May 3, 1911

The University of Chicago.

Waller

My dear President Harper,

The registrations

for Dr. Watare's work are per

but not at all discouraging.

The work itself is invaluable
to all the biological departments,
and reflects great credit
upon this University. I speak
from positive knowledge
of opinion among the biologists
of America.

Dr. Watare is the broadest
and soundest student of
cellular biology in America
in any opinion. Prof. E.B. Wilson
of Columbia is his peer in
many respects, but he is
not too thorough in this science,
which is surely at the bottom
of all biological sciences. Dr.
Watare's work and position

Here command respect everywhere and it is our example that is being followed in Columbia, Harvard and Brown. So far Chicago and Columbia have taken the lead, and it would be a serious mistake if we were ever to desert an ideal that is bound to stand elsewhere. I am not writing from a partisan standpoint. I have no doubt about the position I have taken. Walace is just as thorough in Plant cytology as in Animal cytology, and moreover, he treats this subject from both the morphological and the physiological standpoint. He is fully able to do this work for all departments provided he has the equipment and assistance needed. All advanced students in cellular biology whether in Botany, Zoology, or Anatomy, ought to go to Walace.
You notice that this subject is getting a good deal of attention now with the botanists. Do they realize that they must have it, but is it necessary for them to try and duplicate Wataze's work? I do not feel certain that it is not, and I should hesitate to question their plan. I would not wish to be quoted as even suggesting this point, for it would be misunderstood.

Your remark that Dr. Wataze's work is "an expensive luxury," will not, I hope, ever be made to him, or ever allowed to reach him. Science is expensive at the best, as everybody knows, but Dr. Wataze did an honor to the University, not a luxury. Remarks of this nature are of course liable to be misunderstood, and perhaps you will pardon the liberty I take in calling your attention to the sensibilities of the scientific men.
The University of Chicago.
If a man knows that his work contributes to the reputation and good name of the University, he has a right to expect words of appreciation at home. He loses confidence if he is continually doubted, and called to account for the number of students he has.

If you glance over the departments and classes, you will notice that the number of registrations has little or nothing to do with the comparative merits of men, or their value to the University. Let me suppose a case. A man of brilliant attainments in science, widely known and esteemed for being a leader in his work, has comparatively small classes. Another, perhaps in the same department, is a nobody in science, and known only a poor grade of teaching, in origami, bicycle or twenty years ago. Yet neither advances nor regresses, but falls ever day farther and farther behind the
The University of Chicago.
Times. Nevertheless, he may
name the larger classed. But
which of these men represents
the "offensive luxury"? Look
at it as you will, the non-
productive, non-progressive man
is the peril of the University.
It is he who lowers the good
cname of the University in
spite of all you and the
better elements can do.
You can not too often
help us to renew our faith
in your fidelity of purpose to
maintain science on the
highest university plane. Our
faith is all centered in you,
and hence our adoration
is your answer.
Have we thus far lived
up to the expectations and
dpromises with which we set
out? Has the public today more
or less reason than it held at
the beginning, to believe that
the highest ideals are receiving
the attention they deserve in the
development of the University?
If I am upholding ideas which you do not approve of, will you not do me the kindness to point them out?

My ideas would not lead one to speak of such a man as Wallace as "an offensive luxury," while they would lead one to regard every non-productive man in science as a very costly burden, as one such burden can pull down knowledge more than the best man can add to it. The reputation of the University must not — many of us, at least — share with Wallace the reproach of being held an offensive luxury.

Sincerely yours,

C. O. Whitman
The University of Chicago.

My dear President Harper,

Yours of Sept. 8 arrived last evening.

I am glad to have so full and frank a statement. I must point out one suggestion of yours that seems to run in line with our past experience, and which does not look to me encouraging. It is the suggestion that we put two men in place of three. I confess that past experience, both in regard to instructors and Fellowships, led me to fear that you would prefer to cut off limbs rather than restore and make stronger. This policy if continued will inevitably blast the prospects of the department. Look at the well-known fact - acknowledged in most colleges and universities in the U. S. - the fact that at one step Chicago established the strongest biological school in the country.

In what lay our strength? First of all and most of all in the well-known reputation of the men and in the promises you made to us of means that would enable us to grow and develop ideal plans that had not been proposed elsewhere.

Where do we now stand after seven years? Do we hold first place? I believe we hold about fourth place, and I am not certain that we are really as well off as that. Do you fully realize this? or do you think I make such statements without grounds?

Perhaps you will be inclined, as you have been all along, to throw the blame on the men in the department. This is the most discouraging side of the matter. You have failed to appreciate the value of your men. Both Watase and Wheeler were everywhere known to be stars in science. I say "everywhere"; I have to except Chicago, where even you could speak of Watase as an "expensive luxury" and of Wheeler as a man who can easily be replaced with one as good or better.

Now permit me to tell you the truth about the loss of those
My Dear President Harper,

You are of great service in my Pinacoteca. I have never one
suggestion of a piece that seems to me in line with one's own experience
and wish that you look to the companion. In the catalogue that we
may correct that part experience
are not the new to please or use. I can never the other
point to point with a reference to that other human being may make sense.

The former in company with all I have meant some recent and make
understand the feeling that - knowledge to make our
- the last part of one thing

Third mentioned, the comprehensive all that may be to the companion.

