January 24, 1936

Mr. Ward Shepard  
United Pueblo Indian Agency  
Albuquerque, New Mexico

My dear Mr. Shepard:

In Mr. Conant's absence from Cambridge on a short vacation, may I acknowledge the receipt of your letter of January 22. It will be brought to Mr. Conant's attention upon his return to the office the first week in February.

Very truly yours,

Secretary

THE WHITE HOUSE  
WASHINGTON

January 26, 1936.

JAN 30 1936

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

My dear Dr. Conant:

In answer to your letter of January 15, I am glad to advise you that arrangements can be made to release Mr. Ward Shepard from the Indian Service on leave of absence. Secretary Ickes has informed me, however, that the Departmental regulations limit such leave to a term of 11 months. At any time prior to the termination of that period, an application for additional leave could be considered. In these circumstances I am confident that the matter can be arranged to your satisfaction.

I realize fully that you are offering to Mr. Shepard an opportunity to be of outstanding service not merely to Harvard but to the country.

Sincerely yours,



Forest

January 30, 1936

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

Dear Mr. Cline:

In Mr. Conant's absence from Cambridge  
may I acknowledge the receipt of the printed report  
of the Society of American Foresters' Committee.  
I know that he will be very glad to have this report  
and that he would wish me to express his sincere  
thanks.

Sincerely yours,

Stephen H. Stackpole,  
Secretary to the President.

February 6, 1936

My dear Mr. President:

Allow me to thank you most sincerely for your kindness in considering my request that Ward Shepard of the Indian Service be given leave of absence. I quite understand Departmental regulations which limit such leave to a period of eleven months, and we shall be able to accommodate ourselves to these rules without difficulty. We are not yet certain that Mr. Shepard will wish to accept the position; but if he does, I assure you the willingness of the United States Government to release him will be of the greatest assistance to Harvard and, I believe, eventually to the whole country.

Very sincerely yours,

JAMES B. CONANT

The Honorable Franklin D. Roosevelt  
President of the United States  
The White House  
Washington, D. C.

February 6, 1936

Mr. Ward Shepard  
c/o Yakima Indian Agency  
Yakima, Washington

Dear Mr. Shepard:

On returning from my vacation of two weeks I found your letter of January 21. I am glad that you are considering favorably the possibility of coming to Harvard on a temporary appointment as Director of the Harvard Forest; and am also glad to say that the President of the United States has written me that it will be possible to grant you leave of absence if you decide to accept. As a matter of government regulation it is necessary that the leave be for only eleven months, but we can then apply for an extension before this time is up.

You have asked me certain questions which I shall try to answer as frankly as possible. What I said about the question of raising fellowship endowments still holds. In connection with the Tercentenary plan it is possible for any part of the University to attempt to raise funds for fellowships which are to be awarded with a preference for students in this branch of the University. The word preference should be put there so that the commitment will not be binding on posterity, as one can not tell how any part of the University will develop in one hundred years. For all practical purposes a preference thus expressed is as good as a binding obligation. It would be necessary, however, in the case of the Forest as in any other department of the University for anyone wishing to interest a particular individual in this project to communicate first with the Special Gifts Committee in New York and obtain their approval. This machinery we have set up in order to avoid having several individuals soliciting funds from the same man. Therefore, subject to the general machinery of the Tercentenary Fund, it would be perfectly possible for those interested in the Harvard Forest to attempt to raise endowments for fellowships for people who will study forestry at Harvard.

The rule against departmental financing would prohibit the raising of an endowment in connection with

Mr. Shepard

-2-

February 6, 1936

the Forest School at this time probably no matter how the arrangement was worked out with other parts of the University. I hope, however, that the Tercentenary Fund can be finished up within a year or two and that the ban on departmental financing would then be raised. When it is raised it will be necessary for the Corporation to consider a number of requests of various departments of the University to raise money for their own enterprises. I can not bind myself or the Corporation in advance to approve any such project for forestry regardless of the basis on which it might be put. I can say, however, that I should be very glad to consider and present to the Corporation such a project and have it considered along with similar projects from other departments. Until I have had a little more detailed study made of the situation (a study which I supposed you would make if you were here for a year as Director) and have seen a report of this study I can not be sure that I should recommend to the Corporation the acceptance of an enlarged endowment for work in forestry, even if it should come out of a clear sky. It was my thought that if you were willing to accept a temporary appointment as Director it would be with the idea of preparing a plan and project upon which the Corporation would have to pass; and the only assurance we could give you would be that we would examine your proposals.

