

Ward Shepard
ca 1937

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Not for Publication

PROPOSED PROGRAM OF ADVANCED RESEARCH AND INSTRUCTION
AT HARVARD UNIVERSITY IN THE CONSERVATION OF NATURAL RESOURCES

Harvard University proposes to seek a minimum endowment of two million dollars for advanced research and instruction in the conservation of natural resources in the broadest sense. The income from this endowment would not be allotted to any one department of the University, but would be under the administration of an inter-departmental committee, whose program and decisions would be subject to approval by the President and Fellows of the University. This committee would represent the Harvard Forest, the Department of Economics, the Arnold Arboretum, the Biological Laboratories, the Graduate School of Public Administration, and perhaps others. The income from the fund would be used for instructorships, graduate fellowships, and research assistantships, and for scientific materials and the publication of results. The fund would be kept fluid in order to meet changing needs as the conservation movement develops in the coming years, and for this reason permanent appointments will be held to the minimum until the work is more fully developed.

The Need for Such a Program

Beginning some thirty years ago and more especially in recent years, there has been a very rapid acceleration in the movement for the conservation of natural resources, especially forests, range lands, soils, and waters, and to a lesser extent, mineral resources. There is now apparent a strong tendency on the part of the various federal, state, and private agencies concerned toward the unification and integration of the numerous administrative and technological attacks on these basic problems of national existence. This tendency

is evident in the growing demand for integral watershed authorities similar to the Tennessee Valley Authority, in the proposal for the creation of self-governing soil conservation districts, and in the planning program of the National Resources Board. By and large, however, technical education is not keeping pace with this movement of integration. Education in these fields is still largely, though not exclusively, at a specialized vocational level, the specialists in the main approaching the problem in rather narrow grooves and failing to grasp the complex interrelationships of the problem as a whole.

The ultimate solution of these problems will require large reorientations of public policy and administration and of private and industrial uses of natural resources. It involves large scale social and economic researches, new bodies of federal and state legislation, new administrative organizations and techniques, far reaching researches in the fundamental sciences involved and in their application to practical problems, the reform of forest taxation, the systematic planning of land use, industrial and rural reorganization, and restraints on the destructive use of natural resources. Obviously, wise public and industrial guidance of such a complex movement will require many men trained not merely in the technical aspects of the problem, but in the broad social, economic, administrative, and legislative aspects. It is on this latter level that Harvard University proposes to operate under the new plan.

Available Resources

The Harvard Forest

For some thirty years the Harvard Forest has been engaged in advanced research and training in silviculture, forest soils, sustained yield management, and other aspects of forestry. The Forest

is unique among its kind in the United States because of the long period and intensity of its scientific management. Under the new plan, it is proposed to expand the fundamental research in the direction of maintaining and improving forest soil fertility and improving the quality and growth rate of timber through seed selection and tree breeding. In the more practical approach, it is proposed to use the Harvard Forest as a research and training center for the development of land use planning in the broadest sense and the development of forest cooperatives for restoring the productivity of farm woodlands as an indispensable part of the rural economy. Contingent on an adequate endowment for the maintenance of the Harvard Forest on a stable financial basis, the University is promised the funds for a modern instructional and research plant at the Harvard Forest for the faculty, advanced students, and research workers.

Graduate School of Public Administration

This school will be primarily concerned with public administration not on the mere vocational level but chiefly on the level of the social, economic, and legislative aspects of public policy. It proposes to draw its students primarily, though not exclusively, from the public services. An important field for the new school will be the public aspects of the conservation movement. It is proposed to establish one or more instructorships and adequate fellowships and research assistantships in conservation centered in this school but drawing also on the Department of Economics, the Harvard Forest, and the Law School. Subjects of typical and urgent importance are land use planning, conservation legislation, and forest economics. In the latter field, relatively little advanced work has been done as compared, for example, with the field of agricultural economics. Both the public services and the forest indus-

tries need men highly trained in the economic and financial aspects of sustained yield forest management. The disappointing progress in private forestry is in part traceable to failure to come to grips with these fundamentals. These examples are illustrative rather than inclusive. Many other fields need similar intensive treatment, such as the conservation of coal, petroleum, and other minerals, and the conservation and highest social use of water power.

Other University Departments

The Arnold Arboretum and the Biological Laboratories are equipped to conduct or collaborate in fundamental researches in forest soils, genetics, plant physiology, morphology, zoology, entomology, pathology, and other problems. The need here is largely for research assistantships and graduate fellowships. The fundamental biological aspects of plant and soil conservation await a more far-reaching and integrated attack than has thus far been made.

Gifts

Gifts to this endowment fund may either be unrestricted, and thus applied to any phase of the field approved by the President and Fellows, or be devoted to specific purposes, such as instructorships, fellowships, or research assistantships in specified fields. In the latter case, however, it is hoped that sufficient discretion will be given to the President and Fellows to use such gifts for changing needs as time goes on.

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(Handwritten signature)

Not for Publication

PROPOSED PROGRAM OF ADVANCED RESEARCH AND INSTRUCTION
AT HARVARD UNIVERSITY IN THE CONSERVATION OF NATURAL RESOURCES

Harvard University proposes to seek a minimum endowment of two million dollars for advanced research and instruction in the conservation of natural resources, with special emphasis on forest and soil conservation. The income from this endowment would not be allotted to any one department of the University, but would be under the administration of an inter-departmental committee, whose program and decisions would be subject to approval by the President and Fellows of the University. This committee would represent the Harvard Forest, the Department of Economics, the Arnold Arboretum, the Division of Biology, the Graduate School of Public Administration, and perhaps others. The income from the fund would be used in large part for instructorships, graduate fellowships, and research assistantships, and for scientific materials and the publication of results; but a part of it would be allotted to the Harvard Forest for research, instruction, and forest operation in order to put the finances of the Forest on a permanent basis. The fund would be kept fluid in order to meet changing needs as the conservation movement develops in the coming years, and for this reason permanent appointments would be held to the minimum until the work is more fully developed.

The Need for Such a Program

Beginning some thirty years ago and more especially in recent years, there has been a very rapid acceleration in the movement for the conservation of natural resources, especially forests, range lands, soils, and waters, and to a lesser extent, mineral resources. There is now apparent a strong tendency on the part of

various federal, state, and private agencies concerned toward the unification and integration of the numerous administrative and technological attacks on these basic problems of national existence. This tendency is evident in the growing demand for integral watershed authorities similar to the Tennessee Valley Authority, in the proposal for the creation of self-governing soil conservation districts, and in the planning program of the National Resources Board. By and large, however, technical education is not keeping pace with this movement of integration. Education in these fields is still largely, though not exclusively, at a specialized vocational level, and there is an urgent need for strengthening and broadening this training in order to make available more men adequately equipped to guide the larger aspects of the movement.

The ultimate solution of these problems will require large reorientations of public policy and administration and of private and industrial uses of natural resources. It involves large-scale social and economic researches, new bodies of federal and state legislation, new administrative organizations and techniques, far-reaching researches in the fundamental sciences involved and in their application to practical problems, the reform of forest taxation, the systematic planning of land use, industrial and rural reorganization, and restraints on the destructive use of natural resources. Obviously, wise public and industrial guidance of such a complex movement will require many men trained not merely in the technical aspects of the problem, but in the broad social, economic, administrative, and legislative aspects. It is on this latter level that Harvard University proposes to operate under the new plan.

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new doc



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Tentative Budget for the Initial Expenditure from
the Income of Two Million Dollars under such

A Fund

1. To balance the present budget of the Harvard Forest.....	\$10,000
For salaries now met from a temporary gift for the Harvard Forest.....	<u>15,000</u>
Total	\$25,000
2. For a professor or several younger men interested in the social, economic, and political aspects of forest and soil conservation.....	12,000
3. For the appointment of one or more biologists interested in the problems of conservation.....	12,000
4. For research expenses of these professors or younger men.....	20,000
5. Annual appropriations for fellowships.....	<u>11,000</u>
TOTAL	\$80,000

Gifts

Gifts to this endowment fund may either be unrestricted, and thus applied to any phase of the field approved by the President and Fellows, or be devoted to specific purposes, such as instructorships, fellowships, or research assistantships in specified fields. In the latter case, however, it is hoped that sufficient discretion will be given to the President and Fellows to use such gifts for changing needs as time goes on.

January 1937

W Shepard

January 1937

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Forest

Confidential

MEMORANDUM FOR DR. LITTLE

My negotiations with the Weyerhaeuser group have reached a stage where it is distinctly worth while for Mr. Conant to carry the matter further, if he is willing to do so. I am preparing this memorandum primarily for his information, in case you think it advisable to ask him to get in touch with members of the Weyerhaeuser group as hereinafter mentioned, while he is in the West.

Negotiations to Date

While in St. Paul, I had a long talk with Mr. Frederick E. Weyerhaeuser, who might be defined as the head of the group. I should first explain that the very extensive Weyerhaeuser timber holdings, sawmills, and other manufacturing plants are not organized into one large corporation but a number of loosely affiliated corporations with, in many cases, interlocking directorates and stock holders. It was always the policy of the original Weyerhaeuser to distribute risks by taking in persons from outside the family, so that the Weyerhaeuser interests are widely owned. The principal, and I believe the most prosperous, company is the Weyerhaeuser Timber Company with offices in Tacoma, Washington. I was confidentially informed by stockholders that this company has an undistributed surplus of \$75,000,000, and was furthermore informed by Mr. Laird Bell, one of the directors, that the Board of Directors could make a contribution to the University, if it saw fit, without a vote of the stockholders. Another big corporation in this group is the Potlatch Forests, Inc. of Lewiston, Idaho. This company, however, is not nearly so prosperous as the Weyerhaeuser Timber Company.

