

See Blake, R., Concept +

Development of
Science at U. C.

1890-1905

CONDITION OF AFFAIRS UP TO OCTOBER, 1891.

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From the time when President Hall took charge of the affairs of the University, causes of misunderstanding and discontent have occurred, and have increased rather than diminished. The Faculty, during this time, have had four points clearly in mind:-

- 1st: The idea of the University is excellent.
- 2nd: The Founder is an old man, a benefactor, and should be spared trouble.
- 3rd: The University is incompletely endowed.
- 4th: The President has much to learn evidently, but may improve by experience.

These were the reasons for excusing the condition of affairs as far as possible. The special causes of discontent can be best expressed by the men individually.

FROM OCTOBER 1891 TO JANUARY 13th, 1892.

During this time some of the men were but little interfered with. Nevertheless, general indignation was aroused by the treatment of others, including Fellows. Matters were brought to a crisis when it became known that several men were about to seriously consider offers elsewhere, and others expressed themselves as ready to leave so soon as the opportunity should occur. This, together with

the general dissatisfaction of all the men who had left the University, demonstrated that the University was in very great danger, the more so, because, in the face of what had taken place, we could not honestly recommend anyone to come here.

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Talk in Dr. Mall's apartment:-- 3 P.M. Lombard and Mall present. The danger of the University is imminent. Perhaps less secrecy and more frankness will help matters.

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Thursday, January 14th, 1892.

Talk in Dr. Donaldson's room in the University--11 A.M. Lombard and Donaldson present. Much the same as before. Donaldson proposes that Whitman shall be spoken with.

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Talk in Professor Whitman's room in the University. 11-30 A.M. Donaldson, Lombard, Whitman:-- Agree that many men are ready to leave the University. Possibly open and frank talks with the President and between ourselves would clear up misunderstandings. Lombard said that Mall believed that such a course might be of service. It was then and there decided to put this plan into practice with the President, Faculty and heads of Laboratories. Each gave the other permission to use his name if necessary. They then concluded to speak to other members of the Faculty concerning their determination. The question was then raised whether

Professor Story should be spoken to, and it was decided that the success of the attempt depended upon frankness with all.

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Talk in Professor Story's House: Afternoon. Story and Lombard present. Lombard told Story the plan and asked him to suggest some other idea, or aid the rest in carrying out this plan. He refused, on the ground that he could not see how it would be of service to him to join with others, concerning whose complaints he knew nothing. Lombard urged him to talk with others of the Faculty, and stated that he should pursue the proposed policy, and to begin with, he authorized him to use his name, and to tell President Hall all that had been said. This conversation lasted about two hours, during which time the situation had been thoroughly discussed.

During the afternoon Donaldson and Michelson decided that it was desirable that the men should meet together and talk over the situation. Lombard called on Donaldson at 7-30 P. M. and told him what he had told Story. Donaldson and Lombard then decided that the men ought to meet that evening, and took measures to that affect.

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Meeting at Donaldson's House, ay 9-30 P. M. Donaldson, Michelson, Lombard, Nef and Boas present:-- Each man stated some of the reasons which had prepared him to join such a movement. The idea was expressed that none ought to join

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in the movement who did not think it for the best interests of the University. It was expected that since Story had been spoken with, they would hear from the President in the morning. All decided to pursue the policy of frankness, and to permit their names to be used. All were impressed with the immediate danger to the University, and the necessity of a speedy change in the present conditions.

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Friday, January 15th. 1892.

Talk between President Hall and Michelson: 11-30 A. M. to 2 P. M.

Talk in the Physiological Laboratory: 4 P. M. President Hall and Lombard. The question at issue not referred to.

Talk in Donaldson's room at the University: 5 P. M. President Hall and Donaldson. The President promised to adjust payment of laboratory assistant.

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Saturday, January 16th. 1892.

Talk in the inner office of the President: 11-30 to 2 P.M. President Hall and Lombard. Lombard described the whole situation as clearly as he could.

