

*Comment
by
Laws & Merrill*



(J. G.)

HARVARD UNIVERSITY

HARVARD FOREST
PETERSHAM, MASSACHUSETTS

January 18, 1939

Memorandum to Dean Chase:

Following our recent conference with President Conant I should like to submit the following statement concerning the activities of the past two and a half years and recommendations concerning the future of the Harvard Forest.

Financial Problems

When I was appointed director May 1, 1936, an anonymous donor provided a special fund of \$15,000 a year for a period of three years for the following purposes.

- a. To bring the records, experimental areas and general management of the Harvard Forest "up to date."
- b. To attempt to raise endowment, primarily for the Harvard Forest, and secondarily for developing graduate work in the broad field of the conservation of natural resources through cooperation between the Harvard Forest and other departments of the University, notably Biology, Economics, Public administration and Business administration.

The following briefly summarizes my work on endowment to date. In the spring of 1937 I went to Arizona and interviewed Mr. John Blodgett, a prominent retired lumberman of Detroit, who was enthusiastic about the general objective we were working toward, but who later declined an invitation from President Conant to come to Cambridge on the ground that his funds were already tied up in trusts or other obligations. The only tangible result of this contact was the establishment of a 5-year fellowship with a stipend of \$500 by his son, John Blodgett, Jr., Harvard 1924. This lead is worth following up further.

At the same time I interviewed Mr. Arthur Pack at Abiquiu, New Mexico, President of the Charles Lathrop Pack Forestry Foundation, whose father several years ago donated \$100,000 to the Harvard Forest on the condition that an equal sum be raised from other sources, which was done. Mr. Pack proposed a 2-year fellowship with a stipend of \$3,000 for training an advanced student in

the general field of public policy in land use as an "entering wedge" to interest his Board in this type of graduate work. Mr. Norman Munster of the Soil Conservation Service was appointed to this fellowship and has been in residence for the past year and a half, working both in Petersham and in Cambridge. Mr. Pack further suggested that I lay our whole program before Dean Henry S. Graves of the Yale Forest School, who is Chairman of the Pack Board and also a member of our Visiting Committee. This I did, and Dean Graves promised to present the program at the January 1938 meeting of the Board with a view to considering a capital grant to the Harvard Forest. Instead, however, of formally considering our request for endowment, the Board at the suggestion of Dean Graves adopted a rule that no more capital grants would be made for a period of five years.

In the summer of 1937 in a trip to St. Paul and the West Coast I interviewed a number of leading members of the Weyerhaeuser group, including Frederick Weyerhaeuser, George Jewett, C. L. Billings, Philip Weyerhaeuser, and Laird Bell (who subsequently was appointed to our Visiting Committee), with a view to obtaining financial support of our broad program. Later that summer President Conant met some of the members of this group in the West. Mr. Bell later presented the matter to their executive committee and as a result was not optimistic about any capital grants but thought when business conditions became better it might be possible to establish one or more fellowships in the Littauer School for the advanced training of Forest Service officials. This is worth following up, as well as further work with Frederick Weyerhaeuser and George Jewett as to possible personal contributions to endowment.

Several times following his establishment of the Cabot Foundation for Botanical Research, Dr. Godfrey L. Cabot of Boston intimated that further financial aid might be forthcoming if we needed it. On the strength of this, President Conant in January 1938 asked Dr. Cabot for an opportunity for Dr. Merrill and me to lay the needs of the Harvard Forest before him. This we did, with the result that Dr. Cabot sent a check for \$1,000 with a note saying that was all he could contribute at the time. I do not interpret this action as necessarily a complete turndown, and the question should be considered whether a further approach should be made to him.

After two interviews with Dr. Keppel of the Carnegie Foundation, who was considerably interested in the broad objective of the conservation program, I submitted in November a request for a grant of endowment to the Harvard Forest as the keystone to the whole program. This request is pending.

At the suggestion of Mr. Henry Morgan, who had talked with one of the leading members of the Rockefeller group, I informally discussed our program with Dr. Stacy May and Dr. Weaver, but dropped the matter at that point because of other pending requests from the University. Dr. May expressed a strong interest in the Foundation getting into a long range social field like conservation, and it should now be considered whether the way is

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clear without conflict with other University requests to carry the subject further with that Foundation. This question should also be considered in connection with the expiration, I believe in 1941, of the Foundation's grant to the Social Science Research Committee of Harvard University.

A few months ago I sought an opportunity to present our program to the recently created Sloane Foundation for Economic Research, but found they had no interest in the matter.

Somewhat over a year ago, through an introduction by Mr. Archibald Roosevelt, I talked with Mr. Victor Morawetz with the intent of inviting him to Petersham the following summer, but his death the following May cut short this plan.

I expect in the near future to see Mr. Gifford Pinchot with the hope of cultivating his interest in our program.

Subject to a decision on the future of the Harvard Forest discussed later in this memorandum, I recommend the following steps:

- a. Follow up any promising leads in the above list.
- b. Endeavor to cultivate new prospects.
- c. Endeavor to raise a temporary operating budget for the silvicultural rehabilitation of the Harvard Forest as a result of the hurricane.

Temporary Operating Budget

The temporary Gift Fund expires May 1st next. When the windblown timber is cleared up, it will be necessary to inaugurate an extensive program over a period of ten years to establish desirable types of new forests by natural reproduction on the blowdown areas and to bring our entire younger and middle-aged growing stock, which was largely spared by the hurricane, into the best possible silvicultural condition. From the scientific standpoint and disregarding the economic loss, the destruction of the old field pine forests is by no means an unmitigated loss; for they were a highly artificial and in many respects a degenerate forest type originating by natural reseeding on abandoned farm land, and they were subject to all the ills, ranging from soil impoverishment to excessive injury by insects and disease, that one-species even-aged forests are generally subject to.

By a program of systematic cultural improvement the Harvard Forest can contribute notably to forest rehabilitation in New England, as well as to building up a much more profitable kind of forestry in the Harvard Forest. The loss of much of our merchantable timber will cause for a good many years to come a loss of gross revenue of several thousand dollars a year but the loss in net revenue, owing to the low quality of old field pine, will not probably exceed more than \$1500 or \$2,000 a year.

I recommend that an effort be made to raise an operating fund of not less than \$15,000 a year through the formation of a group of "Friends of the Harvard Forest," with the understanding that solicitation of membership will be confined to people who are interested in forestry rather than in other phases of University work and that the list of proposed membership be passed on by the proper University authorities to avoid duplicate solicitation.

*Woburn
1/15/53
Hosley*

The question of possible continued support from the anonymous donor is dealt with in a separate memorandum.

The raising of endowment would be facilitated by the appointment of a sponsoring committee. Such a committee need not be publicized nor should it make a "drive." Its function would be to help discover potential donors and particularly to pave the way for interviews by the Director.

*Woburn
1/15/53*

Financial Situation after May 1st

The probable discontinuance of the special gift fund on May 1st leaves an apparent deficit of \$15,000 for next year. However, there are offsets to this, as follows:

*Lewis
?*

Accumulated balance in Bliss Fund July 1st (about)	\$7800
Lapsing salary of N. W. Hosley	<u>1500</u>
	\$9300
Less \$1200 from Bliss Fund toward Cline's salary)	
Less \$1500 from Hosley's salary for forest assist- ant)	<u>2700</u>
	\$6600

With the present payment of 90 percent of the price for down timber and the probable payment of 100 percent, the Forest is likely to make some profit above the logging and slash disposal costs. If this should prove to be the case, as we should know in the next two or three months, this profit should be drawn on over a period of years for current operating costs, as would have been done had the timber been marketed normally.

Future Work of the Harvard Forest

As indicated above, I strongly believe that the Harvard Forest should be continued for the reason that its work will be more important than ever before, as it now seems probable that the federal and state governments may unite on a more far reaching forest conservation program in New England than has existed in the past, and the Forest can continue to make a noteworthy contribution to silvicultural practice and forest management for the region as a whole with a greater prospect of the application of its investigative results than has been possible in the past.

An equally important reason for its continuance is the fact that the hurricane did relatively little damage to the young and middle-aged stands in which most of the experimental work of the past thirty years has been concentrated. Much of the total investment in silvicultural research in the past thirty years will be lost unless the stands involved are carried forward to maturity, involving from thirty to fifty years. Forest research is necessarily slow owing to the long time required to mature a forest crop. But neither this fact nor the damage wrought by the hurricane should be given undue weight by a university that has existed for three centuries. In fact, such research can only be undertaken by institutions with assured continuity and long-range vision.

If this view is shared by the University authorities, the next question is to determine at what level the Forest should continue to operate. This will be discussed under three heads.

a. As a silvicultural experiment station:

The existing endowment of approximately \$331,000, plus the carrying of the work in forest genetics and soils by the Cabot Foundation, should permit the Forest to continue at a reasonably satisfactory level as an experiment station. However, for the effective carrying on of this work an operating fund as suggested above would be necessary, though the extent of experimental rehabilitation could be adjusted to the operating fund available. Under such a set-up it is doubtful if degrees should be given, owing to the limited instructional facilities available under a small budget; but grants might be given for short-term training in silvicultural methods for federal and state employees engaged in the broad New England forestry program.

b. As a graduate institute in forest biology:

Students at the Harvard Forest are recruited from graduates of forest schools, which automatically debar Harvard College graduates from enrollment. The isolation of graduate students at Petersham has been one of the most unsatisfactory features of the work here. The general program on which I have been working would look eventually to developing work in Cambridge for about three months during the winter. Meantime, considerable headway against this isolation has been made in the past two years by reason of the fact that a number of the students have done a part of their work in Cambridge in the Department of Economics and the Littauer School and others have attended some of the seminars. My experience here strongly fortifies the conviction I had when I came that it is highly questionable to maintain a graduate institute entirely isolated from the intellectual and social life of the University as a whole.

c. As the focal point of an interdepartmental program:

The most tangible accomplishment in this field has been through my collaboration as a faculty member of the Littauer School in organizing the seminar on agricultural and forest policy. Last year and this, three of our students were enrolled in the seminar and also have taken courses in agricultural economics. All these students have also done considerable work at the Harvard Forest. Another important concrete result is the Worcester County land use study organized by Professor Bleck and me, probably the most complete study of interrelated agricultural and forest problems ever undertaken in the United States and so recognized by leading agricultural authorities in the country. Both our graduate students and faculty members who have taken part in this project have gained greatly in their understanding of the broad conservation problem and its interrelated parts.

If the Harvard Forest is to continue as an institute of graduate study, I strongly feel that we should continue working toward the broad program, both because of its intrinsic merit and because of the fact that it seems the only means of breaking down the undesirable isolation that has existed in the past.

Through misapprehension there is a feeling, both inside the University and out, that this broader program is a radical departure from the past program of the Harvard Forest. It represents rather merely carrying further forward in response to the new needs of the times the basic program Professor Fisher proposed and the Corporation approved in 1915. The broad nature of this program is indicated by the attached documents, and none of the work I have inaugurated here has departed from either the spirit or the practice of Professor Fisher's program.

It is furthermore my conviction that the Harvard Forest can make a far greater educational contribution to forest conservation, both in theory and in practice, through going forward with the broad program than by restricting itself to the purely biological side of the problem. My reasons for this belief are that the forest conservation movement has been dominated by biological technicians who have no adequate grasp of the political, legislative, industrial, and social methods required to place our forest lands as a whole on a basis of permanent production. No educational institution is doing adequate work in the social science field of forest conservation, and I regard the agricultural and forest policy seminar of the Littauer School as being the most notable advance in this field. It is true that the older sciences, particularly those dealing with the relatively simple fields of quantitative measurement, look with skepticism on the social sciences; but the broader view winning more and more acceptance even among the older sciences (see in this connection Dean Birkhoff's address at Richmond) recognizes the need for a much closer integration of the natural sciences and the social sciences than has

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hitherto existed. It is most assuredly true in the field of the conservation of natural resources that the pursuit of the purely basic sciences underlying conservation has become more and more sterile in the absence of social policies and social instrumentalities capable of halting the widespread and socially menacing destruction of our natural resources. On the other hand, the development of conservation in concrete programs of action will enormously stimulate and vivify research in the underlying sciences. The Harvard Forest program is an effort to bring these two broad aspects of the work into harmonious and fruitful relation.