In what I am already? But at all my part or will in the world
knowing what is the mean in the business you are to do or
mean that and make one to do what and never one thing

We have to do is concern
Where to go after having never remember it

Perhaps I define my point now here, because I see from what we are really as well as all that. Do you only learn that to do

I think I make such statements without meaning
perhaps you will be interesting as you have done with those
- which is the more
- that the same line to do in the argument. You have always to trouble the nature

of your men. Both future and nearer more extensively known to be
states in science. I say "meaningfulness" - I have to expect Chicago
where we have any chance do not make as it may be good to practice

We mean as a mean and can be dealt with one's book or pattern
Now perhaps we can tell you the start until the base of these

Woo's Mill, easter 1949

[Signature]
men. We should have held both had the appreciation due to such men
been shown then. It was lack of this, aggravated by the general
treatment extended to our department, that made these men feel that
Chicago was not the place for them. It would be easy to enlarge upon
this point and to show that what I have said is true not alone for us.
It is easy enough to get rid of all "expensive luxuries"; the diffi-
culty will be to hold them.

You seem -- pardon me if I am mistaken -- to take the loss
of Wheeler and Watauga, not as a calamity, but as an opportunity to cut
down the department to smaller limits. You do not suggest that money
saved in this way would be available for meeting the general needs of
the department, such as aquaria, vivaria, museum, library, laboratory ser-
vice, research assistants, etc., and I am led to expect that you will
follow the rule adopted in the past -- that is, take from us to provide
for others. Our development is thus of a curious sort, much like the
development of last century philosophy; not from less to more but from
less to less ad infinitum.

Now I think you will understand that, if my understanding of
the case is correct, I have strong provocation for the protest I now
make. I protest against this both because it is the reverse of what
was promised us and because I sincerely believe the best interests of
our work will suffer as they already have done in the estimation of
the scientific world. The worst of it all is, that our loss can be
charged mainly to the feeling that our men were not properly esteemed
and supported. You must admit that from our standpoint our progress
has been continually down-hill; in every direction we have been com-
pelled to reduce and contract. The first $100,000 designed for us
was diverted to other purposes. Four men have dropped out and still
you are proposing further reduction. Our Fellowships -- where are
they? and what are they? I am ashamed to speak of them. They have
been reduced in number, then halved and quartered, fees subtracted from
You seem to have misinterpreted my meaning. To take the offer you've mentioned, I'm afraid I would need some clarification and further details on the proposed arrangement.

Your offer, while appealing, seems to be more of a personal favor than a formal opportunity. I would need to know more about the specific benefits and conditions before I can make a decision. Please provide me with more information so that I can fully assess the situation.

I believe there might be some confusion regarding your offer. I would appreciate it if you could provide me with a clearer understanding of the details involved. My decision would depend on the specifics of the offer, so please feel free to provide any additional information that you think might be relevant.
them, and services demanded in return for them. Other universities like Johns Hopkins and Columbia and Harvard are alive to these conditions and our weakness becomes their strength.

Graduate students understand all these things and speak of them freely. Instead of doing all in our power to draw the best students, our arrangements are such as to lead them away from us and leave us only second and third rate men. We are working against obstacles of our own invention in these regards. It is suicidal, and yet what hope have we that these purely artificial and unnecessary obstacles will be removed? I have no responsibility in these arrangements. They are imposed upon me against my will, as you well know.

We started on a more liberal basis, but the policy I introduced has been overruled. So it has been in nearly everything of vital importance to our success. My advice has been of no avail. I have had to contend for our "expensive luxuries", and they have been barely tolerated, and made to feel in many ways that they were not in favor.

Clearly the University is gravitating to the level of the Mississippi Valley, and every year thus far has seen us drifting away from the higher standards of university work. So far has this gone, that I see small hope of any such development as seemed possible and almost certain at first. It is needless to say that I should welcome from you any evidence that I am mistaken in this all-important matter.

I hope you will pardon me for laying so much of my despair before you. It is the reaction to the hopes you yourself raised. I do not forget the many obligations I am under to you, neither can I forget your hopeful and stimulating anticipations of "all our difficulties soon over".

I can speak of other points when I get back to Chicago. I shall close up and pack up as soon as I can, and I hope to reach Chicago as soon as the 26th inst. You know I am somewhat hampered by my work.
Having received your note of January 22nd, I am now able to write this letter. I have been in New York for some time, and have had the opportunity to meet many of our fellow students. We are all very happy and proud to be here, and we are working hard to make the most of our time. It is important to us to learn and grow, and we are grateful for the opportunities and experiences that have come our way.

We write to you with great hope and confidence in our mission to make the best of the situation. We have not been idle, and we have been busy studying and working to prepare ourselves for the future. We have been fortunate enough to have met many interesting and supportive people here, and we are grateful for their presence.

I hope you will keep in touch and let me know how you are doing. I am looking forward to hearing from you soon.

Sincerely,

[Name]
as well as by other matters that crowd upon me at the end of this summer. I think I could not make better recommendations than Drs. Lillie and Montgomery. Lillie, however, can not probably come to us until next year. Montgomery I hope you can secure now. He is a remarkably able man, and would be the best man for us. You should see and talk with him.

I trust you will be prepared to give me free rein in reorganizing and shaping the work, otherwise you cannot expect me to be responsible for the department. I shall want to have your approval and consent to use every cent saved in salaries this year in supplying our deficiencies. If you are really in earnest in this matter, you will not deduct from but add to our resources for improvement.

Sincerely yours

C. O. Whitman

P.S. Shall I proceed on this basis?
as well as other matters that count know me, at least. and I think I don't make better reconnoiter. then please buy, forty, not profitably some to me. little play, everybody. little power, even not profitably some to me. might next have. everybody. I hope you can become now. He is such a war. everybody else, my money to the best man, you. who more see my thank and gift to you.

and I want, you will be probably to give me these later in next.

Reasoning and applying the work, demonstrating you cannot expect me to be responsible for the department. I again want to have you now as I am convinced to me many were ready to believe that as a result, you will not accept your part and to any longer to tell impression.

