CROSS REFERENCE SHEET

Name or Subject  Marine Biological Laboratory  File No.

Regarding

Date

SEE

Name or Subject

Lillie, Frank

Whitman, C. O.

Zoology

File cross reference form under name or subject at top of the sheet and by the latest date of papers. Describe matter for identification purposes. The papers, themselves should be filed under name or subject after "SEE."
RECEIVED at
75 red 75 paid
PO Boston Mass 86

President Harper UOF
Laboratory crisis can we meet
manhattan hotel Sunday possibly
Rockefeller核酸
tomorrow visiting rush delivery

313
HELENE

1. The weather was... (unreadable)
2. I went to the... (unreadable)
3. We had a meeting... (unreadable)
4. The meeting... (unreadable)
5. I thought... (unreadable)
6. We decided... (unreadable)
7. I'm going to... (unreadable)
8. I'll see you... (unreadable)
Telegram

The Postal Telegraph-Cable Company transmits and delivers this message subject to the terms and conditions printed on the back of this blank.

Received at Chicago.

(Where any reply should be sent.)

Dated
Woodstock, Mass.
Aug 8

To
President Harpers,

Please telegraph me rock sellers address a hotel touring Boston

S A Whitman
POSTAL TELEGRAPH-CABLE COMPANY.
This Company transmits and delivers the within message subject to the following
TERMS AND CONDITIONS.

To guard against mistakes or delays, the sender of a message should order it REPEATED; that is, telegraphed back to the originating office for comparison. For this, one half the regular rate is charged in addition. It is agreed between the sender of the message written on the face hereof and the Postal Telegraph-Cable Company, that said Company shall not be liable for mistakes or delays in the transmission or delivery, or for non-delivery, of any UNREPEATED message, beyond the amount received for sending the same; nor for mistakes or delays in the transmission or delivery, or for non-delivery, of any REPEATED message beyond fifty times the sum received for sending the same, unless specially insured, nor in any case for delays arising from unavoidable interruption in the working of its lines, or for errors in cipher or obscure messages. And this Company is hereby made the agent of the sender, without liability, to forward any message over the lines of any other Company when necessary to reach its destination.

Correctness in the transmission of messages to any point on the lines of the Company can be insured by contract in writing, stating agreed amount of risk, and payment of premium thereon, at the following rates, in addition to the usual charge for repeated messages, viz: one per cent. for any distance not exceeding 1,000 miles, and two per cent. for any greater distance.

No responsibility regarding messages attaches to this Company until the same are presented and accepted at one of its transmitting offices; and if a message is sent to such office by one of this Company's messengers, he acts for that purpose as the agent of the sender.

Messages will be delivered free within the established free delivery limits of the terminal office. For delivery at a greater distance a special charge will be made to cover the cost of such delivery.

This Company will not be liable for damages or statutory penalties in any case where the claim is not presented in writing within sixty days after the message is filed with the company for transmission.

This is an UNREPEATED Message and is delivered by request of the sender under the conditions named above. Errors can be guarded against only by repeating a message back to the sending station for comparison.

No employee of this Company is authorized to vary the foregoing.

WILLIAM H. BAKER,
V. P. and Gen'l Manager.

JOHN O. STEVENS,
Secretary.

JOHN W. MACKAY,
President.
91 gj a 63 Paid

Woods Hole Mass Aug 9

Prest W R Harper,

U of C.

If plan proposed goes through Washington centralisation controls future scientific development Publications farm project all settled there. Our fate sets precedent for domination of American science to detriment of universities societies and individuals. Our vote is cast Tuesday noon. Make all science your debtor by appearing Monday morning expect to see rockefeller then. 

Recent developments reveal whole danger wire tonight office closed Sunday.

C C Whitman. 425p
Will cooperate fully, but must be possible to get off for Monday. Rockefeller at Cleveland.

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

Aug. 9th, 1902.

Professor C. O. Whitman,

Falmouth, Mass.

Telegram received. Practically impossible but wire me one hundred words giving full particulars. Will then decide.


Prepay and charge to President's Office.

READ THE NOTICE AND AGREEMENT ON BACK.
ALL MESSAGES TAKEN BY THIS COMPANY ARE SUBJECT TO THE FOLLOWING TERMS

To guard against mistakes or delays, the sender of a message should order it REPEATED; that is telegraphed back to the originating office for comparison. For this, one-half the regular rate is charged in addition. It is agreed between the sender of the following message and this Company, that said Company shall not be liable for mistakes or delays in the transmission or delivery, or for non-delivery of any unrepeated message, beyond the amount received for sending the same; nor for mistakes or delays in the transmission or delivery, or for non-delivery of any repeated message, beyond fifty times the sum received for sending the same, unless specially insured, nor in any case for delays arising from unavoidable interruption in the working of its lines, or for errors in cipher or obscure messages. And this Company hereby made the agent of the sender, without liability, to forward any message over the lines of any other Company when necessary to reach its destination.