Respectfully submitted,

Ward Shepard

Director

DEGREES GRANTED AND FIELD OF SPECIALIZATION AT THE HARVARD FOREST

1915 - 1938

<u>Recipient</u>	<u>Degree</u>	<u>Year Granted</u>	<u>Thesis Title</u>
<u>Silviculture</u>			
Altpeter, L.S.	M.F.	1926	Growth and reproduction in slash on old-field pine cuttings.
Breckenridge, C.G.	M.F.	1932	Growth and condition of the coniferous plantations in the Harvard Forest.
Curtis, J.D.	M.F.	1935	A study of artificial pruning in white pine plantations.
Duffield, J.W.	M.F.	1935	Results of the uniform shelterwood method applied to white pine and hemlock mixtures.
Gabriel, R.P.	M.F.	1926	Cases in silvicultural treatment.
Gevorkiantz, S.R.	M.F.	1928	Form and development of white pine stands in relation to growing space.
Hall, R.C.	M.F.	1927	Pitch pine on Cape Cod.
Herr, C.S.	M.F.	1930	The regrowth of hardwood sprouts resulting from repeated weedings.
Holsoe, T.	M.F.	1935	Management of red oak and white ash with special reference to thinning.
Hunt, S.S.	M.F.	1927	European larch in the northeastern United States.
Hydr, G.R.	M.F.	1932	The cutover old field pine lands of central New England; a study of the composition and stocking of the ensuing stands.
Kempff, G.	M.F.	1927	Study of the bole form of white ash and red oak, with special reference to natural pruning.
Kraemer, J.H.	M.F.	1935	Results of the uniform shelterwood method applied to white pine and hemlock mixtures (with Duffield).
Lockard, C.R.	M.F.	1924	Mixed white pine and hardwood.
Lotti, T.	M.F.	1930	Life history of the climax forest in the Pisgah Tract, Winchester, N.H. (with Branch and Daley).

<u>Recipient</u>	<u>Degree</u>	<u>Year Granted</u>	<u>Thesis Title</u>
Marshall, R.	M.F.	1925	The growth of hemlock before and after release from suppression.
McKinnon, F.S.	M.F.	1932	The dutover old field pine lands of central New England; a study of the composition and stocking of the ensuing stands (with Hyde).
Patton, R.	S.M.	1921	Red oak and white ash; a study of growth and yield.
Powell, G.M.	M.F.	1925	Cases in the release of white pine from gray birch on old fields.
Reed, P.M.	M.F.	1924	Red pine in central New England.
Richardson, A.H.	S.M.	1920	A report on some of the forest plantations of Massachusetts.
Steed, A.V.	M.F.	1935	Reproduction resulting from the group selection method in white pine on light soil.
Tarbox, E.E.	M.F.	1923	Quality and growth of white pine as influenced by density, site and associated species.
Terry, E.I.	M.F.	1918	The management of second growth white pine in central New England (with R. T. Fisher).

Forest Management

Cline, A.G.	M.F.	1923	Inventory of the growing stock in the Harvard Forest.
Foster, C.H.	M.F.	1924	"

Wildlife Management

Gould, E.W.	M.F.	1937	Wildlife food production of certain cover types in the Harvard Forest.
Gould, V.A.	M.F.	1938	A study of the winter relationships of the snowshoe hare, <i>Lepus americanus virginianus</i> Harlan, to the Harvard Forest.
Turberville, H.W.	M.F.	1936	Some winter relations of the ruffed grouse in Petersham, Mass.
Ziebarth, R.K.	M.F.	1934	Some winter relations of the white-tailed deer to the forests in north central Mass.

<u>Recipient</u>	<u>Degree</u>	<u>Year Granted</u>	<u>Thesis Title</u>
<u>Forest Protection</u>			
Haddow, W.R.	M.F.	1930	Studies of red rot in conifers.
Peirson, H.B.	S.M.Z.	1920	The life history and control of the Pales weevil (<i>Hylobius Pales</i>).
<u>Mensuration</u>			
Albright, W.A.	M.F.	1925	Studies in bole form of white pine; relation between form point and form class.
Hosley, N.W.	M.F.	1925	"
Spaeth, J.N.	M.F.	1920	Growth study and normal yield tables for second growth hardwood stands in central New England.
<u>Utilization</u>			
Allen, A.F.	S.M.	1921	Quality in the second-growth white pine of New England.
Downs, J.B.	M.F.	1927	The wood-using industries of Mass.
Gutchess, C.B.	M.F.	1926	"
<u>Dendrology</u>			
Wheldon, C.M., Jr.	M.F.	1934	Studies in the genus <u>Fraxinus</u> . A preliminary key to winter twigs for sections <i>Melioides</i> and <i>Brume-lioides</i> .
<u>Silvics</u>			
Cummings, W.H.	M.F.	1934	Preliminary study of phosphorus, nitrogen, potassium and moisture content of foliage of northern white pine in weeviled plantations.
Gast, P.R.	S.D.	1927	A thermoelectric radiometer for silvical research.
Gottlieb, A.W.	M.F.	1927	The occurrence of nitrogen in soil profiles under pines.
Griffith, B.G.	M.F.	1929	The evolution of soils as affected by the old-field white pine-mixed hardwood succession in central New England (with Hartwell and Shaw).
Hartwell, E.W.	M.F.	1929	"

<u>Recipients</u>	<u>Degree</u>	<u>Year Granted</u>	<u>Thesis Title</u>
<u>Silvics (Cont.)</u>			
Hatch, A.B.	Ph.D.	1935	The physical basis of mycotrophy in <u>Pinus</u> .
Johnston, J.W.	M.F. Ph.D.	1932 1936	The macro-fauna of forest soils.
Mitchell, H.L.	M.F.	1932	Growth of Scots pine in sand cultures with varied radiation intensity and nitrogen supply.
Scholz, H.F.	M.F.	1931	The physical properties of the cove soils on the Black Rock Forest.
Shaw, T.E.	M.F.	1929	The evolution of soils as affected by the old-field white pine-mixed hardwood succession in central New England (with Griffith and Hartwell).
<u>Ecology</u>			
Branch, W.C.	M.F.	1930	Life history of the climax forest in the Pisgah Tract, Winchester, N.H.
Daley, R.K.	M.F.	1930	"
Lotti, T.	M.F.	1930	"
Smith, H.A.	M.F.	1928	A study of virgin forest development.
<u>Economics and Policy</u>			
Averill, C.C.	M.F.	1931	Some factors underlying forest fire insurance in Mass. (with L.M.Frost).
Averill, R.W.	M.F.	1922	A statistical forest survey of seven towns in central Mass.
Averill, W.B.	M.F.	1922	"
Bauer, E.	M.F.	1931	The economic possibilities of forestry for wood-using industries in central New England.
Frost, L.M.	M.F.	1931	Some factors underlying forest fire insurance in Mass. (with C.C.Averill).
Lutz, R.J.	M.F.	1938	
Raymond, M.E.	M.F.	1938	
Stevens, W.I.	M.F.	1922	A statistical forest survey of seven towns in central Mass. (with R.W. and W.B. Averill).

<u>Recipients</u>	<u>Degree</u>	<u>Year Granted</u>	<u>Thesis Title</u>
<u>Forest Influences</u>			
Goodell, B.C.	M.F.	1937	A study of spring flood factors as influenced by certain forest cover types.
<u>Miscellaneous</u>			
Ward, R.W.	A.M.	1933	Study on the root systems of various apple clones.

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J. D. Black

MEMORANDUM

Conference with Professor J. D. Black
January 18, 1939

Mr. Black confirms my impression that Ward Shepard is a distinct idealist. He characterizes him as "wild."

Under the Bureau of Agricultural Economics a plan is being formulated for wood lot conservation and related projects. Mr. Tully who is in charge of this plan has Shepard in mind for a position under it.

The Forest Service has other plans which conflict with those of the Bureau of Agricultural Economics and may block the set-up of the plan for wood lot conservation. Mr. Silcox who is in charge of this would not find a place for Mr. Shepard. This plan contemplates the leasing of land which would then be taken care of by WPA labor.

Mr. Black's impression is that within a month he may know about the possibilities for Mr. Shepard in Washington, and agrees that a month's delay is justified.

Mr. Black's idea for the development of the Forest is the discovery of a young forester^① interested in the economic aspects of forestry, who might be, conceivably, an assistant professor and who would work in close cooperation with Cambridge departments.

G. H. C.

Chase - Dean of FAS

① Does J. Black have a sketch in mind?

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Petersham, Massachusetts
September 21, 1939.

News Release from the Harvard Forest.

The three-year appointment of Ward Shepard as Director of the Harvard Forest, maintained by Harvard University at Petersham, has expired, and A. C. Cline, formerly Assistant Director, has been appointed Acting Director by the University, it was announced at the headquarters of the Forest today. Mr. Shepard, who was granted leave of absence by the Federal Government during the three-year period, is planning to return to the Federal service.

In addition to his position as Director of the Forest, Mr. Shepard was a member of the faculty of the Graduate School of Public Administration of the University, recently established through a gift by Mr. Lucius Littauer, and he assisted in formulating the basic educational policy under which the School is operating.

As chairman of an emergency committee appointed by former Governor Hurley shortly after the hurricane Mr. Shepard had a large part in formulating and securing the adoption of the Government's timber salvage and fire protection program in the devastated forests of the Northeast.

"The hurricane was a tragedy to the Harvard Forest," Mr. Shepard said, "destroying as it did most of the older timber. Nevertheless it spared the bulk of the young and middle-aged timber, which constitutes by far the larger area and in which most of the experimental work of the past three decades was concentrated. These experiments must be carried forward for many years to come to yield their full scientific value. At the same time, experiments must be initiated on the blow-down areas to determine the best and most economical methods of establishing

valuable forest crops for the future. In spite of the handicap of the hurricane, I predict for the Harvard Forest a long and valuable future in contributing, as it has so richly contributed in the past, to the scientific foundation for restoring the forests of New England to high economic and social value."

The future activities of the Forest, Mr. Cline announced, will continue to be conducted primarily along the lines laid down when the Forest was established thirty-two years ago, namely, as an experiment station for research in forestry and allied problems, as a field laboratory for graduate students, and as a model forest to demonstrate the practice of forestry.

"In learning how best to grow trees and manage forests painstaking study and careful year by year records of treatments and results over long periods of time are necessary," Mr. Cline said. "Although it is the oldest scientifically managed forest in the United States, the Harvard Forest is only three decades old, or a period of time representing scarcely more than one-third of the lifetime of a mature timber tree. When viewed in this larger perspective, the hurricane is merely an episode in the endless history of forest upbuilding and tearing down which has gone on for centuries past. Within recorded history at least two other hurricanes have struck New England, and the few remnants of virgin forest furnish proof of destructive forest fires occurring long before settlement by the white man."

Thirty years of records, in the form of hundreds of written reports and photographs housed in a fireproof building, are a most valued possession of the Forest which the elements cannot destroy, according to Mr. Cline's statement. Despite the extraordinary

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task of salvaging hurricane-felled timber, totalling to date over 5 million board feet, good progress has been made during the year in preparing for publication a complete report on the forestry experiments of the first thirty years at the Harvard Forest. It also has been possible to keep up-to-date accounts of all the salvage operations, so that there will be no break in the continuity of records over the years. Nor has the hurricane affected the continuity of the long-time research program being conducted at the Forest under the generous gift made by Dr. Godfrey L. Cabot in 1937. This work on tree selection and breeding, under the direction of Dr. P. R. Gast, is to increase the rate of production of cellulose. If the rate can be stepped up, the increased wood production per acre will make possible more intensive cultivation of forest lands. This means greater opportunities for labor, both for cultivation of the land and in the conversion of the products.

Harvard Forest

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MEMORANDUM TO THE CORPORATION

Budget of the Harvard Forest for 1939-40

Last spring when the 1939-40 budgets were prepared and approved both the administrative and physical situation at the Harvard Forest made it impossible to draw up a definite budget.

During the summer Dr. Merrill and Mr. Cline have prepared the attached budget. I think that the income is conservatively estimated and that the use of minor amounts of accumulated income is justified under the circumstances. It was, however, impossible to balance the budget without the indicated deficit of \$465.14, - this compared with an actual deficit in 1937-38 of \$1300 and a deficit for 1938-39 of \$2800.

Mr. Conant and I approve this budget and if the Corporation agrees I suggest the following vote:

VOTED, that the ^{revised} budget of the Harvard Forest for 1939-40 be approved as submitted to this meeting, and that the expenditures from unrestricted income of \$25,043.54 be authorized.

RECEIVED

OCT 16 1939

J. W. L.

October 11, 1939

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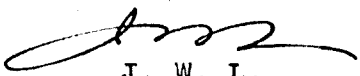
Harvard Forest

MEMORANDUM FOR J. B. C.