Mr. Frederick Weyerhaeuser was distinctly interested in the conservation program at Harvard and asked me to see a number of his associates, particularly Mr. J. P. Weyerhaeuser, Jr. of Tacoma, General Manager of the Weyerhaeuser Timber Company; Mr. C. L. Billings, General Manager of the Potlatch Forests, Inc.; Mr. Laird Bell of Chicago, who is a director of the Weyerhaeuser Timber Company and an enthusiastic Harvard man (He ran for Overseer this past spring but was not elected); and Mr. George Jewett, one of the leading members of the group, also a Harvard man and son of Professor Jewett (His mother is a Weyerhaeuser). I have talked in detail with all these men and also to some extent with Mr. Minot Davis, an official of the Weyerhaeuser Timber Company and a loyal Harvard man.

Attitudes of Members of the Group

Mr. Frederick Weyerhaeuser, I believe, wishes to explore quite thoroughly the proposed program and wishes to have the judgment of his associates. Mr. J. P. Weyerhaeuser, Jr. of Tacoma is a rather reticent person, and I was not able to get any great reaction from him, either pro or con. However, he is the principal leader of the group ~~and is~~ ⁱⁿ working toward the permanent sustained yield management of the vast Weyerhaeuser timber holdings in the Rocky Mountains and the Pacific Northwest. In the aggregate the Company has a forty-year cut of mature timber, and J. P. Weyerhaeuser believes that in the interim their lands can and will be so handled as to carry the bulk of the enterprises permanently.

C. L. Billings is a forester by profession and has risen to a very influential position in this group. He is operating the very extensive Clearwater Forest in northern Idaho on the principal of selective cutting and permanent production and is doing an admirable

piece of work, as I verified by visiting this extensive tract. Billings clearly sees the need of men with a thorough training in the economics of permanent forest production and will, I believe, give moral support to the Harvard plan.

Mr. Bell approached the problem as a Harvard problem, and at the end of our talk definitely promised to use his influence with the Board of Directors.

Mr. George Jewett is a graduate of Harvard College and of the School of Business Administration. While there he took Professor Richard Fisher's course in lumbering, and says that it has been invaluable in his subsequent career. He was one of the group of lumbermen selected last year to study forestry in Central Europe under the auspices of the Carl Schurz Memorial Foundation, under a program I recommended to the Foundation on my return from Germany four years ago. Mr. Jewett is very progressive on the matter of sustained yield operation, though he sees difficult financial obstacles. He is keenly interested in the Harvard program in conservation.

Recommended Action

Mr. Laird Bell and I agree that it would be decidedly worthwhile if Mr. Conant could arrange to meet Mr. J. P. Weyerhaeuser, Jr., Mr. C. L. Billings, Mr. George Jewett, and possibly Mr. Minot Davis, at the time of his visit to Seattle. If time permits, he might run down to Tacoma, which is only an hour's drive from Seattle. Otherwise I am sure these gentlemen would be willing to meet him in Seattle. The simplest thing would be for Mr. Conant to communicate with Mr. Laird Bell, 135 South La Salle St., Chicago, well in advance of his trip to Seattle, asking Mr. Bell if he would not invite the gentlemen mentioned above to meet him either in Seattle or Tacoma. Col. William B. Greeley, Manager of the West Coast Lumbermen's Association, Stuart Building, Seattle, former Chief of the U. S. Forest Service and a

member of the Visiting Committee of the Harvard Forest, is keenly interested in the Harvard conservation program, particularly in its economic-financial aspects, and would, I believe, strongly back the program before this group, if requested.

Mr. Bell also thought it would be very helpful if Mr. Conant could see Mr. Frederick Weyerhaeuser, either in St. Paul or possibly by inviting him to Cambridge. Also, if it should be feasible, Mr. Bell would like to talk with Mr. Conant, if he could stop off between trains in Chicago on his return east.

Possible Forms of Contribution

The simplest possibility, as Mr. Bell pointed out, would be for one of the affiliated companies, such as the Weyerhaeuser Timber Company or Potlatch Forests, Inc., to make a direct grant to the University. As pointed out before, the Weyerhaeuser Timber Company is in a very strong financial position. The Executive Committee of the Board of Directors is meeting in Tacoma late in September and could formally consider a request from Mr. Conant.

Mr. George Jewett, however, pointed out that a corporation gift to an endowment was an unusual procedure and would require strong justification to the stockholders on the ground that the Board would be spending "other people's money", for which they would demand a tangible return.

This argument has force, but I do not think it is insuperable. I pointed out two strong justifications: (1) The Weyerhaeuser interests are definitely moving toward permanent sustained yield timber production. They will therefore need, as time goes on, men who are competent to make skillful and thorough economic and financial analyses of sustained yield vs. liquidation of timber, amortization of manufacturing plants, and abandonment of land. The Harvard

program should turn out men for this and other corporations who are not only highly competent technicians in the economic-financial field, but should, as time goes on, furnish candidates for important executive posts. (2) The lumber industry as a whole has been subject to bitter criticism for its destructive liquidation of forests and has become more and more sensitive to public opinion. The Weyerhaeuser group as a leading timberland owner and operator in this country, could "acquire merit" by a far-sighted contribution in the educational and research field designed to assist the forest industries to get onto the basis of permanent production. In this connection it should be pointed out that the forest schools are turning out very few men (practically none, in fact) who are adequately trained in this phase of forestry.

If the group should nevertheless decide adversely on a corporate contribution, the second approach would be along the line of individual contributions by prominent stockholders; and it may be that Mr. Bell, Mr. Frederick Weyerhaeuser, and Mr. Jewett would be willing to canvass this possibility. In this connection it is possible that Mr. Jewett's mother might contribute substantially. In fact, regardless of a corporate contribution, this possibility should be explored.

Purposes of Contribution

Aside from stabilizing the finances of the Harvard Forest, the Cabot Fund should, for the present, be considered as an adequate contribution to the biological side of forestry. Further contributions up to the total of \$2,000,000 should, in my opinion, be devoted to (1) the economics of sustained yield management, and (2) the public legislative and administrative aspects of the conservation

movement. If the Weyerhaeuser group makes a contribution, it should preferably be devoted to these particular purposes. If, however, the argument for a tangible return on the investment is an urgent one, the group might wish to restrict the endowment to specific purposes, and in that event, I would suggest two main purposes: (1) the economics of sustained yield forest production, and (2) the consumption, marketing, and distribution of forest products. The former ^{to be} ~~is~~ centered primarily in the Department of Economics, the latter in the School of Business Administration. In my opinion, the bulk of the income of such a fund should not be tied up in permanent professorships at the present time, but should be used for the appointment of younger men and for fellowships. As in the case of the Cabot Fund, some leeway should be given for the allotment of a part of the income to the Harvard Forest.

Type of Instruction

The transformation of liquidating forest industries into permanent production involves a detailed analysis of the financial structure of the company, costs of logging and production, the accurate financial determination of values of timber per acre to be removed and to be left for further growth, the costs of various logging methods, including permanent transportation systems, the analysis of profits and costs under varying intensities of selective cutting, and the like. No attempt should be made to train large numbers of men but to select a very limited number of outstanding graduates of forest schools and to provide fellowships adequate to permit a combination of theoretical study at the University with lengthy periods of field study on going operations in various parts of the country.

In the field of consumption of forest products, the forest industries are confronted with very sharp competition from manufacturers of building substitutes. The maintenance of a healthy timber consumption is an essential part of forest conservation and is furthermore good public economy. Although the University should not enter the field of technical utilization research, it could well devote attention to such problems as forest taxation, freight rates, lumber tariffs, and the marketing and distribution of forest products.

The training of men in both these categories should be highly useful, not only to the Government services but to corporations and trade associations. There is attached a mimeographed statement on the general conservation program, of which I have made a very limited and confidential distribution.

List of Addresses

Mr. J. P. Weyerhaeuser, Jr.
Weyerhaeuser Timber Co.
Tacoma, Washington.

Mr. C. L. Billings
Potlatch Forests, Inc.
Lewiston, Idaho

Mr. George F. Jewett
Coeur d'Alene, Idaho.

Mr. Laird Bell
135 So. La Salle St.
Chicago.

Mr. Frederick E. Weyerhaeuser
2191 West First National Bank Bldg.
St. Paul, Minn.

A handwritten signature in cursive script, reading "Ward Shepard", with a long horizontal line extending to the right from the end of the signature.

Already entered?

ca. 1-7-37

(see SWL letter

1-11-37)

President and Fellows of Harvard College
Cambridge
Massachusetts

Gentlemen:

A number of years ago, in connection with my pledge to the fund for the construction of a new Indoor Athletic Building, I caused my life to be insured in favor of Harvard University, and this insurance is still in force in the amount of \$250,000.

It is my intention to keep this insurance in force in the University's favor with the idea that in the event of my death the University will apply the proceeds of the policies to whatever purpose may from time to time be agreed upon between the University and myself. The understanding which I should now like to have effective in the event of my death is that the proceeds of the policies should for the time being be applied as follows:

First, to the payment of any portion of my pledge to the fund for the construction of a new Indoor Athletic Building which remains at the time unpaid.