Correctness in the transmission of a message to any point on the lines of this Company can be insured by contract in writing, stating agreed amount of risk, and payment of premium thereon, at the following rates, in addition to the usual charge for repeated messages, viz, one per cent. for any distance not exceeding 1,000 miles, and two per cent. for any greater distance. No employee of the Company is authorized to vary the foregoing.

No responsibility regarding messages attaches to this Company until the same are presented and accepted at one of its transmitting offices; and if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the agent of the sender.

Messages will be delivered free within the established free delivery limits of the terminal office. For delivery at a greater distance, a special charge will be made to cover the cost of such delivery.

The Company will not be liable for damages or statutory penalties in any case where the claim is not presented in writing within sixty days after the message is filed with the Company for transmission.

THOS. T. ECKERT, President and General Manager
b 79 ny bm nw 47 paid.

Woods Hole, Mass, 10.

President W. R. Harper,
University Chicago, Chgo.

Rockefeller reported in Tarrytown Carnegie offers twenty thousand a year and eighty thousand for building will you see Rockefeller or wire him to see what can be done I must know definitely Tuesday forenoon or at least have strong ground to adjourn meeting one day answer immediately.

C A Whitman.

11 31 a.m.
FORM 16,

POSTAL TELEGRAPH-CABLE COMPANY.

This Company transmits and delivers the within message subject to the following
TERMS AND CONDITIONS.

To guard against mistakes or delays, the sender of a message should order it REPEATED; that is, telegraphed back to the originating office for comparison. For this, one-half the regular rate is charged in addition. It is agreed between the sender of the message written on the face hereof and the Postal Telegraph-Cable Company, that said Company shall not be liable for mistakes or delays in the transmission or delivery, or for non-delivery, of any unreported message, beyond the amount received for sending the same; nor for mistakes or delays in the transmission or delivery, or for non-delivery, of any repeated message beyond fifty times the sum received for sending the same, unless specially insured, nor in any case for delays arising from unavoidable interruption in the working of its lines, or for errors in cipher or obscure messages. And this Company is hereby made the agent of the sender, without liability, to forward any message over the lines of any other Company when necessary to reach its destination.

Correctness in the transmission of messages to any point on the lines of the Company can be insured by contract in writing, stating agreed amount of risk, and payment of premium thereon, at the following rates, in addition to the usual charge for repeated messages, viz: one per cent. for any distance not exceeding 1,000 miles, and two per cent. for any greater distance.

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Messages will be delivered free within the established free delivery limits of the terminal office. For delivery at a greater distance a special charge will be made to cover the cost of such delivery.

This Company will not be liable for damages or statutory penalties in any case where the claim is not presented in writing within sixty days after the message is filed with the Company for transmission.

This is an unreported Message and is delivered by request of the sender under the conditions named above. Errors can be guarded against only by repeating a message back to the sending station for comparison.

No employee of this Company is authorized to vary the foregoing.

WILLIAM H. BAKER,
V. P. and Gen'l Manager.

JOHN O. STEVENS,
Secretary.

JOHN W. MACKAY,
President.
March 25, 1901.

[Signature]

Dear President Harper,

I send herewith the Act of Incorporation.

I am honored to have been asked to serve.

In any event, I hope you will let me have a

few words some day.

Mr. C. O. Whitman;

My Dear Mr. Whitman:

I have read with much interest the

By-laws and am ready to have an interview with you

concerning the plan.

I am writing also to ask you to have an

interview with Mr. Salisbury at an early date in refer-
ence to filling the vacancy in paleontology. I

have asked Mr. Salisbury to have a talk with you in

reference to this matter.

Hoping to hear from you soon, I remain,

very truly yours,

W. R. Harper
Mr. C.O. Wright

My Dear Mr. Wright,

I have read with much interest the

fly-leaf and am ready to have an interview with you

concerning the plan

I am writing also to say you to present

interesting with Mr. statisticians and we wish to know

their opinion on the necessity for palaeontology. I

have spoken to Mr. statisticians to have a talk with you in

reference to this matter.

Hope to hear from you soon. I remain

Yours faithfully,

W.R. Harper
Mar. 21, 1901

The University of Chicago

Dear President Harper,

I send herewith articles of incorporation and by-laws of the Board of Trustees. If convenient, I hope you will let me have a few minutes some day to talk about the reorganization plan.