Proposed Gift for Construction of Buildings at Petersham

1. We already have \$20,000 earmarked for this purpose, Dr. Stillman having originally given us this for hurricane rehabilitation.
2. The proposed gift is in securities with a present value of around \$208,000 to be "earmarked for building of Shaler Hall, Fisher Museum."
3. Shaler Hall is to be a building of around 250,000 cubic feet, and the Fisher Museum is to be a building of around 135,000 cubic feet. We figure that Shaler Hall would cost roughly \$200,000 and that the Museum would cost roughly \$80,000, a total of \$280,000.
4. The annual cost of maintenance is very hard to figure because of local conditions, but I think it would run, with reasonable provision for future repairs, to between \$3,000 and \$4,000. Income on a maintenance endowment of \$100,000 would probably be safe.
5. We now have, as you know, insurance policies on Dr. Stillman's life totaling \$250,000. The present provision in case of his death is that the proceeds shall be used, first, for "building and maintenance" of the proposed buildings and, second, for endowment of the Forest. There is an escape clause, and I think that Dr. Stillman already has in mind the fact that buildings do need to be maintained.
6. Merrill feels quite sure that Dr. Stillman has made further provisions in favor of the Forest, and I expect that he is right.
7. Merrill is also sure that if we were to decline this gift, we might permanently alienate the donor.
8. I suggest that the gift be accepted with the understanding that, in view of the critical budgetary situation of the Forest, the buildings will not actually be built, in whole or in part, until adequate funds for maintaining any new construction are in hand. Merrill believes that Dr. Stillman would accept this, and, if this is the decision, I think that Merrill would be the best one to negotiate the understanding with Dr. Stillman.

Merrill gone away & cautions. Bill will try to work out a suggestion of the maintenance situation in his letter to Stillman.


J. W. L.

December 21, 1939

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Chase
Merrill

① Refs to and follows
up on Jan 18 mins to Chase
from WS

January 21, 1939

NOTES ON CONFERENCE WITH MR. WARD SHEPARD AND PROFESSOR MERRILL
Friday, January 20 ①

It was agreed that this is not a favorable time to organize the Friends of the Harvard Forest. Subject to JBC's approval, it was agreed that it might do no harm to approach the Rockefeller Foundation after a talk with Professor Black. Also subject to approval, it was agreed that beginnings might be made with an undercover committee to interest people in raising funds for the Forest. It was agreed that teaching at the Forest must be given up unless new funds are available, and that the \$2800 now available for fellowships might well be devoted to supporting men interested in problems of rehabilitation.

ADDITIONAL NOTE
Conference with Professor Black

He suggested that no definite action about Shepard be taken for something like a month. There are plans under way in Washington under which he thinks a government position for Mr. Shepard would probably be found. This will be decided within thirty days.

G. H. C.

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COPY

January 9, 1939

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

Dear Dr. Merrill:

Referring to our recent brief conversation concerning the restrictions placed by the anonymous donor on the salvage fund, in the way of requiring your personal approval of all bills and contracts, I wish to make the following statements to clear the record.

You said that the restriction had been made because the donor regarded our plan to purchase a sawmill and our putting on special fire patrolmen shortly after the hurricane as a waste of funds. Both these assertions are unwarranted by the facts and, in my opinion, must be classed as snap judgments based on a lack of inquiry into our understanding of the facts.

First, as to the sawmill. When I arranged to purchase a sawmill at a cost of approximately six thousand dollars, the Government had the intention of buying sawed lumber as well as logs. It was the plan to use this sawmill, together with three or four sawmills to be contracted, both for the Harvard Forest timber and the Petersham cooperative timber. It was furthermore the plan to obtain the services, on a consulting basis, of an expert on sawing logs, in order to obtain the highest grades of lumber possible, and to put the sawyers of the contracted mills through a course of training to this end.

This plan was thoroughly discussed with Mr. James Girard, chief lumberman of the Forest Service, in charge of the salvage work. I took him to Petersham to look the situation over. He was strongly in favor of the plan and was moreover impressed with the applicability of the training program to the salvage work as a whole.

There were two financial considerations involved. One was that the Harvard Forest has almost invariably manufactured its own logs for the simple reason that by so doing it makes an additional profit which can be figured at a very minimum of one dollar per thousand board feet on low grade box board material and a much higher profit on higher grades of lumber. Secondly, if we had done our own sawing, we probably could have salvaged a considerably higher proportion of the down timber than we can through the sale of logs, as the Government has rightly adopted

COPY

Dr. E.D.Merrill

-2-

1/9/39

a rather conservative policy in log grading.

It is clear that if the Government had gone on with its proposal to buy sawed lumber the cost of the sawmill would probably have been saved two or three times over in increased profits. The Government's change in policy was, I believe, at least partly due to fear that if it offered to buy lumber throughout the region much of it would be butchered.

Another important aspect of this plan was to speed up the salvage work. We could undoubtedly have had several sawmills in operation by the middle of November to which a large quantity of logs could have been delivered, whereas under the present policy not a single sawmill site has been approved and it is only in the last few days that we have been able to get more than one pond. This has greatly slowed down the salvage work and has increased the risk of getting the timber covered up with deep snow.

As to financing the mill, at the time the plan was worked out I had about two thousand dollars in private contributions in sight, and furthermore understood that the University was willing to contribute approximately five thousand dollars over and above its original five thousand dollar contribution. As quick salvage was the main key to fire protection I assumed that the University would accept our judgment as to the most effective way to use available funds.

As to the anonymous donor's objection to the expenditure of money for patrolling, the town of Petersham was confronted almost immediately after the hurricane with the possibility of disastrous conflagrations. This was the opinion not only of the staff of the Harvard Forest, but was checked with two Forest Service fire experts, H. B. Shepard and Paul Stickel, who had made actual tests of inflammability in various parts of the hurricane area. I further checked with Colonel Bowen of the Civilian Conservation Corps, an experienced western fire fighter. As a matter of fact, the patrolmen extinguished a few small fires, any one of which, if it had got away a few feet from the road, could have spread for miles as the woods were completely inaccessible for fire fighting.

I am by no means alone here in objecting to the implications of the restrictions placed on this fund. I frankly believe in the interests of proper administration and morale that the Harvard Forest should be protected against snap judgments of this sort which have frequently been made in the past. I believe it would have been perfectly feasible to raise a salvage fund from other sources, and that it was unnecessary and undesirable to accept a fund with restrictions carrying serious implications accepted apparently without challenge.

Sincerely yours,

WARD SHEPARD

Director

Harvard Forest

January 13, 1939

The following letter dated March 26, 1937, was received from Professor E. D. Merrill:

I recommend that the appointment of Ward Shepard as Director of the Harvard Forest be continued for one year from the date of his acceptance on the same conditions and at the same salary as for the preceding year. It is, of course, understood that the funds that enable us to finance this appointment are to be provided by the anonymous donor in New York. I shall hope to stabilize this situation by making an arrangement whereby the funds will be paid to the University at reasonably regular intervals.

Clipped to this letter when it was presented to the Corporation at the meeting of April 12, 1937, was the following memorandum initialed by Miss Hills:

Mr. Lowes thinks it best, if possible, to regularize Mr. Shepard's appointment to conform to the usual academic year, by giving him one appointment from May 1 to Sept. 1, 1937, and then for one year.

Mr. Lowes says that the Treasurer thinks it safe to appoint Mr. Shepard to Sept. 1, 1938.

*

Forest

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,
Soledad, Cienfuegos, Cuba
Botanical Garden, *Cambridge, Mass.*
Botanical Museum, *Cambridge, Mass.*
Bussey Institution, *Jamaica Plain, Mass.*

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

JAN 17 1939
January 16, 1939

President James B. Conant
Harvard University
Cambridge, Massachusetts

Dear President Conant:

Last night Dr. Stillman handed me a check for \$5000.00 for the
Harvard Forest which I have transmitted to Mr. Claflin.

This is the final payment on his gift of \$15,000.00 a year, covering
a period of three years for the Harvard Forest. He definitely stated that this
was the last contribution. This means, of course, that the Harvard Forest budget
will have to be radically reduced for the next fiscal year.

Very truly yours

E. D. Merrill

E. D. Merrill
Administrator of
Botanical Collections

EDM:CG

*

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January 16, 1939

President James B. Conant
Harvard University
Cambridge, Massachusetts

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Very truly yours

EM
E. D. Merrill
Administrator of
Botanical Collections

EDM:CG

Forest

*

January 21, 1939

Mr. Ward Shepard
Harvard Forest
Petersham, Massachusetts

Dear Mr. Shepard:

May we hope to have your Annual Report
in this office within five days.

Sincerely yours,

Huntington Thom
Secretary to the President

typewritten

FACULTY CLUB
HARVARD UNIVERSITY
CAMBRIDGE, MASS.

21 January 1939.

Dear President Conant,

In discussing the future work at Petersham, Dr. Merrill has made no indication as to whether or not any further extension of my appointment beyond the present year has been considered. From a talk I had today with Dr. Black, however, I gained the impression that you did not wish to go beyond the original three-year appointment unless adequate endowment were obtained in the meantime.

I do not wish to press for a reappointment. On the other hand I am reluctant to leave.

a job half-finished. And, ever more,
I wish to re-emphasize a point to
which it seems to me you under-
value: namely, that I have given
a large amount of my time
to the Litterer School and the
hurricane, both of which were
equally unexpected to me when
I undertook to raise endowment
in three years! After all, there
are only twenty-four hours in
the day; and for two years out
of the two and a half years I
have been here the bulk of my
time and energy have been devoted
to those two enterprises.
I should frankly have to
see 2½ years of work wiped out
without a concentrated effort to

solve the endowment problem. I don't believe many of
the older departments of the University got onto their
feet financially without years of gruelling struggle.

I merely write to suggest that we first consider
the plan I have given to Dean Chase, and that
the decision as to whether or not we go ahead
with a financial program ^{for the next year and a half} be based partly on
a reasonable prospect of success and partly on
a frank recognition of the fact that much of
the work I have done here was outside the terms
of my contract (though I am delighted to have done
it) and that if the financing program is dropped
midway, the question may properly be raised

whether I personally or the Hawaii
Tour had had a fair break

Sincerely yours

Ward Shepard

*

C O P Y

FACULTY CLUB
Cambridge

JAN 28 1939

31 January 1939

Dear President Conant,

In discussing the future work at Petersham, Dr. Merrill has made no indication as to whether or not any further extension of my appointment beyond the present year has been considered. From a talk I had today, with Dr. Black, however, I gained the impression that you did not wish to go beyond the original three-year appointment unless adequate endowment were obtained in the meantime.

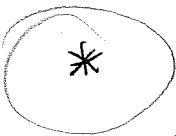
I do not wish to press for reappointment. On the other hand I am reluctant to leave a job half-finished. And, even more, I wish to re-emphasize a point which it seems to me you undervalue: namely, that I have given a large amount of my time to the Littauer School and the hurricane, both of which were equally unexpected to me when I undertook to raise endowment in three years! After all, there are only twenty-four hours in the day; and for two years out of the two and a half years I have been here the bulk of my time and energy have been devoted to those two enterprises.

I should frankly hate to see 2½ years of work wiped out without a concentrated effort to solve the endowment problem. I don't believe many of the older departments of the University got onto their feet financially without years of gruelling struggle.

I merely wish to suggest that we first consider the plan I have given to Dean Chase, and that the decision as to whether or not we go ahead with a financial program for the next year and a half be based partly on a reasonable prospect of success and partly on a frank recognition of the fact that much of the work I have done here was outside the terms of my contract (though I am delighted to have done it) and that if the financing program is dropped midway the question may properly be raised whether I personally or the Harvard Forest had had a fair break.

Sincerely yours,

(Signed) Ward Shepard



Dean Chase

HARVARD UNIVERSITY

HARVARD FOREST

PETERSHAM, MASSACHUSETTS

January 22, 1939.

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

Dear President Conant:

When in our conference last week I said Dr. Stillman had brought great pressure on me and on the University to drop the social science side of our program and that this attempted dictation basically involved a question of the intellectual integrity of the Harvard Forest, you challenged my statement and said our sole problem was a financial one. The issue seems to me so clear-cut that I feel impelled to place the facts on record, as they play an integral part in the question of the future of the Harvard Forest.

Beginning with my appointment to the Littauer School, Dr. Stillman adopted an attitude of personal hostility. Last winter he invited me to New York to discuss the Harvard Forest program. After dinner, in the presence of Mrs. Shepard, when I asked him for his views, he pointblank refused to give them saying that he would not "cast pearls before swine". On another occasion, assailing the social science side of our work, he pointedly defined my function as being solely in the field of silvicultural research, and seriously explained that function by the analogy of "a great German scientist who had devoted his entire life to studying the influence of music on the earthworm"! Beginning about that time, he has several times intimated that I should "return to Washington". He has termed the Littauer School "an outpost of the New Deal"; and last June when I explained the broad nature of Professor Fisher's program as extending to all fields pertinent to forestry, including such things as forest taxation, marketing, and the economics of private forestry, he said he would not contribute to the Harvard Forest if it undertook any such program.

Last spring Dr. Stillman made the excellent suggestion of a case study of all the silvicultural work that has been done here in the past thirty years, and we have made great progress in that study since then. He tentatively proposed to establish several fellowships, on the condition, however, that I supervise all the work in detail, which would have taken a large amount of my time. But shortly afterwards he dropped the idea of the fellowships and has shown no interest in our work on the project since. Last June he took me seriously to task for my unsatisfactory administration of the Harvard Forest; but none of his specific complaints had any substantial ground

to them. He has repeatedly refused my invitations to come to Petersham to make a systematic inspection of the large amount of work we have done here under the Gift Fund. He had offered to buy a few acres of old pine near here "as a museum piece", but when I had practically perfected negotiations with the owners, refused to complete the deal. About a year and a half ago, he was perfecting plans for the transfer of the Black Rock Forest to the University. Nothing more has been heard of this since that time.