Sincerely yours

Handwritten note:

P.S. Sorry I prepared on this paper.
May 20

The University of Chicago

Dear President Vorzg.,

I see no objection to placing Dr. Jordan's medical work in Bacteriology in Pathology. I wish Dr. Jordan's work could be considered in all respects outside the Dept. of Zoology. The expenses of last year show that our appropriation for next year is less than half of what is required just to keep the department on a respectable living basis. We hope to have storage for aquarium and books, but we are still unable to get these long needed things.
Our small appropriation has to be made still smaller by Dr. Jordan's share. Perhaps Entomology would fare better if it did not have to carry Bacteriology.

Sincerely yours,

C. O. Whitney
The University of Chicago.

May 25

Dear President Harper,

I hoped
to get a moment to see
you again before leaving
this morning but I had
all I could do to straighten
up my mind and other things.
I meant to have asked
you about one instrument for
Wood's Hall. The student's outfit
and two extra microscopes
were taken for the use of
our own student, one of
which is Mr. Newman and
the other Mr. Neumann to whom
you have lately written to offer
a doctorate fellowship.

I hope you will not feel
that I have drawn too heavily
Brown University has always
done a good deal more than
one can in this respect, and Dr.
Bennett has offered to supply
cover elementary students with needed
microscopes this summer.
The advantages are:

1. It puts the work of the entire depth in focus, and is a source of encouragement.

2. It is the least expensive way in which to make exchange with societies and maladies for the last library. It will not cost over £250 a year except for this year which we have this year must work to provide for. I think £400 would cover all costs but have that in your head.

3. Each dept. must have its special and exclusive medium of publication otherwise the world can not know what the dept. is doing. This has always been understood at Harvard and everywhere where it has been feasible to support a publication.
The Object

The University of Chicago.

lie in expense and the
that can be reduced to a minimum.
I think the depot should be

started to collect 200
copies of these and other
papers at your direction
and had I started I do
not see what is to be done
with the material on hand and
the bills already incurred, unless
we bond them for as proposed.
I am willing to adopt the
course that you think best,
although I think it would be
a mistake to abandon the plan.

L. Melone,

Explanation of the cost of
Manuals, Thesis, and it is clear
as I find. The paper was quite
large and had an unusual
large number of plates.
The University of Chicago.

Dr. Childs will need an assistant in his course for the summer. He will see you and suggest some one to help him.

I hope to have a good representation of Chicago students to report by the first of July. I have asked Dean Johnson to send one card to be filled out.

If you can possibly make me a visit this summer, one should appreciate it highly. I would like to have you look at the classes under way. Your presence would doubtless stimulate a number of them to come to Chicago.
The University of Chicago.

Will you kindly let me know how it goes with my request for:

1) A lantern and accessories, and elective light for same.
2) Museum cases.
3) Aquarium.
4) Portable blackboards.
5) Library funds.
6) Welch’s Guns.

Don’t forget to provide for Mr. Packard if it is a possible thing.

Suppose I were to start a course of 4-6 lectures next year, to be supported by the men in zoology. Could you aid me in getting all that such a course would or might call for? I would like to invite 3 or 4 men from other universities to give on subjects such on the course. The lantern would be a first need, and charts and models, if needed, would have to be paid for, if they don’t go free.
The University of Chicago.

I see I have asked too much. That you will hardly wish to hear from me again. But I could and ought to ask you considerable more. I shall be pleased to hear from you in regard to the paleontological step as I feel that we have a very clear interest in its development.

With best wishes,

Very sincerely yours,

C. O. Whitman
My dear President Harper,

I am glad you have spoken of this matter, as you feel that there is occasion for it. My "first interest" is here, and while I should prefer to see all our forces concentrated here for three quarters, and concentrated on marine biology for the summer quarter, I have not urged my conviction upon the men in your department. Walker, Wheeler, and Jordan, have been left perfectly free, and they have given self work on marine jobs for the sake of meeting the summer demand there. In my opinion, these men have made sacrifices in so doing, but I do not say so to them because the work there has to be maintained.

I want to go farther in this connection. I want to say that I consider it a matter...
of great importance to the biology of this university that six men in all departments be encouraged to attend their research to marine life. They need encouragement, at least some of them. They will never stir off the University grounds so long as they think that by remaining here they are doing all that the University expects of them.

Would it not be possible to limit the summer work here to general courses in biology and encourage men to carry their research to the ocean for one quarter of the year? I think you may find some men very reluctant to do this, for what a man has never done, comes hard at first. But if this is not done, we simply leave the field to others, and they will reap all the advantages.

In what way would you ask for my cooperation and assistance in that work here? I am satisfied that you should think me willing or indifferent in this regard. Possibly my absence at the meeting of the

THE UNIVERSITY OF CHICAGO.
The University of Chicago.

The dedication of our buildings may have given you occasion. I had intended to be present, but I found that I should have an important link in my observations if I should go. I supposed I should add any notes later if it were needed, and so did not go to the meeting. But it was from no lack of interest. I hope you will let me know if you had other reasons.

I am more than willing to cooperate with you and others on the summer work.

Your's Tru.

C. O. Whitman
Dec. 1st 98

Dear Sir,

I am sorry you charge me with not having sufficient interest in any department. It is true that I have made no recommendations, not because I have come, but because the time limit escaped my attention.

If this has given you ground for the above complaint, I sincerely regret the oversight.

The fact is, my interest in any department is not lacking, except on realization and opportunity to make it self felt. I have urged Thompson...
Of many things, which we yet have not been
acquainted, I have understood
that you could not meet
my recommendation, partly
for lack of means, and partly
because you did not approve
of them.

I hope I may be pardoned
for making some suggestion,
knowing that I don't feel
as if the real interests of science
in this university are being
forwarded, unless our deliberations
are concerned in an attempt to reduce
the standard for admission to
the level of the Mississippi.