The thing which makes the Laboratory of present interest and cooperation of the Universities is in its life and the essential thing to keep uppermost. Your plan would, if I correctly understand it, concern the vital element and get added to its meaning or development, not raising any issues that would excite rivalries. Russian diplomacy has one good element—it abides its time.
Whatever you do for the Laboratory will come into full appreciation in time, even if it does not come into full light at once. We are at a point where a reorganization is fully prepared for, everyone in fact urges it and that one thing that one ought to have to control it is a small Board of men pledged to an annual gift of not less than $6000 until an endowment is secured.

Very truly,

C. O. Whitman
BY-LAWS OF THE CORPORATION OF THE MARINE BIOLOGICAL LABORATORY.

I. The annual meeting of the members shall be held on the second Tuesday in August at the Laboratory in Wood's Holl, Mass., at 12 o'clock noon in each year, and at such meeting the members shall choose by ballot a Clerk, who shall be ex-officio a member of the Board of Trustees, and Trustees as hereinafter provided. At the annual meeting to be held in 1897, not more than twenty-four Trustees shall be chosen, who shall be divided into four classes, to serve one, two, three, and four years respectively, and thereafter not more than six Trustees shall be chosen annually for the term of four years. The officers shall hold their respective offices until others are chosen and qualified in their stead. The Director and Assistant Director, who shall be chosen by the Trustees, shall also be Trustees ex-officio.

II. Special meetings of the members may be called by the Trustees, to be held in Boston or in Wood's Holl at such time and place as may be designated.

III. The Clerk shall give notice of meetings of the members by notice sent by mail and by publication in some daily newspaper published in Boston at least fifteen days before such meeting, and in case of a special meeting the notice shall state the purpose for which it is called.

IV. Fifty members shall constitute a quorum at any meeting.

V. The Trustees shall have the control and management of the affairs of the Corporation; they shall present a report of its condition at every annual meeting; they shall elect one of their number President, and may choose such other officers and agents as they may think best; they may fix the compensation and define the duties of all the officers and agents; and may remove them, or any of them, except those chosen by the members, at any time; they may fill vacancies occurring in any manner in their own number or in any of the offices. They shall from time to time elect members to the corporation upon such terms and conditions as they may think best.

VI. Meetings of the Trustees shall be called by the President, or by any two Trustees, and the Secretary shall give notice thereof by
BY-LAWS OF THE CORPORATION OF THE
MARINE BIOLOGICAL LABORATORY

I. The annual meeting of the members shall be held on the second
Thursday in August in Provincetown, Wacona, Holland, or as
otherwise determined by a majority of the members of the
Corporation at a special meeting. The notice of any such meeting
shall be given to all members not less than ten days in advance
and to the Secretary and Treasurer at least five days in advance.

II. The Clerk shall give notice of meetings to all members of the
Corporation in writing and by publication in some daily newspaper
or in the Bulletin in the event of publication of such newspaper.

III. Each annual meeting shall consist of a Quorum of members
and a quorum shall be present to do business.

IV. Meetings of the Corporation shall be called by the President,
or by two Trustees and the Secretary, or a majority of the
Trustees, and shall be held at the place where the minutes of
the Corporation are kept and in any other place the Board may
from time to time by a majority of the members of the Corporation
decide upon.
ACT OF INCORPORATION.

1888.

No. 3170.

COMMONWEALTH OF MASSACHUSETTS.

Be it known, That whereas Alpheus Hyatt, William Sanford Stevens, William T. Sedgwick, Edward G. Gardiner, Susan Minns, Charles Sedgwick Minot, Samuel Wells, William G. Farlow, Anna D. Phillips and B. H. Van Vleck have associated themselves with the intention of forming a corporation under the name of the Marine Biological Laboratory, for the purpose of establishing and maintaining a laboratory or station for scientific study and investigations, and a school for instruction in biology and natural history, and have complied with the provisions of the Statutes of this Commonwealth in such case made and provided, as appears from the certificate of the President, Treasurer and Trustees of said corporation, duly approved by the Commissioner of Corporations, and recorded in this office;

Now, therefore, I, HENRY B. PIERCE, Secretary of the Commonwealth of Massachusetts, do hereby certify that said A. Hyatt, W. S. Stevens, W. T. Sedgwick, E. G. Gardiner, S. Minns, C. S. Minot, S. Wells, W. G. Farlow, A. D. Phillips and B. H. Van Vleck, their associates and successors, are legally organized and established as, and are hereby made, an existing Corporation, under the name of the MARINE BIOLOGICAL LABORATORY, with the powers, rights and Privileges, and subject to the limitations, duties and restrictions which by law appertain thereto.

