

June 15 '39

Estad

Lore

Purposes of Modern Forestry

When it was realized that our virgin forests would not last much longer, thoughts of foresters turned from the problems of how to place lumber on the market most cheaply to that of growing trees so that future generations might have some to cut. This led to the popular cry of "re-forestation" - the expensive method of planting seed in nurseries, transplanting seedlings at least once, and then planting in the field. As a rule the little trees so set out were left to themselves. Because of competition with weed trees, dense turf, etc. only about 20% of these trees lived, - an expensive method of reestablishing our forests. A few years later, due to the efforts of the chemists and metalurgists, the use of wood was greatly restricted. Cardboard boxes and paper matches on the one hand, and metal furniture and all metal automobile bodies on the other drastically curtailed the consumption of white pine and of hardwoods respectively. All these factors have conspired to change radically the aim of forestry. As trees grow so slowly, we must expect a rotation of between 100 and 125 years between crops. What kind of wood will be in demand 100 years hence is problematical. Whether artificially compressed wood or veneers will have completely dominated the market is purely a conjecture. In this connection we may learn a little from Europe where forestry

has been practiced for 600 years. But climate, soil and tree species, as well as the economical factors differ so radically from ours that no absolute analogy may be drawn.

Many of us feel that there will always be a market for high grade lumber. As the late Professor Fisher expressed it, "The aim of modern forestry is so to interfere with Nature that trees of commercially valuable species will grow to a size suitable for cutting in the shortest number of years." He beautifully applied this concept by his method of "weeding" of undesirable species by cutting them back with a machette. This prevented the slower growing valuable trees from becoming smothered by the poor trees. He then allowed a dense stand of valuable trees to grow till two log lengths had been formed free of side branches. This was the stage of "training". The next step is to successively thin the stand so that the few remaining trees will make the maximum diameter growth each year. By this method "clear" lumber, i.e., wood free of knots, is formed. Such lumber will bring an increasing high price as the quantity available in standing trees decreases. He also began to realize that the method of clean cutting of "old field" pine stands and expecting pine to recur either by natural reproduction or by artificial planting was both

uncertain and expensive. Furthermore, he saw that the artificial mass plantation of one species of tree was seldom natural and tended to attract the specific forest parasites which devoured those trees.

Errors in management have occurred in the past in the management of Harvard Forest, and will occur in the future. But it must be remembered that at present the only difference between forest research and other forms of investigation is that in the latter we learn by our own mistakes, while in the former we must depend on the mistakes of our predecessors. If Professor Fisher had only lived longer, he himself would have reached these conclusions which he had begun to suspect.

The Past of the Harvard Forest.

The Harvard Forest, put under scientific management in 1908, is the oldest managed forest in the United States. The Harvard Forestry School, run as a general forestry school for 6 years, then as a purely graduate school from 1914 open to research graduate students has an enviable academic record. I have been told that in a recent survey of Forestry Schools conducted by the Society of American Foresters, Yale ranked #1 and Harvard 10th, graded according to staff and equipment. But when rated as to positions held by graduates, Yale and Harvard were tied for

1st place. Academically the school has certainly justified itself. If the number of scientific visitors is any criterion, the Forest has fulfilled its duty as a demonstration forest. The research accomplished may be seen in the number and quality of the bulletins and papers written by staff and students.

The Future.

What should be the immediate future policy of the Harvard Forest?

All agree that additional endowment is needed to help defray overhead, salaries of teaching staff, for experimental development of the woods, for scholarships, and to pay for publication of research studies. This endowment will come in time, but much more rapidly if the general public is informed as to what the Harvard Forest is attempting. The forest models are a first step in this direction. Their fame will have so spread by the time they are moved to Petersham, that interested people will journey to the Harvard Forest to view them. In the interim, as much work should be undertaken and as many students enrolled as can be supported by the income available. In this connection I personally feel that scholarship funds should be only expended on students of applied forestry who are to reside at Petersham. Students who wish to delve into allied fields of biology or of agricultural economics should receive their aid from these departments.

The question of extending the requirements for an A.M. from one to two years should be considered. More attention should be paid to broadening education of students in residence by arranging a definite schedule of discussions to be led by members of the University from Cambridge. These seminars to be held at Petersham. For instance, Raup on Ecology, Professor Black on the economics of Farmer's Wood Lot, Shepard on Regimentation, etc.

I fully realize that with the present inadequate headquarters building little use of the forest opportunities can be made by other members of the biological staff of the University. Once Shaler Hall is erected, this should be operated as any other college dormitory, with definite prices assigned to each room, and a regular charge for meals. This building, besides providing fire-proof space for library and records, will supply rooms for students, and larger suites including private bath and study. It is hoped that these latter will attract the professional ranks who may want to work in the country. In short, a kind of rural "Wood's Hole" might be developed. The charge for these rooms would help defray the running expenses. The association of the students and staff with their occupants would be a stimulating symbiosis.

As an experimental laboratory worker, I personally look at any problem from the research point of view. I

have tried to subjugate "preconceived ideas" to experimentally produced results. In any biological experiment, there are so many factors that all may not be controlled at once, and indeed some are even beyond control. The best we can do is to maintain adequate controls. I look at the 3000 acres of the Harvard Forest as a huge test tube rack. Each tree represents a bit of evidence. Different treatments have been applied for the past 30 years. The reactions that have been taking place have never been read. The crying immediate need is to critically read the results. After determining how many "man hours" have been expended on each different plantation or cutting, compare these results to the amount of increase in board feet" or betterment of stand that has resulted. It is only by such study that we are to learn if the money expended in the past has been wisely spent. In future woods operations, all the treatments which this and future studies show to be uneconomical should be abandoned. In this connection, I would like to emphasize the need of permanently setting aside certain tracts as controls. Some empty fields, some old cut over areas where even "slash" has not been burnt, and a few stands of "old field pine." These areas to be "Nature's experiments." Who knows that after a 100 years these areas may not contain the best stand of timber?

What should be the aim of the Harvard Forest in the whole field of Forestry? Forestry practice varies so greatly due to type of trees, climate, and soil that I believe an intensive study of how to most rapidly grow the most valuable local species of trees on the soil available would accumulate the most information. It is doubtful if even our large corporations find that scientific forestry as practiced to-day pays. Certainly the average farmer of Worcester County has no use for forestry. With the passing of large landed estates that is bound to occur due to taxes in the future, and the economic necessity of more people migrating to the country, the question of the "Farmer's Wood Lot" will become increasingly important. What the farmer wants is an annual supply of fuel. At present he obtains this by clean cutting a part of his woods each winter. If, however, it could be definitely shown that by selection cutting he could not only obtain his annual supply of fuel but after 10 years have some ready cash in the form of "saw logs", he would be interested. But the Harvard Forest cannot yet tell the farmer how to manage his wood lot.

Harvard University has a hardly explored academic gold mine in the Harvard Forest. A demonstration forest exists at Petersham to which library many distinguished

visitors come to read the results of over 30 years work and where students may well study for advanced degrees. The members of the biological staffs have not made use of its biological resources because of lack of proper housing facilities. The department of economics has not practically applied the results of the years of study as the results have never been made available. The immediate need is to conduct the Harvard Forest with a more practical point of view.

dnc

* We have another better copy

COMMONWEALTH OF MASSACHUSETTS
Governor's Emergency Council

September 29, 1938

THE FOREST FIRE MENACE IN THE HURRICANE BELT

The hurricane of September 21 created a grave, immediate menace to life and property by blowing down probably five billion feet of timber throughout the main swath of the storm in New York, Connecticut, Rhode Island, Massachusetts, New Hampshire, Vermont, and Maine. This fallen timber, a tangled mass of rapidly drying debris, in many places twenty feet deep, forms a gigantic fire trap and a threat to life and property of thousands of individuals and communities.

Fifty per cent of all the white pine in New Hampshire is down. Massachusetts alone reports a three billion board foot loss. There are thousands of farms and communities in the midst of this down timber and the usual autumn fire season is at hand. The normal protection systems are paralyzed because the woods roads are blocked and lookout towers and telephone lines are down; and they are faced with the immediate likelihood of sweeping and uncontrollable conflagrations. Such fires may easily result in public disaster of vastly greater size than the damage from the original storm.

This menace requires an immediate and large attack. Without a day's delay, thousands of men should be set to work to remove the most dangerous debris adjacent to houses and communities and set up a large emergency fire control force. Thereafter, as the only solution of the whole dangerous situation, the owners should be assisted in salvaging the down timber and marketing it slowly over a period of years. The task is so great that it is beyond the capacity of the States without Federal help.

The following concrete suggestions are offered:

I - Immediate Fire Precautions:

1. Clear strips 40 feet wide along all public highways adjacent to blowdown ~~XXXXX~~ timber.
2. Open woods roads, public and private, and construct necessary fire lanes
3. Supplement normal State protection forces with large numbers of mobile patrolmen.
4. Immediately rebuild fire lookout towers and telephones and provide additional ones.

5. Remove all down timber threatening farms, villages, and cities.

Suggested solution:

1. It is recommended that considerable ration be given to assigning all necessary relief workers, with no restrictions as to certification and hours. As all the above steps are intended for public safety, they apply both to public and private land.
2. It is recommended that, if possible, extra CCC companies be assigned to the New England area, with great flexibility in organizing small mobile side camps,
3. It is recommended that an increase be sought in the funds available for cooperative fire protection under the Clarke-McNary Act.

II. The over-all protection and salvage problem:

1. The above immediate emergency measures will mitigate but not remove the danger. The down timber must be salvaged or it will remain a menace for years. This timber will also be a breeding ground for disastrous insect epidemics that may destroy what timber is left. Salvage will also mitigate severe economic loss to farmers and others caused by the blowdown and will provide relief work for the rural population left destitute by the storm.

Salvage will ~~not~~ require a large operating capital, which as a whole is not likely to come from private sources. Moreover, the marketing of the timber must be controlled, else it will glut the market, depress prices, and demoralize the entire lumber industry.

Suggested solution:

It is recommended that the United States Forest Service take charge of the salvage work, and, with the cooperation of appropriate credit agencies, advance operating funds to individuals and groups. To control marketing it seems essential that the Government purchase logs and lumber and store and market it slowly or give it away for farm buildings. Funds must be available also for all necessary equipment, including tractors, sawmills, and tools.

III - Forest rehabilitation:

This salvage, unless under careful technical supervision, may easily destroy the young timber and seed trees that remain by indiscriminate slash burning and logging. Looking to the economic future of the region, the land owners should have advice on proper forest management.

Suggested solution:

The area should be divided into districts, each manned by a trained forester, who will determine and enforce methods of

salvage that will protect the remaining growth. It is recommended that funds be provided for this under the authorization of the Norris-Doxey Act.

IV- Coordination:

Because of the many Federal, State, and local agencies involved in the above program, assignment and coordination of responsibilities is essential.

It seems appropriate that the United States Forest Service, which already actively cooperates with the States, should assume this function. Specifically it should assign a liaison officer, with necessary technical aid, between the Governors and the Federal Government, and as Chairman of an inter-state coordinating committee.

(Signed) WARD SHEPARD

Chairman, Forest Fire Emergency Committee

Addendum: In addition to the above, two verbal recommendations were added, as follows:

1. That the Forest Service, with the aid of the State Conservation Departments, undertake the immediate fact finding required for orderly procedure.
2. That immediate work be started on drafting adequate state forestry laws aiming at permanent forest production and that consideration be given to emergency state appropriations



HARVARD FOREST, HARVARD UNIVERSITY
Petersham, Massachusetts

October 14, 1938.

A PLAN TO END DESTRUCTIVE FOREST EXPLOITATION
IN NEW ENGLAND

MEMORANDUM TO: The President. *[of the U.S. - FDR]*

The Federal Government is in a powerfully strategic position to request the New England States, in special sessions of the legislatures to be called immediately, to enact the Model Soil Conservation District Act and, furthermore, to adopt a model statute to prevent further destructive logging; to require, wherever needed, selective cutting and to work rapidly toward the principle of sustained yield management through the requirement of approved management plans for all timberlands.