I followed my conviction and go
lead on this matter until it seemed
to one beyond all reason to waste
more time on it. It is this one
topic on which we have come together
to discuss and vote upon year after
year, ever since our work opened.

The continuance of the contention
which has done so much to divide
and prevent cooperation work,
is simply deplorable.
I cannot take part in that any longer, and that is my reason for remaining away from meetings. I sincerely regret that I cannot respond to your desire to have a conversation with Rev. Chamberlain at the Clebs. On this one point I grant, any interest has abated.

My attitude, let me be frank, is one of deep discouragement. You must not think that it is entirely due to our not getting our needs supplied. That is not the grand side of the difficulty. The general tide of lethargy in the development of the sciences here is distinctly on the downgrade, and The University is not advancing in any way to maintain the good opinion with which it started. This is not a pleasant thing to say, and certain and more so I think.
My word may not convince you; but I speak from an
hasty, convincing, kind, from
only the best of motives.

Perhaps, you may be
thinking that I ask to
blame for the very things
I complain of. I trust
you will be willing to
make this plain to me;
I shall welcome any cor-
rection coming from
you.

Very respectfully,

C. O. Whitman
President William R. Harper,
The University of Chicago.

My dear Sir:

I have canvassed the field of vertebrate paleontology somewhat carefully, the needs of the University in mind. The situation seems to be somewhat as follows:

1. We cannot secure a vertebrate paleontologist of established reputation, without a larger outlay than the University is ready to make. Such a man would demand a) a good salary ($3000 or so), b) an assistant, and c) a considerable annual fund for the collection of material. This is one of the departments where a museum is indispensable. The best man I know for this work, after Professor Osborne, is Professor Williston, but he could not be had for less than $5000 per year, including assistant, etc., and perhaps not for that sum.

2. Under these circumstances, it seems better to get a young man of promise and ambition. He can be had at much less expense, has his best years before him, rather than behind him, and would probably be more flexible and therefore better able to adapt his course to our needs. This last point is, it seems to me, one of fundamental importance. The man who occupies this chair should be of assistance in bringing Zoology and Geology into their proper relations.

3. Of the young men available, we have investigated half a dozen. Of these, Mr. E. Arthur Bensley seems to me the most promising. Mr. Bensley will take his doctor's degree at Columbia University this sum-
mer, having worked there principally with Professor Osborne. He is just now in London, where he has gone for access to material which seemed to be necessary to complete the line of work which he has undertaken for his doctor's thesis, and the outcome of his investigation promises to be a very fine piece of work.

Like all men at this stage of their advancement, Mr. Bensley's reputation is yet to be made, but there seems to be no doubt in the minds of those who know him of his ability to do work of the first grade. He is strongly endorsed by Professor Osborne, and no man's endorsement is worth more. Professor Osborne has in various letters spoken of him in the highest terms, and in one dated December 17, 1900, says: "I can strongly recommend him as a man of fine character and marked ability." In another letter, he says: "He is an excellent man in Comparative Anatomy and Paleontology, and has the qualifications of a first rate teacher." In other letters, he has used similar language, and has uniformly indicated that he regards him as one of the most promising men he has had. The letter in which he said most of Mr. Bensley I cannot put my hand upon. I am not sure but that it is in Professor Chamberlin's possession, and he is out of the city; but everything that has been said is in keeping with the foregoing quotations.

Mr. Weller met Mr. Bensley last June in New York in a rather intimate way. He says of him the following:

"He is a young man of not more than twenty-five years; is tall, well proportioned, and presents an excellent appearance. He is a man who is deeply interested in his work, and is diligent and hard-working. He has as yet published little, but the papers which he has given out are of high grade; and the investigation which he is now carrying on in England, and which will be completed this spring and the results
I hope you will be able to work on this matter with immediate effect and let me know as soon as possible. We need to move forward on this project as soon as possible in order to meet the deadlines and commitments we have taken on.

Please do not hesitate to contact me if you have any questions or need further information.

Best regards,

[Name]
presented as a thesis at Columbia, will be a most valuable contribu-
tion to Vertebrate Paleontology. So far as I could judge from conver-
sation with him, he is capable of presenting his subject definitely and
clearly; and I believe that he will be entirely successful as a teach-
er."

Mr. Weller is the only member of our department who has personal
acquaintance with Mr. Bensley. I have corresponded concerning him
with a friend of mine in Columbia University (in addition to Professor
Osborne), who knows Mr. Bensley personally, though he does not know of
his work. He speaks in the most cordial terms of Mr. Bensley’s per-
sonality. I therefore recommend the appointment of Mr. Bensley as
Assistant in Vertebrate Paleontology, for the period of one year. I
think he would come for $600. I suppose Mr. Bensley would not care
to accept an appointment, and it would be useless for the University
to give him one, unless provision were made, at the same time, to sup-
ply him with material to work on. There is practically nothing here at
the present time. I presume Mr. Bensley might be allowed access to
the material of the Field Museum. This would help us out somewhat.

Mr. Bensley expects to go West this summer with Professor Osborne,
or with one of Professor Osborne’s collecting parties, and would be al-
lowed to bring the material collected to the University next year for
study. This would furnish material for one year, but it would then
have to be returned to Columbia. Should Mr. Bensley come, he should
be provided with means such that he might each summer, after this year,
make collections for his work. Professor Osborne has indicated that
a collecting expedition should have at least $1000 at its disposal.
...
April 3, 1901.

My Dear President Harper:

I have the following comments to make concerning Professor Whitman's letter:

1) I do not know what "decision" Professor Whitman refers to in his first paragraph, line 5. If, therefore, I am assuming that any decision is set aside I am unaware of it, since I am ignorant of the decision.