Witness my official signature hereunto subscribed, and the seal of the Commonwealth of Massachusetts hereunto affixed, this twentieth day of March, in the year of our Lord one thousand eight hundred and eighty-eight.

HENRY B. PIERCE,
Secretary of the Commonwealth.

[Seal]
ACT OF INCORPORATION

1888

No. 3100

COMMUNIQUÉ OF MASSACHUSETTS

He it known that William French, Henry William
Schweik, and Charles J. Balmore, in the said city of
Boston, have associated themselves and do hereby
form a body corporate under the name of "The Marine
Biological Laboratory," for the purpose of promoting
and maintaining a laboratory for the study of marine
life, and for the exhibition and dissemination of
information regarding marine life and its products and
for the purpose of publishing and selling such
information to other persons and institutions.

I, Henry French, Secretary of the Commonwealth,
do hereby order that the said corporation be and it is
hereby called into existence.

H. F. W. French, Governor.

Henry W. French.
TRUSTEES.

PRESIDENT,
H. F. OSBORN.

MEMBERS Ex-officio.
C. O. WHITMAN, Director, University of Chicago, Chicago, Ill.
W. DAHLGREN, Assistant Director, Princeton University, Princeton, N. J.
E. G. GARDINER, Clerk of the Corporation, 131 Mt. Vernon St., Boston, Mass.

TO SERVE TILL 1903.
H. C. BUMPUS, Brown University, Providence, R. I.
D. B. HOAR, Treasurer, 220 Devonshire St., Boston, Mass.
W. A. LOCY, Northwestern University, Evanston, Ill.
J. LOEB, University of Chicago, Chicago, Ill.
F. P. MALL, Johns Hopkins University, Baltimore, Md.

TO SERVE TILL 1902.
C. G. KIDDER, 27 Williams St., New York, N. Y.
M. M. METCALF, The Womans College, Baltimore, Md.
W. PATTEN, Dartmouth College, Hanover, N. H.
D. P. PENHALLOW, McGill University, Montreal, Canada.
W. B. SCOTT, Princeton University, Princeton, N. J.

TO SERVE TILL 1901.
J. P. MACMURRICH, University of Michigan, Ann Arbor, Mich.
T. H. MORGAN, Bryn Mawr College, Bryn Mawr, Pa.
L. L. NUNN, Teluride, Cal.
H. F. OSBORNE, President, American Museum of Natural History, New York, N. Y.
E. B. WILSON, Columbia University, New York, N. Y.

TO SERVE TILL 1900.
W. K. BROOKS, Johns Hopkins University, Baltimore, Md.
W. LIBBEY, Princeton University, Princeton, N. J.
W. T. SEGWDICK, Massachusetts Institute of Technology, Boston, Mass.
W. T. RELEAU, Missouri Botanical Gardens, St. Louis, Mo.
R. R. WRIGHT, University of Toronto, Toronto, Canada.
TRUSTEES

H. R. Osgood

To serve till 1897.

H. R. Osgood

To serve till 1897.

M. L. Merriam

To serve till 1897.

H. R. Osgood

To serve till 1897.

J. M. Chamberlin

To serve till 1897.

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To serve till 1897.

H. R. Osgood

To serve till 1897.

J. M. Chamberlin

To serve till 1897.
written or printed notice sent to each Trustee by mail, postpaid. Seven Trustees shall constitute a quorum for the transaction of business. The Board of Trustees shall have power to choose an Executive Committee from their own number, and to delegate to such Committee such of their own powers as they may deem expedient.

VII. The President shall annually appoint two Trustees who shall constitute a committee on finance to examine from time to time the books and accounts of the Treasurer, and to audit his accounts at the close of the year. No investments of the funds of the Corporation shall be made by the Treasurer except approved by the finance committee in writing.

VIII. The consent of every Trustee shall be necessary to a dissolution of the Marine Biological Laboratory. In case of dissolution, the property shall be given to the Boston Society of Natural History, or some similar public institution, on such terms as may then be agreed upon.

IX. These By-Laws may be altered at any meeting of the members, provided that the notice of such meeting shall state that an alteration of the By-Laws will be acted upon.