My reasons for the above recommendations are as follows:

1. The salvage of some three billion board feet of down timber immediately is utterly impossible without organizing the people to do business with the Government. They should be so organized as to permit orderly evolution into Soil Conservation Districts as soon as the States have adopted the Act.
2. The Federal Government is unjustified in making a vast investment in emergency fire protection, timber salvage and forest rehabilitation, except on the basis of the immediate cessation of destructive cutting.
3. It is furthermore unjustified in making the large permanent investment in flood control in New England without adequate control of the forest cover.
4. New England is predominantly a forest region and not an agricultural region. New England agriculture is sick from the destructive exploitation of the farm woods and big timber tracts of the region, and agricultural rehabilitation is impossible without forestry rehabilitation. Benefit payments under the AAA should be devoted primarily to aiding farmers in silviculture.

4. The lumber industry of New England has been practically ruined by the conversion of the forests of the entire region to low grade box board and fuel wood timber. Furthermore, this low grade timber is badly manufactured and the West Coast and the South have made great inroads into the New England lumber market. Furthermore, as abundantly verified by the Forest Service and by numerous private operators, selective logging is much more profitable than clear cutting because it means cutting big trees with high grades and obtaining a tremendous growth on the residual stand.

My recommended procedure would be as follows:

1. Draft a model forest rehabilitation act and submit it immediately to the Governors of the states, with the request for immediate enactment. This should be short, simple and generalized:

- a. Effective regulation.
- b. The requirement of approved management plans.
- c. No clear cutting except by permit.
- d. For Federal participation in enforcement through attaching federally appointed foresters to the soil conservation districts.

2. Request at the same time the immediate enactment of the Model Soil Conservation District Act.

3. Have the Bureau of Agricultural Economics, the Forest Service and the Soil Conservation Service begin an immediate survey to determine the number and location of soil conservation districts to blanket New England in its entirety. This survey should also delimit the region by major forest types and should result in specific silvicultural regulations for those types.

4. The administration of these regulations will be directly in the hands of the Boards of Directors of the Soil Conservation Districts, which provides the perfect democratic mechanism which Silcox has been seeking for his proposed Federal regulation. It gives not only the farmers but the big timberland owners direct representation in enforcement.

It is my firm belief, Mr. President, that with some opposition from big lumbermen and from die-hard anti-New Dealers, you will have the common people of New England firmly behind you on this bold strategy. Furthermore, it is my belief that having established it in New England, you can do it in every other region where the Federal Government is participating in flood control and soil erosion control.

Four years ago I proposed to you, and you boldly put into effect Article X of the Lumber Code. That was ruined by the A.A.A. decision, but as a direct result the whole thing, for the first time in our history, made the lumbermen aware of silviculture and, moreover, as a direct result, hundreds of thousands and possibly millions of acres of timberland are now being handled by selective cutting. The lumbermen do not know but I know positively that the permanent depression from which the lumber industry suffers is caused wholly by the stupidity of clear cutting, which destroys the forests and floods the market with low grade lumber made from small timber. G. L. Billings of the big Meyerhouser affiliate at Lewiston, Idaho, is doing as magnificent silviculture as I have seen in Europe, and he told me a year ago that his company is making so much more money than they did from clear cutting that they are not advertising the fact to their competitors. Frederick Meyerhouser told me a year ago that he was bitterly disappointed at the destruction of Article X because, in his opinion, it afforded the only possibility of putting the lumber industry on its feet. Frank Murphy, President of the Scotia Redwood Company, who, like all the redwood operators, is utterly and needlessly destroying the most magnificent forest in the world, told me that he had paid precisely \$33.00 in dividends in thirty-two years on an investment of twelve and one-half million dollars, and furthermore told me that he would be glad, and he thought all other redwood operators would be glad, to sell the land to the Government cheap, to be paid for by long time, low interest bonds, redeemable from a sinking fund set up from the proceeds of timber to be selectively cut by the Forest Service.

I believe you will admit that my advice to you about Article X was absolutely sound. To reinforce your belief that I am not a visionary, long-haired college professor, may I further point out that I was the principal author of the Indian Reorganization Act, which F. L. Wilson told me he thought was the most brilliant New Deal achievement. I recommended to Secretaries Ickes and Wallace the transfer of the Soil Conservation Service to Agriculture. I was the original proponent of the Soil Conservation District principle. I helped Bennett draft the permanent Soil Conservation Act. I made the original draft of the O. & C. Sustained Yield Management Bill, and I helped get the lumbermen back of it at Portland. I proposed to Ezekiel and Eisenhower last spring that forest economics should be consolidated with agricultural economics, and this has now been done. Finally, I secured Silcox's appointment as Coordinator for the New England Forest Emergency, and the Federal Government has adopted all the essential principles of the plan I submitted

to you through Governor Hurley for this emergency project.
I believe therefore that you will have confidence in the
soundness of my opinion on the above recommendations.

Respectfully yours,

Ward Shepard

Director



Forest

HARVARD FOREST, HARVARD UNIVERSITY
Petersham, Massachusetts

October 14, 1938.

MEMORANDUM TO: The President.

Since writing the attached memorandum I have had a long talk with Wilson Compton with the result that far beyond my expectation and belief he has endorsed my proposed program not only for New England but for the entire United States on behalf of the organized lumber industry, as you will see in the enclosed remarkable letter.

It is my belief that you thus have the power immediately, if you so wish, to go forward with a program that will wipe out destructive cutting throughout the United States in one year. My work on Article X of the Lumber Code made me respect the intelligence and the good will of the majority of lumbermen. I have the same respect for the farmers. The Soil Conservation District Act, already adopted in about twenty-five states gives, with the addition of forest regulatory statutes, the perfect democratic mechanism with adequate Federal supervision to do this vast job in a quick and orderly manner.

As to New England, I think immediate movement is imperative in order to organize the people to do the big salvage job in a way that will permit them to develop into soil conservation districts in the next three to six months.

My plan places the work in the Soil Conservation Service. It is my belief that that is where it belongs. The farm woodlands of this country are inextricably intermixed with the large timber holdings and the two groups of ownership should be fused through the Soil Conservation Service. The letter has an abundant job in running the national forests and in the large Federal acquisition program. It can further cooperate with industry in establishing joint public-private sustained yield management units.

mission here

I have offered my services to Dr. Hugh Bennett to assist in any way possible in carrying forward this program. I am fully authorized by President Conant to take any steps I see fit to further it. I am giving you, Mr. President, the opportunity to become the greatest forest legislator.

in the history of the world, with the untold beneficent consequence to hundreds of millions of people living and unborn and to the beauty of this continent as a place of habitation.

I am fired with enthusiasm in its gigantic possibility. I can do it for you, if you wish. Do you want me to and may I see you as soon as possible to talk with you about it?

Faithfully yours,


Director

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COMMONWEALTH OF MASSACHUSETTS
Forest Fire Emergency Committee

October 4, 1938

RECOMMENDED BASE PLAN
OF FOREST PROTECTION, SALVAGE, AND REHABILITATION
IN NEW ENGLAND HURRICANE BELT

(Note: this plan is necessarily based on an imperfect knowledge of the legal powers of the Federal agencies concerned; but it is suggested that if the Federal Government lacks the authority to undertake the essential features of the broad plan here sketched, the menace to life is such as to justify seeking the necessary authority from Congress.)

The hurricane blew down between 3 and 5 billion board feet of timber. This is greater than the total lumber and pulpwood cut of New England in the past 25 to 35 years. Sawn into lumber, it would load a freight train 300 to 450 miles long. As a fire trap it is immediately capable of destroying thousands of lives and untold property. This timber is immediately inflammable and will be even more so by next spring. It presents the immediate probability of fast-moving and appalling conflagrations over great stretches of country, destroying everything in their path. Tons of thousands of farmers, with crops and buildings devastated, have lost their valuable timber. The forest growth that remains is in imminent danger of destruction by fire and indiscriminate salvage operations. The problem that confronts the Federal Government and the states is three-fold: the only solution of the fire menace is to salvage the timber, the only solution of the relief problem is to salvage the timber, and the only solution of the forest rehabilitation problem is to control the salvage and the marketing of the timber.

PLAN OF ACTION

COORDINATION

The Chief of the United States Forest Service, as the President's Coordinator for the three-fold operation, will request the Governors to nominate State Committees on Forest Protection, Salvage, and Rehabilitation. The Chairmen of these Committees will constitute an official advisory Board, accredited by the Coordinator, and a liaison agency between the Coordinator and the State governments, working in regional unity. The Advisory Board will assist the Coordinator in working out the details of the Base Plan and in securing its administrative application within the States.

PROTECTION

The Coordinator will request the following division of responsibilities in the immediate protection problem:

The State Highway Departments will sponsor WPA projects, subject to approval by the Department of Conservation or equivalent agency as to technical aspects, will begin an immediate clean-up of wide strips (approximately 40 feet) of down timber along highways, including town roads.

The State Conservation Department or equivalent agency shall reconstitute and enlarge the forest protection system, including the opening of woods roads on both public and private lands, and adequate patrol and policing, with the help of WPA, CCC, National Guard, State Police, and other agencies.

The protection of life is impossible without taking the above measures on both public and private land. To this end, when the State Department of Conservation or equivalent agency shall certify a menace to life and public welfare, the WPA will assign its workers for all required protection measures on public and private property. To obtain sufficient labor to effectuate the protection program, the President shall determine priorities in all State WPA projects. When certification of menace to life and public welfare shall have been made, the Governors of the States who have authority to do so will proclaim the closure of the woods in the affected areas to all persons, except owners, tenants, and their agents and public employees engaged in necessary protection, during periods of fire danger. Any Governor lacking such authority will be requested by the Coordinator to seek it from the State Legislature as a condition of continued Federal participation within such State. Inasmuch as the menace to life and public welfare will continuously increase with the drying out of the timber, the declaration of menace must not end with the current fire season, but must be continuous to permit the use of WPA and CCC throughout the winter on reconstructing the protection system.

SALVAGE

The salvage of timber for protection and relief will be impossible without complete control of marketing, inasmuch as indiscriminate dumping will destroy the price structure and have wide repercussions on the entire lumber industry. The Surplus Commodity Corporation (or other qualified Federal Agency) will create a Surplus Timber Corporation, with logging, manufacturing, and marketing divisions; and will purchase and store logs or lumber according to regulations to be formulated by the Coordinator as a supplement to this Base Plan.

The Farm Security Administration, under regulations to be formulated by the Coordinator, will advance loans, preferably to Forest Management Cooperative Associations, for logging, or manufacture or both; or as an alternative may employ destitute farmers, preferably organized into Cooperative Associations, for timber salvage. The Surplus Commodity Corporation will make similar loans to large land owners.

No timberland owner and no individual, company, or corporation will be eligible to receive loans or to purchase logs or timber, except under conditions to be defined by the Coordinator, unless they enter into contracts to refrain from cutting standing timber on their own lands or from abetting the cutting of standing timber on other lands.

FOREST REHABILITATION

To prevent destruction of remaining timber and young growth, through indiscriminate salvage and slash-burning, the Coordinator, with the aid of the Advisory Committee, will draft regulations concerning slash disposal and

protection of remaining growth, such regulations being made the condition of either loans or purchase.

To supervise the execution of such regulations, the Federal Government and the States, will district the entire affected area and assign technically trained foresters to these districts.

Effective measures for forest rehabilitation in the stricken area and to prevent further destructive exploitation of forest resources in the interest of flood control, and the Federal Government will assist the States in drafting such measures.

GENERAL ADMINISTRATION

The Coordinator will establish an office of Forest Protection, Salvage, and Rehabilitation with such administrative and technical staff as is necessary to supervise the execution of the entire plan, in cooperation with the States, and to take such immediate steps of detailed fact-finding as are essential to the speedy execution of the plan.