My objection to setting up a new School or further elaboration of the School of Forestry would not preclude any sympathetic consideration of a plan of adding to or utilizing the existing resources of various departments for a wider and de per type of forestry training. However, as I said before, I can not guarantee to give this project the Corporation's blessing in advance, nor can I agree as to giving it the right of way on the question of raising money after the Tercentenary Fund is finished. I can only promise to consider the matter.

I hope I have answered the questions in your mind fully and clearly and that you will find the answers such that you will be willing to accept the appointment.

Very sincerely yours,

JAMES B. CONANT

Copy sent to Mr. Shepard  
at Washington address.

104 Leland Street  
Chevy Chase, Md.  
14 February 1936

File Forest

FEB 17 1936

Dear Dr. Conant,

I found your letter on my arrival here from the West two or three days ago, and it completely answered the questions I had raised. I can fully understand that neither you nor the Corporation can be committed in advance to financing the forestry work; but your sympathetic interest and your willingness to have the problem studied and, later on, presented to the Corporation, leaves the way open for Dr. Merrill and me to work out a plan that I hope may be, and have some confidence will be, both sound and convincing.

As I telegraphed to you last night, I am glad to accept temporary appointment on leave from the Government, subject to possible extension, as outlined in your previous letter, and I wish again to thank you, the members of the Corporation, and Dr. Merrill for this fine opportunity to become connected with Harvard.

Unless it would cause complications, I should prefer to report on or about May 1st instead of April 1st, partly because my six weeks absence in the West leaves a relatively short time to wind up my official and personal affairs; and partly because some unexpected developments in reorganization of administration opens an important chance to go forward with some important plans I have been working on. I leave this to your judgment and Dr. Merrill's, pointing out however that the postponement of a financing program to a later time makes less urgent the time of my arrival.

Sincerely yours,

Ward Shepard

President Conant  
Harvard University

*Forest*

DAY LETTER

Feb. 15, 1936

Ward Sheppard  
Indian Service  
Dept. of Interior  
Washington, D. C.

Appointment going forward  
by mail as of May first. Merrill  
and I are delighted you have accepted  
Acting Directorship stop Will  
release news to papers in few days.

James B. Conant

H. H. TRYON,  
DIRECTOR

H. L. MITCHELL  
ASSISTANT DIRECTOR

A. L. BABCOCK,  
SUPERINTENDENT

TYPED COPY

Forest

THE BLACK ROCK FOREST  
CORNWALL-ON-HUDSON, N. Y.

April - 1 - '36

APR 2 1936

Dear Jim:-

Spent the night at Ward  
Shepard's recently, and had a  
long gabble re. Howard Forest.  
I am so glad you've got Shep on  
the job - he is a big man, and the  
plans, as he outlined them, seem  
to me to be the sort of broad-gauge  
thought that is due the place.

With Shep and Merrill on  
hand, I know matters will be  
handled to full advantage,  
and in more elegant than I  
can express - without missing.

Regards to Mrs. Conant, and  
best to you. Don't let this 300th  
business wear you out -

Always

H. H. Tryon

April 1, 1936

Copy of letter from H. H. Tryon

Dear Jim:

Spent the night at Ward Shepard's recently, and had a long gabble re. Harvard Forest. I am so glad you've got Shep on the job -- he is a big man. And the plans, as he outlined them, seem to me to be the sort of broad-gauge thought that is due the place.

With Shep and Merrill on hand, I know matters will be handled to full advantage, and I'm more delighted than I can express -- without cussing.

Regards to Mrs. Conant, and best to you. Don't let this 300th business wear you out.

Always,

H. H. Tryon

April 2, 1936

Mr. H. H. Tryon  
The Black Rock Forest  
Cornwall-on-Hudson, N.Y.

My dear Mr. Tryon:

In Mr. Conant's behalf may  
I thank you for your letter concern-  
ing Mr. Shepard. Mr. Conant is  
away from Cambridge for the Spring  
vacation and will not return to  
the office until next week.

Very truly yours,

Secretary

Forest

April 9, 1936

Mr. H. L. Shattuck  
24 Milk Street  
Boston, Massachusetts

Dear Mr. Shattuck:

I am sorry to have been delayed in writing you about Dr. Stillman's commitments to the Harvard Forest.