From frequent talks with Dr. Stillman and from his refusal to look into the great amount of constructive work accomplished here in the past two and a half years in the biological field, I am convinced that he is motivated by hostility to developing the social science side of conservation, and that this hostility grows out of his conservative political and social views. This has recently been verified by a person who is very close to him, who has discussed with him in detail his objections to the present administration of the Forest. His objection to the use of part of my time in the Littauer School is disingenuous, for the reason that at the time he volunteered the Gift Fund (to my complete surprise and with absolutely no solicitation), he was fully aware in detail of the nature of the whole program which I had proposed and which you had approved.

In addition to his pressure to abandon the broad program which he had volunteered to finance, Dr. Stillman has interfered in problems of internal administration. Specifically, from time to time he has demanded the dismissal of Dr. Gast and Mr. Cline, and this past autumn demanded my resignation.

It is clear also that Dr. Stillman has brought pressure on Dr. Merrill. I present these facts with no desire to criticize Dr. Merrill, for I believe his response to Dr. Stillman's pressure has been conditioned by his lack of familiarity with the broad scope of the work of the Harvard Forest under Professor Fisher's direction and with the vital need of developing the political and economic sides of higher education in the conservation field, coupled with zeal to settle the financial difficulties of the Harvard Forest.

Last winter when I proposed reducing the amount of my time devoted to the Littauer School to not over one-fourth, on the ground of needing more time for enjoyment and the administration of the Harvard Forest, Dr. Merrill suggested inserting the following in my letter to you:

"The broader program is desirable from all standpoints, but we cannot entirely overlook the anonymous donor's interest in the more strictly biological aspects of forestry. He has objected to certain phases of the sociological and conservation aspects of forestry that we have been trying to develop through cooperation with the Littauer School."

I declined to include this phraseology, for the reason that it would have put the University on record as practically abandoning a program which it had adopted, because of the donor's objection to certain phases of that program.

Dr. Merrill disapproved of our taking part in the Worcester County agricultural and forestry study which Dr. Black and I organized, although our part of that project is paralleled by numerous projects undertaken by the Harvard Forest in the past. In a letter of January 17, 1938 he said:

"Despite your full confidence in the justification of the initiation of certain new fields of 'research' at Petersham, I begin to wonder what it is all about. Only two days ago I was asked pointblank if you were not inclined to be too visionary -- which I parried as best I could.

"I wonder... if you have not unintentionally overlooked a strong point; and that is the Harvard Forest as developed by Professor Fisher, and his ambition to make this the outstanding demonstration and research center in the United States in matters appertaining to forestry..... I believe... it would be a good idea... to stress the past accomplishments and ultimate goal of the first director, and perhaps soft-pedal a bit the newer ideas in the borderlands of forestry, or even as some would say, 'beyond the pale'...

"It seems to me that our chances for increasing financial support are infinitely more in the forest as developed by Fisher than in what some are pleased to call Utopian schemes at or beyond the borderland of forestry. Far be it from me to argue for or against what many in conservative New England denominate Newdealian policies.."

He then goes on to mention "work extraneous to the Forest proper and its actual forest problems (forestry in the narrower sense) -- Littauer, economica, and what not". The above remarks apply primarily to our work in forest management in the Worcester County project, approved by the Social Science Research Committee, and to the Land Policy Seminar, which was approved by the faculty of the Littauer School and which was conducted jointly by Professors Black and Friedrich and myself. They clearly show Dr. Merrill's confusion as to the past program of the Harvard Forest and his belief that serious investigations in problems of forest administration and public policy are "outside the pale" of forestry and may, moreover, be unpalatable to potential donors. Regardless of this fact, however, it has been clear for over a year that Dr. Merrill has brought pressure on me to largely abandon in mid-course the original program I came here, with your approval, with his, and with Dr. Stillman's, to develop. The breaking of our united front on this program has caused needless confusion

1/22/39

and has seriously disrupted the morale of the staff of the Harvard Forest. It has also, I feel sure, been a potent factor in the growth of Dr. Stillman's dissatisfaction.

Dr. Merrill has recently indicated dissatisfaction with the administration of the Harvard Forest and a "lack of confidence" within the University. I have invited him both verbally and by letter to put these matters in writing so that they could be gone into systematically and in the open. If through the reports of Dr. Stillman or Dr. Merrill you are dissatisfied with the administration of the Forest, or if you still doubt that improper pressure has been brought on me, involving both for me and for the Harvard Forest the question of "intellectual integrity", I should like to suggest that the whole question be gone into either by a committee of the faculty or by a subcommittee of the Visiting Committee. In either event, it would be essential to have an adequate representation of the social science viewpoint.

In what I have written above, I am perfectly willing to leave the way open for further cooperation with Dr. Stillman on the basis of fully developing any sound biological program he is willing to finance, but not at the price of his dictation of the whole program or of the internal administration of the Forest. I must say that neither for myself personally nor for the future of the Harvard Forest would I be willing to pay that price. I have gone the limit in trying to be friendly with him, to shape our program at the Forest in a way to please him; but there are limits beyond which personal dignity and intellectual honesty must take a stand. I am convinced that the essence of Dr. Stillman's refusal to contribute after May 1st boils down to his irritation at my refusal to yield on the basic principle of educational freedom. I am further aware of the fact that he is not competent to decide the needs of higher forestry education. Finally I am convinced that so far from relinquishing his future interest in the Harvard Forest, his intention is to wait until I disappear from the picture and to nullify by indirection a program which he was unable to break by frontal attack. If now we fail to take adequate steps to endeavor to finance the Harvard Forest, we should in effect be acquiescing in his strategy.

Sincerely yours,

Ward Shepard

*



Jan 24
Cross ref: Conant
Jan 24

2 Wall Street
New York

January 24, 1939

JAN 25 1939

Dear President Conant:

With reference to our talk about Shepard at dinner the other night, I have just received from him copies of two memoranda given to Dean Chase and a copy of his letter to you of January 22nd, which make me think that you may be planning to take steps fairly promptly. If you decide to do so, I hope you will let me know ahead of time when you plan to speak to him. I will arrange to see him either here or in Cambridge immediately afterwards. I don't know what success I can have in cooling him down and helping to avoid any rumpus.

However, I don't like the tone of his letter and propose, without waiting for you to have seen him, to suggest that he come to see me. I plan to tell him that I do not subscribe to his ideas and his attitude toward Dr. Stillman and that, as far as I am concerned and for the Visiting Committee, I would propose to abide willingly by any decision which the University authorities make regarding their future plans for the Forest. If such a program interferes with your plans, I hope you will let me know and I will alter the tenor of my conversation in any way you advise.

With reference to our dinner, I have heard from a

great many of the guests, all of whom were much interested in what they heard and a number of whom said that they were preparing memoranda of their ideas which they were going to send me. If they seem to have any merit, I will send them along to you for what they are worth.

Yours faithfully,



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

*

Forest

522 FIFTH AVENUE
NEW YORK

January 25, 1939

FEB 1 1939

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

Dear President Conant:

I am in receipt of a letter from Ward Shepard asking me to ask Keppel about the status of "our application for endowment for the Harvard Forest". Then he goes on to give some reasons why it is all a grand scheme and to intimate that he'd like to have a half an hour with Keppel.

Keppel isn't eager to consider appropriations of this sort seriously for the next few months: that much I happen to know. I am not very eager to try to stir him up and I don't know that it would do any good. Do you care to say whether you would rather see the request of money for the Harvard Forest pressed immediately in Keppel's quarter or withheld?

Yours sincerely,



Henry James

*

January 25, 1939

Mr. Henry Morgan
2 Wall Street
New York, New York

Dear Mr. Morgan:

I think you know that President Conant is away for two weeks. In his absence I am trying to keep things going in my new capacity as Dean of the University.

I write, therefore, to acknowledge the receipt of your letter of January 24 and to say that Mr. Conant and I discussed the problem of the Forest for a few minutes when he was here on Monday and it was agreed that Mr. Shepard should be given time to suggest the list of possible donors in accordance with his proposals before anything more was undertaken.

One thing that affected this decision was the fact that Professor Black thinks that a plan now being formulated in Washington, which ought to be approved or disapproved within a month, may provide a place for Mr. Shepard to withdraw gracefully. If this could be accomplished, of course, it would be the best solution of all our difficulties.

Mr. Conant will be back in Cambridge on Monday, February 6 and will, of course, see your letter then.

Sincerely yours,

G.H.C.

*

January 25, 1939

Mr. Ward Shepard
Harvard Forest
Petersham, Massachusetts

Dear Mr. Shepard:

I had a chance Monday to tell Mr. Conant about our conference and to consult him further about the problem of the Forest.

He agrees that the problem is primarily financial and that you should be free to go ahead with any plans for raising endowment funds. His opinion is that an approach to the Rockefeller people is rather hopeless at this time, but he sees no objection to attempting to organize "Friends of the Forest" and the "undercover" committee to suggest possible givers. He asked me to say that he would be very glad if you would draw up a list of possible Friends of the Forest and members of the undercover committee and send it to Mr. Little so that we might be quite sure that there is no crossing of wires.

We did not discuss in any detail the plans in regard to teaching or the use of the fellowship funds, but I know that Mr. Conant's feeling is that these are secondary questions and that the first problem is financial support and everything depends on that.

I imagine this is exactly the reaction which you expected.

Sincerely yours,

2 Wall Street
New York

*
January 26, 1939

My dear Dean Chase:

Thank you for your letter of January 25th. I am glad that the question of Shepard's situation is in abeyance temporarily. I do think, however, for myself, in connection with his views about the Visiting Committee I will try and make an occasion for seeing him. He has never quite understood that Visiting Committees do not make University policy, although they try to assist the authorities, and I am a little fearful lest he should make statements about the attitude of the Visiting Committee which are unwarranted.

With renewed thanks for your letter, I am

Yours faithfully,



Dean George H. Chase,
23 University Hall,
Cambridge, Massachusetts.

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Looks like 31 but doesn't
match any memo
of less than 18

HARVARD UNIVERSITY
HARVARD FOREST
PETERSHAM, MASSACHUSETTS

Dear Chase

31st January 1939

Dear Dean Chase,

The enclosed documents should be attached to the memo I left with you yesterday. They dispose pretty completely, I think, of the argument that I have radically altered the previous H. F. program. I should add that only three out of fifteen men enrolled since I came here have done their work outside the strictly biological field, and two of these were on special fellowships for work in the administrative field.

Sincerely yours

Ward Shepard

*

February 1, 1939

Mr. Henry James
522 Fifth Avenue
New York, New York

Dear Mr. James:

In President Conant's absence, I am answering such of the letters to him as I feel competent to answer.

We have had several talks about the Harvard Forest and I am very sure that Mr. Conant would not like to see the request for money for the Harvard Forest pressed immediately in Keppel's quarter. If Mr. Conant does not agree with this, he will let you know after his return to Cambridge on Monday next, but I feel pretty sure of his opinion.

Sincerely yours,

G. H. CHASE

*

February 3, 1939

Ward Shepard, Esq.
Harvard University
Harvard Forest
Petersham, Mass.

Dear Mr. Shepard:

I have had an opportunity to make a little inquiry concerning the question about which you wrote me on January 23rd. The matter has not been dismissed from consideration, but I gather the impression that if an immediate decision were called for, the decision would have to be negative. And so my impression is that it is better to let it alone for the present and I have not pressed Mr. Keppel, even for conferences. Incidentally, the latter would be impossible just now because this weekend he is leaving for a western trip and has recently had to confine his attention to matters that were of momentary importance. I am sorry not to write in a more encouraging manner, but it is best to give you exactly what my impressions are.

With best regards,

Yours sincerely,

Henry James

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522 FIFTH AVENUE
NEW YORK

February 3, 1939

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

Dear Dean Chase:

Thank you for your note of the 1st answering
the inquiry I addressed to the President. I enclose
a copy of a letter I have written to Ward Shepard with
the intention of stalling him along. I hope it will
serve the purpose. At any rate, what I have said to
him is all quite true.

Yours sincerely,

Henry James.

Henry James

Enclosure

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HARVARD UNIVERSITY

HARVARD FOREST
PETERSHAM, MASSACHUSETTS

February 6, 1939

Professor George H. Chase
Dean of Harvard University
23 University Hall
Cambridge, Mass.

Dear Dean Chase:

Thank you very much for your letter of January 25 with its good news of the outcome of your discussion with Mr. Conant. I am working on a list of "friends of the Harvard Forest" and also of a proposed "under cover committee," and will take these matters up with Dr. Little as soon as possible to prevent any overlapping.