(signed) WARD SHEPARD
Chairman

Approved:

(signed) ERNEST J. DEAN
Commissioner of Conservation

Approved:

(signed) CHARLES F. HURLEY
Governor

10-28-38

? Oscar M. Shaw
attorney

HC-447
10/28/38
O.M.S.

MEMORANDUM RE HARVARD FOREST STORM SALVAGE

The Harvard Forest suffered very great damage in the hurricane of September 21. I have seen no estimates of the actual extent of the timber down, but Mr. Lowes will probably have some information along those lines.

Several large and many more small owners in the Peter-sham area, who were equally hard hit, are combining to undertake salvage operations by concerted effort in some form, and are eager to have the College cooperate.

Although there has as yet been no official announcement, it is generally understood that the federal government, probably through the forestry bureau or perhaps some emergency agency, will buy logs delivered at specified depots at a fixed schedule of prices for different grades. To the extent that both the College and the private owners sell logs there will thus be no competition between them. The College will want to mill some of its logs in order to get better prices for high grade lumber, as, no doubt, will some of the private owners. The government may buy lumber to a limited extent, but it may be desirable to find other markets.

The principal competition between the College and the private owners would come in the employment of labor and in contracting for logging, milling, etc. I understand that the Forest

people believe that if there were no cooperation, the College would take the cream of the labor and contractors.

Aside from a desire to be helpful, the principal advantage to the College from some cooperative arrangement seems to come from the possibility of getting insurance against the risks of the salvage operations. These, of course, are rather serious and there will undoubtedly be injuries. The College is unable to insure its own employes in the Forest under the Workmen's Compensation Act (because of the possible application to the College of a decision to the effect that all employees are to be regarded as insured if any are), but could, of course, arrange coverage for the employees of an independent contractor, by fixing the contract price to include the premiums.

The private owners will probably form a cooperative corporation under G. L. Chap. 157, §10 and will sell their logs to or through the cooperative under members contracts authorized by the statute. Of course the College, for several reasons, should not become a member of the cooperative (which will probably finance its salvage operations by a loan from R.F.C.) and the statute prohibits the cooperative from "handling the products" of non-members. The College would, therefore, market its own logs and lumber independently of the cooperative. I think there is real doubt as to whether such a contract as is proposed between the College and the cooperative is within the latter's powers, but it seems to me that that is of no importance to the

College, which will be extending no credit to the cooperative in any form and whose contract will become executed from week to week as labor is done and wages paid. Furthermore, I have some difficulty seeing how it would be to the advantage of any one interested in the cooperative to attack the arrangement.

The suggested contract would provide that:

1. The cooperative would employ as its superintendent one Hockett, who seems to have the confidence of the Forest people.
2. The cooperative would agree to perform salvage operations in the Forest, employing labor and contracting logging, hauling, milling, etc., for that purpose. Any dispute as to the character of the labor or machinery would be referred to and settled by a member of the cooperative board and a representative of the College. The cooperative would pay all wages, etc., and provide insurance, bookkeeping, office space, etc. Rates of wages would be approved by a representative of the College.
3. The College would agree to pay to the cooperative (a) ~~the~~ amounts equal to the wages of labor working in the Forest and to the contract price of work done on contract, and (b) a proportionate share of Hockett's compensation and of general overhead (bookkeeping, insurance, etc.) based on the proportion of board feet taken out of the Forest to total board feet taken out of the property of private owners and the Forest. This seems to be an equitable and fairly accurate method for sharing these general expenses.
4. The College would reserve the right to mill such of its logs as it should elect, giving the cooperative notice of its intention to do so.

Such an agreement would seem to accomplish the desired cooperation while avoiding the difficulties which the College wants to avoid. The main difficulty is that supervision by the Forest people of day labor furnished by the cooperative might

result in making the laborers employees of the College and thus not covered by the policies taken out by the cooperative. This is a real danger, but I think it can be minimized by a few instructions to the Forest superintendent, and probably 75% of the work, I understand, would be done under contracts for logging, hauling, milling, etc., as to which this problem does not arise. In any event the risk can be no greater than it would be if the College undertook its own salvage work without any arrangement with the cooperative, and probably is much reduced by such an arrangement as the one proposed.

O.M.S.

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EGS to EDM(?)

THE HOSPITAL OF THE ROCKEFELLER INSTITUTE

FOR MEDICAL RESEARCH

66th Street and York Avenue, New York

10/22/38

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Contribution to be Anonymous except to Conant. Do not tell Shephard even.

EDM

1. Grabbed your letter as making a late start to Hospital. On return home will mail H.U. a ck. for \$20M via EDM. This contribution is made for Hurricane salvage at H.F. to be expended under your supervision. It is further understood that it is not to be used for any capital expenses and to relieve me of any further contributions under my three year plan. ^(10M more due 3-1-39) At a later date I may make a similar contribution, if needed, for Hurricane damage.
2. Hope you can cancel purchase of saw mill. Would take all winter to break in mill and crew. Much better to hire portable mill & crew all broken in.
3. Believe idea of releasing Shepard back to Fed. Gov. for rehabilitation of N.E. a good one. At any rate believe his 3 yr. trial term up this spring. This gives you too little time to look for a director of H.F. Get a Forester not a Financial Wizard or a New Dealer!

EGS

GODFREY L. CABOT
77 FRANKLIN STREET
BOSTON

File
AUG 2 1938

August 24, 1938

Dear Doctor Conant:

A week ago today, Mr. Ralph Bradley^① and myself were shown over the Harvard Forest by Doctor Shepard and Doctor Gast, and, also, inspected the miniature nursery, at which something like 20,000 seedlings of white pine have been planted with accurate and systematic records, with a view to learning all that can be learned from the relative growth of the different seedlings. Ultimately, of course, male and female cones from the most promising seedlings will be selected with a view to the best result.

I think Doctor Shepard's mind at present is focused on the commercial result and for the reason that by keeping down the number of knots in the timber, the market value of the resulting lumber can

① Bradley is Cabot's son-in-law or other relation, I believe

be much more than doubled, but I am writing him today reminding him that we, also, are interested in the production of fuel in the largest possible quantity, which may not run exactly parallel with the value of the lumber under present existing circumstances.

We saw in the forest itself many interesting details. For instance, the rate of growth of hemlock and irregularities caused by different physical conditions. The increase in the number of seeds that germinate by diminishing the thickness of the layer of pine needles and other rubbish on the surface of the ground.

The great difference in financial return by the careful guidance of the growth in such a way as to diminish the number of boughs to make knot-holes and to make sure that the trees would grow vertically.

I am very greatly pleased by Doctor Shepard's minute attention to these practical details and it suggests to me that short monographs should be issued by the Harvard Forest

covering such practical details
and inviting foresters to comethither and
receive the benefit of the exact knowl-
edge that is being gathered there and
which will be of great pecuniary value
to such lumber companies as have the
intelligence to benefit by them.

Very sincerely yours,

GLC:A

Godfrey W. Cabot

Doctor James Bryant Conant,
President, Harvard University,
Cambridge, Mass.



January 5, 1938

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

Dear Dr. Stillman:

May I take the liberty of answering your three letters with one?

In the first place, let me thank you for the time and trouble you took in sending them. I assure you that I am delighted to have all that you hear transmitted to me. The channels of communication are by no means always as open as they should be. A man in my position should hear all that he can, reserving, of course, the right to make final decisions.

To take up your most recent comment first, I am surprised that the music at the services in Appleton Chapel is open to any criticism. Dr. Davison has made such an outstanding record here at Harvard that I had supposed this was one aspect of the University which was beyond criticism of any kind.

In regard to the question of research versus teaching, the criticism you have reported was inevitable in view of the situation that existed in the Faculty of Arts and Sciences when I took office and my own desire to establish a proper balance between these two factors. You are probably not interested in hearing a long argument from me, as I am sure you and I would agree finally. You might be interested, however, in the fact that I anticipated the growth of criticism some months before the wave reached its present gigantic proportions, and took pains to make half of my Tercentenary Oration cover this very point. I am taking the liberty of sending you a copy of this with those sections marked which foreshadow the trend of opinion.

A further complication, which I had not anticipated, was the fact that during the past ten years the situation had been allowed to grow and that five or ten times as many young men had been given temporary positions as we could find futures for on a permanent basis. As this situation was not realized, it was not, therefore, frankly stated to the young men in question. The consequent turnover in the last few years has resulted in a great deal of hard feeling which will probably not be eliminated for five or ten years, if it is by that time!

In regard to your question about botany, I wrote to Dr. Merrill and have received a long memorandum from him, a copy of which I am enclosing. I think his memorandum is self-explanatory. In all these academic matters, you will realize that there is a great deal of misunderstanding and difference of opinion. In the long run, however, I believe there can be cooperation among this group of biologists, and I think it is of importance to have such cooperation. I am sure you would find Dr. Shepard, for example, agreeing with me in this matter. Knowing the men involved, I am sure some of the difficulties will shortly be overcome.

Many thanks for your comments and with continued appreciation of all that you are doing for the University, I am,

Very sincerely yours,

* Lover

Memorandum to Mr. Conant

from the Secretary to the University

The attached represents about two hours' careful labors of Merrill, Shepard, and myself this morning. We definitely believe, after thorough consideration, that this is the best and most satisfactory next move. Certainly Cabot, not only in conversation with you, but with Merrill and Shepard, on several occasions has made it perfectly clear that the door is wide open for us to walk in. Therefore no preliminary manoeuvres are required or desirable.

You of course may not approve of some of the phrasing or wording of the letter. It can be changed around to suit you in any way. But I am taking the chance that it may be about what you would feel was the right way to put the whole problem, and am therefore sending it along.

Our own guess is that, if he comes back on this and plans to do anything, it may very likely be a considerable increase to the present Maria Moors Cabot Foundation, with the suggestion of ear-marking the addition for the Forest, perhaps for a certain period of time.

D. M. L. -

attached letter not mailed

January 13, 1938

Forest

*

January 18, 1938

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

Dear Dr. Merrill:

Since our conversation the other day concerning the various problems which come under your general supervision, I have been thinking particularly about the future of the Harvard Forest. The more I have thought about the matter, the greater has become my concern.

As you will recall, when Dr. Ward Shepard came to us on a leave of absence from the Government, it was with the understanding that he would have a maximum period of three years in which to try and obtain sufficient endowment funds for the Forest to enable this institution to do a first-class job as an integral part of the University. The \$15,000 a year which was promised by an anonymous donor for three years will not be available after the next academic year, I understand, since it was the intention of the donor to provide us with a breathing space during which we could attempt to set our house in order. I assume that there is no possibility of a continuation of this annual gift.

We must admit that Dr. Shepard, in spite of all his efforts, has been completely unsuccessful in obtaining an endowment for the Forest or in turning up anyone who seems likely to make a gift for this purpose.

It is not too early to raise the question with you as to what we shall do if at the expiration of the three years we are in the same position we are in today. It will be impossible to finance Dr. Shepard's salary and some of the other work of the Forest. We shall have

to put the institution in somewhat of a stand-by condition and give up any idea of going ahead with our ambitious schemes for some time to come. I assume that under such arrangements the work which we have undertaken under the Maria Moors Cabot Foundation would not be impaired in the least. However, I cannot help wondering what will happen to the whole silva culture research of which this new work under the Cabot Foundation is a part. It is this aspect of the whole problem which gives me greatest concern. What is your suggestion as to the probable next step?

Very sincerely yours,

JAMES B. CONANT

Since Mr. Hosley is not
an Asst. Prof., he is not entitled
to sabbatical leave.

*

Hold over for letter from Merrill

✓
G

HARVARD UNIVERSITY

HARVARD FOREST
PETERSHAM, MASSACHUSETTS

February 25, 1938.

Dean George H. Chase,
University Hall,
Cambridge, Mass.