Dr. Stillman has had several long conversations with Dr. Merrill, who as you know is now in charge of all our botanical work including the Forest, and has told him that he would provide fifteen thousand dollars a year. This will cover Ward Shepard's salary, which I believe amounts to seven thousand five hundred dollars, and other expenses incidental to Mr. Shepard's carrying out his plan of reorganizing the Forest. You will remember that our commitment to Mr. Shepard is only for a little more than a year (fifteen months), the idea being that in that period of time he would have an opportunity to develop his plans for bringing the Forest into closer contact with the rest of the University and would put before us his plans for raising the necessary sums to support this work in the future. I understand that Dr. Stillman has at least hinted that he would be prepared to be one of those providing the capital necessary for this venture. You also know he is anxious to build a museum at the Forest to house his models.

Frankly, I am very skeptical about the whole venture but think it is worth the gamble. I have told Dr. Merrill that the money must be forthcoming on time from Dr. Stillman or otherwise we shut down the show at once and let Mr. Shepard return to the government service from which he has obtained leave. Dr. Merrill is to see Dr. Stillman in the next month and be quite frank about the whole matter. Theoretically Merrill knows nothing about Dr. Stillman's commitments to the University other than this one. I am enclosing copies of my letters to Mr. Shepard which will show you the reservations which I had clearly in mind in making even this temporary appointment.

Mr. Shattuck

-2-

April 9, 1936

There is absolutely nothing in writing about this commitment of Dr. Stillman's to the Forest, but it would not be difficult to liquidate the venture on short notice if the payments are not forthcoming.

With all good wishes,

Sincerely yours,

JAMES B. CONANT

April 8, 1936

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

Dear Hal:

Thank you for your note. I am glad you approve of the way we are headed.

The whole thing is more or less of a gamble as it is by no means certain that we can find the necessary funds to keep the Forest going. If we can't in short order we shall have to put the Forest into "mothballs" and treat it as a demonstration area. I hope this will not be necessary; but all the friends of the Forest will have to regard this as a definite possibility. In these days of shaky financial matters we can not make commitments where the capital is not in sight. I hope that money may be forthcoming for the plans which Mr. Shepard proposes to shape up; but, as I said before, the thing must now be regarded as a pure speculation. We shall know the answer in a year.

With all good wishes,

Sincerely yours,

JAMES B. CONANT

HARVARD UNIVERSITY  
CAMBRIDGE, MASS.

OFFICE OF THE AUDITOR  
LEHMAN HALL

May 14 1936.

Dear Mr. Stackpole:

With reference to the Francis H. Cummings Scholarship I enclose a copy of Mr. and Mrs. Cummings' letter in establishment of the scholarship together with a copy of the Vote of the Corporation which restricted the award to the School of Landscape Architecture.

Sincerely yours,



John L Taylor  
Auditor

Mr. S. H. Stackpole,  
University 5,  
Cambridge, Mass.

Forest

May 14, 1936

Mr. Ward Shepard  
Harvard Forest  
Petersham, Massachusetts

Dear Mr. Shepard:

I am enclosing a copy of the letter which accompanied the original gift of the Cummings Scholarship and of the vote of the Corporation which transferred that scholarship definitely to the School of Landscape Architecture. You will see from this that only by a Corporation vote could the scholarship again be awarded to students in forestry.

Sincerely yours,

Stephen H. Stackpole,  
Secretary to the President.

F  
COPY - Attention of President James B. Conant

Forest

JUN 1936

Duke University,  
Office of the Director,  
Durham, North Carolina,

May 15, 1936.

Dr. E. D. Merrill  
Botanical Laboratories  
Harvard University  
Cambridge, Mass.

Dear Dr. Merrill:

Ever since I noted in a recent issue of Science that Mr. Ward Shepard was joining your forestry staff, I have been intending to write you.

In the first place I should like to say that I believe Mr. Shepard will carry back to Harvard a wealth of ideas and a breadth of view which should go far toward developing forestry in Harvard to the place that I have always felt it deserves. Due to Mr. Shepard's wide experience both in this country and in Europe and by virtue of his temperament in addition, he should be eminently qualified for the task immediately ahead of him.