I shall take up with you a little later the question of fellowships for the coming year as soon as we have discussed the subject more thoroughly here.

With cordial thanks for your excellent help,

Sincerely yours,



Director

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68-1-4

February 6, 1939

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

Dear Mr. Morgan:

I am sorry that my being away on a winter vacation has interrupted our correspondence. Dean Chase has shown me a copy of his letter to you and I judge that no great damage has been done by my being away.

Let me say again how much I appreciate your willingness to help us out in this difficult case. I feel sure that your suggestion of talking to Shepard is of great importance. If you do see him before we make our final decision and communicate the results to Mr. Shepard, I hope you will let me know at once. I do not believe it necessary for you to make a special point of seeing him now; on the other hand, if you should decide to do this, I am sure that it would do no harm.

According to the present schedule I propose to make up my mind about the future of Mr. Shepard in relation to the Forest on or about February 26 and shall make a point of seeing Mr. Shepard, if possible, on Monday morning, February 27, and communicate my decision to him in the presence of Dr. Merrill and Dean Chase. If you were to be at the Overseers meeting that afternoon, namely, Monday, February 27, it might well be that you could arrange to see Mr. Shepard yourself by appointment after the Overseers meeting. If this time schedule does not seem satisfactory to you, please do not hesitate to let me know or indeed to write me advice in any form about the problem.

Let me take this opportunity of thanking you again for the very pleasant evening you and Grenny

Mr. H. S. Morgan

-2-

February 6, 1939

Clark arranged for us in New York. I am sorry that my coming down with a bad cold did not make me a very valuable member of the party. I am sure it meant a great deal to Dean Williams to have this evening arranged under such pleasant auspices and once again, Harvard is in your debt.

With all good wishes and continued appreciation of all that you are doing for the University,

Very sincerely yours,

JAMES B. CONANT

X

February 6, 1914

President A. Lawrence Lowell,
Harvard University,
Cambridge, Mass.

Dear President Lowell:

The following is a memorandum of the proposals discussed by the staff of the School of Forestry with you and Mr. Bacon yesterday.

With the present academic year the School of Forestry put into effect two important changes, first the transfer of its winter quarters and of all instruction hitherto given at Cambridge, to the Bussey Institute at Jamaica Plain; and second, the rearrangement of the curriculum so as to devote the second year of the course exclusively to special training or research in one of four fields, namely, the operation of forest lands, entomology, wood technology and dendrology.

After a year's further study of the situation both here in the University and in the country at large, the staff of the school is unanimous in believing that the time has come to take another and final step, and to organize squarely and exclusively, as an institution for research and the training of advanced specialists. Their reasons for this belief are, first, that on the old basis we were competing in a field in which too many other schools offered nominally equivalent training; second, that whole the market for men of general training is shrinking,

(2)

the market for men of special training, particularly in problems relating to the lumber business, is growing: third, that a general course precludes research and special training by the same corps of instructors: fourth, that with the resources now for the first time available, through alliance with the Bussey Institution and its staff, through proximity to the Arnold Arboretum, and through the possibility of cooperation with other scientists in the University, the school has an equipment for certain lines of research and specialization that is unrivalled in this country. The School of Forestry therefore proposes to give up entirely its general course, to devote itself strongly to the research which the elementary teaching has hitherto precluded, and to offer to qualified men, opportunity for advanced training 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 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. 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

(3)

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.

To secure this addition to the school in adequate form will cost an increase of \$4000. to our budget. It will mean getting Mr. Austin Cary, formerly professor here and during the last three years at work on lumbering problems for the government, to give us at least four months of his year, as lecturer and organizer of the field work. His services will cost perhaps \$1500. To work under him, there will have to be two assistants, one on full and the other partial time. Their combined cost would amount to \$2500. The sum of \$1000. appropriated last year for engineering work could be diverted from our budget to cover necessary field and other expenses. We already have in view the men for assistants, men whose training we have been watching for several years. As for Mr. Cary, his experience since leaving Harvard has made him the

(4)

leading, practically the only, man in his field, and has gained the confidence of the lumber interests to a high degree. Both in his case and that of the assistants, a division of time between the University and the Forest Service, or other employers, would be desirably and apparently feasible. With these additions to our staff, we should have the strongest institution for advanced training and research in the United States.

Very respectfully,

Chairman.

*

HARVARD UNIVERSITY
HARVARD FOREST
PETERSHAM, MASSACHUSETTS

February 9, 1939.

Mr. Huntington Thom,
Office of the President,
University Hall,
Cambridge, Mass.

Dear Mr. Thom:

Your letter of January 21
arrived here while I was in Washington,
and on my return I was laid up with the
grippe.

I had not had a previous notice
about the annual report, and as your
letter requested it within five days, I
have assumed that it is too late to send
it in. If, however, there is further
time, please let me know.

Sincerely yours,


Director

*

Loresb

February 15, 1939

Mr. Ward Shepard
Harvard Forest
Petersham, Massachusetts

Dear Mr. Shepard:

Thank you for your letter of February 9.

I am sorry to hear that you have been laid up with the grippe. I hope that by now you are fully recovered.

I trust that you will be able to send us your report as soon as possible. We shall withhold publication of the departmental reports until we have received yours, so that I hope you will find time to prepare it in the very near future. I am sorry that the notice which I sent out early in the fall did not reach you.

Very sincerely yours,

Huntington Thom
Secretary to the President

*

Forest;

March 9, 1939

Mr. Ward Shepard
Harvard Forest
Petersham, Massachusetts

Dear Mr. Shepard:

You have probably heard that Mr. Conant has had a bad attack of the grippe and probably will have to go away for a rest before he can again take up his regular routine. He has asked me, therefore, to have a conference with you at your convenience and find out if any progress has been made towards raising funds for the Forest. I am pretty well filled up on Monday, Wednesday and Friday of next week, but almost any time Tuesday or Thursday morning would be a convenient time when I feel sure we could get together. If this is all right for you, will you be good enough to telephone Miss Bonn and make a definite appointment.

Cordially yours,

G. H. CHASE

TELEPHONE
PETERSHAM 73

WARD SHEPARD
PETERSHAM, MASS.

March 11, 1939

Dear Dean Chase,

I am sorry to learn that Mr. Conant is laid up with the grippe, but I hope he will be fully recovered soon.

I think it is premature to have a further discussion of endowment at the moment. The reason is that my recovery from my illness of last autumn has been stubbornly slow and I have not dared to take a chance of a recurrence or of permanently bad effects by undertaking work entailing considerable strain. I am glad to report, however, that I am getting back to normal, in spite of an attack of grippe, on a regimen of more or less routine work and considerable outdoor exercise.

I look forward to tackling the financial problem again in the next couple of weeks. Since seeing you the only thing I have accomplished on this line is a kind of "background" talk with Clifford Pinchot and a talk with John Merriam, preliminary to his talking with Dr. Keppel. I will report to you as soon as I get under way again.

My appointment expires on September 1st, whereas my leave from the Government expires May 1st. I think, however, I can get my leave extended to Sept. 1st without bothering Mr. Conant to write to the President, as he has in the past.

Sincerely yours,

Ward Shepard

Dean George S. Chase.

*not to extend to Sept. 1. until 20 Feb. 73
money to Sept. 1? (Merrill)*

*

Forest

March 14, 1939

Mr. Ward Shepard
Harvard Forest
Petersham, Massachusetts

Dear Mr. Shepard:

I got a chance this morning to talk with Mr. Conant just before he left for a ten-day vacation in the South. He asked me to say that he hoped you could get your leave extended to September 1 without his writing the President, since he is going to try to get a real rest. He did suggest that I ask you not to have your leave extended beyond September 1 next, because he feels quite sure that unless a good deal of money is raised there is no possibility of continuing the arrangement for your directorship of the Forest. I imagine this was already understood, but Mr. Conant is naturally very keen that there should be no misunderstanding.

Sincerely yours,

G. H. CLASE

3-14-39

WS

*

O.K. — G.H.C.

?
G.H.C.

Dean
Chase

Joubert

REPORT OF THE HARVARD FOREST, 1937-38.

In the practical management of the forest property, substantial progress was made. Continuing from the previous year, most of the field work in the physical re-inventory of the timber was completed as well as a more accurate resurvey of the entire Forest and its numerous subdivisions. Much of the work also of organizing the inventory data into a revised management plan for the Forest was done. This work is of basic importance in managing a forest property of any size and complexity, in that it gives a systematic schedule of the time, place, and amount of timber-cutting from year to year, as well as of cultural operation in the younger stands.

Pursuant to the policy of improving the timber "growing stock" of the whole Forest as rapidly as possible by thinnings and other forms of partial cutting, about 70 acres were cut, yielding some 350,000 board feet of merchantable lumber and leaving the better trees for further and more rapid growth.

In the field of forest investigations, a notable occurrence was the initiation of a long-time project under the Maria Moors Cabot Foundation for Botanical Research looking to the possible discovery of superior strains of eastern white pine. It is well known that certain tree species, such as Scotch pine and western yellow pine, have evolved numerous geographical races of varying quality as timber trees, and in the belief that the same may be true of eastern white pine, seed was collected from a considerable number of individual trees in the neighborhood of Petersham and planted in a nursery. At the end of three years in the nursery,

the young trees will be planted on nearby lands of the Metropolitan District Water Commission for long-time observation. Arrangements were made also to collect eastern white pine seed in the autumn of 1938 in various parts of its wide range as a broader approach to the same experiment. After some years this work would reveal whether white pine has races of superior vigor and quality--a possibility important both in relation to the source of seed for plantations and to the selection of stock for tree-breeding experiments through hybridization.

Dr. Hugh Raup, of the Arnold Arboretum, with the assistance of Reynold E. Carlson, a graduate student of the Department of Economics, started work on a study of the land-use history of the properties now included in the main body of the Harvard Forest at Petersham. The purpose of this study is to trace, through county land records, historical documents and the evidence on the ground, the cultural history of each separate parcel of land in the Forest. If the study is successful, one of its most important results will be to determine what was the original forest type on each parcel. With such knowledge, the development of silvicultural systems for the different parts of the Forest can be undertaken with greater assurance, since it would be a logical assumption that the original forest type evolved by nature for each site would be the best. (This work was partly financed by the Committee on Research in the Social Sciences.)

An important and comprehensive project was initiated this year to bring together and analyze the records and results of all the diverse silvicultural operations of the Harvard Forest during the

3.

previous thirty years of its existence. The method followed is first to compile all the historical data on each of the many stands that have been given one or more cultural treatments, showing previous composition and condition, methods of treatment, costs, purposes, and results. Then the stand is studied on the ground as to its present composition, quality, and condition. As many stands have had several treatments in the course of thirty years, the compilation and interpretation of all the data is arduous and requires critical skill. This "case study" of a multitude of forestry experiments will, it is felt, be a unique contribution to American silviculture, as well as a scientific memorial to the late Director, Richard Thornton Fisher, as practically all the work covered by the study was initiated and supervised by him.

The federal Bureau of Entomology, in cooperation with the Forest, began a several years' study of the feeding habits, population changes, and enemies of the destructive gypsy moth. This is the most intensive study ever undertaken of this forest pest and will, it is expected, throw light on practical methods for its control.

The Forest continued cooperation with the Department of Economics and with several governmental agencies in the study of land use and management in Worcester County. The Forest was especially concerned with the analysis of forest conditions and the preparation of forest management plans in the town of Hardwick.

The Director collaborated with Professors Black and Friedrich in organizing and conducting the Land Use Seminar in the Graduate School of Public Administration.

insert as * footnote or
other note, indicating that it was
crossed out

4.

Through the generosity of an anonymous donor, a handsome fireproof brick garage was constructed, with a capacity for fourteen cars, a small workshop, and housing for the well, pump, and pressure tank. ~~This is the first unit in the donor's building plan, which will include a main building with offices, laboratories, classrooms, and living quarters, and a memorial museum to the late Professor Fisher.~~

Three more models in the series of Harvard Forest Models--the gift of the same donor--were finished. These are the models on Shelterwood Method of Reproduction, Wild Life Management, and Phases of Soil Erosion and Its Amelioration by Forest Practices, and will ultimately be housed in the proposed forest museum at Petersham.

Ward Shepard, Director.

Add Note: Despite 1939 date no mention of the hurricane is made, presumably because this report solely covers the 1937-38 academic year.

3/14/39

NE
Harvard forest

March 8, 1939

Dear Sir:

At the meeting of the Corporation held on February 27 the Treasurer reported a gift of \$500 from Mrs Richard T. Fisher as a contribution to the salary of the secretary to the Director of the Harvard Forest.

Very truly yours,

JEROME D. GREENE
Secretary

Ward Shepard, Esq.

The Harvard Forest

Petersham, Massachusetts

X

fore

March 23, 1939

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

Dear Mr. Morgan:

At Mr. Little's request, I am
enclosing a copy of Dean Chase's letter
to Mr. Shepard.