Dear Mr. Chase:

I am writing to recommend the granting of a year's sabbatical leave at half salary to Mr. Neil W. Hosley, Instructor at the Harvard Forest, beginning September 1, 1938. Mr. Hosley was appointed on July 1, 1925; and although he was granted sabbatical leave in 1934-35 to study for the doctorate at the University of Michigan, it is my understanding, after Mr. Hosley's recent conversation with you, that he might be granted further leave, even after a relatively short period. I am all the more favorable to this, inasmuch as Mr. Hosley has continuously worked on a twelve months' basis with only short and infrequent vacations. Furthermore, important phases of work Mr. Hosley is now engaged on will be completed before he leaves, so that his absence this coming year will cause a minimum of inconvenience. Mr. Hosley plans to keep in close touch with the Harvard Forest and to direct the work of a student now specializing under him, who will continue his work next year.

Was granted
leave on 1/2 pay,
but NOT under
sabbatical rules,
for 1934-35

I do not know the procedure in the case of sabbatical leave, and I shall be glad to furnish any further information that may be needed.

Sincerely yours,

Ware Shepard
Director

Approved:

E. D. Merrill
Administrator of Botanical
Collections

Enter hand written as notes
Make sure the Approved by EDM is captured



Lores

HARVARD UNIVERSITY
OFFICE OF ADMINISTRATOR OF
BOTANICAL COLLECTIONS OF HARVARD UNIVERSITY
ARNOLD ARBORETUM, JAMAICA PLAIN, MASS., U.S.A.

Arnold Arboretum, *Jamaica Plain, Mass.*
Atkins Institution of the Arnold Arboretum,
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Botanical Garden, *Cambridge, Mass.*
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Bussey Institution, *Jamaica Plain, Mass.*

Farlow Herbarium and Library, *Cambridge, Mass.*
Gray Herbarium, *Cambridge, Mass.*
Harvard Forest, *Petersham, Mass.*
The Maria Moors Cabot Foundation for
Botanical Research

Cathartes
affinis
O.K.
Tell
Louis
Merrill

February 28, 1938.

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

Dear President Conant:

I recommend that you grant permission for the construction of a garage, in accordance with the attached blueprints, at the Harvard Forest, Petersham.

The proposed garage is 86 x 48 feet in size, and 8 feet high. It is to be of cement construction and hence practically fireproof. It is a part of the development plan that Dr. E. G. Stillman has in mind for the Harvard Forest, but it is the only item in the proposed building plan that I am ready and willing to recommend approval at this time. The building, in addition to storage space for motor equipment is to contain a repair shop and a pump room. Most important from our standpoint is the fact that a part of the building could be used temporarily or permanently for the storage of records. Work at the Harvard Forest is tremendously handicapped because of the fact that a part of the records are stored in a fireproof vault in Athol, and other material is in storage in one of the University buildings in Cambridge. This applies to those records which could not be replaced in case of fire in the wooden headquarters building at Petersham.

In addition to these records duplicates of other records have to be made for deposit in a safe place. Because of the type of construction in the old headquarters building of the Harvard Forest, the danger of fire is always present, and a fire once started would unquestionably result in the total destruction of the building and its contents. The old barn shown on one of the enclosed blueprints will be removed before construction of the garage commences.

Dr. Stillman desires that the construction of the garage be commenced as soon as the frost is out of the ground this year. In conference with him recently I told him that I would take the matter up with you and recommend that approval for the construction of the garage, without expense to the University or to the Harvard Forest, be secured. Under existing conditions the construction of this garage will add enormously to the equipment and efficiency of the Harvard Forest. It has no bearing whatever on whether or not the additional buildings planned be constructed, but is placed in reference to the possible construction of the museum and the laboratory at some future date.

Very truly yours,

E. D. Merrill

E. D. Merrill
Administrator

EDM:CG

Ca March 1938

JBC -

Mr. Shattuck & I think you might report this to the corporation but that no formal action would be necessary - the gift of the building can be formally acknowledged after its built.

Mr. Stillman still owns about \$10,000 on his H. A. A. pledge. I shouldn't think, however, that we could tell him he couldn't build the garage, & as he paid down \$15,000 last December it's too early to draw him again.

I should think the garage was well worth having and the sketch plans I look all right. Merrill and Shepard would know better than anyone else.

JWL



HARVARD UNIVERSITY
CAMBRIDGE, MASS.

JEROME D. GREENE
SECRETARY TO THE CORPORATION
10 UNIVERSITY HALL

March 2, 1938

Dear Mr. Merrill,

There has come to me through Dean Chase a recommendation addressed to him by Mr. Ward Shepard, and approved by you, for the granting of a year's "sabbatical" leave at half salary to Mr. Neil F. Hosley, Instructor at the Harvard Forest, beginning September 1, 1938. Only Professors and Assistant Professors are entitled to leave of absence under the regulations governing sabbaticals, and then only once in seven years or the equivalent in the form of a half-year's absence on full pay^{ed} at a shorter interval, *on half pay.* Mr. Hosley's leave of absence in 1934-35 was an exceptional arrangement in his case; but even if Mr. Hosley were a Professor or Assistant Professor, he would not be entitled to another sabbatical in 1938-39.

I am stating the rules merely for your information, and with no reference to the intrinsic merits of the leave now recommended for 1938-39. If there are special reasons why Mr. Hosley should have leave on half pay after so short an interval, the grounds on which the recommendation is made should, I think, be explicitly set forth. This, I dare say, is what Mr. Ward Shepard meant to do in his letter to Dean Chase, but as he seemed to be in ignorance of the sabbatical regulations I thought it would be best for you to endorse the recommendation a little more specifically in the light of the regulations I have cited.

Sincerely yours,

JEROME D. GREENE

Professor Elmer D. Merrill
Arnold Arboretum
Jamaica Plain, Massachusetts

*

In Conference
March 21

HARVARD UNIVERSITY
OFFICE OF ADMINISTRATOR OF
BOTANICAL COLLECTIONS OF HARVARD UNIVERSITY
ARNOLD ARBORETUM, JAMAICA PLAIN, MASS., U.S.A.

Arnold Arboretum, *Jamaica Plain, Mass.*
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Farlow Herbarium and Library, *Cambridge, Mass.*
Gray Herbarium, *Cambridge, Mass.*
Harvard Forest, *Petersham, Mass.*
The Maria Moors Cabot Foundation for
Botanical Research

March 7, 1938.

Mr. Jerome Greene,
Harvard University,
Cambridge, Massachusetts.

Dear Mr. Greene:

Referring to your letter regarding the recommendation that Mr. Hosley be granted sabbatical leave for the next year, this recommendation was made after Hosley had consulted Dean Chase. The latter was of the opinion that the request was in order even although a relatively short period had elapsed since Hosley's last sabbatical leave. Apparently Dean Chase was not aware that Hosley's rank was that of instructor. I might say that the only reason that Hosley does not have the rank of assistant professor is that the financial resources of the Harvard Forest do not permit his promotion, at least as far as salary is concerned.

The reasons for recommending sabbatical leave in this case are as follows: Hosley has received an offer for appointment at the Connecticut Agriculture College. He is loath to leave the Harvard Forest, and we are equally loath to have him go. We do not feel justified in urging him to remain in view of the financial uncertainty of the Harvard Forest. Hosley then raised the possibility of sabbatical leave on half pay, and this we were willing to recommend for several reasons. We are still hoping that the endowment of the Harvard Forest may be increased, which would permit Mr. Hosley to return at the end of the year. If he accepts the Connecticut appointment he will be under rather heavy expenses in moving his family and possessions from Petersham to Storrs, Connecticut.

I would emphasize the fact that Mr. Hosley has had no promotions for several years, and that he is decidedly underpaid as compared with individuals in the academic departments of the University in the instructor grade; I have indicated above that had it been financially possible he should now have the rank of assistant professor.

For these reasons the somewhat unusual request seemed to us to be justifiable. We do not, however, wish to press it if it is so far out of line of customary procedure as to set an undesirable precedent. Personally, I hope very much that sabbatical leave will be granted in this case.

Very truly yours,


E. D. Merrill
Administrator



Low Forest

HARVARD UNIVERSITY
CAMBRIDGE, MASSACHUSETTS

I agree with Mr. Green. *Ward*
3/12 *James B. Conant*

JEROME D. GREENE
SECRETARY TO THE CORPORATION
10 UNIVERSITY HALL

March 11, 1938

MAR 12 1938

Dear Mr. Conant,

May I bring to your attention the enclosed correspondence with Messrs. E. D. Merrill and Ward Shepard with reference to the recommendation for a so-called sabbatical leave, on half salary, for Mr. Neil W. Hosley, Instructor at the Harvard Forest.

Professor Merrill tells me that during his absence on half pay Mr. Hosley will be employed on salary at the Connecticut Agricultural College. At the end of the year the Harvard Forest may be in a position to offer him a more attractive appointment. On the other hand, he may receive an invitation to stay at the Connecticut Agricultural College.

Ordinarily, professors on sabbatical leave are not expected to take salaried appointments elsewhere, but to use their leave for recreation and private study. The case of Mr. Hosley is therefore anomalous in every respect. He is not eligible to sabbatical leave, being only an Instructor; and, if he were, he would not be allowed to take a salaried position elsewhere.

As I said in my letter to Professor Merrill, I am raising these points not for purposes of obstruction but merely to make it clear that if the arrangement proposed is in the best interests of Mr. Hosley and the University, and if the privilege of leave on half pay is regarded as having been earned by his work on a twelve-month basis without adequate vacations, the leave of absence should be granted ^{if at all,} on its merits, as a special case, and not in the guise of a sabbatical.

Sincerely yours,

James D. Green

President James B. Conant

March 15, 1938

Dr. E. D. Merrill
Arnold Arboretum

My dear Dr. Merrill:

Mr. Conant has asked me to thank you for your letter of February 28 concerning the construction of a garage at the Harvard Forest. Mr. Conant has discussed this proposal with the members of the Corporation and they approve of having such a building constructed.

Very truly yours,

Secretary

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HARVARD UNIVERSITY
OFFICE OF ADMINISTRATOR OF
BOTANICAL COLLECTIONS OF HARVARD UNIVERSITY
ARNOLD ARBORETUM, JAMAICA PLAIN, MASS., U.S.A.

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Farlow Herbarium and Library, Cambridge, Mass. a
Gray Herbarium, Cambridge, Mass.
Harvard Forest, Petersham, Mass. letter
The Maria Moors Cabot Foundation for
Botanical Research

March 17, 1938.

had an
previous
correspondence
1936
MAR 19 1938

(for me to sign)

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

Dear President Conant:

Will you please send an official request to President Roosevelt asking that leave of absence be given to Ward Shepard for one more year? The file is in your office. You will remember that when we secured Shepard's services to direct the Harvard Forest that the Washington authorities were unable to grant leave for a period of three years, but could grant leave for one year at a time. Probably a letter similar to the one you sent last year is all that is necessary.

Very truly yours,

E. D. Merrill
E. D. Merrill
Administrator

EDM:CG

TELEPHONE
PETERSHAM 73

*

Forest

WARD SHEPARD
PETERSHAM, MASS.

March 21, 1938.

MAR 22 1938

Dear Mr. Conant:

I have talked with Mr. George Sutherland of the Carter Pond Club concerning your proposed fishing trip in April. He tells me the ice is about half off the pond, and he thinks the fishing will be good any time after the first of April. Although the pond is abundantly stocked, he is planning to put in a considerable number of good sized fish in the next ten days, as they find these fish are sportier on the fly earlier in the season than the fish already in the pond.

Mr. Sutherland told me that as soon as he knows the date of your coming, he will make everything comfortable for you and would like to come up at that time (He lives in Athol) to make sure that everything is in order. You have the privilege of inviting anyone, including your boys, to fish with you as your guest.

In case you wish to rough it, the Club has a comfortable cabin with a kitchen, a living and bed room, and a screened porch. There are cooking utensils and cots but you would need to bring blankets, ^{and food} The Club also has row boats and canoes.