Meeting at Professor Michelson's House: 8-30 P. M. Donaldson, Whitman, Lombard, Mall, Nef, Boas and Michelson

present. It was decided in case no Faculty meeting was called before Wednesday, to ask for a Faculty meeting to discuss certain affairs of great importance to the University.

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Sunday, January 17th, 1892.

Bolza, communicated with by Boas, expresses his desire to join. Meeting at Donaldson's House, 7-30 P. M. Donaldson, Michelson, Whitman, Lombard, Mall, Nef, Boas and Bolza present. Request for Faculty Meeting formulated, and it was decided that this should be shown to Sanford and Story.

In case of a sudden meeting, Michelson to ask three questions:-

- 1st: Are all Rules and Regulations published?
- 2nd: Concerning the right of Members of the Faculty to request a Faculty Meeting.
- 3rd: Concerning the right of introducing subjects for discussion in Faculty Meetings.

It was decided that all personalities and past grievances should be avoided at this meeting. The general feeling was that in case the President should express his intention to resign, we should express our regret and the hope that he would be able to find some other way out of the difficulty. It was decided to ask President Hall to call a faculty Meeting in case none was called before Thursday morning. This would give him time to consult the Trustees.

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It was resolved that only Members of the Faculty and heads of Laboratories should be informed of our proceedings.

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Monday, January 18th, 1892.

Nothing of importance noted.

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Tuesday, January 19th, 1892.

Talk in Physical Laboratory, 10 A. M. President Hall and Professor Michelson. In response to request of advice, Michelson advised the President to call a Faculty Meeting, and assured him that in this meeting no past grievances would be cited.

Talk between President Hall and Whitman, 10-30; Whitman told the President that he should be unwilling to attend a Faculty Meeting in which past grievances were discussed.

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Faculty Meeting January 19th. 11 A. M.

Entire Faculty present. The President said he understood trouble to exist. He had anticipated it. In a University of this kind, with appointments such as we have here, these things were likely to arise. He suggested that the whole trouble arose from uneasiness with regard to our positions. He hoped the men would be frank. Several present objected to discussing past grievances. The President insisted that this was the only way, and promised to receive what was told him without resentment. This satnd-

point was essentially that taken when inviting Professor Whitman. The President asked, "Who will begin?" Professor Michelson started to speak. The President here inquired whether Professor Michelson was speaking for himself alone, or in behalf of others. Professor Michelson replied that he believed he was speaking for others, and asked that anyone present should correct him, if needful. Professor Michelson then proceeded to ask whether all the Rules affecting the relations of the President to the Faculty were printed in the Register of April, 1891. The President stated that they were.

Dr. Lombard asked concerning the By-Laws enacted by the Corporation September 26th, 1889, and gave as a reason that the duty of the General Faculty was to consider all matters not otherwise provided for, and in that case it was desirable for us to know what had been provided for.

The President stated that these By-Laws simply determined his relations to the Trustees, or were of a personal nature, for example, that he was, practically, on an annual appointment. The President asked if we wished him to go on.

Professor Michelson stated that we did not wish to inquire concerning the private affairs of the President. Professor Michelson submitted the query whether, at the request of two or more members of the Faculty, the President would call a Faculty Meeting, to which he replied that he

did not see the slightest objection to doing so, and asked whether he had ever failed to do so.

The President's attitude seemed to be that of surprise that such unnecessary questions should be asked. Professor Michelson inquired whether Members of the Faculty could bring up subjects for discussion at Faculty Meetings.

The President then stated that he did not understand the cause of this dissatisfaction, that he was completely in the dark and wanted light. He demanded a statement of grievances from individuals.

After much side talk, to avoid this matter if possible, he was again and again told that the situation was such as had been stated to him by Professor Michelson and Dr. Lombard in private. Dr Lombard said:- "Dr. Hall, have you not the sense to see that men cannot talk to you here as I did when we were alone? If, as you say, you do not understand the situation, talk to the men in private. This advice was repeated.