Second, toward the construction at Petersham, Massachusetts, of an administration building for the Harvard Forest to be named "Shaler Hall" and of a museum for the Harvard Forest to be known as the "Fisher Museum," and for the upkeep of these buildings. If the proceeds of the policies are not sufficient to construct and maintain both of these buildings, my wish is that they should be applied to the construction and maintenance of the administration building if sufficient for that purpose, and, if not sufficient, to the construction and maintenance of the museum if sufficient for that. If any funds remain after carrying out the construction and the provisions for maintenance specified herein, it is my wish that they be added to the general endowment of the Harvard Forest, with the understanding that if with changing conditions the present activities of the Harvard Forest are suspended, the University may use the income of the fund thus created to support instruction and research in forestry problems.

It is my intention to pay the premiums on the insurance policies referred to herein.

Yours very truly,

EGS

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underline in final + indicate with footnotes that these vary from J.W. Lowes suggestions

C O P Y *for Mr. Stillman*

January 7, 1937

President and Fellows of Harvard College
Cambridge
Massachusetts

Gentlemen:

A number of years ago, in connection with my intention of aiding in the construction of a new Indoor Athletic Building, I caused my life to be insured in favor of Harvard University, and this insurance is still in force in the amount of \$250,000.

It is my intention to keep temporarily ^② this insurance in force in the University's favor with the idea that in the event of my death the University will apply the proceeds to the policies to whatever purpose may from time to time be agreed upon between the University and myself. The understanding which I should now like to have effective in the event of my death is that the proceeds of the policies should for the time being be applied as follows:

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It is my intention to pay the premiums on the insurance policies referred to herein.

Yours very truly,
(Signed) E. G. Stillman

Lowes - insert

- ① *"my pledge to the fund for the"*
- ② *Lowes - delete "temporarily"*

Forest

Memorandum to Mr. Conant

from the Secretary to the University

A Few Important Points to Be Considered in Connection with the Forest
and the General Conservation Programme

1. The type of programme envisaged by those concerned with the Forest; i. e. advanced scholarly graduate work instead of the old-fashioned fix professional curriculum.
2. General Forest activities now tend towards greatly broadening the concept of a demonstration forest. Old view of demonstration forest to have classical and striking examples of silviculture visible on the ground for those who come to look at them. The new aspects consider the Forest in its relation to those public officials and others concerned with the general agricultural economy.
3. Programme of modern new buildings at Petersham, with sufficient money promised contingent on the raising of adequate endowment for the Forest. This includes laboratory, library, living quarters, and memorial museum to Professor Fisher. (Note: Full-scale plans are already worked out for the proposed buildings.)
4. Possibility of elevating Land Use Planning to a place equivalent in thoroughness to the Economics of Agriculture, Banking, Transportation, etc.
5. The same possibility is applicable in the field of Forest Economics. Both "4" and "5" are definitely part of the larger programme intimately connected with the new School of Public Administration. Instructorships in both these fields in the new School would imply a fruitful integration of the work of the new School, the Department of Economics, and the Forest.
6. Similar contacts are possible with the Business School, where eventually an instructorship might be established in the Distribution, Consumption, and Marketing of Forest Products and the Problems of Inter-regional Competition.
7. Fellowships. For the effective working out of such a general programme, a number of substantial fellowships is required to permit extensive field work. Some might well be for a two-year period, thereby permitting a combination of theoretical training with important field research.

Memorandum

from the Secretary to the University

Forest - 2.

General Conclusion: Important point is not building up of special self-contained institutions, but broad programme of interdepartmental activities in which the Forest would be an important contributing factor. Proper financing of the Forest in the immediate future essential for the carrying out of the larger programme.

- (a) Essential step of bringing experts together, such as agricultural economists, county agents, bankers, public officials in key positions in conservation, and the like, to study not merely silviculture but the significance of silviculture in the agricultural and national economy.
- (b) Possibility of study of social coöperative and administrative institutions and the cost required to get a wide-spread application of silviculture. For this approach, rich and extensive resources of Harvard available — wide range of social sciences, from law to sociology and social psychology, all brought to bear on the Forest problem; foresters in this country weak in imagination and lacking adequate equipment to explore field of possible action for wider application of silviculture.

N O T E: Significant point is the possibility of a "matching" programme with the building programme contingent upon Forest endowment, which should have a strong appeal for an interested prospective donor.

FACTS:

Present permanent endowment of Forest:	\$381,000
Amount necessary to place Forest on permanent sound financial basis	\$300,000 to \$500,000

December 15, 1937

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Confidential

MEMORANDUM

Notes on Conservation Endowment

*Mr. Conant
(via Dr. M. L.)*

Charles Lathrop Pack Forestry Foundation.

I have discussed the program in detail with Mr. Arthur Pack, President of the Foundation; Dean Henry S. Graves of the Yale School of Forestry, one of the trustees; and Mr. Thomas H. Gill, Forester and Secretary. Mr. Pack suggested starting with a two-year fellowship with a stipend of \$3000 per year in land use planning to create interest on the part of the Board. This fellowship has been established and the fellow, Mr. Normand Munster of the Soil Conservation Service, has been appointed. He will be enrolled this autumn in the land use seminar of the Graduate School of Public Administration and will work also on the Worcester County land use planning project, which Professor Black and I have organized.

The next step with the Foundation, in my opinion, should be to invite Mr. Arthur Pack to the University this autumn or winter to take part in one session of the land use seminar and to discuss the conservation program as a whole.

Mr. John D. Blodgett

Our negotiations with Mr. Blodgett came to an impasse this summer. I probably moved too fast in having Mr. Conant invite him to Cambridge. However, his son, John D. Blodgett, Jr., is keenly interested in the program and has given a five-year fellowship of \$500 stipend to the Harvard Forest. Mr. Morgan knows Mr. Blodgett, Jr. and will endeavor to get in touch with him in the next few months. I am planning also to invite him to the Harvard Forest.

The Weyerhaeuser Group

Previous memoranda describe in detail the negotiations thus far, including the recent visit of Mr. C. L. Billings. Dependent upon Mr. Conant's recent discussions with members of this group, we might take one of two steps or possibly both: At Mr. F. E. Weyerhaeuser's suggestion, I have had discussions with C. L. Billings, J. F. Weyergaeuser, Jr., George Jewett, and Laird Bell, and I might properly request an opportunity to see Mr. F. E. Weyerhaeuser and report the results, at the same time presenting to him and Mr. Bell, preferably together, a more detailed presentation of the parts of the program that might appeal most to them. An alternative step would be perhaps through Mr. Bell to invite Mr. F. E. Weyerhaeuser to visit the Harvard Forest and the University.

Mr. Gifford Pinchot

Through Mr. William R. Castle I arranged for Mr. Frederic Delano to sound out Mr. Pinchot on the conservation program. Unfortunately Mr. Delano did not wait, as I had requested, until I could see him and explain the program in detail and, as will be noted from the enclosed correspondence, the proposal was made to him in very vague terms. I am not sure that Mr. Pinchot's Yale affiliations are an insuperable obstacle. In any event, his letter to Mr. Delano leaves him receptive to an invitation to advise the University on the conservation program. I believe Mr. Pinchot would appreciate such an invitation, including participation in one of the land use seminars.

The Rockefeller Foundation

As noted in a previous memorandum, Mr. Morgan discussed the conservation program with Mr. Nelson Rockefeller, who, in turn, discussed it with Dr. Appleget. The latter took the view that this work is rather outside the field of the Foundation. However, Dr. Stacy May, with whom I subsequently talked, was strongly of the opinion that a very good case could be made for the program as a long range contribution to social security. Dr. May unofficially stated, however, that future relations between the Foundation and the University might best be based on a comprehensive and coordinated program, rather than on piecemeal approaches. I made it clear to Dr. May that if the University should follow this suggestion, the President alone could decide whether conservation would be included in the activities for which help might be requested.

Baker Foundation

Mr. Morgan, through inquiry of one of the trustees, finds that this foundation will not be ready to operate for about a year and a half. The trustee has made note of the conservation program, and we should be in a position to follow it up when the Foundation is on an operating basis.

Mellon Foundation

Litigation over inheritance taxes will delay the operations of the enlarged Mellon Foundation for Education and Social Welfare. Mr. Morgan has kindly offered to attempt to discover suitable approaches to the Foundation.

In both these foundations a strong appeal might be made for the conservation of natural resources in contrast to the more conventional problems of public health, social welfare, etc., which

are the feature of most foundation activities. The foundations as a whole are giving very little attention to conservation, and the very novelty might have a strong appeal.

Carnegie Foundation

Dr. John C. Merriam of the Carnegie Institution told me unofficially that he thought the Foundation might be strongly interested in one or more specific features of our conservation program. Mr. Morgan has offered to discuss the program with Mr. Keppel; and if he is interested, I could then follow with a detailed presentation of those parts of the program which appeal to him most.

Miscellaneous

I have discussed the program with a few other people who might contribute and have a considerable list of others whom I wish to see. I am endeavoring to arrange the land use seminar in such a way as to permit me to give considerable time to the endowment program. My travel itinerary, however, will depend largely on the next steps decided on for some of the persons mentioned above.

Ward Shepard

September 22, 1937.