X. Any member in good standing may vote at any meeting, either in person or by proxy duly executed.

Regular Meetings of the Trustees are held at Wood's Hall directly after the adjournment of the annual meeting of the Corporation, and in the winter at the time and place of the meeting of the American Society of Naturalists.
X. The members in good standing next vote on any necessary

XI. The members in good standing next vote on any necessary

Return meetings of the Trustees in good order at the first annual meeting of the

and place of the meeting of the American Board of the

Marine Biological Laboratory

written or printed notice sent to each Trustee for three

Seven Trustees shall constitute a quorum for the transaction of

The Trustees shall have power to choose an Executive

Committee from their own number, and to elect to such

Written notice of their own power to elect their own Executive

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The Trustees shall be required of the English to the English course of the

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and place of the meeting of the American Board of the

Marine Biological Laboratory
Feb. 5th, 1901.

Dear Professor Whitman:

I enclose a letter from Mr. Thurber and a bill, all of which I take it explain themselves. Will you kindly write the parties in regard to this matter?

Will you allow me to add that I have secured already $3,000 of the $6,000 for the new board of trustees at Woods-Hell. This sum is given from one man. I am ready now to go forward in this matter as rapidly as you desire.

Very truly yours,

W. R. Harper
Dear Professor Wellington,

I enclose a letter from Mr. Thompson and a bill of which I hope to explain the circumstances. Will you kindly write the necessary letter to regard to this matter?

Will you allow me to say that I have searched the books of Mr. 200 or the £1,000 for the new plan of trusts of Woodell. The sum to be given from one man to reach him to go forward in this matter as quickly as you can.

Very truly yours,

W.R. Harper
Dear Dr. Harper,

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 a 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 Telsuride, 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. Crane and Mr. Nunn and Mr. Coolidge 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. This is the fourteenth session of the Laboratory; during its entire existence the Laboratory has stood steadily for two ideals:—I. 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 and Trustees, and will provide for their own continuance as an advisory council with functions to be defined in consultation with the proposed board.

My dear Sir,

As I was not able to be present at the meeting of the Board of Trustees, I take this means of assuring you of my cordial approval of their action, and also of the grand outcome of your efforts on our behalf. I think that the past history of the Laboratory warrants the interest you and these gentlemen have taken in it. Nothing could have been done which will aid the true advance of Biological Science in America more than this step which has been so auspiciously taken.

With congratulations and best wishes I am,

Yours very respectfully,

William Lobey
Prof. Physical Geog., Princeton
The Report of the Temporary Commission to investigate the Efficiency of the University of Cambridge

The Commission, appointed by the Senate, met and held its first meeting on the 1st of January, 1919, and has had several meetings since. The purpose of the Commission is to inquire into the efficiency of the University and to make such recommendations as may appear to be necessary for its improvement.

The Commission has been assisted by several sub-committees, each appointed to inquire into a particular aspect of the University's work. These include sub-committees on the academic curriculum, financial affairs, and student life.

The Commission has heard evidence from many sources and has received many suggestions for the improvement of the University. It is now engaged in the preparation of its report, which it hopes to submit to the Senate as soon as possible.

The Commission believes that the University is one of the finest in the world and that it has the potential to be even greater. It is committed to working towards the realization of this potential and to ensuring that the University remains at the forefront of education and research for many years to come.
vide, for a period of five years after and including 
the year 1902, a sum of not less than ten thousand 
dollars a year, in addition to all income from fees,
rental of rooms, sales of supply, and from the 
trustees who have 
131 Mt. Vernon Street, Boston, Massachusetts. 

By dear Sir:
Third, the gentlemen agree with the principle stated 
in reply to a letter from the Board of Trustees of the Marine Biological Laboratory, under 
desirable that the proposed increase of the 
date of August thirteenth, 1901, and to the resolu-
tions of their meeting under date of January eleventh, 1902, I desire to say: That, in conference an 
with the gentlemen named in my former letter, I am 
informed by them, first, that they accept the by-laws 
of the corporation, as passed at a meeting of the 

Board of Trustees of the Marine Biological Labora-
tory held in Chicago January second, 1902, as lim-
iting their trusteeship. Second, that, as before 

stated, they would undertake to make reasonable pro-
vision for the work of instruction and research in-
the various lines established, this provision to in-
clude the purchase of additional ground, and the 
building of a permanent laboratory, and an effort to 
make some form of the work continuous throughout the 
year. In direct reference to this plan, gentlemen 
have fairly expressed their positions in words 

"September 18, 1901, that with respect to the proposed reconstruction" 

Very truly yours,

W. R. Harper.
Mr. E. G. Garden

In the

Dear Sir:

I am happy to a letter from the hand of

Trustee of the Marine Biological Laboratory, under

date of August nineteenth, 1907, and to the reason-

from that meeting which date of January five-

ence, 1907, I gather to see that in connection

with the complaint made in my former letter I am

informed that from that time the Board of

Trustees of the Marine Biological Laboratory

have held two of their meetings since December, 1907, as Zim-

more than those trusteeship. Second, that as far as

stated that yearly meetings to make reports here-

ation for the work of instruction and research in

the various lines established this provision to en-

sue the purchase of adequate furnishings, and an effort to

make some term of the work continue through the

year. In great part these were of this plan, so mo-
vide, for a period of five years after and including
the year 1902, a sum of not less than ten thousand
dollars a year, in addition to all income from fees,
rental of rooms, sales of supply department, etcetera.
Third, the gentlemen agree with the principle stated
were able to attend. Hence the meeting felt it unwise to
in the letter of August thirteenth, 1901, that it is
take final action with but seven of the board present. Fur-
ther, since the plan proposed at Chicago, giving
the entire property of the Laboratory to the new board, the
members of this board desired to have the new board, or
independent institution is guaranteed by the accept-
ance of the by-laws.

So far as I understand the purpose of the gen-

Science as an assurance to the friends and benefactors of
tlemen named, they would plan to retain unaltered as
the Laboratory that the policy outlined in our letter of
far as possible the previous policy of the labora-
August 13th should be sustained. The candidates were
passed

colleges, societies, and laboratories heretofore co-
operating, and would send an appeal to secure the co-operation
of others.

You will of course appreciate the embar-
assment caused by an effort on my part to represent
Chicago, also to request President Harper for a more definite
these gentlemen. At the same time, I think that I
statement of the plans and wishes of these gentlemen." I have fairly expressed their position. I remain
VOTED; That with respect to the proposed reconstruction

very truly yours,

W. R. Harper
Above for a period of five years after my resignation

the year 1907, is now of no less keen than growing
government a year in operation to all income from fees.

In the opinion of the Committee of Public Members, the

living of poverty, money is not subsistence of any kind.

Tired of poverty, Money is not subsistence of any kind.

The Committee of Public Members who have the

interest of the poor at heart, are determined to do as

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Very truly yours,

W. H. Heber
A meeting of the Trustees of the Marine Biological Laboratory was held here on January 11th. Unfortunately the meeting was small and but few of the trustees who have been most closely identified with the work at Woods Hole were able to attend. Hence the meeting felt it unwise to take final action with but seven of the board present. Furthermore, since the plan proposed in Chicago contemplated giving the entire property of the Corporation to a new board, the meeting thought that it should receive from the new board, or from you as its representative, a reply to our letter to you of August 13th. This reply we might wish to publish in "Science" as an assurance to the friends and benefactors of the Laboratory that the policy outlined in our letter of August 13th should be sustained. The following votes were passed.

VOTED: "That the Secretary express to President Harper the Trustees' high appreciation of the generous offer which has been made to them through him by a number of gentlemen in Chicago; also to request President Harper for a more definite statement of the plans and wishes of these gentlemen."

VOTED: "That with respect to the proposed reconstruction
If the Board of Trustees, it is the sense of this meeting that no final action should be taken at a meeting at which but a quorum (seven members) is present, and that the Secretary call a meeting in New York in February to further consider this subject after hearing from President Harper.

Very truly yours,

[Signature]

Secretary
of the Board of Trustees... to the cause of this meeting.

We are not quite sure whether a letter of a meeting of some

representative (whoever represents) is present, and that the issues

can be brought in New York, at present, to obtain con-

Another option after speaking from President Herber.

Very truly yours,

[Signature]
131 Mt. Vernon St.,
Boston, February 3, 1902.

President Harper,
University of Chicago, Ill.
Chicago, Ill.

My Dear Sir:-

The Executive Committee of the present Board of Trustees met at the request of Dr. Osborn in New York February 1st. All of the Committee, except Dr. Whitman, were present, and several other members of the Board also, since Dr. Osborn wished to get the views of as many of the Trustees as possible. The meeting was, however, not a legal Trustee meeting, since time did not allow of the notification of distant members.

Dr. Osborn laid before the meeting certain reasons why it seemed probable that the Marine Biological Laboratory might secure important aid from the Carnegie Institute. It was voted, "That it is the sense of this Committee that a Committee of four, including the chairman, (Dr. E. B. Wilson) be appointed by the chair to confer with the executive Committee of the Trustees of the Carnegie Institute, to ascertain whether the Trustees of the Institute will considerably favorably the support of the research work, and publications of the Laboratory, and if so, on what terms".