2) I have in this matter all along proceeded on the statement which you made to me a year ago. This was to the effect that the vertebrate palaeontologist should be a man familiar with both the geological and zoological phases of the subject, and that he should give one course in the Department of Zoology for the benefit of zoological students, the zoological phases of the subject being emphasized in the one case, and the geological phases in the other; and that he be credited to the Department of Zoology and Geology jointly. This, I believe to be the right relation of the subject, for all palaeontological work is either zoological or geological in its bearings.

If the purpose is to keep related departments in as close touch with one another as possible, there seems to me little occasion for a Department of Palaeontology. As palaeontology has developed in the past, the affinities of invertebrate palaeontology have been almost wholly with Geology. The affinities of vertebrate palaeontology have been much more equally divided between geology and zoology.

I do not know what "principle" Professor Whitman
I have the following comments to make upon
the

recommendation made by the President.

I do not know of any reason for the change
in the Trust's position, if it is still held, and
I cannot see any justification for it. I have
in my mind a number of facts and circum-
sances which may be of importance in the case.

In the first place, there is the fact that the
concession was granted on the

statement which you say was made to the
President, with the result that the Department of
Labor was misled into believing that the
concession was necessary. This was done to the

extent of putting the Department of Labor in a
position where it could not refuse the conces-
sion without being accused of denying the
claims of the employees. It appears that the
employees have not been given the same protec-
tion in the case, and I am afraid that this may
be the result of the Department of Labor's
action in this matter.

I hold the view that the Department of Labor
should be guided by the best interests of the
employees, and that it should not allow itself to
be influenced by political considerations in the

matter of concessions. In my opinion, the best
way to ensure the proper treatment of the
employees is to make the concession in a manner
that is in harmony with the law and the
interests of the employees.

I am not acquainted with the reasons for the
cancellation of the concession, and I cannot

say whether it was done in good faith or not.

In my opinion, the Department of Labor
should be guided by the best interests of the
employees, and that it should not allow itself to
be influenced by political considerations in the

matter of concessions. In my opinion, the best
way to ensure the proper treatment of the
employees is to make the concession in a manner
that is in harmony with the law and the
interests of the employees.

I am not acquainted with the reasons for the
cancellation of the concession, and I cannot

refers to as one that cannot be "so easily circumvented" (paragraph 3 of his letter.)

3) Professor Whitman indicates that we cannot "divide biological palaeontology by drawing a line between higher and lower forms" (paragraph 3, line 1). Whether we can or not, the fact remains that there is no palaeontologist in America who works in any large way, with both vertebrates and invertebrates.

The principles running through the two branches of palaeontology are the same, but no man pretends to apply them in both fields, any more than a philologist pretends to apply his principles to all the languages there are.

5) It is true that invertebrate palaeontology is provided for in connection with Geology. We should be very glad to have made our invertebrate palaeontologist helpful to the Department of Zoology. His services have been offered to that department in connection with the courses in general biology; but the offer was never accepted.

6) With Professor Whitman's point that every good palaeontologist is necessarily a good zoologist, I agree. I also insist that every good palaeontologist is also something of a geologist.

7) If, following Professor Whitman's wording "we have no more need of such half-breed scientists as vertebrate zoologists," so also we have no need for such half-breed scientists as palaeontological zoologists. I should, however, be disposed to dissent from Professor Whitman's statement on this point. There are certainly eminent zoologists who give their
(2) Please, refrain from talking while we are not in.

The phonograph's frequency is perfectly fine with the telephone.

and安装同名（ Excellence & Fine ）

say that taking part there in the phonograph's frequency is

and work to see if it works very well, with their cooperation and invitation.

Please.

The phonograph's frequency for the two purposes of

phonograph and the same, put on new frequency to which there

in part, then, can more than a phonograph to which to their

The phonograph to see the phonograph, there are, etc.

No "s" found that important phonograph to

phonograph. We might be very

planning for in connection with the phonograph. We might be able to

try to prove our inventors' phonograph to which to the
department of Science. If necessary, have been allowed to

can be in connection with the phonograph in request plot-

that, got the other was never recorded.

(3) With the phonograph's frequency of a high frequency, I wrote.

The phonograph's frequency is necessary to the phonograph to their

which that you have a high phonograph in the amount

of a record.

(4) Following Professor William's lecture "we

have no more need of your feet to go to another as a phonograph

"to use we have no need for your feet. I'm not for.

a phonograph," so you can read me well, to keep feet planted.

is as as phonographs, so it's not an honest to God, phonograph, to

be as a phonograph, to God, phonograph" and God's identical to the

happiness to discuss from a phonograph. William's extremely so this.

hope. Above we can start again, phonographs and free line.
chief attention to vertebrates, but this, of course, does not mean that they are ignorant of invertebrates.

8) I do not know what the "correct idea" (page 2, paragraph 2) of Professor Whitman's letter is.

9) I agree perfectly with Professor Whitman in his statement "that the main thing is the right minded man, the previous training, the outlook for development, &c." I believe Mr. Bensley to be a rightminded man, with the best of previous training, and with a splendid outlook for future development.

I do not see, therefore, that I am in any way at variance in any essential respect with Professor Whitman's ideas, so far as the appointee is concerned, though I confess that I do not understand some of the things to which he refers. It would seem to me that the point where Professor Whitman and I are most at variance is this, that he insists that the palaeontologist be a zoologist, while I feel that it is necessary for him to understand the principles both of zoology and geology.

Mr. Bensley seems to me to meet all the conditions which Mr. Whitman imposes, he is at the present moment stronger on the zoological than on the geological side. I have urged his appointment, not simply because the geological department wants him, but because he seems to me to be from all that I can learn, a man who will be of value to the University quite as helpful to the Department of Zoology as in that of Geology. Did I not believe this, I should not have recommended his appointment.