If you do not wish to camp in the cabin, Mrs. Shepard and I would be glad to have you stay at our house, where you could be comfortable and, as Copey says, "your own man" to do as you like. If you would like to combine seclusion with fishing, the West Road Inn is thoroughly comfortable. Their rates are about five dollars per day, and there is a private apartment with living room, bed room, and bath, and the Inn is likely to have few guests at that time.

As soon as your plans are definite, will you please be kind enough to let me know, as I should like to plan my engagements to be here when you come and also to let Mr. Sutherland know. I feel sure you will find good fishing and pleasant surroundings for a rest, and I look forward to your coming.

Sincerely yours,

Ward Shepard

President James B. Conant

March 22, 1938

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

My dear Mr. President:

I am taking the liberty of writing to you as I did in March, 1937 to ask if it would be possible to continue the leave of absence from the Indian Service for Mr. Ward Shepard. If this leave of absence could be continued for another year, we would reappoint Mr. Shepard as Director of the Harvard Forest and a member of the faculty of the new School of Public Administration.

I am venturing to request this additional leave of absence in order that Mr. Shepard may have an opportunity to develop the program which he has been formulating to bring the Forest and various other branches of the University together and focus their attention on the broad problems of conservation.

As I mentioned in my former letter, Mr. Shepard served as a member of the faculty which arranged the program of the new School of Public Administration, and it is of the greatest importance that he continue as a member of the faculty during these first years of the new School's existence.

For these reasons we hope it may be possible for you and the Secretary of the Interior to extend Mr. Shepard's leave of absence for another year.

Very sincerely yours,

JAMES B. CONANT

✓

THE WHITE HOUSE
WASHINGTON

April 4, 1938

APR 7 1938

My dear Dr. Conant:

I have your letter of March 22, asking that Mr. Ward Shepard be granted an additional year's leave without pay so that he may continue for another year as Director of the Harvard Forest and as a member of the faculty of your new School of Public Administration.

Secretary Ickes has approved your request that Mr. Shepard be granted an additional year of leave without pay, and I suggest that you have him submit a formal request for this leave of absence to the Office of Indian Affairs.

Very sincerely yours,



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

on - letter entered



Forest

HARVARD UNIVERSITY
OFFICE OF ADMINISTRATOR OF
BOTANICAL COLLECTIONS OF HARVARD UNIVERSITY

[Handwritten signatures]
Arnold Arboretum, Jamaica Plain, Mass.
Atkins Institution of the Arnold Arboretum,
Santiago, 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.

April 12, 1936.

APR 15 1936

Dear Dr. Gast:

You will remember that I wrote you last fall expressing doubt as to whether or not your appointment at the Harvard Forest could be continued for another term. I have just had a conference with President Conant, the result being that by his direction I am writing this letter at the close of your present three year appointment.

He requests me to inform you that it is imperative that you attempt to secure some other position by Sept. 1, 1936. Failing this you will be continued at your present salary for the fiscal year 1936-37, but with the present prospects no provision can be made for your continuance beyond that period. The usual three year term of appointment is not possible, but in accordance with more or less established system a year's leeway may be provided.

This action is regrettable but it seems to be unavoidable. The crux of the matter is the financial aspect of the Harvard Forest. The institution is operated on an annual deficit amounting approximately to your salary and expenses. The general attitude of the Corporation is, in view of its financial commitments, and in view of its dangerously low balance, that the independent units should be maintained on the basis of their own incomes, and that the Corporation should not be expected to make continuing appropriation for their support. The situation has been met at one small unit, the Botanic Garden, and at one larger one in the botanical field, the Bussey Institution.

While the prospects are that additional funds will be available to the Harvard Forest for certain development work, these funds from a private source are to be supplementary to the present budget and are provided for certain specific activities, not for the support of any existing ones.

I personally regret this action for it is always desirable that fundamental research be continued.

Very truly yours,

E. D. Herrill,
Administrator.

Forest

HARVARD UNIVERSITY

HARVARD FOREST

PETERSHAM, MASSACHUSETTS

April 20, 1938

APR 28 1938

Miss Dorothy Bonn
Secretary to the President
University Hall
Cambridge, Mass.

Dear Miss Bonn:

Thank you for your letter of April 8.

Although the fishing is pretty good now, it is bound to be better on May 4 or 5 as the water gets warmer, and I shall be very glad if Dr. Conant finds it possible to come up then. If not, the latter part of May will be good. The Carter Pond is quite unique in that there is good fly fishing throughout the summer and up to about the middle of October.

Sincerely yours,

Ward Shepard
Director

*

Ware

(insert w/ ware
property)

HARVARD UNIVERSITY

HARVARD FOREST

PETERSHAM, MASSACHUSETTS

May 11, 1938.

Dear Mr. Lowes:

I enclose my recommendation on the Ware property, and am sending a copy to Dr. Merrill with the request that he communicate with you immediately in case he disagrees with any part of it.

I have not mentioned the attitude of our anonymous friend in New York. I am willing to let you and Dr. Merrill give such weight to this point as you think it justifies.

Sincerely yours,


Director

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

Not sent ← include as ^{foot} note *

June 8, 1938

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

Dear Ernest:

After our talk of last Monday I think it highly desirable to do some systematic and thoroughgoing exploration of the historical origin of the present Harvard Forest program and its relation to the needs of present day forest education. I enclose a copy of Professor Fisher's letter of February 6, 1914, to President Lowell. I was surprised to learn that you were not familiar with Fisher's entire program, and this is no doubt partly responsible for our difficulty in agreeing on what constitutes "forestry." I find in the report of the Harvard Forest for the year 1914-15 the statement that the scheme outlined in this letter was thoroughly discussed with President Lowell and Mr. Bacon, and the Corporation voted to approve it with the reservation that at the time lack of funds would prevent the establishment of the special instruction in lumbering.

In the letter above referred to Professor Fisher proposed to build up research in the following fields: (1) the management and silvicultural treatment of forests, for which work the Harvard Forest is the chief laboratory; (2) the control of insect pests, for which Professors Wheeler and Brues will furnish the means; (3) dendrology, through Professor Jack and the Arboretum; (4) wood technology and researches in wood utilization, through Professor

Bailey and his laboratory; and (5) the scientific study of lumbering and logging and the economies in those processes which only technical investigation can bring about. He then went on to say, "For the first four of these specialties, the school is already strongly equipped. For the last, the lumbering, it is practically unprovided. At the present moment, it is this special work in lumbering that will be most in demand, because so many of the problems of timberland management must be solved from that approach. Furthermore, it is this work that the school has all along foreseen the importance of, and which it is known to have been aiming toward. If we proceed now upon the new basis, working only in the specialties already provided for, we shall be moving in the right direction but we shall have failed to enter the field where specialization is most needed. If, on the other hand, we can add the lumbering to our other subjects, we shall not only be first in the field, but we shall point our whole scheme with the study most vitally related to the whole industry for which forestry is working."

In spite of the reservation made by the Corporation, Fisher worked out an arrangement with Dean Gay of the Business School by which Mr. John M. Gries was secured as an instructor in lumbering, other members of the Business School staff giving courses also in accounting, manufacturing, marketing, etc., and the Harvard staff giving courses on forestry in relation to lumbering. The Forest paid half of Gries' salary.

All the work we have been doing here, including the work at Hardwick, clearly falls within the scope of the program set up

by Professor Fisher and approved by the Corporation, with the exception that in the Graduate School of Public Administration the Land Use Seminar has entered the increasingly important field of government administration in relation to the forest problem--a strengthening of his original concept which I am sure he would wholeheartedly approve under the situation of the present day and with the unusual opportunity presented by the Littauer School.

You will note also that Professor Fisher had the concept, which I am wholeheartedly following, of working closely with other departments of the University instead of trying to set up the Harvard Forest as an isolated, self-contained unit. Furthermore, as I understand it, this is squarely in line with one of President Conant's most fundamental policies of university administration. Moreover, it fits in precisely with the admirable suggestion in the memorandum you gave me to make Petersham a sort of "rural Wood's Hole" where men of many diverse interests would work together and where men from different departments of the University would come to give seminars.

The program which I proposed to President Conant and Dr. Merrill prior to my coming here, and which I discussed with you in detail prior to your most generous contribution of the special Gift Fund, was essentially the carrying out of the 1914 program with the addition of public administration. You will note further that Fisher stresses the economics of lumbering as the most important part of the whole program, though I myself do not go so far. I seek only a balanced program.

Fisher conceived the Harvard Forest as a school of advanced

studies primarily for graduates of regular forest schools. To fulfill this function it was essential to offer, so far as facilities permitted, advanced work in any of the major fields recognized as necessary to meet the standards set up by forest educators and by the Society of American Foresters in its successive considerations of this question during the past thirty years.

In 1909, the United States Government appointed a committee of forest educators, of whom Professor Fisher was one, to consider the scope and character of an adequate professional training in forestry. The following paragraph from the committee's report is even more applicable today than it was then:

The profession of forestry is at present still in the process of formation and crystallization. In his pioneer work, the professional forester will be called upon not only to do a great variety of technical work, but also to develop the science itself. To do this efficiently he must be trained to develop methods of forest management suitable to our conditions, to apply these methods to actual management, and to educate the people to the need of forest management. The development of far-reaching policies in constructive management of Government, State and private forests will depend upon the wisdom and foresight of the professional forester. Upon the forest schools rests, therefore, the responsibility not only of training men in technical forestry, but of creating a body of professional men who can formulate the principles and do the constructive work required by our conditions. The rapidity with which the science and practice of forestry develops, and the quality of work done, will depend on how the forest schools meet this responsibility.

It is perfectly obvious that, within the limitations of personnel and funds available, Fisher in his 1914 program was seeking to develop graduate training that would minister to all the complex biological, economic, and social problems expounded in the above paragraph. There is nothing in his whole subsequent

career and in the wide diversity of training and research he stimulated to suggest that he ever retreated from his broad basic philosophy or that he looked upon the Harvard Forest as an isolated biological research station. Rather he regarded it as a nexus tying together and stimulating many university forces. Nor is there anything in the subsequent development of forest education that did not fully bear out his deep insight.

In 1932 a thorough survey of forest education in America and Europe was published by Henry S. Graves, Dean of the Yale Forest School. The study was financed by the Carnegie Corporation and was sponsored by an advisory committee of which I had the honor to be a member. For the purposes of forest education, Graves thus defines forestry as a science:

It is thus obvious that the problems with which forestry deals are highly diversified and technical, and equally obvious that, to obtain the broad economic and social objectives of forestry, it is necessary to build up and apply a body of knowledge and a professional service capable of dealing successfully with these problems.

Forestry rests primarily on the natural sciences as a base, and particularly on the biological sciences. The forest is an organic product of the soil. Underlying forestry are the sciences of physics and chemistry, plant science, geology and soils, physiography, meteorology, bacteriology, and zoology, including entomology. Chemistry, physics, and plant science are fundamental in the problem of adapting the products of the forests to the special needs of industry and the arts.

Associated with the natural sciences as the foundation of forestry is economics, for forestry involves practical management, business administration, and industrial procedures. The natural sciences furnish the basic knowledge of the material with which forestry works. Economics provides the human objective of forestry and guides the use of forest resources in a way best calculated to satisfy the needs of the people of the country.

Engineering is likewise demanded in practical forest administration. Land surveying, mapping, construction and maintenance of improvements needed in transportation, communication, fire protection, water development and other

aspects of administration, handling of equipment, logging, and milling fall in the realm of engineering. Many of the engineering problems in forestry are of a character that may be worked out by the forester who has had such a preparation in land surveying, improvements, and lumbering as may be provided in a forest school, with added field experience in apprenticeship. The more difficult undertakings require the special services of trained engineers.