MEMORANDUM ON PROPOSED MOBILE FUND FOR TEACHING AND RESEARCH
ON THE SUBJECT OF CONSERVATION OF NATURAL RESOURCES IN THE
WIDEST SENSE OF THE TERM

A. Proposed Deed of Gift

I hereby give to the President and Fellows of Harvard University the sum of \$ xxxxxx, to be known as the XYZ Fund for the study of conservation of natural resources, the income from which shall be used at the discretion of the Corporation for teaching and research, including publication, field work, purchase of supplies, payment of salaries, and provision of fellowships, for the furtherance of the study of conservation of natural resources in the widest sense of the term. All fellowships which are provided from this fund shall be known as XYZ fellowships, and all instructors of professorial rank shall be known as XYZ professors.

The fund shall not be allocated to any one department or faculty of the University, but kept fluid by the Corporation so that from time to time it may best serve the interests of the general field which I have in mind.

Without making it a condition of this gift, I wish to express my desire and hope that in the first use of this money due attention will be paid to the needs of the Harvard Forest, to the end that this department of the University may operate on a sound financial basis and as a cooperating member in the activities of the University which are concerned with (a) Biological Science as a whole; and, (b) the training of students for public administration. I should hope that from

the income of this fund salaries and expenses might be paid for a certain number of members of the staff who would have the scientist's interest in conservation and be connected with both the Harvard Forest and one of the departments of the Social Sciences in the University.

B. Tentative Budget for the Initial Expenditure from the Income of Two Million Dollars Under such a Fund

1. To balance the present budget of the Harvard Forest	\$10,000	
For salaries now met from a temporary gift for the Harvard Forest	<u>15,000</u>	
Total		\$25,000
2. For a professor or several younger men interested in the social, economic and political aspects of conservation	12,000	
3. For appointment of a biologist inter- ested in the problems of conservation	12,000	
4. For research expenses of these professors or younger men	20,000	
5. Annual appropriations for fellowships	10,000	
Total		<u>\$79,000</u>

C. Suggested Method of Administration

It is suggested that if this money were available the Corporation would appoint a certain number of professors or instructors under this XYZ Foundation, that is, together with other persons whom the Corporation might designate from the present departments of the University, to consist of a Committee on the XYZ Foundation and the allocation of fellowships and research money would be made on the recommendations of this Committee by the Corporation. The Corporation would reserve the right to change the composition of this Committee or to devise any other method of administration of the funds whenever it saw fit. It would be hoped that this Committee of the Foundation would be closely associated with the new School of Public Administration on the one hand and with the developments in the general field of Biology on the other. Presumably the Dean of the new School of Public Administration and the Administrator of Botanical Collections, as well as officers and instructors in the Forest and other departments of the University, would be members of this Committee.

January 23, 1937

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*

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

January 7, 1937

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

My dear Mr. Lowes:

I am enclosing a letter substantially copied from your draft. The two changes made were, ¹that I have been very careful never to "pledge" money toward the building of the Indoor Athletic Building. It has always been my "intention" to make these contributions. And secondly, I merely wish this life insurance arrangement with the University to be a temporary affair.

I enclose a check made out to the University, covering the premium payment on this life insurance policy.

Yours very truly,

E. G. Stillman

(*)

January 11, 1937

Mr. William J. Bingham
Harvard Athletic Association

Dear Bill:

We have a letter from Dr. Stillman dated January 7 which determines a number of matters in connection with his subscription to the Indoor Athletic Building and the insurance which he has been carrying in favor of the Harvard Athletic Association. For convenience, I shall list down the several things which it settles:

- (1) From January 7 on the proceeds of the policies, in case of Dr. Stillman's death, will go, first, to the payment of any portion of his pledge to the fund for the construction of a new Indoor Athletic Building which remains at the time unpaid; and the balance will go to the University for other purposes which he specifies in his letter.
- (2) He announces his intention of paying the premiums on both insurance policies hereafter, and I am enclosing a copy of a letter which I have written Mr. Sidney Curtis about this.
- (3) When I wrote Dr. Stillman, I asked him whether he expected to reimburse the Harvard Athletic Association for the premiums paid by it to date. He does not answer this question in his reply, and I hesitate to ask it again immediately. He may add to his final payment on account of his pledge a sum which would be due on this account; and until we see whether he does or not, I think we had better do nothing at all about it.
- (4) He enclosed a check to the order of the University in the amount of \$1,748, this being the amount of the net premium on the Equitable policy which was due December 21, 1936 and payment of which has been deferred until we heard from Dr. Stillman. This check will be credited on the University's books

to the suspense account where such premiums paid by you have been charged, and I have told Mr. Gatchell orally that the Equitable premium due December 21, 1936 should now be paid by us.

(5) In the beneficiary clause of both of the policies reference is made to the Harvard Athletic Association, and my impression is that in one of them the Association is named as beneficiary without reference to the University. I have spoken to Mr. Curtis about this tentatively, and it seems to me that it is desirable, although not essential, that the name of the beneficiary be changed so as to avoid reference to the Harvard Athletic Association. You will note that in my letter to Mr. Curtis I comment on this.

(6) You now have physical possession of the policies. I think that it would be better, now that the interest of the Harvard Athletic Association is disappearing, to have the policies kept in Mr. Shattuck's file, but I suggest that you keep them until we have the beneficiary changed.

I think that this brings the matter up to date. If anything further occurs to you which you think should be done, please let me know.

Sincerely yours,

J. W. LOWES

✓
January 11, 1937

Mr. W. C. Saeger
Lehman Hall

Dear Mr. Saeger:

I am enclosing a check to the order of the University for \$1,748 from Dr. E. G. Stillman. This amount is to reimburse the University for an insurance premium which will now be paid, on approval of the Harvard Athletic Association, to the Equitable Life Assurance Society. The payment by the Harvard Athletic Association will be charged to General Disburse, and I suggest that you credit this check to the same account.

Mr. Shattuck and I agree that the payment by Dr. Stillman does not constitute a gift, and I have made to Dr. Stillman the only acknowledgment which appears necessary.

Sincerely yours,

J. W. LOWES

January 11, 1937

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

Dear Dr. Stillman:

I am very much obliged for your letter of January 7 enclosing your check for \$1,748 to the order of the University in reimbursement of the premium due December 31 on the policy of the Equitable Life, and your letter dated January 7 covering your directions as to the disposition to be made by the University of the proceeds of the insurance which you are carrying in its favor in case of your death.

I am seeing that the check is properly taken care of; and President Conant will send you a more suitable acknowledgment of the generous arrangements proposed in your letter.

Yours very truly,

J. W. LOWES

*

January 11, 1937

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

Dear Dr. Stillman:

May I acknowledge officially on behalf of the President and Fellows of Harvard University your letter of January 7, and express on their behalf appreciation of your intention to keep your life insurance in full force to the amount of \$250,000 in favor of the University. We all sincerely hope that the instructions in your letter will not have to be carried out, but we appreciate your generous intent as indicated by those instructions.

May I take this opportunity to add a personal word. I cannot tell you how much your kindness and generosity have meant to me, as President of the University. This additional evidence of your continued interest in Harvard and your intention of going on with your kind acts are indeed most heartening. I am sure that all the plans you have in mind are of great importance to the University and particularly your new point of view in regard to the Harvard Forest, which will, I hope, yield a rich fruit.

With all good wishes and deep appreciation.

Very sincerely yours,

JAMES B. CONANT

*

Copy to Mr. Ward Shepard

January 23, 1937

Mr. William B. Greeley
West Coast Lumbermen's Association
Seattle, Washington

My dear Colonel Greeley:

I am taking the liberty of writing you since you have been good enough to become a member of the committee appointed by the Board of Overseers to visit the Harvard Forest.

Mr. Ward Shepard, the present Director of the Harvard Forest, has been talking with me about plans for the raising of a large fund, the income to be used for the study of conservation of natural resources with special reference to the Harvard Forest. He is anxious to proceed rapidly with the development of these plans and the exploration of possibilities.

The suggestion has been made that Mr. John Blodgett might be interested in this rather unique and ambitious project on the part of Harvard University, which is concerned with his own interest, the lumber industry. Mr. Shepard has told me that there is a possibility that you might be willing to assist him in placing the matter before Mr. Blodgett with a view to interesting him in the project.

I am merely writing you to say that as President of the University these plans have my heartiest, and indeed my enthusiastic, support and that anything that you may care to do to assist Mr. Shepard will be most welcome.

Very sincerely yours,

JAMES B. CONANT

*

HARVARD UNIVERSITY

HARVARD FOREST
PETERSHAM, MASSACHUSETTS

January 25, 1937.

Mr. John W. Lowes,
University Hall,
Cambridge, Mass.

Dear Mr. Lowes:

You will be glad to know that Mr. Conant has given approval for the raising of an endowment of at least two million dollars for advanced teaching and research in the conservation of natural resources. It is planned to keep this fund, if raised, in a liquid form for use by various departments of the University, including the Harvard Forest. As I expect to begin work on this fund in the near future, I should be grateful if you would send me the figures on inheritance taxes that you said had been prepared by a New York lawyer.

Sincerely yours,


Director

1/27/37 - Mr. Lowes gave Mr. Shepard the tax material asked for here.