I should also at this point like to emphasize my own views concerning the place which I hope it will be possible to afford forestry in your new set-up at Harvard. For the last twenty-five years, the forestry profession has been looking to Harvard, and particularly the Harvard Forest, with a great deal of expectancy. The Harvard Forest does not have its counterpart anywhere in the United States. The work that Professor Fisher and Mr. Cline have started at the Harvard Forest has more than justified the effort. The Harvard Forest is increasingly becoming a mecca for both foreign and native foresters. For example, every time that I am within reach of New England, I feel that I must visit the Harvard Forest in order to see what new results are available from the demonstrations and experimental work of Fisher and Cline. The feeling of the forestry profession is unanimous in that this work must go on and if possible it should be augmented. I can perhaps best convey to you my own personal feeling toward the Harvard Forest by saying that when Duke University first considered taking up forestry and the ultimate development of a graduate school of forestry, I called the attention of the President and the Administrative Committee to the Harvard Forest and that it was my suggestion that we develop as nearly as local conditions would permit another Harvard Forest in Durham and Orange Counties, North Carolina. I honestly believe that we are well on our way although naturally more time must elapse before we can hope to have the good things in the way of demonstrations and the results of experiments available here that are available at Petersham. Under separate cover,

Dr. E. D. Merrill -2-

I am forwarding you a copy of Bulletin 1 of our forestry series in which Professor Maughan and I have endeavored to describe the Duke Forest as it was when we first placed it under management in 1931 and in which we have set forth our more important aims and objectives. I believe those who are familiar with the development and objectives of the Harvard Forest can see that many ideas have been brought here from the Harvard Forest. I sincerely hope that its good work may not continue uninterruptedly but may with the future years be developed even more extensively and broadly.

May I take this opportunity of extending a cordial invitation to you and any other of your colleagues who may be interested to visit our Forest whenever you are in striking distance?

Meanwhile with congratulations and best wishes, I am

Cordially yours,

(signed) C. F. Korstian

Director & Professor of Silviculture

CFK:R

HARVARD UNIVERSITY

HARVARD FOREST  
PETERSHAM, MASSACHUSETTS

May 18, 1936.

*File*

Mr. Stephen H. Stackpole,  
Office of the President,  
Harvard University,  
Cambridge, Mass.

Dear Mr. Stackpole:

I am very grateful for your letter of May 14 and for your kindness in looking up the Cummings Scholarship. It is clear that one reason for transferring the scholarship to the School of Landscape Architecture was the organization of the Harvard Forest School as a purely graduate institution requiring a bachelor's degree in forestry for entering. The provision of the gift restricting the award of the scholarship to Harvard students holding a Bachelor of Arts degree would, of course, preclude the use of the scholarship here.

Sincerely yours,

*Ward Shepard*

Director

Forest

HARVARD UNIVERSITY

HARVARD FOREST  
PETERSHAM, MASSACHUSETTS

August 21, 1936.

AUG 22 1936

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

Dear Dr. Conant:

On September 9 and 10 the New England Section of the Society of American Foresters is meeting at the Harvard Forest in honor of the Tercentenary. We expect an attendance of perhaps 150. I enclose a copy of the program.

I know how greatly burdened you are with the Tercentenary Celebration and I hesitate to invite and still more to urge you to come. I simply want you to know that we are taking a hand in the celebration, and that if you can come, even for a few hours, we shall be delighted to have you.

Sincerely yours,

Ward Shepard  
Director

Ward  
Shepard

August 31, 1936

Mr. Ward Shepard  
Director, Harvard Forest  
Petersham, Massachusetts

Dear Mr. Shepard:

Mr. Conant has asked me to thank you very much for your kindness in letting him know about the forthcoming meeting of the New England Section of the Society of American Foresters which is being held at the Harvard Forest in honor of the Tercentenary.

Very sincerely yours,

Stephen H. Stackpole  
Secretary to the President

PROGRAM



New England Section  
Society of American Foresters



The Annual Summer Meeting  
September 9 and 10, 1936

AT

THE HARVARD FOREST  
PETERSHAM, MASSACHUSETTS

On the Occasion of the Tercentenary Celebration  
OF  
Harvard University



1636 :: 1936

## GENERAL INFORMATION

The meeting officially begins at 9:00 o'clock on Wednesday morning, the 9th, and ends at 5:00 o'clock Thursday afternoon. A short business session will be held Wednesday evening.