The utilization of various sciences and arts by the forester had created misconceptions as to his exact position among the professions. The forester is not a trained engineer, though he must have knowledge of mathematics and certain aspects of engineering; and forestry is not a branch of engineering. Likewise, forestry is not a branch of agriculture, though both agriculture and forestry are based on the same biological sciences. The forester is not a professional economist, though he deals with certain phases of applied economics. The forester is a specialist in forest science, dealing with a distinctive and unique problem, the solution of which requires a highly organized body of knowledge and a specialized technique.

Following the Graves report, H. H. Chapman, Harriman Professor of Forest Management at Yale, and President of the Society of American Foresters, made a further detailed study of the forest schools of the United States for the purpose of rating them (see his "PROFESSIONAL FOREST SCHOOLS REPORT" 1936) and, in the course of this exhaustive analysis, published a number of articles from which I enclose extracts further defining the needs of professional forestry training. As the five basic and indispensable subjects of forest education he lists the following: forest economics and policy, forest production, silviculture, forest utilization, and forest management. Fisher's 1914 program and the numerous publications and manuscript studies of the Harvard Forest in many diversified fields indicate that his goal was to furnish opportunities for advanced work in all these fields.

The dropping of major lines of work at the Harvard Forest would lower its standing as a graduate school, would reduce its educational contribution, would narrow its choice of students, and would impair its vitality as a well-rounded institution. A radical change in the 1914 program would apparently require a vote of the Corporation.

In going forward with Fisher's basic program I have consulted a number of experts in education, as well as leading foresters, lumber manufacturers, and others, and have had general endorsement. Among those consulted were:

Dr. Henry S. Graves, founder and Dean of the Yale School of Forestry, formerly Chief of the federal Forest Service, and author of the highly important survey of "FOREST EDUCATION" sponsored by the Carnegie Corporation and published by the Yale University Press in 1932.

Colonel William B. Greeley, for many years Chief of the federal Forest Service and now one of the leading advisors of the organized lumber industry.

Professor H. H. Chapman, who as stated above made the exhaustive "FOREST SCHOOLS REPORT" in which he spent years in studying the curricula and facilities of the forest schools.

Professor Samuel T. Dana, Dean of the School of Forestry and Conservation at Ann Arbor, Michigan, and a member of the National Research Council.

Dean Hugo Winkenwerder of the Forest School of the University of Washington.

Mr. Wilson Compton, Director of the National Lumber Manufacturers Association.

Mr. David T. Mason, a distinguished industrial consulting forester.

Mr. John Blodgett and Mr. John Watzek, leading lumbermen of the country (many others consulted).

Mr. John Merriam, until recently President of the Carnegie Institute of Washington.

Mr. F.A. Silcox, Chief of the Federal Forest Service.

Mr. R.E. Marsh, chief of the section of economic investigations of the Forest Service.

Mr. Carlile P. Winalow, Director of the Forest Products Laboratory, Madison, Wisconsin.

Professor Aldo Leopold, University of Wisconsin, an outstanding forester and conservationist.

Dr. A. G. Black, Chief of the U. S. Bureau of Agricultural Economics.

Mr. Frederick Weyerhaeuser, Mr. Laird Bell, Mr. C. L. Billings, and Mr. George Jewett of the Weyerhaeuser timber interests.

Within the University I have consulted, among others,

Professor Hedfield, Head of the Division of Biology, Dean Dunham of the School of Business Administration, Professors Black and Burbank of the Department of Economics, Professor Bailey of the Bussey Institution, and Professors Holcombe, Friedrich and Lambie of the Department of Government.

It has been my intent from the start to round out the 1914 program, but I have had no intention of slighting one part of it for another. The fact that I have placed considerable emphasis on getting a start in economics and public administration was because undeveloped parts of the program naturally require considerable pushing to get started. Also, numerous people interested in the whole development (some of them possible donors) are more interested in the economic and public administrative aspects than in the strictly biological. However, we have made exceedingly gratifying progress in silviculture and related subjects-- a progress which would have been utterly impossible except through your splendid financial support, and I feel convinced that we are entering a new era of silvicultural research that may produce

results as significant as those of the past twenty years.

Now as to financial policy. I agree very largely with your memorandum on the restriction of our scholarship funds to work done in Petersham. I have, for example, referred a number of applications in economics to the Department of Economics. I hope the Department of Biology will finance scholarships for men like Wershing. Two of the three scholarships used by men on the Hardwick project were special contributions for work of that type, which incidentally were volunteered to me. Work in forest economics should be financed by the Department of Economics. Furthermore, despite Fisher's broad program, we do not seek to expand our work beyond the scope of our immediate resources and carefully scrutinize all prospective students from this standpoint.

In regard to the Gift Fund, aside from that part of my salary and expenses devoted to the broad program for which I was appointed, I have scrupulously expended the Fund for purposes in which I thought you were most warmly interested. The great bulk of the Fund has been spent on forest operation, silvicultural research, library, permanent silvicultural records, and permanent forest improvements. I shall send to you shortly a concise progress report for the two years ending May 1. I look forward to your spending enough time here on your return from the West to see on the ground exactly what we have done. I am confident that you will be pleased with the progress we have made and with the further extension of our research program.

I must apologize for this long letter. Its only justification is to attempt to give you a picture of the Harvard

Dr. Stillman

-10-

6/8/38

Forest as Fisher visualized it and to indicate my belief in the soundness of his concept. You have assumed a highly valued and important relation to the Harvard Forest, and I don't think you will want to make a crucial decision without examining the evidence. I hope you will take the trouble to read Graves' book, which I shall be glad to send to you if you wish. Even more, I hope you will talk with Graves. He is a fine fellow and I am sure I could pave the way for a luncheon with him. I wish you would check on his judgment of Fisher's program and my development of it. Furthermore, can't we have a leisurely discussion of the whole subject before you go West?

Sincerely yours,


Director



HARVARD UNIVERSITY

HARVARD FOREST

PETERSHAM, MASSACHUSETTS

June 13, 1938.

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

JUN 20 1938

Dear Dr. Conant:

In accordance with your suggestion I have discussed with Dr. Merrill my work for the coming year in the Graduate School of Public Administration. Prof. Black will be able to devote most of his time next year to the Land Use Seminar. I plan to assist as time permits. We intend, however, to concentrate the forestry part of the seminar in mid-winter, when field work is difficult here. I estimate that this work will not take over a quarter of my time, and probably less, during the next academic year. This arrangement will permit fully adequate supervision of the Harvard Forest as well as allowing more time to work on endowment.

In the interest of the whole conservation program I think it most desirable to continue work with the Land Use Seminar. The seminar in my opinion is developing a highly important contribution to conservation, even without specific endowment for that purpose. Moreover, the most promising groups who are considering contributions (the Pack Foundation, the Carnegie Corporation, and the Weyerhaeuser group) are more interested in the broader program than in the Harvard Forest alone. However, because the anonymous donor, in providing the Gift Fund, was principally interested in the Harvard Forest, and because of the unexpectedly large amount of time I was unavoidably required to give to the Graduate School of Public Administration during the past eighteen months, I think it is desirable to concentrate as much work here as possible. I believe the substantial reduction in my contribution to the School of Public Administration will fairly meet the situation.

Sincerely yours,

Ward Shepard
Director

Approved:

E. Merrill



Stillman
C. M. F. Forest

June 21, 1938

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

Dear Dr. Stillman:

Your letter of the fifteenth has just come to my desk with the "Purposes of Modern Forestry." I am going to put your remarks in my pocket and read them at the first opportunity.

May I say that our little talk the other day threw more light on the forestry problem for me than some of the hours I have spent with other people. Therefore, I am particularly looking forward to reading what you have written.

Very sincerely yours,

JAMES B. CONANT

THE COMPANY WILL APPRECIATE SUGGESTIONS FROM ITS PATRONS CONCERNING ITS SERVICE

1201-S

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AH23A 35 NL ATHOL MASS 22

PRESIDENT JAMES B CONANT



HARVARD UNIVERSITY CAMBRIDGE MASS

GREATLY REGRET TO REPORT VERY EXTENSIVE DAMAGE IN HARVARD FOREST WITH MANY VALUABLE OLD STANDS COMPLETED DESTROYED WILL REPORT SOON AS POSSIBLE IN MORE DETAIL MEANTIME WE MAY AS WELL POSTPONE MY APPOINTMENT WITH YOU

WARD SHEPHERD
1226P

WESTERN UNION ALONE SERVES 89% OF THE PLACES HAVING TELEGRAPH OFFICES

*

September 27, 1938

Mr. Ward Shepard, Director
Harvard Forest
Petersham, Massachusetts

Dear Mr. Shepard:

After speaking to Mr. Conant this morning, I am able to assure you that you can overdraw your budget by any necessary amount up to \$5,000 in order to permit the Forest to carry out its fair share in the work attendant on removing the fire hazard brought about by the effects of the storm as you described them to me yesterday. The Bursar will honor your requisitions in whatever way you find most convenient, but I suggest that, if possible, you assign the expenditures under this work to a new and separate account.

If it develops that this sum is insufficient to carry out what you consider to be essential work, I shall be obliged if you will let me know and we can then take further stock of the situation.

I hope very much that the concerted effort which you describe may produce the desired results, and understand, of course, that this problem takes precedence over the problems concerning the Forest proper which will be taken up when this emergency has been met.

Sincerely yours,

J. M. LOWES

*

THE GOVERNMENT OF MASSACHUSETTS
Forest Fire Emergency Committee

Boston, Mass. October 11, 1938

To the Governor's ~~Emergency~~ Council,

I have the honor to report that, with the able and energetic cooperation of Mr. J. Burke Sullivan, Assistant Attorney General, I have presented to a joint conference of Federal agencies in Washington the program for emergency forest fire control, timber salvage, and forest rehabilitation hereto attached, and that the Federal Government has accepted this program as the general basis of cooperation with the states of New England. Moreover, pursuant to our urgent request for systematic coordination of the entire project, the President has appointed Mr. F. A. Silcox, chief of the United States Forest Service, to coordinate the activities of all federal agencies involved and to act as liaison officer with the Governors of New England. Mr. Silcox will hold an interstate conference the first of next week to organize orderly procedure in the whole undertaking, and will assign to this region such administrative and technical experts as are required to effectuate the program. It is extremely fortunate that Mr. Silcox, an unusually able and high-minded public servant, has been chosen for this task.

Mr. Sullivan and I spent much of Wednesday with Forest Service officials to assure a common understanding and late that day our Committee's program to the Assistant to the Secretary of Agriculture, who at the close of the conversation called a conference of all federal agencies involved for the following morning, and at the same time thanked your Committee for stimulating the Federal government to an adequate attack on the problem.

The Conference which considered our proposals on Thursday morning consisted of the Assistant to the Secretary of Agriculture, representatives of the Forest Service, Soil Conservation Service, Farm Security Administration, and Surplus Commodity Corporation of the Department of Agriculture, and representatives of the Works Progress Administration and the Civilian Conservation Corps.

I also transmitted the Committee's program to the Secretary of the Interior, the Chief of the CCC, and Mr. Harry Hopkins, administrator of the WPA. We also conferred with Mr. Rauch of the WPA and were assured of immediate help on the emergency fire control program.

This Committee remains at your disposal. In my opinion, it is important to give immediate consideration to redrafting the state forestry laws and to the need of emergency appropriations.

Respectfully submitted,


Chairman.

*

C O P Y

HARVARD UNIVERSITY
Harvard Forest
Petersham, Massachusetts

October 2, 1938

Dear President Conant,

I enclose a report to the Governor's Emergency Council on the result of my visit to Washington. Mr. Silcox has called an inter-state meeting in Boston tomorrow to put the plan into effect.

We are having difficulty in doing the emergency protection work at Petersham because of the labor shortage. All available labor has been absorbed by the WPA. I therefore recommend that you request authority from the Corporation to give to the Town of Petersham such part of the \$5000 as may be needed to remove debris from the Harvard Forest that is a threat to life. I want to emphasize that such expenditure is not for the benefit of the University but of the people of Petersham. This procedure will permit the Town to bring in WPA workers from outside, and is the only solution of the problem I can see.