HARVARD UNIVERSITY
—◆—
DEPARTMENT OF ECONOMICS

*Forest
Conserv. Econ.*

CAMBRIDGE, MASSACHUSETTS

February 9, 1937

President J. B. Conant
University 5

Dear President Conant:

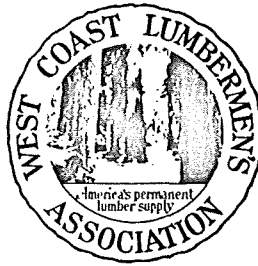
As you requested, I have looked over the prospectus for the set-up in conservation which Mr. Shepard brought me and have discussed it with him.

The type of organization proposed for handling the forestry problem here at Harvard by tying it in with a general program in conservation and combining it with, and using the resources of the biological division, the social science departments, and the new School of Public Administration, is exactly in line with my thinking on the subject. I believe this type of arrangement is necessary to avoid a repetition of the experiences in this and other institutions in making grants to one department of the university for dealing with subjects requiring the collaboration of several.

There will, of course, be some details of the working out of the actual program, particularly as it affects relations with the social science groups, upon which I have some ideas which I will want to throw into the mill when the time comes.

Yours very truly,

John D. Black
John D. Black



OFFICE OF THE
SECRETARY-MANAGER

SEATTLE
WASHINGTON

February 10, 1937

FEB 15 1937

Shepard ✓
Watts ✓
Merrill

1-10

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

My dear Dr. Conant:

I appreciate your letter of January 23.

I have had several conversations with Ward Shepard regarding the development of the type of instruction in forestry which he has in mind at Harvard; and am thoroughly in accord with his viewpoint as to the need for special training in forest economics or forest finance under American conditions.

I am sorry, however, that I can not undertake to assist Mr. Shepard in raising an endowment fund. I have a very heavy job here; and many calls for professional and civic activities. I am compelled to call a halt on assuming any more.

Very sincerely yours,

W. A. Freese

*

E. G. Stillman, M.D.
45 East 75th Street
New York
N. Y.

March 25, 1937

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

My dear Mr. Shattuck:

COPIED
In my arrangements with Shepard I was to finance him for a period of three years while he raised an adequate endowment fund for the Harvard Forest. The payments for one year have been completed, and I hope to be able to continue payments at the rate of \$15,000. per year for not more than two years more. If possible, I propose to make these payments a year in advance, on or about May 1st each year.

Yours sincerely,

(Signed) E. G. Stillman

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Dores

HARVARD UNIVERSITY
OFFICE OF ADMINISTRATOR OF
BOTANICAL COLLECTIONS OF HARVARD UNIVERSITY

Arnold Arboretum, *Jamaica Plain, Mass.*
Atkins Institution of the Arnold Arboretum,
Soledad, Cienfuegos, Cuba
Botanical Garden, *Cambridge, Mass.*
Botanical Museum, *Cambridge, Mass.*

Bussey Institution, *Jamaica Plain, Mass.*
Farlow Herbarium and Library, *Cambridge, Mass.*
Gray Herbarium, *Cambridge, Mass.*
Harvard Forest, *Petersham, Mass.*

Arnold Arboretum,
March 26, 1937.

MAR 29 1937

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

Dear President Conant:

In connection with the continuance of the services of Ward Shepard as Director of the Harvard Forest for another year, will you please write to President Roosevelt requesting leave of absence for Mr. Shepard from the Department of the Interior for another year?

As President Roosevelt and Secretary Ickes are both interested in the general field of conservation, I think that it would be wise if you stressed the fact that in addition to Mr. Shepard's services with the Harvard Forest that he is also concerned with the development of an advanced program of research and training in the entire field of the conservation of natural resources in connection with the Littauer bequest; and that he is a member of the Faculty of the new School of Public Administration, and is actively assisting in the organization of that unit.

This suggestion is made for the reason that this phase of the work will certainly appeal to both individuals, and would serve to help in overcoming any purely technical objections to such an extended leave of absence on the part of Mr. Shepard.

Very truly yours,

E. D. Merrill
E. D. Merrill
Administrator

EDM:CG

TREASURER'S OFFICE, HARVARD COLLEGE

No. 24 Milk Street

Boston, March 27, 1937

Mr. J. W. Lowes
Financial Vice-President
University Hall
Cambridge

Dear Mr. Lowes:

I enclose herewith a copy of a letter received this morning from Dr. Ernest G. Stillman expressing his hope to be able to continue payments at the rate of \$15,000 a year for not more than two years more for the use of the Harvard Forest. I believe that we are justified in relying on this for another year from May 1st, when I believe the present arrangement with Mr. Shepard expires. If payment is made for the second year as expected, I believe that we can then go forward on the assumption that payment for the third year will be made. If Dr. Stillman's letter seems to you sufficient, the question of appointing Mr. Shepard for another year should be placed on the docket for the next meeting of the Corporation.

Yours very truly,



Treasurer

Enclosure



March 29, 1937

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

Dear Mr. Shattuck:

I have your letter of March 27 enclosing a copy of Dr. Stillman's letter to you of March 25 and shall see that Mr. Shepard's appointment is not left off the docket of the next meeting.

Yours very truly,

J. W. LOWES

✓
Forest

March 29, 1937

The Honorable Franklin D. Roosevelt
White House
Washington, D. C.

My dear Mr. President:

Somewhat more than a year ago, I wrote you concerning a leave of absence for Mr. Ward Shepard from the Indian Service to enable him to become Acting Director of the Harvard Forest for some months. You were good enough to arrange for a leave of absence which terminates this spring.

I am taking the liberty of writing to ask you if it would be possible to continue this leave for another year. If so, we would look forward to reappointing Mr. Shepard Acting Director for another year and a member of the faculty of the new School of Public Administration.

I am venturing to make this request because I know of the interest of the Department of the Interior in the general field of conservation and Mr. Shepard's work here as Acting Director of the Harvard Forest is, I believe, a valuable contribution to this problem. He is endeavoring to formulate a program by which the Harvard Forest, together with the Department of Economics and other branches of the University, will focus their attention on broad problems of conservation. In this program, he is further attempting to stimulate interest in certain quarters with the hope that we may be able to finance it on a permanent basis in the near future. Mr. Shepard is also a member of the faculty of twelve which is arranging the program of the new School of Public Administration. His counsel has been most valuable in this work. For all these reasons, we trust that it may be possible for you and the Secretary of the Interior to extend his leave of absence for another year.

Very sincerely yours,

JAMES B. CONANT

Forest
APR 9 1937

THE WHITE HOUSE
WASHINGTON

April 8, 1937

My dear Dr. Conant:

I have your letter of March 29, asking that if possible the leave of absence for Mr. Ward Shepard, of the Indian Service, be extended for another year so that he may complete the work which he has started as Acting Director of the Harvard Forest and as a member of the faculty arranging the program of the new School of Public Administration.

I am sure that Secretary Ickes will approve a request for additional leave for Mr. Shepard, and I suggest that you have him submit his request to the Indian Office, in writing, for such additional time as may be necessary to complete the work on which he is now engaged.

Very sincerely,

Franklin D. Roosevelt

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

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HARVARD UNIVERSITY

HARVARD FOREST
PETERSHAM, MASSACHUSETTS

APR 7 1937

April 6, 1937.

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

Dear Mr. Conant:

Dr. Merrill and I had a
very satisfactory and promising talk
with Mr. Cabot, who is coming to
Petersham today to discuss the project
further. I shall report the results
to you promptly.

Sincerely yours,


Director

*

May 1, 1937

Mr. Ward Shepard
The Director of the Harvard Forest
Petersham, Massachusetts

Dear Mr. Shepard:

The following is a list of the members of the Governing Boards who are planning to come to Petersham next Sunday.

Mr. Conant
Mr. Charles A. Coolidge
Mr. Samuel Cabot
Mr. Albert F. Bigelow
Dr. Daniel F. Jones
Professor Bliss Perry
Dr. Channing Frothingham
Mr. Everett Saltonstall
Mr. Samuel H. Wolcott

I do not expect any more acceptances. Mr. Bigelow was one of those from whom I had not heard when I last wrote you. His accepting, however, does not change the number since Mr. Winsor found it would be impossible for him to go. All of these gentlemen are planning to drive up the first thing Sunday morning in about four cars.

Mr. Bigelow and Mr. Cabot are planning to drive up the day before and they have just written me that they would very much like to have accommodations at the West Road Inn for Saturday night. Would you be willing to arrange this?

Sincerely yours,

Stephen H. Stackpole
Secretary to the President

Forest

HARVARD UNIVERSITY

HARVARD FOREST
PETERSHAM, MASSACHUSETTS

May 4, 1937.

Mr. Stephen H. Stackpole,
University Hall,
Cambridge, Mass.

Dear Mr. Stackpole:

I am delighted to learn from your letter of May 1 that there will be a representative group from the governing boards Sunday. I am counting on your joining the party. I have heard from Dr. George T. Moore that he is getting to Springfield at 11:15 A.M. ^{Sunday} (E.S.T.). I have also invited Dr. Merrill.

I am arranging accommodations for Mr. Bigelow and Mr. Cabot at the West Road Inn for Saturday night. Please be kind enough to let me know of any further changes in the personnel of the party.

I am most grateful to you for your kindness in working out the plans so efficiently and promptly.

Sincerely yours,


Director

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Forest

HARVARD UNIVERSITY

HARVARD FOREST
PETERSHAM, MASSACHUSETTS

May 4, 1937.