Professor Michelson said he would speak out if urged to. Nevertheless the President did not appear to understand those statements, and finally Dr. Donaldson, when urged by the President, stated:-- "The fact is, Dr. Hall, we have no confidence in you on account of your two-sided statements."

The men were then each asked in turn what they had to

say. Each, except Professor Story, and with the possible exception of Dr. Sanford, stated that they held the opinion just presented. Each gave a more or less apt example, by way of illustration, and Professor Michelson concluded what he had to say by adding, that even if all the illustrative cases were wrong, the general situation remained the same.

Professor Michelson told President Hall that it was the multitude of petty grievances which had caused the discontent of the men, and of almost all the men who had left here.

The discontent of those who had left was at this point discussed. The President hinted at his resignation.

Dr. Donaldson replied:- "The situation, to our minds, has one of three possible endings; The President retires-- the Faculty retires-- or we make some arrangement by which the misunderstandings that have occurred in the past shall be prevented in the future."

This statement changed the attitude of the President considerably. Dr. Donaldson admitted that he had in his pocket the outline of some propositions previously mentioned, which were intended to constitute the first step toward a readjustment. The President urged him to state its contents. It was replied that the points in it were of a similar nature to those mentioned by Professor Michelson at the beginning of the meeting, but that they were not yet formulated, and the matter was too important for a misstep to be taken.

The propositions stated by Professor Michelson were then re-stated. President Hall said: "Is that all?"

The President desired that this conference be considered informal, and proposed that the Faculty should meet next day at 2-30 P. M. The President then made some remarks in which he asked whether we wished to see the President of the University humiliated, and stated that he did not know what he should do, but would try to meet us once more.

We all left the meeting with the idea that matters could be adjusted.

In the hall Professor Story, being angry, talked loudly in response to a question of Dr. Donaldson, and was overheard.

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Talk in President's office, 4 P. M. President Hall and Donaldson.

Donaldson read to President Hall rough draft of propositions which were to be presented the next day, and the President discussed some of them, but ended by stating that he could see nothing there to be objected to.

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MEETING AT DONALDSON'S HOUSE 7-30 P. M.

Donaldson, Michelson, Nef, Mall, Lombard, Boas and Bolza present. Donaldson reported talk with President Hall, and such objections as he had made to the propositions. The

propositions were then formulated, the objectionable points being omitted. These objectionable points and some others, were then roughly written out as suggestions which might be informally discussed at a later Faculty Meeting. We decided to insist that the propositions should become a part of the minutes. It was agreed not to make present use of the power given in No. 5 of the propositions in the case of the Secretary. Further it was decided that, if the President should meet us fairly, we should express hearty co-operation with him. All were hopeful of a reconciliation.

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Wednesday, January 20th, 1892.

Talk in Professor Story's Room. 9-45 A. M. Professor Story and Michelson present. (Story had left a card on Professor Michelson the evening before.)

Professor Michelson read the propositions to Professor Story, and Story made the suggestion that No. 6 was superfluous, and would hamper us if enacted. Michelson refused further discussion of the propositions. Referring to the propositions, Story asked if that was all, and Michelson replying in the affirmative, Story said:-- "If you are satisfied with this you are very easily satisfied." Michelson gave Story full permission to inform the President of all that he had said.

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Meeting in Whitman's Room at University; 10 to 11 A. M.

Whitman, Michelson, Donaldson and Mall present. Lombard

came in later.

Michelson reported talk with Story, in which Story had taken the ground that the propositions which Michelson had shown were either unnecessary or trivial. Since talks with the President and Story made it probable that the propositions would be accepted without question, and since it was desirable to have a clear understanding as soon as possible, it was decided to formulate the suggestions referred to above, so that they could be presented at the afternoon Meeting if it were deemed desirable.

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Talk in President's Office. 12 M. President Hall and Nef.

Nef, though strongly urged, refused to say that he had confidence in the President.

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Talk on the way to the University, 2 P. M. Donaldson, Nef and Sanford. Sanford showed them resolutions which he intended to present at the afternoon meeting.