In case the Corporation approves, will you kindly wire at once to A. C. Cline, Harvard Forest, Petersham.

Sincerely yours,

(Signed) WARD SHEPARD

President James Bryant Conant.

*

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10/2

HARVARD UNIVERSITY

HARVARD FOREST
PETERSHAM, MASSACHUSETTS

October 2, 1938

Dear President Conant,

I enclose a report to the Governor's Emergency Council on the result of my visit to Washington. Mr. Silcox has called an inter-state meeting in Boston tomorrow to put the plan into effect.

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In case the Corporation approves, will you kindly wire at once to A. C. Cline, Harvard Forest, Petersham.

Sincerely yours,

Ward Shepard

President James Bryant Conant.

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Send the following message, subject to the terms on back hereof, which are hereby agreed to

Telegram charged to President's Office, Harvard University

October 4, 1938

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

PROPOSAL OF GIFT UP TO FIVE THOUSAND DOLLARS TO TOWN OF PETERSHAM TO FACILITATE REMOVAL DOWN TIMBER ON HARVARD FOREST PROPERTY WHICH IS MENACE TO LIFE APPROVED IN PRINCIPLE. WILL CONSULT SHEPARD ON DETAILS. IN MEANTIME TAKE ANY NECESSARY STEPS.

J. W. Lowes

WESTERN UNION MESSENGERS ARE AVAILABLE FOR THE DELIVERY OF NOTES AND PACKAGES.

Harvard Forest



October 5, 1936.

Board of Selectmen,
Petersham, Mass.

Gentlemen:

The University has generously allotted to the Harvard Forest the sum of \$5,000 for emergency fire control on the property of the Harvard Forest in the Town of Petersham, rendered peculiarly acute by the large amount of blow-down timber contiguous to the village. On account of the shortage of labor, we have been unable to expend this sum effectively. The Town, on the contrary, is eligible to assistance from the WPA for protective work, and I am informed by the State WPA Administrator that laborers from outside the town can be brought in, and if need be, put in camps. I am also informed that the WPA is likely to contribute substantial additional sums.

I am therefore glad to offer to the Town for immediate use the sum of \$3,000, and if the situation warrants, further sums will probably be available. Also on behalf of the Harvard Forest Mr. T. Catesby Jones, a member of the Harvard Forest Visiting Committee, is undertaking to raise private subscriptions for the Town.

This contribution is made under the following conditions:

1. The money shall be spent exclusively for the fire emergency and not for timber salvage for the benefit of landowners or for any other activity except what is strictly needed to meet the fire emergency.
2. The work provided by this sum should be largely concentrated on the most publicly dangerous areas of the Harvard Forest, but it need not be restricted to Harvard property. May I point out that to do this work on private property you will require releases from property owners?

Please be assured that the Harvard Forest and Harvard University are willing to give you every possible assistance.

Sincerely yours,

WARD SHEPARD

Director

Approved by Selectmen

*

October 5, 1938

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

Dear Dr. Merrill:

I am appointing a committee of four to be known as the "Harvard Emergency Committee on Forest Preservation." After consulting with Dean Williams of the School of Public Administration, three members are from the faculty of this School, namely, Professor Holcombe, Professor Black and Mr. Shepard; you are the fourth member.

I have been led to appoint this committee because of the representation made to me by Mr. Shepard in regard to the very alarming situation in the forests of New England as a result of the recent hurricane. It seems that there is a real need for constructive action on the part of many small communities to meet the fire hazard. The problem involves the Harvard Forest and the question of public administration.

Mr. Shepard has been very active as an individual in this matter. He feels, however, he could speak with greater authority if his findings were backed by the University. To do this, it is clearly of importance to have the whole subject carefully studied by a group of faculty members.

I should be quite willing to give whatever publicity may be desired to the findings of the Committee and I hope you will be willing to undertake this work at once, as time is pressing.

Very sincerely yours,

JAMES B. CONANT

*

Forest

Mr. Little reports on the meeting of the Emergency Committee on Forest Preservation as follows:

It was the feeling of the Committee that Mr. Shepard should go ahead as he is, acting in his own individual capacity. The Committee will stand by in an advisory capacity if wanted for anything; but Mr. Shepard would be less hampered if the Committee were not brought in until needed.

The President should stay out of the matter, so far as making a public announcement is concerned.

*

(Copy of letter from Dr. E.G.
Stillman)

October 6, 1938

Mr. Ward Shepard
Harvard Forest
Petersham, Massachusetts

Dear Shepard:

A far greater peril menaces
the Harvard Forest than the destruction
wrought by the wind, or the future fire
peril. I refer to the destruction by
man. This insidious propagands has been
called to my attention both by word of
mouth and by letter since the hurricane.

If you share this feeling,
why not present your resignation now
to Dr. Merrill, to take effect at some
future date?

Yours sincerely,

Signed: E.G. Stillman



1213-C

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Send the following message, subject to the terms on back hereof, which are hereby agreed to

To Dr. E. J. Stillman October 11 1938

Street and No. 45 East 75th

Place New York NY

I have received your letter tonight at 6:30. The director of the Harvard Trust is immediately recommending to the President and Fellows of Harvard University the refund to you of any unexpended and unobligated balances of any gifts by you to the Harvard Trust. The director is further recommending that this action is necessary to

Sender's address for reference

THE QUICKEST, SUREST AND SAFEST WAY TO SEND MONEY IS BY TELEGRAPH OR CABLE

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Send the following message, subject to the terms on back hereof, which are hereby agreed to

To _____ 19____

Street and No. _____

Place _____

maintain the intellectual and moral
intensity of the Harvard Forest as an
integral part of Harvard University.

Ward Chapin

Sender's address
for reference

THE QUICKEST, SUREST AND SAFEST WAY TO SEND MONEY
IS BY TELEGRAPH OR CABLE

Sender's telephone
number



1213-B.

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DOMESTIC	CABLE
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FIRST VICE-PRESIDENT

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Send the following message, subject to the terms on back hereof, which are hereby agreed to

October 12, 1938

19

To Dr. W. G. Stillman
45 East 75th Street
New York, NY
 Street and No. _____
 Place _____

~~Before formally recommending the action proposed in my telegram of last night I wish to say the Harvard Forest has had full support of University authorities in its efforts to avert fire disasters and that its public service has been widely acknowledged. My proposed action would therefore gravely impair your prestige with the University. I am willing to withhold it on immediate receipt of your apology and definite assurance you will cease attempting to dictate policy of Forest. Our immediate task is to clean up the forest, get utmost value out of down timber, complete thirty year report, and reorganize silvicultural research program.~~

Ward Shepard
 Bellevue Hotel

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WESTERN UNION

R. B. WHITE
PRESIDENT

NEWCOMB CARLTON
CHAIRMAN OF THE BOARD

J. C. WILLEVER
FIRST VICE-PRESIDENT

1213-C

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Send the following message, subject to the terms on back hereof, which are hereby agreed to

To Ward Shepard Oct. 13, 1938 19

Street and No. Bellevue Hotel

Place Boston, Mass.

Hope to meet you Worcester Sunday five as planned. Writing

E.G. Stillman

(COPY)

Sender's address
for reference

THE QUICKEST, SUREST AND SAFEST WAY TO SEND MONEY
IS BY TELEGRAPH OR CABLE

Sender's telephone
number



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R. B. WHITE
PRESIDENT

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1213-C

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TIME FILED

Send the following message, subject to the terms on back hereof, which are hereby agreed to

To Dr. E.G. Stillman Oct. 13, 1938 19

Street and No. 24 East 75th Street

Place New York, N.Y.

Dear Ernest, Shall welcome with delight meeting you Worcester
 Sunday five. Jean and I like and admire your fundamental chaac-
 ter. I have no personal hostilities but I wish to prevent your
 making an irretrievably disasterous blunder in relation to Harvard
 University.

Ward Shepard

(COPY)

Sender's address
for reference

THE QUICKEST, SUREST AND SAFEST WAY TO SEND MONEY
IS BY TELEGRAPH OR CABLE

Sender's telephone
number

*

(COPY)

October 13, 1938

Mr. Ward Shepard
Harvard Forest
Petersham, Massachusetts

My dear Shepard:

When I wrote you, I had only heard indefinite rumors advocating the abandonment of the Harvard Forest. I had no idea that you had advocated this move in an article in the Harvard Crimson. If I had, I would not have written you as I did. No one sent me the article in the Crimson, so it was only by chance that I heard from Dr. Merrill that such an article had appeared.

Dr. Merrill reassured me, however, that after another look at the Forest you had realized that the silvicultural work of the last forty years was untouched, and that you now felt that the Forest was worth continuing. He also told me of the very fine work that you had been doing trying to minimize the fire hazard that existed. I realized what this hazard was, as I was in an automobile as far as Nashua, N.H. the Friday after the hurricane.

I have telegraphed you that I hope we can meet as planned at Worcester on Sunday, as I am anxious to take some photographs for record purposes of the damage to the Forest. If more convenient, you might have Al Cline or one of the students take me around Monday on my photographic trip, as I know your time must be very valuable trying to get a lethargic government organized to do something.

This letter is going forward unchecked so as to save time.

Yours sincerely,

signed/ E.G. Stillman

Forest

*

October 14, 1938

Mr. Ward Shepard
Harvard Forest
Petersham, Massachusetts

Dear Mr. Shepard:

I am sorry not to have been available when you tried to see me yesterday. I have just had a talk with Dr. Merrill and have told him that, as he is Administrator of Botanical Collections and I have always held that the Harvard Forest fell within his area, I would expect a report from him as to the next move in regard to cleaning up the Forest. Dr. Merrill tells me that he will consult with you as soon as possible and make a definite report. If you do not agree with his conclusions you are, of course, quite free to dissent from them in part or whole, but I would like a report on the situation.

Until this report is in, may I suggest that it is unwise for you to consult with the Treasurer or anyone else in regard to raising funds for the Forest either to cover the present emergency or for the long run.

I know how much trouble the emergency has caused you and how worried you have been about the whole forest situation in New England. I do hope you are getting sufficient rest and are not worrying too much.

With all good wishes,

Very sincerely yours,

JAMES B. CONANT

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HARVARD UNIVERSITY

HARVARD FOREST
PETERSHAM, MASSACHUSETTS

OCT 20 1938

Cotuit Inn
Cotuit, Mass.
October 19, 1938

Dear President Conant,

I have just received your letter of October 14 and am replying at once in an endeavor to straighten out a confused situation. For clarification, I will break this letter into sections, as follows:

Harvard Forest Salvage

I told you immediately after the hurricane, and you agreed, that the University must salvage the down timber in the Forest as a measure of public safety. I further said, that in my opinion, a rich and powerful University should not rely on public funds for this purpose. You further generously furnished me \$5,000 to begin salvaging that part of the timber that constitutes the gravest menace to the people of Petersham, and you and Mr. Lowes further intimated that at least an additional equal sum would be forthcoming if needed.

Two years ago you authorized me to raise endowment for the Harvard Forest. A considerable part of the Forest endowment (timber), which has yielded a return of \$5,000 to \$10,000 a year for many years, has been windthrown. I therefore proceeded on the assumption that the profitable conversion of this timber capital into money capital was entirely within the terms of the authority you had already conferred on me to raise endowment. On that assumption, and with the money you promised and that I have in hand or in sight from other sources, I have bought a model sawmill, under expert advice, for the sum of \$8,000 more or less, which will not only yield the greatest amount of revenue from our own down timber through good manufacture, but will be a model for the whole timber salvage operation in New England. To that end I had the mill designed by an expert of the Frick Company of Waynesboro, Pennsylvania with the advice of Mr. James W. Girard, the expert lumberman of the United States Forest Service, a man of the widest experience.