I may say finally that the only question that I ever
I sent out some photos of myself and you. I hope you enjoyed them. I also attached some of the photos I took of you. I think they turned out well. I'm planning to send you a few more later this week. I hope you like them as much as I do.

Regarding the meeting yesterday, I regret to inform you that I had to cancel it due to unforeseen circumstances. I assure you that I will make it up to you as soon as possible. I understand that this may cause inconvenience and I apologize for any inconvenience caused. I hope you can understand my situation and I look forward to our meeting soon.

I hope this message finds you well. I send you my warm regards and best wishes.

Yours sincerely,
meant to raise with Professor Whitman, was the fitness of Mr. Bensley or of any other man whom he might suggest. I have canvassed all the men I know of who seem available, and as a result I put Mr. Bensley first.

Very truly yours,

R.D. Salisbury,
...enough to take away Professor Winter's axe, and the influence of Mr.

I supposed so and to that extent have prepared myself accordingly. I have

concluded if the man I know at the scene escaped and to a

extent I have Mr. Bexfort's life.

Very truly yours.

O. E. Bexfort.
August 19, 1901.

M. R. Harper,

University of Chicago, Chicago, Ill.

My dear Mr. Lillie:

Dear Dr. Harper:

I am sending herewith a letter from Doctor Barker, in reference to your letter to me of August first. Will you kindly read this letter and return it to me when you come to Chicago. We will take up the matter. This procedure has been recognized by the late committee on medical affairs, in assigning time to this department under my direction. Next year the work for the medical students is to be given to both first and second year students of the medical group; thereafter to those of the first year.

M. R. Harper

Provision has naturally been made for the immense increase of students in this course, from about 18, as a maximum, to 250 or 300, by providing that certain assistants of the anatomical department shall aid in the laboratory work of this course, during the spring quarter. In return for this, the department of Zoology is to furnish one assistant to the department of Anatomy for two quarters.

To maintain this work as an integral of the Zoological Department, it seems important that the assistant in charge of the laboratory work, should be a member of the Zoological staff, with the understanding that all preparations of whatever


August 19, 1907

My dear Mr. Title:

I am sending herewith a letter from Doctor Parker in reference to your letter to me of August first. Will you kindly read this letter and return it to me when you come to Chicago and let me know what you choose to do with it, if you are to take it to the market. I hope to see you some time soon. I am very truly yours,

W. H. Harper
Dear Dr. Harper:

I write you, in accordance with your request for a letter, concerning the matter of which we spoke recently, in Woods Holl. From its foundation, the work in Embryology, in the University of Chicago, has been given by the Department of Zoology. This procedure has been recognized by the late committee on medical affairs, in assigning the work to this department under my direction. Next year the work for the medical students is to be given to both first and second year students of the medical group; thereafter to those of the first year.

Provision has naturally been made for the immense increase of students in this course, from about 18, as a maximum, to 250 or 300, by providing that certain assistants of the anatomical department shall aid in the laboratory work of this course, during the spring quarter. In return for this, the department of Zoology is to furnish one assistant to the department of anatomy for two quarters.

To maintain this work as an integral of the Zoological Department, it seems important that the assistant in charge of the laboratory work, should be a member of the Zoological staff, with the understanding that all preparations of whatever m
Dear Mr. E. W. Knight,

I write to you in accordance with my request made in a letter of March 23rd, 1911, concerning the matter of which you have inquired.

I am pleased to inform you that I have been appointed to the position of Assistant Professor of Zoology at the University of Chicago, and that I shall be coming to the department at the end of May.

I am particularly interested in the work of the department, and I shall be glad to take part in any activities that you may have in mind.

Yours truly,
[Signature]

Professor E. W. Knight
Department of Zoology
University of Chicago

To maintain this work as an integral part of the Zoological Department, it seems important that the student in late stages of his preparatory work should be a member of the Zoological Department. I shall be glad to hear from you on this subject.

Yours truly,
[Signature]
kind made for purposes of instruction in this course in Embryology shall belong to the collections of the Zoological Department. Any other provision would tend to rob my work of its independence and would be a source of regret to me.

I should be glad to place Mr. Moenkhaus in charge of the laboratory work in Embryology, and I understand this to be Dr. Barker's wish, on such an understanding. I hope ultimately to be permitted, subject to the wishes of the head of my department, to make Embryology my major work in the University.

Very respectfully,

Frank R. Lillie

[Signature]

St. John's. Aug. 12, 1901
I hope to bring to bearing in my own work the kind of understanding which I have gained from the experience of the service. Having spent many years in the service, I feel that my work is not only a duty but also a source of pleasure. I hope to be able to contribute in a meaningful way to the advancement of the field of mental health. The work of the mental health department is of great importance, and I believe that it is my duty to do what I can to promote its development.

I am grateful to have had the opportunity to work under the guidance of the directors and to have learned from their experience. I hope to be able to continue to grow and develop in my work and to contribute to the progress of the field.
August 20th, 1901.

WOODS HOLL, MASS.

Dr. W.R. Harper,
President of the University of Chicago.

Prof. E. O. Whitman,

Dear Sir:

Wood's Holl, Massachusetts.

The Board of Trustees of the Marine Biological Laboratory acknowledge the receipt of your communication of the 2nd inst., through Prof. Whitman, concerning the reorganization of the laboratory in such manner as to provide for a stable business foundation. And they desire to express to yourself and through you, to as soon as you return to Chicago, Mr. A.C. Bartlett of Chicago, Mr. Charles Coolidge of Boston, Mr. C. R. Crane of Chicago, and Mr. E.L. Nunn of Telluride, Colorado, their grateful appreciation of the generous proposal made in your letter. The plan presented on behalf of these gentlemen for the maintenance and growth of the Laboratory is one that commends itself to the present board; and its members pledge themselves to cooperate with yourself and the gentlemen named to ensure its success. To this end Mr. Bartlett, Mr. Coolidge, Mr. Crane and Mr. Nunn have been elected members of the present board of Trustees, and the Corporation of the Marine Biological Laboratory have voted to this board full power to modify in any way the by-laws of the Corporation, thus making it possible to carry the plans to completion at the next meeting of the board, to be held in Chicago during the last week of December 1901.