Sincerely yours,

Secretary

*

Forest
File

522 FIFTH AVENUE
NEW YORK

APR 8 1939

April 7, 1939

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

Dear Jim:

Ward Shepard of the Forest called on me two or three days ago, rather anxious to know how the land lies with the Carnegie Corporation; and he said that unless the Corporation came through with a grant, he expected that his connection with the University must end September 1st. I also gathered from him that you approved his trying to raise funds, but I didn't cross-question him on this point because I thought I'd rather learn from you.

Would you advise me by letter or telephone at your convenience how the matter lies with you in order that I may speak with Keppel about it?

Yours sincerely,



Henry James

X

Forest

COPY FOR PRESIDENT COMANT

April 11, 1939

APR 12 1939

Ward Shepard, Esq.
Harvard Forest
Petersham, Mass.

Dear Mr. Shepard:

I have had a chance for a few words with Mr. Keppel. He tells me that the questions connected with the application for a grant to the Harvard Forest were definitely postponed until his next fiscal year, which begins next October, and I gathered that it would not be easy, and in fact pretty certainly impossible, to change this situation now. If you had been cherishing hopes of a different order, I am very sorry that what I have just stated has to be my report. In any case, however, it is best for me to send it to you immediately.

Yours sincerely,

Henry James



Harvard Forest

HARVARD UNIVERSITY

(INTER-DEPARTMENTAL CORRESPONDENCE SHEET)

Cambridge, Massachusetts

April 12, 1939

Memo from Dean Chase to Mr. Lowes:

I talked with Mr. Shepard today. He seems reconciled to the fact that he will not continue at Harvard after September 1. He still has in mind trying to get a group of backers, or Friends of the Forest. I said that he should talk over with you any plans he might have for raising money.

Mr. Shepard said he had tried repeatedly to get in touch with Stillman, and had written several letters which had not been answered. Mr. Shepard does not want to leave with the feeling that Stillman has pushed him out. He thinks we should do something this Spring to find out what Stillman's intentions concerning the Forest are.

Mr. Shepard plans to return to the Federal service.

* Copy

APPOINTMENT RECORD OF WARD SHEPARD

<u>Title</u>	<u>Appointed</u>	<u>Years</u>	<u>From</u>
Director of the Harvard Forest	Jan. 13, 1936	1	May 1, 1936
Member of the Faculty of the Graduate School of Public Administration	Dec. 7, 1936	W.I.	
Director of the Harvard Forest	April 12, 1937	From May 1 - September 1, 1937	
" " " " "	April 12, 1937	1	Sept. 1, 1937
" " " " "	May 2, 1938	1	Sept. 1, 1938

<u>Year</u>	<u>Salary</u>	<u>Notes</u>
1935-36	\$2,500	Rate of \$7,500 from May 1
1936-37	5,000 2,500	To May 1 @ rate of \$7,500 From May 1 @ rate of \$7,500
1937-38	7,500	Forest
1938-39	7,500	Forest

From the Corporation Record, April 12, 1937:

Appointed Director of the Harvard Forest from May 1 to September 1, 1937
Appointed Director of the Harvard Forest for one year from September 1, 1937

From the Corporation Record, May 2, 1938:

Appointed Director of the Harvard Forest for one year from September 1, 1938

*

Lancet

May 4, 1939

Mr. Ward Shepard
Harvard Forest
Petersham, Mass.

Dear Mr. Shepard:

Since your connection with the University will cease on September 1 of this year when you return to the government service, I am taking this opportunity of writing you this note of appreciation. May I express to you both personally and on behalf of the University gratitude for what you have done during your term of service here while you have been on leave of absence from government work. As you and I both know, you took over a difficult assignment and it was a gambler's chance that you would succeed in doing what we both hoped might be possible, namely, raising an adequate endowment for the Forest, or at least uncovering a sufficiently promising lead which would eventuate in an endowment in the near future.

I am sure that the lack of success is through no fault of yours. You have labored faithfully and zealously for the cause. In addition to this, your work as Director of the Forest and your consultation with members of the Faculty of Arts and Sciences on governmental and public administration problems have been of significance. For all you have done, we are deeply grateful. I trust your stay with us has not been without profit to you and even if you were not able to accomplish the end which you had in view you will feel that your period of years here has not been without its reward.

With all good wishes,

Very sincerely yours,

JAMES B. CONANT

Harvard Forest

Docket 4



CONNECTICUT STATE COLLEGE
STORRS, CONNECTICUT

May 10, 1939.

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

May 15

Dear Dr. Conant:

I wish to tender my resignation as
Instructor in Forestry at the Harvard Forest
to become effective as soon as is convenient.
I am at present on leave without pay from the
University.

Yours very truly,

N.W. Hosley
N.W. Hosley,
Asst. Prof. of Forestry
and Wildlife Management

OF RECORD
MAY 15 1939

TELEPHONE
PETERSHAM 73

WARD SHEPARD
PETERSHAM, MASS.

May 12, 1939.

MAY 13 1939

Forest
Dear
Conant

Dear Dr. Conant,

Thank you very much for your letter of May 4th. Pursuant to our understanding in the winter, I am going ahead with efforts to raise money for the Forest and shall devote considerable time this summer to the work. We are getting a rather gratifying response to an appeal for a small sum for continuing work on our Thirty Year Progress Report, which is rather encouraging for the appeal for more substantial contributions that will go out shortly. I mention this because I do not yet feel licked on endowment. The widespread interest in the forest problem as a result of the hurricane is another encouraging factor.

May I not therefore postpone official farewells until the situation is a little more clear?

As a result of a recent talk I had with Dr. Little and Dr. Merrill, I am hopeful that Dr. Merrill will be able to clarify Dr. Stillman's plans regarding the Forest. I feel that his intentions in regard to building, and to other contributions, if any, should be cleared up in the near future. The building program, as you know, has been hanging fire for ten years; and Dr. Stillman has failed to answer a friendly letter on these points I sent to him nearly a month ago. These are matters that I strongly feel should be definitely cleared up under my directorship.

Sincerely yours,

Ward Shepard

President James B. Conant.

*

Forest

HARVARD UNIVERSITY

HARVARD FOREST
PETERSHAM, MASSACHUSETTS

May 22, 1939.

MAY 22 1939

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

Dear Dr. Conant:

You may be interested in the enclosed photograph as a memento of what the hurricane did to an outlying segment of the University. To paraphrase what Josh Billings once said about Harvard College being comfortably situated in the tap room of the Parker House, you may gather the impression that the Harvard Forest is largely floating in Tom Swamp. However, this would be a false analogy. Having cleaned up so much of the debris at a modest profit, we are getting ready to raise a new crop, that we hope will mature before the next hurricane hits.

Sincerely yours,

Ward Steward
Director

P.S. I might add that what you see in the picture is only a fragment of what we have logged this winter.

Harvard Forest

May 31, 1939

Dear Sir:

At a meeting of the Corporation on May 15 the Treasurer reported the receipt of \$166.67 from Mr John W. Blodgett, Jr., representing the third and final installment of the Forestry Scholarship given by him for the year 1938-39. In his letter to the Treasurer Mr Blodgett states that the first installment of the 1939-40 pledge will be sent on October 1, the same as last year.

Very truly yours,

HEROME D. GREEN

Secretary

Ward Shepard, Esq.

The Harvard Forest

Petersham, Massachusetts

*

ARNOLD ARBORETUM, HARVARD UNIVERSITY
JAMAICA PLAIN
MASS.

C
O
P
Y

June 2, 1939

Dear Dr. Merrill:

You may tell the College office that the \$20,000 I donated for hurricane damage is to be earmarked for the building of the Fisher Museum. I hope that I will be able to donate to the University by next spring sufficient funds that, with this \$20,000.00 will defray the expenses of building said museum. Any profits accruing to this revolving fund, I do not feel that I have any right to suggest the expenditure of.

If this statement is not definite enough, please let me know.

Yours sincerely

(Signed)

E. G. Stillman

* COPY

Harvard forest

HARVARD FOREST BUDGET

1939-40

The proposed budget of the Harvard Forest for 1939-40 has been prepared on a basis which includes under income only assured income from endowment and certain minor and assured gifts, and on this basis income fails to meet minimum expenses by approximately \$1,800. Both Dr. Merrill and I feel, however, that this will not mean that any deficit will be chargeable to the University since a considerable profit, not estimated in the budget, is accruing from hurricane logging operations and since we believe that it will be possible to use all or some part of Dr. Stillman's gift of \$20,000 to meet certain of the expenses included in the budget.

It is very difficult to predict what the result of the operations of the current year will turn out to be, but at the present time it would appear that emergency expenses having to do with the hurricane but not involving lumber salvage will result in an overrun of approximately \$8,000. To meet this, the apparent profit on lumber delivered through May 31 is \$12,000.

The only upward change in the proposed budget is to increase the salary of Mr. A. C. Cline, the Assistant Director, from \$3,500 to \$4,000. Mr. Cline has been on the staff of the Forest since 1923-24 and has been receiving \$3,500 since 1930-31. Since Dr. Fisher's death, he has carried practically the entire responsibility for the less scientific side of the Forest operation and he has been in complete charge of the hurricane timber salvage job which he has carried out most successfully. Dr. Merrill and I are assuming that with the termination of Dr. Shepard's appointment Mr. Cline will be appointed Acting Director, and my understanding is that Mr. Conant approves of this.

I recommend that this budget be approved and suggest the following vote:

Voted, that the budget of the Harvard Forest for 1939-40 be approved as submitted to this meeting, and that the expenditure from unrestricted income of \$11,286.55 be authorized.

OF RECORD

JUN 21 1939

J. W. L.

June 9, 1939

*

ARNOLD ARBORETUM, HARVARD UNIVERSITY
JAMAICA PLAIN
MASS.

C
O
P
Y

June 12, 1939

Dear Dr. Merrill:

I am sorry to disagree with Mr. Lowes about the earmarking of my \$20,000.00. If other funds are needed, let him earmark the profit from the salvage operations. I say this very advisedly, as I think you will have to expend that \$20,000.00 next year.

I will probably see you next week when in Boston, as I will be there the greater part of the week.

Yours sincerely

(Signed)

E. G. Stillman

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,
Soledad, Cienfuegos, Cuba
Botanical Garden, *Cambridge, Mass.*
Botanical Museum, *Cambridge, Mass.*
Bussey Institution, *Jamaica Plain, Mass.*



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

June 16, 1939

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

Dear Mr. Lowes:

I enclose herewith for your files, copies of Dr. Stillman's letters of June 2 and June 12, appertaining to the Harvard Forest Rehabilitation Fund. You will note that I did not get to first base with Dr. Stillman regarding the suggestion that he postpone the actual earmarking of the original \$20,000.00.

Following the discussion in your office I took the matter up with Mr. Saeger, and arranged to have the "Harvard Forest Rehabilitation Fund" abolished, and that the present balance of \$12,196.67 be handled direct by the Harvard Forest under the usual budgetary restrictions. All future charges and accruals from sales of lumber will be handled as a part of the Harvard Forest budget. Mr. Cline has been notified of this decision. This means that future bills will not be routed through my office for approval, but will go direct to Mr. Saeger with the approval of either Mr. Shepard or Mr. Cline.

I have notified Mr. Claflin that the original donation of \$20,000.00 for the Harvard Forest Rehabilitation Fund is to be carried on his books in the amount indicated, and have sent to him Dr. Stillman's original letters of June 2 and June 12, retaining copies for my file here.

Very truly yours


E. D. Merrill
Administrator

EDM:CG
Enclosures

*

Harvard forest

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.*
Gray Herbarium, *Cambridge, Mass.*
Harvard Forest, *Peterham, Mass.*
The Maria Moors Cabot Foundation for
Botanical Research

June 19, 1939

JUN 20 1939

President James Bryant Conant
Harvard University
Cambridge, Massachusetts

Dear President Conant:

I am notified from Mr. Greene's office that the appointment of Assistant Professor Paul Rupert Gast, Harvard Forest, expires in September.

You will remember that in view of the uncertain condition that developed in reference to funds and perhaps again because we were not then entirely certain that Professor Gast should be retained indefinitely, that he has been carried for the past two years on the basis of an annual appointment.

The situation impresses me as being reasonably well stabilized since the funds became available from the Cabot Foundation. Professor Gast's entire salary is derived from the Cabot Fund income, and he is now prosecuting work on a long term project that is essential within the field specified by Dr. Cabot. I therefore recommend that Professor Gast be granted a regular appointment at his present salary for a three-year term beginning September 1, 1939.

Very truly yours

E. D. Merrill

E. D. Merrill
Administrator

OF RECORD

JUN 21 1939

EDM:CG

Arnold Arboretum

*

June 23, 1939

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

Dear Dr. Merrill:

I have your letter of June 16 enclosing copies of the two letters from Dr. Stillman.