On the advice of Mr. Henry Morgan, I consulted Mr. Claflin, solely to acquaint him with the financial aspects of

our salvage problem both as to immediate working capital and as to salvaging our timber capital for endowment. I did this because you were occupied with an Overseers' meeting and I could not see you. I therefore requested of Mr. Claflin to present the matter to you and Mr. Morgan at luncheon that day. I gave him an outside figure of \$75,000 operating capital on the assumption that Federal purchase of down timber might require Congressional authorization and therefore, possibly be delayed until February. I recently learned from Mr. Silcox that my program for Government purchase seemed likely to be effectuated at an early date, which would greatly reduce the amount of operating capital we need, as it appears we shall in the near future begin to obtain cash income from the sale of logs and lumber to the Government. Incidentally, sale of Harvard timber seems entirely proper, as the Government purchase program is essential to stabilize the national lumber price structure.

Bearing in mind that in the interest of public safety the Federal Government takes the view that all down timber must be removed before the beginning of the spring fire season, I can not afford, with the broad authority you have already given me, to wait further "fact finding" and debate over the ancillary problem of the future of the Harvard Forest. Every day's delay means additional fire risk next spring. Moreover, if not salvaged and stored in water or sawed into lumber, our down timber will be ruined by beetles and stain if not removed by July 1st. I therefore request your immediate authorization to raise current operating capital of an undetermined amount, and I hope that Mr. Claflin and Mr. Morgan with the possible assistance of Mr. Henry Kendall will do this to relieve me for the urgently needed supervision. The amounts of capital shall be from time to time determined by the Committee proposed below.

The Future of the Harvard Forest

I recommend that you appoint a committee of three to study, (a) The amount of operating capital required contingent on the evolving purchase program and (b) the future research, demonstration, and education policy of the Harvard Forest.

I recommend that two of the three members of the committee be Dr. Merrill, representing the Biological group, and Dr. John D. Black of the Graduate School of Public Administration. The third member will be chosen in the light of the following facts. Furthermore, I request, as Director of the Harvard Forest and as a member of the faculty of the Graduate School of Public Administration, to be designated as technical advisor to this committee and furthermore to have the privilege, which follows normal administrative procedure in all well-organized administrative agencies, to draft the report which will then be submitted to the committee which will have the privilege of filing dissenting recommendations.

My reasons for making this recommendation are as follows: I was surprised to learn from Dr. Merrill that you had requested him to make this report in the first instance, with the privilege to me of merely making suggestions. It is necessary now to deal perfectly frankly with a distressing situation. I have loyally sought Dr. Merrill's advice on every question of policy and important questions of procedure. Dr. Merrill in return has loyally helped me through many tight situations. Dr. Stillman, however, has improperly brought very great pressure on me and on Dr. Merrill to hamper and, indeed, to block the whole administrative-political-economic program that I have sought to develop, with your complete and explicit authorization, at the Harvard Forest and in the Graduate School of Public Administration. Dr. Stillman has, by demands of resignations and by the uncertainty of his plans, impaired the morale of the staff. He has furthermore asserted that I am not interested in silviculture, in spite of the fact that for several years I helped to obtain the legislation and personally helped supervise the research programs of twelve federal regional forest experiment stations throughout the United States, and that I made an intensive study of silviculture in seven European countries over a period of two and one-half years. Some months ago I suggested to Dr. Merrill and to Dr. Little a formula to assure the full development of Dr. Stillman's interest in silviculture without hampering the rest of the program.

The broad program I am working on, which you formally authorized, is based on twenty-five years' wide experience in the conservation problem of this country, on my own personal contribution to federal conservation policies, and on my intimate knowledge of the needs of forest education in America and Europe as a member of the advisory committee that sponsored the Carnegie Foundation education. Dr. Stillman's attempt, therefore, to dictate to me the policy of the Harvard Forest is arrogance which I have finally and decisively rejected in the enclosed correspondence. In justice to Dr. Stillman, I add that he has retracted.

Through an understandable interest in continuing Dr. Stillman's financial help to Harvard University, Dr. Merrill has, I think unwisely, advised me from time to time to "soft pedal" the social and economic phases of my program. I have resisted this advice on the ground that the acceptance of money in return for surrendering a formally adopted and authentically conceived program of education would jeopardize my own professional standing and the University's prestige as a free institution. It is for the above reasons that I wish the Graduate School of Public Administration to take an ac-

tive part in the formulation of the future program of the Harvard Forest. I do not desire to serve as chairman, but I do ask to have a voice in this selection, in order that the men have the guidance of a person not merely with scientific attainments, but with genuine understanding of the social needs of the times and of the function of a university if it is to serve these needs most effectively.

Intra-University Propaganda

I must now formally bring to your attention, with the recommendation of administrative action, the following facts:

During the past year and a half, Dr. Merrill has reported to me a series of unfounded rumors, emanating in part at least from the Biological Laboratories, which have tended to hamper the broad program on which I have been working. These rumors have entailed a large amount of correspondence with Dr. Merrill and have diverted the energies of myself and my staff from constructive work. Some of these rumors have stigmatized the activities of the Graduate School of Public Administration as "new dealian" and the same phrase has been used to characterize the important Worcester County research program which Professor Black and I have developed from grants from the Social Science Research Committee of Harvard University and with extensive collaboration of many Federal and State agencies. The latest emanating from this group is to the effect that I am using the Harvard Forest as a means to a permanent appointment in the school of administration, although you well know that I did not seek appointment in that school, that it came as a complete surprise, and that I have loyally devoted much thought and energy to the development of that school. Such assertions, in my opinion, are slanderous. May I therefore ask that you take appropriate administrative action as I have no wish to be a party to intra-University dissension.

May I further report that I have recently submitted to President Roosevelt, with the complete and unqualified support of the National Lumber Manufacturers Association, an entirely feasible plan of Federal-State regulation to end the needless and senseless regime of socially and industrially destructive forest exploitation throughout the United States. I regard the effectuation of this plan as my first responsibility to the Harvard Forest as a socially minded institution, but I am eager to begin work at the earliest possible moment with the committee above recommended, if you agree to the desirability of its appointment. The information on the Federal-State plan is, of course, strictly confidential.

I am here recuperating for a few days from over-strenuous exertion of the past four weeks, but expect to return to Petersham Sunday or Monday.

Respectfully yours,

Ward Shepard

Ward Shepard
Director



includes Note
JCB: Low

FACULTY CLUB
HARVARD UNIVERSITY
CAMBRIDGE, MASS.

Loves This

looks as if I

22 October 1938 had been
too diplomatic
JBE.

Dear Dr. Conant,

As you are my boss, you ought to know what I'm working on. Here it is - but still strictly confidential. I think it will go through and if so it will be a tremendous social reform.

I was greatly heartened by your warm-hearted and friendly and steady talk. Don't worry - I'll be all right: in fact I think we've got the thing pretty well licked. I had an excellent talk with Merrill. Now I'm off to Peterham. I shall long gratefully remember your words today.
Faithfully yours
Ward Shepard

intend

Oct 24, 1938

JWL

EDM

Dear Mr. Jones:

For your information
regarding the anonymous
gift of \$20,000 for the
Harvard Forest

Edmund

EDM



October 24, 1938

William H. Claflin, Jr.
Treasurer, Harvard University
24 Milk Street
Boston, Massachusetts

Dear Mr. Claflin:

I enclose herewith a check for \$20,000.00 payable to Harvard University. Will you please set this up on the books of the Harvard Forest under the title "Harvard Forest Rehabilitation Fund". The donor insists that all bills to be charged against this fund must have my approval. He also specifies that this contribution is made for hurricane salvage at the Harvard Forest to be expended under my supervision. He further states that it is understood that no part of this fund be used for capital expenses.

This contribution is a strictly anonymous one. The donor realizes that you as Treasurer will have to know of it, and that Mr. Conant should be informed; the latter I have consummated. He specifically indicates that the Director of the Harvard Forest be not informed as to the donor's name.

Very truly yours,

E. D. Merrill
Administrator of
Botanical Collections

EDM:CG
Enclosure

Harvard Forest

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October 26, 1938

Dear Sir:

At the last meeting of the Corporation the Treasurer reported the receipt of the following gifts:

\$3000 from The Charles Lathrop Pack Forest Education Board, representing payment in full of second and final year's stipend under fellowship granted September 1937 by the Board for Land-use planning at Harvard University.

\$500 from Mrs Richard T. Fisher toward the salary of the secretary to the Director of the Harvard Forest.

Very truly yours,

JEROME D. GREENE

Ward Shepard, Esq.

The Harvard Forest

Petersham, Massachusetts



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

C
O
P
Y

October 26, 1938

Dear Dr. Merrill:

Under separate cover I am mailing you a few enlargements of typical pictures taken at Petersham.

I enclose a letter from Brooks of Blue Hill, which I think is interesting.

On second thought, the hurricane revolving fund has only two strings attached to it from me.

|| First, it must not be expended for capital expenditures.

|| Second, all expenditures must be made with your o.k.

|| All other restriction are removed.

Yours sincerely,

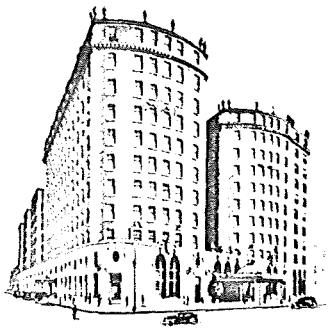
(Signed)

E. G. Stillman



FJ Forest

Cable Mayflower



Telephone District 3000

OCT 31 1938

The Mayflower
CONNECTICUT AVE. AND DE SALES ST.
Washington, D.C.

October 28, 1938.

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

Dear Dr. Conant:

CONFIDENTIAL

I am delighted to tell you that my trip to Washington has been entirely successful in that I have definite assurance that the President and the entire Department of Agriculture are back of my program to end the destructive exploitation of forests throughout the country. Next week the Department is sending their best lawyer in the field to visit me at Provincetown to work out the legal and political strategy of the move. I believe this movement will not only accomplish a great social purpose but will set a new tone to industrial cooperation with the Government.

It is now inevitable that I shall be officially drawn into a key position in swinging this program, probably by the 20th of November. I sincerely hope that you will not find it necessary to sever my connection with the University. When I have this job well finished I want to withdraw from public life and if possible continue my university work. With this program looming, my whole program of education at Harvard takes on a new significance, because we shall want hundreds of men with the kind of training that we have in mind.

I shall shortly submit through Dr. Merrill a plan for the future of Harvard Forest, including my plan for endowment raising, which I hope to go ahead with during the coming winter in spite of the impending job here.

With high regard and warm thanks for your generous support,

Sincerely yours,

Ward Shepard

Ward Shepard.

I am leaving Sat. Am for a vacation. My address will be General Delivery, Provincetown, Mass.



Forest
2 news
for info

HARVARD UNIVERSITY
HARVARD FOREST
PETERSHAM, MASSACHUSETTS

NOV 8 1938

495 Commercial Street
Provincetown, Mass.
November 5, 1938

President James B. Conant
Harvard University
Cambridge, Mass.

Dear Dr. Conant:--

I have received your very kind invitation to attend the meeting of the departments of Biology, Chemistry, and Physics on Monday, November 7th. I wish very much that I could come, because the subjects interest me greatly; but it is obvious that I have got to stick to my guns and get a thorough rest. If stenographic notes are taken of the discussion, will you be kind enough to have your secretary send me a copy of them?

I am glad to tell you that I am beginning to be rested, but the process will take some little time still.

While I am writing, may I add that Dr. Stillman is again on a perfectly friendly basis with me and is coming here for a visit. Also, I had a thoroughly satisfactory talk with Dr. Merrill and I am delighted that he and Cline are taking over the burden of the salvage job. Next week I shall draft a report on the feature of the Harvard Forest and submit it to Dr. Merrill, to you, and to the Corporation.

Meantime, I hope you may find time to talk with Professor Black, as you so kindly agreed to do. With warm regards,

Sincerely yours,
Ward Shepard
Director, Harvard Forest