Very truly yours,

W.R. Harper
August 20th, 1901

My dear Mr. Hope,

I am in receipt of your letter of the

fourteenth inst. and I appreciate the statement

which it contains. I am not able to talk with

you as soon as you return to Chicago.

Very truly yours,

W. R. Herbert
August 13, 1901.

Mr. W. R. Harper,

President of the University of Chicago,

Dear Sir:—

The Board of Trustees of the Marine Biological Laboratory acknowledge the receipt of your communication of the 2nd inst., through Prof. Whitman, concerning the reorganization of the Board in such manner as to provide for a stable business foundation. And they desire to express to yourself and through you, to Mr. A. C. Bartlett of Chicago, Mr. Charles Coolidge of Boston, Mr. C. R. Crane of Chicago, and Mr. L. L. Nunn of Telluride, Colorado, their grateful appreciation of the generous proposal made in your letter.

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The purpose of the Secretary of the Marine Biological Laboratory is to make a report of the progress of our experiments. The purpose of this letter is to describe the progress of our experiments. The purpose of this letter is to describe the progress of our experiments.
This is the fourteenth session of the Laboratory; during its entire existence the Laboratory has stood steadily for two ideals:—1. The furtherance of Biological Research, 2. As a means to this end the establishment and maintenance of a national character, through the cooperation of Universities, Colleges, and Scientific Bodies, avoiding, however, any one-sided alliances that might alienate large numbers of scientific men. The list of publications made by members of the Laboratory is evidence of success in research; and the composition of the board of trustees, and the steadily growing list of cooperating Societies, Universities, Colleges, and of Institutions represented by members of the Laboratory fully establish our claim to be a national institution. The board of trustees regard these matters as fundamental and desire to preserve both the research spirit and complete independence, forming alliances with all scientific bodies, but amalgamating with none.

The Board of Trustees are therefore of the opinion that it is desirable that the proposed increase of the new board should make it as representative as possible of all interests centering in the Laboratory, and think it would be desirable to have a distinct understanding concerning the future status of the Laboratory.

On the completion of the proposed board the Trustees of the present board will vote to it the full powers of the Corporation
This is the first page of the document.

The importance of biological research, as a source of information and knowledge, is widely recognized. The field of biological research offers many opportunities for scientists and students alike.

The goal of biological research is to expand scientific knowledge and advance the field of science. This includes the development of new technologies and the exploration of new ideas.

The present policy will focus on the utilization of the potential of the laboratory.
and Trustees, and will provide for their own continuance as an advisory council with functions to be defined in consultation with the proposed board.

Members of the Board of Trustees.
my interest, may with known to Spain and continue as by part.

box. open with instructions to be delivered in connection with the

[Handwritten notes in the margin]
Prof. L. C. Marshall
Faculty Exchange
My dear Mr. Marshall:

Your letter of September 7th, came while I was away from the University. The two enclosed projects which I send in reply to your request are accordingly rather late. I am very glad to give my hearty indorsement to both of them.

Yours truly,

F. R. Lillie.
CHICAGO, ILLINOIS

November 30th, 1929

To: L. C. Metcalfe

Faculty Exchange

We hear Mr. Metcalfe's letter of September 6th. I can't agree to all. I

will as many from the University. The two enclosed documents

which I send in reply to your request for a printed letter

hope I am very glad to give you your information so

Yours truly,

[Signature]
Animal Aggregations Project: Submitted by W. C. Allee
Dept. of Zoology

Purpose:

a. To discover the immediate and remote causes of aggregations of animals of different levels in nervous organization that are not usually social.

b. To discover the physiological effects of such aggregations, compared with isolated individuals, both among the social and non-social animals.

c. From such studies on invertebrates and other vertebrates to gain data and methods which can be applied toward furnishing a physiological basis for human sociology.

Present status:

Work has been in progress during intervals between teaching engagements and the finishing of other research projects since 1918. Experimental data has been collected upon such divergent animals as brittle starfishes, isopods, insect larvae and fishes. Methods have been tested and selected and considerable literature has been surveyed.

Needs:

a. To develop the work adequately while carrying my present teaching load a full time research assistant is needed at an annual salary of $2000 and $500 a year is needed to cover collecting and care of animals and incidental equipment.

b. Working space such as is furnished at present in the Bionomics Greenhouse and which would be still better supplied in the proposed Bionomics Laboratory. Most of the major apparatus is already procured.

c. In order to obtain an adequate idea of the aggregation or herd relations of mammals a year’s expedition to Africa is needed. This should be taken to a region little visited by white men and should yield information concerning as many kinds of larger mammals, monkeys, baboons, and man-like apes as possible. In consultation with Dr. Cogdell of the Field Museum I find that the estimated cost of such an expedition is $7500.
In order to obtain an adequate base of the expression of the majority of the people of the United States, there is need to expand the program of research and development. The scope of research should be expanded to include all aspects of human behavior and to include all areas of science and technology.

The need for additional research and development in these areas is urgent. The United States has a world-wide commitment to the advancement of knowledge and to the promotion of human welfare.

Therefore, we recommend that the following actions be taken:

1. Increase funding for research and development
2. Expand the scope of research
3. Encourage interdisciplinary collaboration

These actions will help to ensure that the United States remains a leader in the field of research and development and that the benefits of this research are shared with the world.
BIOLOGICAL JOURNAL PROJECT

Submitted by Professor C. M. Child, Dept. of Zoology.