Headquarters for the meeting is the Nichewaug Inn, Petersham, which, because of a capacity of only 100 guests, will be reserved exclusively for members of the Section. The Inn will be open on the 8th to accommodate early arrivals. Rates, \$4 and \$5 per day, including meals. At Athol, 9 miles distant, the Leonard Hotel and the Pequoig Hotel will provide rooms at \$1.50 and \$2 per night. Other hotels well within an hour's drive are the Colonial at Gardner (17 miles), the Toy Town Tavern at Winchendon (20 miles), and the Bancroft at Worcester (25 miles). Lunch for those stopping out of town may be had at the Nichewaug Inn for 75¢, dinner at night for \$1.25. Good restaurants are available in Athol. Members are requested to make their own reservations, and are urged to do so well in advance of the meeting date.

Four one-half day field excursions have been arranged, and, in order to facilitate the work of those acting as guides, the party will be divided into four groups. Detailed information concerning the various areas visited on each trip will be provided at the time of the meeting.

---

## PROGRAM OF FIELD TRIPS\*

### TRIP ONE

#### THE PROSPECT HILL BLOCK

The party will motor to the Harvard Forest headquarters building, there leave cars and proceed on foot to inspect coniferous plantations on Compartments I, II, VII and VIII, and an improvement cutting in middle-aged hardwoods on Compt. I. (1½ hours.) Thence by motor on the Prospect Hill Road to Compts. III, IV, V and VI. Oldest plantations on the Forest, thinnings in planted pine and spruce, prunings, spacing experiment in planted white pine, seed tree cutting. (1½ hours.)

### TRIP TWO

#### THE TOM SWAMP BLOCK

Motor to the southeast corner of the Block, ¼ mile northwest of the Nichewaug Inn; leave cars and journey on foot (½ mile) through Compt. I. Weedings and thinnings in mixed hardwoods on rich soil, gypsy moth control cuttings in hardwoods. (1 hour.) Motor to woods road entrance between Compts. II and

---

\* Field trips will start from the Nichewaug Inn at 9:00 o'clock in the forenoon and at 2:00 o'clock in the afternoon.

V; thence on foot ( $1\frac{1}{4}$  miles) through Compts. II, III, IV, V and VI. Young hardwood and mixed conifer-hardwood stands under intensive treatment—weedings, improvement cuttings, thinnings, reproduction cuttings and soil observations. (2 hours.)

### **TRIP THREE**

#### **THE TOM SWAMP BLOCK**

Motor north on state highway  $1\frac{1}{2}$  miles to Tom Swamp Road (on the left), thence to northern portions of Compts. III and IV. Mixed hardwood and conifer-hardwood stands under intensive management for sawtimber production. Thence to Fisher memorial boulder and tablet, and around Harvard Pond, Compts. V, VI, VII and VIII. Culled old growth stand, gypsy moth control cuttings, coniferous plantations on light soil, the 1935 sawtimber cutting area, and spruce bog. Thence continuing by motor, to Compt. IX. Reproduction cuttings of several kinds in pine and pine-hemlock stands on light, sandy soils—group selection, uniform shelterwood, and clear-cutting by strips; soil observations. (3 hours.)

### **TRIP FOUR**

#### **THE SLAB CITY BLOCK**

Motor south on state highway 2 miles, stopping at spruce plantation (Comp. VII), reclamation plot in severely weeviled pine plantation on the Choate Estate, and culled old growth on Compt. X. Return by same route as far as Quaker Road, thence by woods road along Swift River to Compts. III, IV and V. Return to highway and re-enter Forest at Compt. II. "Old field" white pine stands, plantations of conifers and hardwoods on cutover land, thinning, cartridge planting, acorn planting, and pruning in pine of natural origin. (3 hours.)

### **OTHER TRIPS**

The Forest staff will endeavor to arrange special trips during the course of the meeting, or on the day following, at the convenience of members wishing to see a nursery fertilization experiment at the Metropolitan District Water Supply Commission's nursery in the Swift River reservoir area, work in game management, the Pisgah old growth forest in Winchester, New Hampshire, or such other available places and projects as may attract group interest. A special invitation is extended to all guests to visit the Harvard Forest Models on exhibition at the University Museum, Cambridge. Guides are in attendance from 9:00 A. M. to 5:00 P. M. on week days, and from 1:00 to 5:00 P. M. on Sundays. If a sufficient number should desire to see the Models on Friday morning, the 11th, a member of the Forest staff will act as guide.