MAY 5 1937

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

Dear Mr. Conant:

I am attaching to this letter a copy of Dr. Gast's recent publication on soil nutrients and radiation as affecting pine seedlings. Dr. Gast has carried his technical methods to a high state of precision. One might describe his work as determining the physical conditions under which chlorophyll can best function. I am sure you will be interested in the results thus far obtained.

I am holding a meeting of members of the Biological Laboratory and Arnold Arboretum on Saturday to discuss the preliminary draft of the program under the proposed gift by Mr. Cabot. Shortly thereafter the program will be ready to submit to you and, with such suggestions as you may make, to Mr. Cabot.

I look forward with pleasure to seeing you and the members of the governing boards at Petersham Sunday.

Sincerely yours,


Director

TELEPHONE
PETERSHAM 73

WARD SHEPARD
PETERSHAM, MASS.

11 May 1937

MAY 12 1937

Dear Mr. Conant,

The attached tentative draft may help you in talking with Mr. Bloodlett if you see him in N. Y. With some revision, I shall submit this shortly for your suggestions or approval, including the proposed budget.

Thanks again for arranging the party to Petersham. From our standpoint, it was most successful and helpful.

Sincerely yours
Ward Shepard

President James B. Conant

May 14, 1937

My dear Mr. Shepard:

Mr. Conant has asked me to thank you for your note of May 11 and the attached memorandum. Mr. Conant did not hear from Mr. Blodgett again and consequently had no appointment with him today in New York.

Very truly yours,

Secretary

Mr. Ward Shepard
Petersham, Mass.

*

C O P Y

Washington, D.C.
June 1, 1937

Honorable Gifford Pinchot
1615 Rhode Island Avenue
Washington, D. C.

My dear Governor Pinchot:

I don't know what your feelings are toward Harvard College, but I do know your very strong and intense feeling about conservation; and because I was for twelve years an Overseer of Harvard, I have kept up my interest in what the College is doing, especially under its new President. He is sincerely interested in going further in conservation and forestry than has been done heretofore, but he says it will take an endowment of probably a million dollars to establish the scheme on a firm basis.

I have talked a little bit about this to Mr. William R. Castle, my former neighbor on S Street, and with Professor Ward Shepard.

Of course I know that Yale University has done an excellent work along this line, and you may think it is a mistake for another New England college to undertake it; but I am writing to ask whether you think well of the idea, and whether in spite of your Yale affiliations you would care to contribute in any way toward it?

Very sincerely yours,

(Sgd) FREDERIC A. DELANO

Gifford Pinchot
Milford Pike Co., Pa.

June 4, 1937.

C O P Y

Mr. Frederic A. Delano
2400 Sixteenth St., N.W.
Washington, D. C.

Dear Mr. Delano:

Many thanks for your courteous and welcome
letter of June 1.

I am delighted to hear from you, as I had already
heard from Mr. Castle, that President Conant is in-
terested in conservation.

As to just what his idea is, I am not informed,
but in any case I am sorry to have to tell you that
it will not be possible for me to contribute. Any-
thing I can give to any college in that direction
will naturally go to Yale.

If, however, I can be of any use in the matter
of giving advice, I would be delighted to be called
upon.

With all good wishes,

Sincerely yours,

/s/ Gifford Pinchot

fund especially the Weyerhaeuser group. I received from Dr. Merrill your message about Archie Roosevelt, for which I am greatly obliged. I will look him up shortly after my return the end of June.

Sincerely yours
Ward Shepard

President James B. Conant

P.S. Mr. Show's address is Phelan Bldg., San Francisco, and Mr. Farquhar's is Mills Tower Bldg.

Ward Shepard
Forest

BOHEMIAN CLUB
SAN FRANCISCO

June 25, 1937

Dear Mr. Conant,

When you were in Petersham, you will recall that I mentioned a pack-trip in the high Sierras in case you would like to take one. I have spoken to my old friend Stuart B. Show, who is Regional Forester of the United States Forest Service,

in San Francisco, and he will be delighted to have you go on such a trip as a guest of The Forest Service if you care to do so.

I assure you the high Sierra is a magnificent country and such a trip is unforgettable. A minimum of five days is advisable and seven days would be better. There is of course endless trout-fishing, and there are no telephones, post-offices, visitors, or

tourists!

Mr. Francis Farguehar, who is a Hawaii man, and a director of the Sierra Club, will be glad to collaborate with Mr. Show in ^{arranging} such a trip, as well as a motor-trip through the redwoods if the latter appeals to you. Both these gentlemen realize you are coming here for a vacation and will spare you from publicity or intrusion.

I have been sounding out a number of possible contributors to the endowment

X

Copy to President Conant

August 18, 1937.

Mr. Laird Bell,
135 So. La Salle St.,
Chicago, Ill.

Dear Mr. Bell:

After my return here, George Jewett and his wife visited us in Petersham, and I had a lengthy discussion with Jewett concerning the possibility of the Weyerhaeuser group contributing substantially to the Harvard conservation endowment. Jewett was very favorably disposed to having a further discussion between Mr. Conant and members of the Weyerhaeuser group, and I recall you thought this would be an excellent thing to do in advance of the meeting of your Executive Committee. Mr. Conant will be in Portland all day Sunday, August 29. On Monday, August 30, Minot Davis is to motor him to Seattle. I have written to Davis, asking if he would not try to arrange a meeting between Messrs. Jewett, J. P. Weyerhaeuser, C. L. Billings, himself and Mr. Conant either in Portland or in Seattle. Mr. Conant will be glad to meet with these gentlemen, if they so desire, and I hope very much that it can be arranged. Having just returned from a vacation in northern Maine, I have been somewhat delayed in getting Mr. Conant's schedule. Otherwise I might have imposed on your kindness to arrange the meeting, but at this late date with Minot Davis on the ground, I thought it might save confusion to request him to undertake the arrangements.

Mr. Conant will be in Chicago on Saturday, September 18. You were kind enough to express a wish to talk with him on his return east, and I hope very much if you are in Chicago on that date you will be kind enough to invite him to see you. In that event, will you kindly write or wire him at the Hotel Claremont in Berkeley, Calif. where he will be staying until about August 25. I am sure Mr. Conant will be delighted to have an opportunity to talk with you.

I greatly enjoyed my talk with you in Chicago and look forward with pleasure to seeing you again.

Sincerely yours,

Walter H. Shepard
Director

*
Copy to President Conant

August 18, 1937.

Mr. Minot Davis,
Weyerhaeuser Timber Co.,
Tacoma, Washington.

Dear Minot:

Since I had the pleasure of seeing you in Tacoma, I have talked with Laird Bell and George Jewett concerning the program of advanced work in conservation at Harvard. Mr. Bell thought it would be an excellent plan if members of the Weyerhaeuser group could meet with Mr. Conant during his western trip and discuss the plan further. Jewett also is heartily in favor of this plan. Both he and Mr. Bell had in mind that in addition to Mr. Jewett and yourself Mr. Phil Weyerhaeuser and Mr. Billings might be willing to take part in the discussion. The specific question I proposed for discussion is whether the Weyerhaeuser group, corporately or individually, might consider making a substantial contribution to the endowment for conservation work. Mr. Bell thought such a discussion would be especially appropriate in view of the forthcoming meeting of the Executive Committee of the Weyerhaeuser Timber Company in September.

I have written to President Conant of my conversations with Mr. Frederick Weyerhaeuser and other members of the group. Mr. Conant would, I am sure, be glad to accept an invitation to meet with any or all of the gentlemen above named either in Portland on Sunday, August 29, or Monday, August 30. The former date would be preferable, as he has all that day free in Portland. You are, of course, familiar with his schedule. in Seat

I am writing now to ask if you would be willing to undertake to arrange such a meeting, and will be greatly obliged if you will be kind enough to telegraph me here. Needless to say, I shall be most grateful if you can go to the trouble of doing this.

After leaving Seattle, I spent a most interesting week in California, returned to Petersham for a time, and now have just come back from a vacation in Maine. I remember with pleasure my most pleasant meeting with you and am grateful for your many kindnesses. I hope very much if you come to those parts you will let me know, as it would be a great pleasure to see you again.

Sincerely yours,

W. A. S. Jones
Director



LAIRD BELL
 DARRELL S. BOYD
 THOMAS L. MARSHALL
 WALTER T. FISHER
 WILLIAM C. BOYDEN, JR.
 F. C. E. LUNDGREN
 GLEN A. LLOYD
 DAVID A. WATTS
 CARLETON BLUNT

BELL, BOYD & MARSHALL

135 SOUTH LA SALLE STREET

CHICAGO

WILLIAM W. CASE,
 RETIRED
 WILBER G. KATZ

EARL K. SCHIEK
 HORACE A. YOUNG
 WILLIAM N. HADDAD
 RUDOLPH M. MULFINGER
 KENNETH McCracken
 CHARLES E. HERZOG
 WILLIAM G. BURNS
 JOSEPH E. NOLAN
 NORMAN CRAWFORD
 SAMUEL M. MITCHELL
 CLARK H. COUNTRYMAN
 VICTOR M. HARDING, JR.
 WILLIAM H. SCHOFIELD

August 25, 1937

Mr. James B. Conant
 Hotel Claremont
 Berkeley, California

Dear Mr. Conant:

Mr. Ward Shepard writes me that you will be in Chicago on September 18. I am leaving tomorrow for my vacation, but will probably be back by then. I shall be glad to talk with you about the Harvard Forest matter. I will keep in touch with Clarence Randall as to your program.