I do not find his letter of June 12 entirely clear. He says "...as I think you will have to expend that \$20,000.00 next year." My impression is that we also thought we probably would wish to expend all or part of it, but that you hoped we could have it to expend on rehabilitation rather than on new construction. Probably he means the latter, and we shall no doubt have further more specific word from him about it.

Sincerely yours,

J. W. LOWES



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

July 3, 1939

J. W. Lowes, Financial Vice-President
5 University Hall, Harvard University
Cambridge, Massachusetts

Dear Mr. Lowes:

Referring to your letter of June 23, it seems clear from what our anonymous friend has said to me, from time to time, that he does hope to add to the \$20,000.00 fund during the year, with the idea that by next spring actual building operations can commence at Petersham. I've tried to sell him the idea that the first unit should be a modern headquarters building, so that we can get out of the old wooden firetrap that so far has been the Harvard Forest headquarters - but he keeps reverting to the idea of the Fisher Museum first.

In writing him about the \$20,000.00 Rehabilitation Fund, I tried to be tactful, indicating that we were not "out of the woods" as yet, and that it was desirable that the fund be kept intact and if possible available for unforeseen emergencies. He was a bit resentful at the suggestion made that final decision as to the use of the \$20,000.00 be deferred until later, and in conversation with me used the expression that "institutions are greater than individuals" and that he was interested in the institution. I think we will have to move slowly in making any suggestions, as he seems to be thoroughly in earnest in reference to the building program at Petersham, and once even intimated that Harvard University might miss a chance for receiving important benefactions aside from the Petersham project. I'll do all I can to help "steer the boat" but it is a bit cranky at times!

Maybe by this fall or winter we will have to reach a decision as to whether or not we build at Petersham. I think that if this building idea is once consummated we can expect a diversion of interest to other activities of the University. Offhand, I would say build by all means, and particularly so if we can sell the idea of a proper administration building first and let the "museum" follow later. This building idea is a persistent one, and goes back many years - I'm sure that, but for the depression, the program would have been completed several years ago. All indications that I have are that funds will become available, particularly if one long range "investment" turns out to be a good one - the actual backing of one of his friends on the development of some patent over a period of years - and even if this deal is not consummated this year, I really expect to see additional contributions to the Petersham building fund.

Very truly yours

E. D. Merrill
Administrator

Harvard Forest



July 13, 1939.

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

Dear Dr. Merrill:

Before submitting our revised budget and clearing our accounts for the past fiscal year, it is essential to have an early decision on the following points.

1. At the time of the hurricane the University agreed to contribute \$5000 for emergency expenses of the Harvard Forest and the Town of Petersham. Three thousand of this was transferred to the Town. At the same time Mr. Lowes indicated that if circumstances required, an equal additional amount could probably be provided. On the strength of this an overdraft of \$2,031.37 was made on this account. I hope the University will be able to provide the entire amount, in which case the Bursar should be promptly notified in order that this sum may not be charged to Harvard Forest funds.

2. At a difficult time, in the effort to organize the Petersham Cooperative, either you or Mr. Lowes proposed a contribution of \$1500 to the Cooperative, which was paid on your instructions from our general funds. However, Mr. Gline and I understood, in view of the limited resources of the Harvard Forest, that this was to be a gift from the University, and I hope the Bursar will be so notified.

3. In view of the loss of most of our merchantable timber, its salvage at practically no profit, gifts already made to the Town and the Cooperative, and the general salvage and protection work carried out in this town under the general plan originated by the Harvard Forest, I recommend that we reduce our gift to the Town of Petersham from \$900 to \$500. If this is tentatively approved, we shall undertake to discuss it with the selectmen before formal notification comes out. In this connection we have already had the assessed valuation of the Pisgah Tract reduced more than two-thirds.

4. Several years ago the President and Fellows advanced the sum of \$5500 for the purchase of the Adams-Fay Lot. I discussed this matter with Mr. Shattuck when he was treasurer and proposed to endeavor to pay it off gradually from the sale of timber. That now is obviously impossible, and I recommend that the matter be taken up with the Corporation with the hope that they may be willing to cancel

Dr. Merrill

-2-

7/13/39

what is really an unpayable debt, including the annual interest charge of \$228.84.

5. After a year of trial we are prepared to recommend that the bookkeeping be taken over by Miss Carpenter and that the annual charge of \$300 for bookkeeping by the Sursar's office be eliminated.

All the above recommendations will, of course, have to be considered by Mr. Lowes and the proposed transfer of the bookkeeping by Mr. Saeger and Mr. West as well. I shall be glad to discuss these matters with you and Mr. Lowes in the near future if this letter is not sufficient.

Sincerely yours,

WARD SHEPARD

Director

Howard Funt



July 13, 1939

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

Dear Dr. Merrill:

I have returned from two weeks' absence to find also your letter of July 3 about the status of the Rehabilitation Fund.

Certainly you are the only one who can decide just how far to go in maneuvering our friend around and we certainly cannot afford to offend him. If it turns out that we have the museum in spite of ourselves, we shall just have to grin and bear it.

Sincerely yours,

J. W. LOWES

X

Harvard Forest

HARVARD UNIVERSITY

HARVARD FOREST
PETERSHAM, MASSACHUSETTS

July 19, 1939

Dear Mr. Lowes,

I am leaving tomorrow for a vacation at Nantucket; and as decision on our revised budget must await the Bursar's audit of this year's accounts, I shall either have Mr. Cline discuss the new budget with you or postpone it until about the middle of August, when I expect to run up to Cambridge for a day or two.

Dr. Merrill wrote that he had sent my expense account through your office and I assume that he probably sent you a copy of his letter to me in which he criticized the account as showing "lack of judgment" and pointedly implying that it represented "unproductive" work and a "dissipation" of our slender resources. I wish to point out that President Conant fully authorized me to take any necessary steps to meet a grave public emergency, and that my plan of timber salvage and fire protection throughout New England hurricane area was adopted by the Federal Government and the States in cooperation. This work has resulted to date in the salvage of probably 500 million board feet of timber, the assignment of 48 CCC camps and thousands of WPA workers to hazard reduction. For the Harvard Forest alone, it resulted in a market for over 4 million feet of timber, valued at over \$40,000, and in thousands of dollars of clean-up work in the Forest, though I must add that I was not moved by so selfish a motive in undertaking this work.

An audit by the Bursar will show that my purely personal expenses were moderate; the largest items were for transportation, telephone and telegraph, all of which were essential to solve the difficult and arduous problem of mobilizing four Federal Departments and many Bureaus therein.

Dr. Merrill's criticism of these expenditures as "unproductive" is trivial. If you have any doubt as to the productiveness of any of the expenditures throughout the year, I shall be glad to discuss them with you.

Sincerely yours,

Ward Shepard

Mr. John W. Lowes.

AUG 14 1939

HARVARD UNIVERSITY

HARVARD FOREST

PETERSHAM, MASSACHUSETTS

AUG 15 1939

Gen'l Delivery
Nantucket, Mass

August 13, 1939.

Dear Miss Born,

When I last saw President Conant, he said he might be returning on August 17th. If he is spending a few days in Cambridge, I should very much like to see him, if convenient, for 15 or 20 minutes; and shall be greatly obliged if you will be kind enough to let me know if an appointment can be arranged. I should plan to go up the day before, and should prefer a morning appointment so that I could return here the latter part of the day. Perhaps it would be safer if you would telegraph me in care of the Madaket Coast Guard Station, Nantucket, as mail is rather slow here. In other words, I should have to have notification at least two days before the appointment. I shall be grateful if you can work this out.

Sincerely yours

Ward Shepard

X

CLASS OF SERVICE DESIRED	
DOMESTIC	CABLE
TELEGRAM	FULL RATE
DAY LETTER	DEFERRED
NIGHT MESSAGE	NIGHT LETTER
NIGHT LETTER	SHIP RADIOGRAM

Patrons should check class of service desired; otherwise message will be transmitted as a full-rate communication.

WESTERN UNION

R. B. WHITE
PRESIDENT

NEWCOMB CARLTON
CHAIRMAN OF THE BOARD

J. C. WILLEVER
FIRST VICE-PRESIDENT

1206-A

CHECK
ACCT'G INFMN.
TIME FILED

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

August 15, 1939

Mr. Ward Shepard
c/o Madaket Coast Guard Station
Nantucket, Massachusetts

President not expected in Cambridge until early in September.

Dorothy Bonn

WESTERN UNION GIFT ORDERS SOLVE THE PERPLEXING QUESTION OF WHAT TO GIVE.

*

✓

HARVARD UNIVERSITY

HARVARD FOREST
PETERSHAM, MASSACHUSETTS AUG 28 1939

August 24, 1939

Dear Miss Bonn,

Thank you very much for your telegram. Will you be kind enough to let me know if President Conant will be back by September 12th. I expect to be in Cambridge that day, and if he has returned by that time, and could spare a few minutes that day (preferably in the forenoon), I shall be grateful for an opportunity to see him. If he is not to be back then, can you arrange an appointment as soon thereafter as convenient?

With thanks,

Sincerely yours,

Ward Shepard

Miss Dorothy Bonn

Please reply to:
General Delivery
Nantucket, Mass.

Entered

*

August 28, 1939

Mr. Ward Shepard
General Delivery
Nantucket, Massachusetts

Dear Mr. Shepard:

In Miss Bonn's absence, I have received your letter of August 24. Mr. Conant's plans for September are not yet settled, so I am afraid it will be impossible for me to make an appointment for you. When we know more definitely when Mr. Conant will return to the office, we shall be glad to let you know.

Sincerely yours,

Secretary

TELEPHONE
PETERSHAM 73

WARD SHEPARD
PETERSHAM, MASS.

September 14, 1939

Dear President Conant,

I enclose a letter from Dr. Lawrence K. Lunt, who in April and again in June urged me to take at least three months' vacation to recover from the severe overstrain of last autumn in getting the New England timber salvage and fire protection program in operation after the hurricane. This work entailed intense and unremitting mental exertion for about a month and resulted in a physical collapse from which I had only partly recovered when I returned to work on December 1st. In order to give the medical background of the case, I enclose a letter from Dr. Harmon, who attended me in Washington, which he has written at my request.

Through the winter and spring, the salvage problem, in addition to my regular work, made it impossible to clean up my work in any satisfactory manner to take the extended leave advised by Dr. Lunt; and in fact I was able to get away only late in July. Now, after six weeks' vacation, it is obvious that his opinion was sound, that I had over-rated my powers of recuperation, and that I need considerably more rest to become fit to assume a new post and to safeguard my health.

As the work that caused this overstrain was required by a serious public emergency, I hope you will not think it unreasonable if I raise the question whether the University might be willing to grant me leave with pay for a further period of recuperation. With the unavoidable tasks connected with moving and re-establishing a household, plus the need for at least six weeks' more vacation, I can not undertake new work before the middle of November; and with three boys to educate, I frankly can't afford to be off the payroll so long. If you believe, under the unusual emergency conditions of the past year, the University might with propriety give favorable consideration to this matter, I should be most deeply grateful.

Sincerely yours,

Ward Shepard

President James B. Conant.

gov't Salary \$5800 annual
Harvard Salary 7500 annual

TELEPHONE
PETERSHAM 73

*

WARD SHEPARD
PETERSHAM, MASS.

September 15, 1939

SEP

Dear Dr. Conant,

In response to your verbal request, I send you the following information as to my re-instatement in the Government service:

When I came to Harvard, you had arranged, through the President, for a leave of absence which has been extended from year to year to the present. Last spring I wrote to Commissioner John Collier, of the Office of Indian Affairs, of the probability of my leaving the University on September 1st, and raised the question of reinstatement. Through correspondence and talks, I learned from Mr. Collier that the position I formerly occupied had been dropped from the Interior appropriation bill and that the work I had done had been redistributed in the course of normal reorganization over a three-year period, on the assumption I would not return. This would not, however, preclude taking money from other appropriate sources in the Indian Office to cover my reinstatement; but there is another ~~reason~~ more subtle obstacle to my reinstatement, which I learned from an authoritative source and which I tell you confidentially. In 1934, the Secretary of the Interior appointed me chairman of a committee to recommend a policy for the development of the Soil Conservation Service, then in Interior. My committee recommended its transfer to the Department of Agriculture, which was done by the President against the wishes of Secretary Ickes. The recommendation was sound and the Service has become one of the most important and far-reaching of the Federal Services, but my recommendation did not make me popular with the Secretary of the Interior. In spite of Mr. Collier's personal friendship and appreciation of my work, it is obvious that my reinstatement might cause difficulties he would rather avoid.

I do not see, on the other hand, how the President or Secretary Ickes could deny my reinstatement as a matter of fair-dealing if it were pressed. As I told you, however, I prefer a post in the Department of Agriculture; and I have done everything possible in the past three or four months to that end. Most of the summer the officials directly concerned have been on field trips in the far West; but Professor Black expects to see them in the near future on my behalf. I think the best strategy is to await what develops through Dr. Black; but if an appointment should be unavailable in Agriculture, I may be compelled to call on you for help on my reinstatement in Interior.