In the full and harmonious discussion which preceded this vote, the following views were expressed: That it seemed wise to approach the Executive Committee of the Institute with all possible dispatch, and that the organization of the Laboratory
The Executive Committee of the present Board of Trustees is of the opinion that the maintenance of Dr. Op development in New York is of vital importance to the University. The Committee asked Dr. Op to make a report so that the Board of Trustees could decide upon the course of action to be followed. The Board of Trustees agreed to wait until the report is received before making a decision.

The Board of Trustees is of the opinion that the maintenance of Dr. Op is of vital importance to the University. It was voted that the report of the Committee on the maintenance of Dr. Op be submitted at the next meeting of the Board of Trustees.

In the full and unanimous agreement with the President, the following views were expressed: that it seems wise to approve the Executive Committee's report and that it is in the best interests of the University to continue the maintenance of Dr. Op.
should be in as plastic a form as possible, in order that any requirements of the Carnegie Institute might be met at the same time as those of Mr. Crane, Mr. Nunn and others.

Your letter to me of January 2nd, was read and the feeling was unanimous that the offer should be accepted at the first legally constituted meeting of the Board. There was no wish or intention of delaying this action, and the warmest thanks and gratitude were expressed to you for your good offices. I am

Very truly yours,

[Signature]

Secretary
Your letter to me of January 9th was read and the letter you wrote was no wise of interest to me. I am sure that the future hope to succeed at the first meeting of the Board and the Warrant Office.

Your faith knows...
Dear Sir:

The action of the board of trustees of the Marine Biological Laboratory today was as follows:

Resolved that the board approves the incorporation of the Marine Biological Laboratory by the Carnegie Institution on the lines indicated in the letter of Dr. Bolling, and that the chair appoint a committee of five to confer with the executive committee of the Carnegie Institution and also to make such arrangements as seem advisable and necessary for the legal incorporation, personnel of management, and manner of conducting the laboratory. This committee to report to the present board for final action as soon as possible.

The chair appointed Whitman, Nunn, Crane, Wilson, Horsin, Hoar.

It was also resolved "that it is the sense of this meeting that it is desirable that the incorporation be so conducted as to leave open and
invite the cooperation of the present friends of the laboratory and others."

The action was in a way a compromise action; was taken with great good feeling all around, and was felt by Dr. Whipple and myself to leave the question entirely open.

For best,

Frank R. Lillie
No letter content visible on the page.
March 19th, 1908.

President R. S. Woodward,
Carnegie Institution, Washington, D. C.

My dear Sir:—

In connection with some matters relating to the Marine Biological Laboratory at Woods Holl, I am anxious to know the circumstances attending the connection of that institution with the Carnegie Institution and the reasons for its discontinuance. Of course if any of these matters are confidential, I cannot ask for the information, but so far, however, as it may be practicable for you I shall regard it as a favor to hear from you on this subject.

Very truly yours,

H. P.
March 16th, 1908.

President R. E. Woodward
Carnegie Institution, Washington, D.C.

My dear Sir:

In connection with some matters relating to the Marine Biological Laboratory at Woods Hole, I am anxious to know the circumstances attending the connection of that institution with the Carnegie Institution and the reasons for the discontinuance. Of course, if any of these matters are confidential, I cannot ask for the information, but so far as possible I may be expected to receive information of it as a year to hear from you on this subject.

Very truly yours,

H.P.
The Resignation of Prof. Whitman as Director of the Marine Biological Laboratory at Woods Hole, Mass.

Reprinted from The Anatomical Record, Vol. II, No. 8, November, 1908
The Anatomical Record.

The resignation of Professor Whitman as Director of the Marine Biological Laboratory at Woods Hole, Mass., which was announced last summer, is of interest to anatomists, for he has been a very important factor in the cultivation of anatomical science in America.

During the twenty-one years in which he has been director of the Marine Biological Laboratory every opportunity and encouragement was given for the study of anatomy in its broadest sense, and we have seen there those beginning scientific work encouraged and inspired by many distinguished investigators, all appreciating fully the congenial scientific atmosphere which was established and kept alive by Professor Whitman.

The most noteworthy investigations from this laboratory which have enriched anatomical science are those on descriptive and experimental embryology, cytology and teratology, which, taken together, form a scientific monument of the first rank and have done much to establish our good reputation abroad. It certainly must be gratifying to Professor Whitman to see this result.

When the University of Chicago was founded, in 1893, Professor Whitman was made head of the biological department, which in its organization was unusually strong on the anatomical side. It was planned at the beginning to divide the department as soon as circumstances would warrant, and with the very rapid growth of the university this took place within a year. Then the anatomical department was established co-ordinate with those of zoology, physiology and botany. This proved to be the most important step in the organization of anatomical departments in America, and for it we are largely indebted to Professor Whitman.