I suspect that Mr. F. E. Weyerhaeuser referred Mr. Shepard to me with his tongue in his cheek. To make a substantial impression on the Weyerhaeuser interests, it would be necessary to "sell" one or more members of the Weyerhaeuser family. You will, I hope, see Mr. J. P. Weyerhaeuser, Jr. in Tacoma, who is the principal executive official of the Weyerhaeuser Timber Company, and I hope you will have a chance for a talk with him. He is very quiet and reserved, and it never has been a major part of his business activities to give away money. But he has a genuine interest in promoting the lumber industry in its long time aspects, and that includes forestry. He is making all the moves that so far seem practical from the business


Mr. James B. Conant
August 25, 1937

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point of view. These are directed mostly to selective logging, steps toward operation on a sustained yield basis, and cutting practices which lead to reforestation. I suppose the gap between these interests and an interest in the pure science of forestry can be bridged, but it is a gap.

The Weyerhaeusers are all faithful sons of Yale. I suggest the possibility of referring to the general principles you set forth in your Indianapolis speech about the importance of assistance to all privately endowed institutions, with particular emphasis on the freedom from governmental control.

I wish affairs had broken so that I could be on the Coast at the time of your visit. I spend a good deal of time there, but always at the wrong time.

Very truly yours,


LB
RD

HARVARD UNIVERSITY

HARVARD FOREST
PETERSHAM, MASSACHUSETTS

September 10, 1937

SEP 11 1937

President James B. Conant
University Hall
Cambridge, Massachusetts

Dear Mr. Conant:

I have just received and transmitted to Mr. Shattuck a check for \$2,500, the first installment of a six thousand dollar grant by the Charles Lathrop Pack Forestry Foundation for a two-year advanced fellowship in land use planning the work to be done jointly of the Harvard Forest and the Graduate School of Public Administration. I am hopeful this grant is the first step toward a contribution to the conservation endowment fund, and, for that reason, I should be grateful if you will send a word of acknowledgment on your return to Mr. Arthur Pack, President of the Charles Lathrop Pack Forestry Foundation, 1214 Sixteenth Street, N.W., Washington, D. C.

Sincerely yours,

Ward Shepard

Director

CLARENCE B. RANDALL '12, *President*
38 South Dearborn Street, Chicago, Ill.
NATHAN PERELES JR. '04, *Secretary*
739 North Broadway, Milwaukee, Wis.
JOHN J. ROWE '07, *Treasurer*
Fifth Third Union Trust Co., Cincinnati, Ohio

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129 Tamalpais Road, Berkeley, Calif.
CANADIAN: W. L. MACKENZIE KING A. M. '08
Laurier House, Ottawa, Ontario, Canada
EUROPEAN: BERNARD S. CARTER '15
14 Place Vendôme, Paris, France
ORIENT: FRED C. SZE '18
Joint Savings Society, Shanghai, China



ASSOCIATED HARVARD CLUBS

August 25, 1937

Mr. James B. Conant
c/o Dr. W. B. Munro
268 Bellefontaine Street
Pasadena, California

Dear Jim:

Since writing you this morning I happen to have had lunch with Laird Bell. You will recall that he is one of our prominent alumni, and one of this year's unsuccessful candidates for Overseer. Professionally he is a lawyer, but he is a man of wide interests and is a Director in the Weyerhaeuser enterprises.

He has been asked by Mr. Frederick Weyerhaeuser, I believe, to talk with you as you come through concerning the forestry matter.

I could readily line up that engagement for you if the arrangements are not already made.

Incidentally, I have asked Laird Bell to head a Committee to consider that part of your Indianapolis address which dealt with the obligation of the individual alumnus toward privately endowed higher education in his own community. He is happy to do this because of his long and close contact with the University of Chicago, as well as with Harvard, and it is our plan to formulate a "credo" which we shall submit to all of the constituent Clubs in this connection.

I have not yet received the text of those remarks of yours, but as soon as they come in this will be done.

Very truly yours,

CBR:WE

Clarence

Pasadena, California,
September 2nd, 1937.

Mr. Laird Bell,
Bell, Boyd and Marshall,
135 S. La Salle Street,
Chicago, Illinois.

Dear Mr. Bell:

Thank you so much for your letter which I received just after I returned from my trip to the Northwest. It turned out that I could only see Mr. Weyerhaeuser for a few minutes at a rather hurried luncheon party for a large group given by Mr. Davis. Mr. Weyerhaeuser took up with me the subject of Mr. Shepard and we just talked a few moments on his qualifications for the job. I judge that Mr. Weyerhaeuser is a long way from being converted as to Mr. Shepard's plan and perhaps even is in doubt somewhat as to Mr. Shepard's knowledge of the lumber situation. Mr. Davis felt that the time was by no means ripe to discuss any question of a gift so that I made no reference to our needs.

I should very much like to spend an hour with you if I could, talking about our whole forest program. As a result of my talking to Mr. Davis and your letters I feel that I ought to go over the situation, if possible, with you in great detail.

I shall arrive in Chicago on Saturday morning, the 18th, at 9:20 in the morning, and am leaving again on Sunday morning. I should be available for conference any time between those hours. I have written Clarence Randall about my visit, but aside from his knowing it and one or two others I am not going to get into touch with the Harvard group for a number of reasons. If you are to be in Chicago at that time and find it possible to see me, would you let me know?

Very sincerely yours,

James B. Conant.

JBC/R

P.S. I may be reached at Santa Barbara, o/o Charles E. Perkins, 2327 Santa Barbara Street, Santa Barbara, Calif. until September 11th; at Denver, Brown Palace Hotel, September 13-14; and at the Blackstone Hotel when I arrive in Chicago.

*

September 28, 1937

Mr. Laird Bell
134 South LaSalle Street
Chicago, Illinois

Dear Mr. Bell:

First of all, let me thank you again for interrupting your week end and giving me the opportunity of chatting with you in Chicago. It really meant a great deal to me to have my feet on bedrock for once in regard to this Forest proposition, and your remarks clarified the air greatly.

Upon returning to Cambridge, I had a talk with Mr. Shepard and without discouraging him too much told him of the rather unsatisfactory state of the situation as I had found it, explaining frankly that he had a great deal more to do before he was within gunshot of a possible donation from the Weyerhaeuser group. Mr. Shepard contributed one piece of information which I think I should pass on to you, namely, that Mr. C. E. Billings seems to have a real interest in Mr. Shepard's project. This is testified to not only by his words, but by the fact that Billings took a trip to the Forest at some trouble and expressed interest in the work and new projects which Shepard is fostering. I suppose that Billings' enthusiasm is based on the fact that he was, like Shepard, trained as a forester.

Mr. Shepard raises the question of whether or not it would be advisable for him to go out West to see Mr. Weyerhaeuser. He feels that such a call would not be out of place, since Mr. Weyerhaeuser first suggested to Mr. Shepard that he canvass the possibility of interest with you, Mr. Philip Weyerhaeuser and Mr. Billings. How do you feel about this suggestion?

I hate to trouble you further on this matter, but as I explained to you in Chicago, this is somewhat different from the usual situation which we encounter in raising funds. We have here definitely a project which, if someone is interested in endowing, we should be glad to undertake, and I believe it would strengthen the whole educational and research work of the University. On the other hand, if no one is interested in supplying the funds, it is not necessary for the University to move into this area. However, in connection with what we are trying to do with the School of Public Administration we appear to have a rather unique opportunity for work on conservation and the broad aspects of forest problems.

With all good wishes and very deep appreciation of your kindness.

Sincerely yours,

JAMES B. CONANT

*

October 11, 1937

Mr. Arthur N. Pack
Charles Lathrop Pack Forestry
Foundation
1214 16th Street, N.W.
Washington, D. C.

My dear Mr. Pack:

I wish to thank you most sincerely both personally and on behalf of the Governing Boards of Harvard University for the extremely generous two-year grant of \$6,000 by the Charles Lathrop Pack Forest Education Board to provide an advanced fellowship in land use planning for the use of the Graduate School of Public Administration in cooperation with the Harvard Forest. We are most grateful to you for your part in this important support of what we are trying to do here in our new program at the Forest.

I understand from Mr. Shepard that a Fellow has already been appointed, that he measures up in all respects to the qualifications of resident consultant in the Graduate School of Public Administration.

With all good wishes.

Sincerely yours,

JAMES B. CONANT

TELEPHONE
PETERSHAM 73

WARD SHEPARD
PETERSHAM, MASS.

27 October 1937

OCT 29 1937

Dear Mr. Conant,

May I take the liberty of offering a suggestion about the proposed work in journalism at Harvard? I do so because what I suggest is closely related to the School of Public Administration.

Journalism is ^{at present} a craft rather than a profession; and its professional possibilities lie in the field of interpreting public events and their significance. A real interpreter of public events needs as least as broad a training in public policy as a public administrator needs. It seems to me that it would be possible and highly useful to build up in the new centre of the Social Sciences significant work for journalists on the interpretation of public events, combined with course work in the social sciences and participation in one or more seminars of the School of Public Administration. I can, for example, imagine any number of correspondents who would benefit - and who would benefit the public - by working in fiscal policy, or price policy, or social security.