In consequence of the great development of biological research within recent years the existing means of publication in this country have become very inadequate. Many of the Journals have material for months and some of them for two or more years in advance. In zoology, as well as in various other fields, the situation constitutes a serious obstacle in the way of research and there is very great need for additional means of publication.

Last year members of the Department of Zoology accumulated data bearing on the situation, some of which may be presented here. It was found, for example, that the periodical publications of the Department of Zoology alone average some five hundred pages yearly. Last year approximately eight hundred pages of completed research on some phase of physiological zoology were on hand in the Department of Zoology. Some of that work is not yet written up because of the overloaded condition of the available periodicals; other papers ready at that time are delayed more than a year in appearance.

It is particularly in the field of physiological biology that the need for additional means of publication is acute. This field has developed and extended very rapidly within recent years and many of the older biological periodicals are devoted wholly or in part to other fields. By far the greater part of the research of the Department of Zoology of the University of Chicago concerns some phase of physiological
BIOLOGICAL JOURNAL PROJECT

Submitted by Professor C. H. M. Child, Dept. of Zoology.

In conclusion of the green development of physiology, many new areas have become very interesting. Many of the newer areas have required for workers and some of them for two or three years in advance. In zoology, as well as in various other fields, the influence of physiological research has been very clear and even for all in the methods of research and there are very clear means for additional means of publication.

Last year members of the department of zoology were the first to attempt the situation, some of which may be interesting. The present year, for example, gives the opportunity of the department of zoology more extensive opportunities. For the hundred best years, the departmental researches on some phases of physiology are now more extensive than ever before in the history of the university. The department of physiology has a new and very active personnel. It is parallel with the field of physiology in biology. The department has need for additional means of publication. A new era has begun and the other physiological publications are well received. The department is at the forefront of the field of physiology.
biology. The recent addition of Dr. R. S. Lillie to the staff of the University means a further addition to research along these lines. Moreover, many of our students of recent years are also producing actively in this field and find the delays in publication under present conditions rather discouraging. At present the chief periodicals available for publication or research in physiological biology outside of the fields immediately associated with medicine are periodicals supported by the Wistar Institute, the Rockefeller Institute and the Marine Biological Laboratory of Woods Hole. The work of members of the staff of the University of Chicago and of former students contributes in no small measure to the overloading of all these Journals.

The only periodical representing any department of the biological sciences which is published by the University of Chicago Press is the Botanical Gazette and this is of course available only for botanical work. In the hope that the University Press might be in a position to give favorable consideration to a plan for founding a new Journal to represent physiological biology—to be called perhaps "The Journal of Physiological Biology"—the data concerning the situation were brought to the attention of the Director of the Press and are now in the Press files. The Director expressed himself as strongly in favor of the plan; when presented to the faculty Committee on Publications the plan received unanimous support; the Trustees' Committee also reported in favor of it. It was generally agreed, however, that the annual expense of such a journal above the amount received from subscriptions would be from twenty-five hundred to three thousand dollars, at least during the first few years of publication, but would undoubtedly
The recent migration of Dr. E. D. Lilly to the present

position at the University means a further addition to research

space here. Moreover, with the encouragement of the faculty

and the support of the Medical Research Council, further

investigations may be conducted. The Medical Research Council

may also provide the necessary funds for these investigations.

In the meantime, the Medical Research Council has

supported a study of the effect of certain substances on the

immune response. The Medical Research Council of the United

States has also aided in the work of certain laboratories at

the University of Chicago and of lower institutions.

The work at the University is on the whole, a marked

contribution to the advancement of the science.

The only laboratory representing any department of

the Medical Research Council is the laboratory of the

University of Chicago. In the hope that the United

States Council might, in a position to give laboratory

assistance, the plan for the establishment of a new

laboratory was considered. A report to the

attention of the Director of the Press may be

acted on by the Board of Trustees. The Director may then

advocate in favor of the plant when presented to the faculty

Committee on Publications. The plan is receiving

favorable support from the recent interest in research

and the recent interest of the faculty in the

establishment of new laboratories.
decrease as time went on. Last year it was not found possible to make the appropriation necessary for this purpose and the matter was allowed to rest for the time being.

The need for such a journal still exists and is, if anything, greater. Such a journal would not, of course, publish all the work of the Department of Zoology, but it would receive material from other departments of biological sciences and from investigators in other institutions and would constitute an important factor in helping to relieve the congestion.

The plan contemplates a journal of national character with an editorial board representing not simply physiological Biology in the University of Chicago but in the country as a whole. It is certain that the University of Chicago can perform a very great service to biological science by undertaking the publication of such a journal. The need is acute, the sum required to support the journal is relatively small and will doubtless decrease in the future. The establishment of such a journal is therefore urged as of great importance to biological science and of no less importance to the University in the service of science.
generate an image that is not or not long possible

to make the appropriation necessary to let the purpose and the

matter and attention to need for the time period

The need for more a permanent staff exists any

If anything, stronger. Such a permanent staff, of course,

be more in the work of the Department of Sociology, but it may

receive material from other departments of philosophy, science,

and from investigations in other institutions and at other

conferences.

An important factor is helping to relieve the congestion.

The plan and implement a permanent, or faculty, associate

with an educational staff responsible for simply philosophy

faculty in the University of Chicago, but in the country as

a whole. If the service from the University of Chicago can

be a real service to philosophy, science, and

must the popularization of some a permanent need, and

the need of teaching to support the permanent is essential.

will constitute consequence in the future. The establishment of

such a permanent, to relieve, much of the direct importance in

philosophy science and on less importance to the University

in the service of science.