But there is another event which should not be overlooked by anatomists, and that is the founding of the American Morphological Society, in 1890. The Association of Anatomists had been founded two years before, and it seemed to Professor Whitman and his twenty-five followers that the latter society was not likely to be vigorous, and their action in forming a new one gave an opportunity to test this opinion.

During the following five years, while Whitman was president, the morphological society flourished with great energy, while the anatomical society showed all signs of early decay. In 1899 the American Society of Zoologists was founded at Chicago and the Association of Anatomists began to awaken at about the same time; in 1902 the former absorbed the morphological, while the latter expanded with as great force as the morphological did ten years before. Scientific anatomists are under the greatest obligations to Professor Whitman for the stimulus he thus exerted upon their association between 1890 and 1900.

At the time Professor Whitman was elected director of the Marine Biological Laboratory he also began the publication of his excellent Journal of Morphology, which, according to the announcement, was to be devoted principally to embryological, anatomical and histological subjects. The file of seventeen volumes published during a period of fifteen years shows, as Whitman predicted, the imperative need of a journal of this kind. "The previous mixed character and scattered sources of our publications have been twin evils that have become intolerable at home and abroad. The establishment of the Journal of Morphology may not be a deathblow to these evils, but there is hope that it will, at least, relieve the most embarrassing difficulties of the present situation." By 1901 it became apparent that the new journal could not pay its own way, and as soon as the publishers withdrew their support its end was in sight. However, the anatomists of the country, realizing fully the necessity of a journal of anatomy of this quality, at once secured a sufficient endowment to continue the good work in the form of a new journal, the American Journal of Anatomy, which has not only been a financial success, but also acted as a means of establishing other new journals and strengthening old ones, as well as re-establishing the Journal of Morphology. In place of one journal we now have five, all vigorous and all on the sound foundation of the Wistar Institute.

As the morphological society served to stimulate the anatomical so in turn the anatomical journal has revived the morphological.

The Journal of Morphology has further served as a model for many of our scientific serials, both biological and medical, which have come into existence during the past twenty-one years. The importance of sound scientific journals to anatomical and zoological science is now clear to all, and both anatomists and zoologists owe to Professor Whitman a debt of gratitude for having been the pioneer in this field.

The establishment of a modern scientific laboratory at Woods Hole, the making of the anatomical department at Chicago a university department, the indirect invigorating influence upon the Association of Anato-
mists, and the establishment of the Journal of Morphology, are theour great services Professor Whitman has rendered the science of
anatomy in America. But there is another, more general and more
important service he has rendered our universities, which, as years go
by, will gradually grow and become recognized. This is the establish-
ment of an institution for science and for scientists. The Woods Hole
laboratory has in its organization the true soul, for it is managed from
top to bottom by scientists. In that institution the worthy young stu-
dent is received with open arms, is inspired and encouraged, but is never
called upon to prostitute himself as a research assistant; the overworked
college professor finds a scientific haven; and many distinguished biol-
ogists breathe there the congenial scientific spirit. The democratic or-
ganization appeals to all, as the laboratory is ruled by leaders of its own
choice and not by a group of men who employ professors. Repeatedly
has Woods Hole declined riches when by its acceptance there was only the
remotest possibility of interference with this indispensable independence.
All of the proffers fell upon deaf ears. The nightingale may be captured,
but it can never be made to breed by the hunter nor to sing in
confinement. It must live in its own peculiar habitat, and this is
found for scientists at Woods Hole. In this country we are searching
for heroes in productive science, but "the birds that may sing seem to
avoid the golden cage."

The spirit of independence and co-operation established and main-
tained at Woods Hole by Professor Whitman, although constantly
streaked with abject poverty, has made there the ideal home for biology,
as well as the most productive and famous scientific laboratory that
America has yet seen. Whitman is the chief benefactor of this labora-
tory, for he has endowed it with the right ideals.

The corporation and trustees in accepting Professor Whitman’s resigna-
tion requested him to serve as honorary director and trustee, but in
declining this his fine spirit did not falter.

"Your action in which you express a desire to have me serve the
laboratory as honorary director and trustee is in itself alone an all-suffi-
cient reward for whatever service I have rendered as director. Your good
will is the all-important recompense, and no title that you could confer
could add to the weight of your approbation. In fact, titles belittle the
spirit. Let me have the latter without the former—without title or
office of any kind. Please respect this wish and believe me, as ever, a
sincere and devoted friend of the laboratory."