Schools of journalism usually and mistakenly, I think, assume that journalism is primarily a question of writing. That part of journalism, however, is quite fully met by undergraduate training in English and by training on the job. The real task in evolving a genuine profession out of the present craft of journalism is through advanced training in the social sciences. It is only by professional competence in these sciences that journalists can effectively discharge their social obligation of expert mediaries between government and the public. Only thus also can journalists acquire the professional status and cohesion to combat the warping of news by vested interests that may and often do exploit the press for their own selfish purposes. In other words, a real profession of journalism might lay the foundation for a more genuinely free journalism dominated by a cohesive profession with higher standards of social service and less subject than at present to the ulterior motives of newspaper-owners. The press could then more nearly approach the ideal of being in fact "the fourth estate".

Sincerely yours,



President James B. Conant.



October 30, 1937

Dear Mr Shepard:

At the last meeting of the Corporation the Treasurer reported the receipt of \$5000 from an anonymous donor toward the current expenses of the Harvard Forest.

Sincerely yours,

J. D. Greene

Ward Shepard, Esq.

Harvard Forest

Petersham, Massachusetts

Harvard forest

HARVARD UNIVERSITY
HARVARD FOREST
PETERSHAM, MASSACHUSETTS

November 5, 1937.

Dear Mr. Greene:

Thank you for your letter of October 30 notifying me of the receipt of \$5,000 from an anonymous donor toward the current expenses of the Harvard Forest. Although we have overdrawn this fund thus far this fiscal year on account of extra work undertaken during the summer and autumn, we shall be able to make up the overdraft from this and the next installment.

Sincerely yours,

Ward Shepard

Director

Mr. Jerome D. Greene,
University Hall,
Cambridge, Mass.

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



November 27, 1937

President Conant
University Hall
Cambridge, Massachusetts

NOV 29 1937

My dear President Conant:

I have heard of so much dissatisfaction among both undergraduate and graduate students in regard to the instruction of botany at Harvard, that I feel this situation should be called to your attention.

Harvard University, equipped as it is with eight botanical orphans:- botanical gardens in Cuba, Boston, and Cambridge, three herbariums crammed full of dried specimens for comparative study, an old managed forest in Petersham, and a young one in Cornwall, New York, besides a unique museum, offers a galaxy of opportunities for the graduate student. But there is no advanced degree in Botany offered. Anyone interested in further study of plants, must take numerous courses in Zoology and become proficient in Physiology in order to receive a degree in Biology. Even an undergraduate who might want to take his A.B. with honors is confronted with the same hurdles.

This wedding of Botany and Zoology, I believe was forced by the theoretical physiologist who inhabited the biological building during Dr. Lowell's regime. There are a number of reasons why I feel that this illogical union should be dissolved and a Department of Botany re-established, with the power to grant degrees in Botany:

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

-2-

1. Harvard, because of its great botanical resources, should be a leader in the training of botanists.

2. If recipients of degrees must study outside their own field to establish a broad background, why so much physiology or zoology, which are only slightly related to botany? A botanist would obtain much more help from an equal knowledge of geology. He should know about the basic soils diets on which his patients flourish. Recently when a staff member of the Arnold Arboretum was studying the ecology of Black Rock Forest for me, he called for the expert advice of a geologist, not of a zoologist or a physiologist. Besides geology, your advanced botanical student could with advantage take some courses in geography.

3. In the past there has been a great deal of public interest in the various botanical collections of Harvard University. This has shown itself in numerous gifts. But I doubt if many donations have been made to the theorists of the biological building. In view of the relative public interest in these two groups, should not the one with the greatest popular appeal be supported?

4. Although not conversant with the academic field, I venture a surmise, that well trained botanists are in much greater demand than are biologists or physiologists. By well

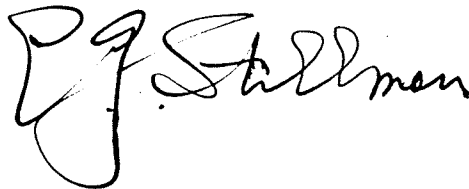
E. G. STILLMAN, M. D.
45 EAST 75TH STREET
NEW YORK
N. Y.

-3-

trained I do not mean a narrow specialist who only knows what he has learned in the laboratory about some small detail. I refer to a man who has had both field and laboratory training. Instruction should be so arranged as to supply men trained for the new positions. This idea was well illustrated in a recent survey of Forestry Schools in which Yale ranked 1st and Harvard about 15th when graded according to teaching staff and equipment. But when ranked by positions their graduates held, the Yale and Harvard Schools were even.

Harvard has the physical equipment to be the leader in botanical education in this country. I hope that the administration of these assets will be such that young men will be encouraged to specialize in Botany, and that the present obstacles placed before prospective graduate students will be removed. For ease of administration, I think that a Department of Botany should be re-established.

Yours sincerely,

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



December 2, 1937

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

Dear Dr. Stillman:

I was interested in your letter of November 27 and am, of course, very anxious to have all such problems brought to my attention. I greatly appreciate the interest of people like yourself who will take the trouble to state a point of view so clearly.

I am very much in the dark about the questions you ask, but I am taking the matters up at once with Dr. Merrill who is not only a distinguished botanist, as you know, but is really the dean in charge of botany here at Harvard. He will explore the problems which you raise with sympathy and interest and will see what can be done to change the situation if in the opinion of the botanists here it should be changed along the lines which you indicate.

With all good wishes and deep appreciation of your many interests at Harvard, and your taking the trouble to write in regard to this particular point.

Very sincerely yours,

JAMES B. CONANT



December 2, 1937

Dr. E. D. Merrill
Arnold Arboretum
Jamaica Plain, Massachusetts

Dear Dr. Merrill:

I don't know what the shooting is all about, but perhaps you would look into this problem and let me know what your opinion is about the whole affair.

Perhaps you could make an appointment to have a talk with me some time if you think the matter is one which is too complicated to set forth in writing.

I have simply written Dr. Stillman that the matter was all Greek to me and that I was asking you, as chief botanist for Harvard University, as it were, to investigate the problem.

Very sincerely yours,

JAMES B. CONANT

Notes on Harvard Forest Endowment

The present permanent endowment of \$381,000 needs to be augmented by \$300,000 to \$500,000 to place the Forest on a permanent sound financial basis. The existing financial shortage is being partly met by the general funds of the University, and partly by a special gift fund of \$15,000 a year for three years ending May 1, 1939. It is under this fund that the present Director is employed, the major purpose of the gift being to raise endowment for the Harvard Forest and for the general conservation program in the University as a whole.

The Harvard Forest is the key to the larger program. The Forest is to be maintained and strengthened as a research and training laboratory in silviculture, forest genetics, soils, and other biological aspects of forestry. In collaboration with the Department of Economics it is expected also to develop a strong advanced centre of forest economics - a subject largely neglected both by agricultural economics and by the existing schools of forestry. When it is reflected that over one-fourth of our total land area is forestland and that about a fourth of our farm area is in woodland, it is apparent that the much neglected field of forest economics is of great public importance. Both the Government and the great private forest industries need men with advanced training in the economic and financial aspects of permanent forest management. This type of work is already being developed at the Harvard Forest in connection with the Worcester County land use project.

The Harvard Forest, in collaboration with the Graduate School of Public Administration, is developing the conservation of natural resources as one of the important fields of instruction in that School. It is hoped also to work out coöperative projects with the Graduate School of Business Administration.

Contingent on raising an adequate endowment for the Harvard Forest, the University is promised a sum of money sufficient to build modern new buildings at Petersham, including laboratories, library, a memorial museum to Richard Fisher.

A relatively small sum spent in endowing the Harvard Forest will permit it to go forward as the coördinating and catalyzing agency for the larger interdepartmental program on the conservation of natural resources. The present Director is on leave of absence from the Government service for the purpose of endeavoring to raise the necessary endowment both for the Harvard Forest and the larger program of conservation.

December 10, 1937

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



Stillman
Christy
Chit + Sperry

December 30, 1937

JAN 3 1938

President Conant
Harvard University
Cambridge, Massachusetts

My dear President Conant:

I believe that the music at the services in Appleton Chapel is not to the liking of a large majority of the undergraduate body. I believe that Dean Sperry fully realizes the situation, but is either unwilling or unable to cut the Gordian knot. Because of academic loyalty, he may not be willing to speak out his mind.

I would suggest that you either write or speak to Dr. Henry Sloan Coffin, President of Union Theological Seminary, 80 Claremont Avenue, New York City, who is a university preacher. He realizes the situation, and being a loyal Yale graduate, might easily be able to speak frankly without transgressing academic loyalty.

Yours sincerely,

✓

(*)

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

December 30, 1937

President Conant
Harvard University
Cambridge, Massachusetts

JAN 3 1938

My dear President Conant:

Please do not think that I am going to become a second Tom Slocum. Just at present, with two boys in college, and I hope a third on the way, I hear a great deal about the University, - good, bad, and indifferent. Occasionally matters are brought to my attention which, after my investigation, I feel should be transmitted to you. For this reason I am writing a separate letter.

Although I have no opinions as regards the increasing volume of criticism that I am hearing about your administration, I am purely passing it on for your information. You are being criticized a great deal for putting so much emphasis on research, to the detriment of teaching, at Harvard University.

I am merely mentioning this because I feel that a real friend who wants to be helpful will transmit criticism as well as praise.

Yours sincerely,

E. G. Stillman