Going back to our conversation, it is true that the hurricane salvage work I developed was not specifically for the benefit of the University; but it incidentally resulted in a market for over \$40,000 worth of Harvard Forest timber and an immense amount of fire hazard reduction work in and adjacent to the Forest done by the Government without expense to the Forest. As the Corporation may

not be familiar with the salvage project, I enclose a copy of the plan for which I was largely responsible and which was adopted practically in toto. Under this program, over 600 million board feet of down timber have been salvaged - in itself an immense reduction of the fire danger - and in addition something like 40,000 WPA and CCC men have been working on further hazard reduction and fire suppression.

Disregarding all technicalities - even the large financial advantage that accrued to the University through my work - the question seems to me to boil down to whether I must personally pay, both in impaired health and financial loss, for what important people have told me was an outstanding public service in time of crisis. I wish to emphasize again, however, as I did to you personally, that I raise no question of obligation, but simply whether in very unusual circumstances that are not likely to recur or to set a precedent, there is any proper ground for assistance on the part of the University.

Sincerely yours,

A handwritten signature in cursive script that reads "Ward Shepard". The signature is written in dark ink and is underlined with a single horizontal line.

President James B. Conant.

*

HARVARD UNIVERSITY
CAMBRIDGE, MASSACHUSETTS

*Did you
V. S. for
Corporation
J. S. S.*

OFFICE OF THE PRESIDENT

September 21, 1939

Dr. Roger I. Lee
264 Beacon Street
Boston, Massachusetts

Dear Roger:

I am enclosing a letter from Ward Shepard dated September 14 and certain enclosures and the letter from him dated September 15. The 14th letter is the important one. You will see that he is making a suggestion that we should give him some more money, that is, appoint him for a few months on a leave of absence with salary, in order to compensate for his breakdown in health while he was with us. Will you let me know how you feel about this? I do not want to be too hard-boiled, but at the same time, I don't like the precedent involved. Just how we are going to get Shepard off our hands and back with the government service is not clear. Perhaps the easiest thing to do would be to make a cash payment, final in nature, as it were, by appointing him for three months on a leave of absence with full salary. You could talk with me about this next Monday at the Corporation meeting if you cared to.

Sincerely yours,

James B. Conant

*Dr. Lee has no recommendation
but is skeptical!*

Add note

Dr Lee has no recommendation but is skeptical!

*

HARVARD UNIVERSITY

HARVARD FOREST
PETERSHAM, MASSACHUSETTS

September 21, 1939

SEP 22 1939

Mr. James B. Conant, President
Harvard University
5 University Hall
Cambridge, Mass.

My dear Mr. Conant:

I am enclosing a press release which was given to a local paper, the Athol Daily News, this afternoon. It was prepared jointly by Mr. Shepard and myself, and the statement regarding the future activities of the Forest was approved by Dr. Merrill.

Very sincerely yours,


Acting Director

*

September 23, 1939

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

Dear Mr. Cline:

Mr. Conant has asked me to thank you for your note of the 21st and the enclosed press release. Both he and Mr. Lowes felt that it was a good statement.

Very sincerely yours,

Secretary to the President

Forest

*

October 9, 1939

Mr. Ward Shepard
Petersham, Mass.

Dear Mr. Shepard:

It was not possible to take up your case
1
in detail at the last meeting of the Corporation.
I shall therefore have to postpone writing you a
final decision until after the next meeting which
is a week from today.

With all good wishes,

Sincerely yours,

JAMES B. COMANT

TELEPHONE
PETERSHAM 73

*

Forest LL

WARD SHEPARD
PETERSHAM, MASS.

October 10, 1939

OCT 11 1939

Dear Dr. Conant,

I do not wish to press for a decision on my application for leave; but as my personal plans for the next month hinge on that, I shall be glad to know if you can foresee when the matter is likely to be determined. With thanks,

Sincerely yours,

Ward Shepard

President James B. Conant.

other note also

OF RECORD

OCT 16 1939

Application of Ward Shepard for additional compensation

Applicant: Ward Shepard for additional compensation
Unable to sufficient give
unable? to
In view of the all the
In view of the all the
circumstances a final payment equivalent to
circumstances a final payment equivalent to
three months salary
three months salary

*

October 18, 1939

Mr. Ward Shepard
Petersham, Mass.

Dear Mr. Shepard:

I am sorry to have been so long in replying to your letter of September 14. It was impossible to act on your request at the first meeting of the Corporation and therefore the matter had to go over until the meeting on Monday.

The Corporation gave consideration to the point of view expressed in your communications to me. They were unwilling to reappoint you as Director of the Forest and give you an additional leave of absence. However, in view of all the circumstances they voted to make a final payment to you equivalent to three months' salary. I am enclosing a check for this amount.

If I can be of any service to you in connection with your shift of position within the Federal Government I hope you will let me know.

With all good wishes,

Very sincerely yours,

JAMES B. CONANT

Note: From November 29, 1929 letter from ACC to JWL it appears that the payment approved by the Corporation was paid using HF funds.

TELEPHONE
PETERSHAM 73

*

4-10-39
file

WARD SHEPARD
PETERSHAM, MASS.

October 20, 1939

OCT 21 1939

Dear President Conant,

I am deeply touched and gratified by the exceedingly generous action of the Corporation in voting me the equivalent of three months' salary. I send you my warm thanks for having presented the matter to the Corporation, to whom I hope you will be kind enough to express my grateful appreciation. I need not tell you that this payment has relieved me of a considerable anxiety.

I am glad to tell you that, through the friendly help of Professor Black, it seems very likely that I shall shortly receive an offer from the Department of Agriculture. I shall let you know just as soon as anything definite develops, and hope it will not be necessary to trouble you for the help you so kindly offer.

With all best wishes,

Sincerely yours,

Ward Shepard

President James B. Conant.

Harvard Forest *

ack - Corp. 166

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,
Soledad, Cienfuegos, Cuba
Botanical Garden, Cambridge, Mass.
Botanical Museum, Cambridge, Mass.
Bussey Institution, Jamaica Plain, Mass.

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

Ack - Corp.
(Acknowledge with
the Corporation?)

October 26, 1939 OCT 27 1939

President James B. Conant
Harvard University
Cambridge, Massachusetts

Dear President Conant:

After a careful consideration of the Harvard Forest situation, conferences with interested individuals, including our anonymous supporter, and representatives of the Harvard Forest alumni group, I recommend that the title of Mr. Albert Collins Cline be changed from Acting Director to Director of the Harvard Forest, effective as soon as this recommendation be approved by the administrative boards. No change in salary is involved because of budgetary restrictions this year. Mr. Cline's stipend was increased from \$3500.00 to \$4500.00 effective September 1, 1939, when he was appointed Acting Director.

Because of the situation at Petersham when Mr. Ward Shepard's term of service as Director ended at the end of August, it was then considered expedient to designate Mr. Cline as Acting Director as an interim appointment. I am now convinced that as he must take the full responsibility for directing the destinies of the Harvard Forest that his title should be changed as I have above recommended. For the past year he has had the full responsibility for planning and supervising the extensive salvage work required by the hurricane damage of September, 1938, involving the cutting and marketing of in excess of 5,000,000 board feet of lumber, and at the same time has had to devote much time and energy to other institutional operations.

His ideas regarding the rehabilitation and future operations of the Harvard Forest are eminently practicable, and under his leadership we may expect the unit to function in an efficient and progressive manner.

Very truly yours

E. D. Merrill
E. D. Merrill
Administrator

NOV 27 1939

EDM:CG

October 28, 1939

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

Dear Dr. Merrill:

Mr. Conant has asked me to thank you for your letter of October 26 concerning plans for the Forest. He is planning to present the matter at the next meeting of the Corporation to be held on November 16.

Very sincerely yours,

Secretary

PT for Adams
Fay archive
4-28-2009

*

HARVARD UNIVERSITY

HARVARD FOREST

PETERSHAM, MASSACHUSETTS

November 29, 1939.

Mr. John W. Lowes,
Financial Vice-president,
5 University Hall,
Cambridge, Mass.

Notes added by
Lowes

Dear Mr. Lowes:

I believe it is timely to make mention of the Adams-Fay Lot, which we purchased some years ago for the sum of \$5,500 loaned us by the University. As you know, we have been paying interest on this loan but have never been able to repay any of the principal.

Nov. 1939
5670 w. i.

The timber on the Adams-Fay Lot was completely destroyed by the hurricane and was sold to the firm of Nelson & Mann of Athol in the form of blown down stumpage for the sum of \$1,250. Incidentally this netted us no less than \$1.25 per M board feet, which is a higher rate than we realized from our own operating.

Under the present circumstances I am unable to see how we shall be able to raise the necessary sum to repay the loan, other than perhaps by very small installments over a considerable period of time. This property, although the old stands are gone, continues to be especially useful to us for scientific purposes: it has a soil which is considerably lighter than that on other portions of the Forest and thus affords an opportunity to work with stands which are naturally coniferous rather than hardwood, and it also forms the western boundary of what has recently become a very nice pond of 70 acres. I shall be very glad to go into this situation with you in further detail at any time, should you think it desirable.

I think it might be well for us to consider also some of the small isolated tracts belonging to the Forest here in Petersham which are no longer of any special significance to us: for example, the Schwarz Tract in the western part of the town and the Higginson Tract situated near the Village. My own feeling is that, provided the condition of the gift permits, it would be to our advantage to give such tracts to either the Town or the State for public use.

45 ac.
45 ac.

Very sincerely yours,

Acting Director

* Because of hurricane damage



HARVARD UNIVERSITY

HARVARD FOREST

PETERSHAM, MASSACHUSETTS

November 29, 1939.

Mr. John W. Lowes,
Financial Vice-president,
5 University Hall,
Cambridge, Mass.

Dear Mr. Lowes:

I think some explanation on my part is in order relative to the loss of \$2,968.43 shown in the statement of the Forest for the four months ended October 31, 1939.

① As you know, \$1,875 was paid to former director Shepard. The remainder of \$1,093.40 will be reduced in the amount of \$300 by the transfer of Mr. Russell Lutz's salary for the months of September and October from general funds to special funds. Then there will be a further reduction of perhaps \$200 or \$300 representing the inventory of logs on hand but undelivered, an item which was accidentally omitted from the October 31 inventory.

While the loss with these corrections is still too high in view of the allowable deficit for the year, I hope very much to be able to effect further economies and to come out all right next June.

Very sincerely yours,


Acting Director

*insurance pay equivalent to 3 months
salary, voted by the Corporation
to compensate WS for
nervous breakdown and
illness after the
hurricane.*

1875
300
200

2375
600



File

HARVARD UNIVERSITY

HARVARD FOREST

PETERSHAM, MASSACHUSETTS

December 2, 1939

DEC 4 1939

My dear President Conant:

I wish to express my most sincere appreciation of the confidence you have placed in my ability in appointing me as Director of the Harvard Forest, effective December first.

May I say that I am wholeheartedly devoted to the Forest and that I shall do everything within my power to advance its interests and to merit the confidence placed in me.

Very sincerely yours,

Director

Mr. James B. Conant, President
Harvard University
5 University Hall
Cambridge, Mass.

TELEPHONE
PETERSHAM 73

WARD SHEPARD
PETERSHAM, MASS.

December 8, 1939

DEC 9 1939

Forest

Dear Dr. Conant,

I have received a request, on very short notice, to report to Washington for a temporary job in the Department of Agriculture to assist in drafting a national policy of forestry to present to Congress. The work appeals to me immensely and will give an opportunity, quite promising, of working out a permanent job in the Department. Meantime, in any event, Mr. Collier has a stop-gap job available as head of the forestry branch of the Indian Service, if I should need it. I give you this news because of your very kind and helpful interest in my reinstatement.

I had hoped to go to Cambridge to say goodbye to friends in the University, but the short notice forbids. Let me say, on leaving, that my stay at Harvard, though culminating in disappointment, has been in many ways an enriching and memorable experience. I shall always take particular satisfaction in having had the opportunity to contribute constructively to the creation of the Littauer School, which in my opinion will not only make a notable contribution to the art of government, but may become a pioneer in synthesizing abstract science with concrete human needs.

Thanks to the generous action of the Corporation, I have had a thorough rest and feel very well. With all best wishes to you and Mrs. Conant, in which Mrs. Shepard joins, and all success in your great work,

Sincerely yours,

Ward Shepard

President James E. Conant.

*

December 11, 1939

Mr. Ward Shepard
Petersham
Massachusetts

Dear Mr. Shepard:

It was very thoughtful of you to write to say goodbye. I am glad that the situation is working out satisfactorily at Washington and hope it will continue to improve. I am glad too that the immediate prospects appeal to you immensely and give you the opportunity you are looking for.

May I once again express to you on behalf of the University appreciation for your services during the time you have been here and wish you all possible success in the years to come.

Very sincerely yours,

JAMES B. CONANT