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FACULTY MEETING JANUARY 20th, 2-30 P.M.

President Hall in the chair. All the Faculty present except Professor Story. Dr. Sanford offered the following resolutions:-

RESOLVED:- That the discussion of yesterday should be regarded as a discussion of administrative methods, and distinctly not as a general ex-

pression of lack of confidence in the management of the University, and in view of this fact,

RESOLVED:- That we shall look with extreme regret upon any outcome of the discussion other than an amicable settlement of a modus vivendi.

They were simply read and tossed on the table. The President desired them to be left there until later. The President said:-

"I am at your service, Gentlemen of the Committee, or however I may call you."

Professor Mitchelson replied:- "We are not a Committee, but a Faculty."

The propositions were then read, the President being furnished with a copy. The President doubted whether these propositions could be brought up for discussion. It was stated that he admitted yesterday, that any member of the Faculty might bring up any subject connected with the University matters, for discussion. This the President denied, though all present remembered the admission of the day before. The President objected that these propositions were unknown to him, although a copy was before him, and though Dr. Donaldson had read the substance of all of them to him the day before, and discussed them with him.

Professor Story also had heard the full statement of the propositions, and the President admitted that Professor

Story had communicated with him on the matter. The President doubted whether these propositions could be acted upon by the Faculty, and certainly only at a regular Faculty Meeting.

Professor Michelson took up this last point. The President stated that we were holding a meeting of the Faculty, and not a Faculty Meeting^{*}

It was stated that according to the admission of the President yesterday, two or more Members of the Faculty could request the President to call a Faculty Meeting, and he would do so, and it was proper that he should now do so at the express desire of all of us. The President admitted that he had said that he could see no objection to this proposition, but had not said that it could be done, and asked how he could say whether it was to be a Faculty Meeting until he knew the matter to be discussed.

Forthwith the Sanford Resolution was taken up. This excited much discussion, some stating that they would vote for one portion only. Dr. Sanford suggested that President Hall leave the room while the resolutions were under discussion. A new set of resolutions was then drawn up and passed. The Resolutions were as follows:-

RESOLVED:- That the discussion of yesterday should be

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*§ This statement was objected to because we all understood, and the President had stated, that this should be a Faculty meeting

regarded as a discussion of administrative methods, and in view of this fact

RESOLVED:- That we shall look with extreme regret upon any outcome of the discussion other than an amicable settlement of a modus vivendi.

They were taken to the President by Dr. Sanford. In a few moments the President returned and said:- "In view of your action I can meet you as gentlemen, but not as a Faculty." Whereupon Professor Whitman rose and said:-- "Sir, if you can't meet us as a Faculty, I, for one, shall withdraw." This he did, and was followed by all present, except Dr. Sanford. The Meeting thus terminated. This must have been about 4 o'clock.

Not five minutes after the Faculty left the room, President Hall came to Donaldson, and, though Mr Wheeler was at work there, commenced to talk of the situation. He requested a conference with a few. Donaldson told him he thought that could not be obtained, that the only way was to call a Faculty Meeting. President urged the great difficulty in doing so. Finally he consented to call a Faculty Meeting in usual form for 4-30 P. M.

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FACULTY MEETING AT 4-30 P. M.

The President said:-- "Now our Secretary is present, we have our Minutes, we proceed with a Faculty Meeting."

The President then asked the Secretary to read the

minutes of the last meeting, and it was requested that the minutes of all previous meetings might be read. This was acceded to, and the minutes of the two previous meetings were read and approved. The President then desired to have the propositions which had been formulated by "a body of men"

Professor Michelson objected to this term:

The President stated that he had looked over the propositions, and did not see why they should not be brought up, but would like to go over them with us. The propositions were discussed, amendments were offered, and it was voted to accept them and transmit them to the Trustees.

In answer to the question of the President, as to when these propositions should be presented to the Trustees, it was voted that it be done at the earliest opportunity.

Professor Whitman asked the President what he meant by "a body of men", and added that he resented his treatment of us in denying a Faculty Meeting, after having called it, and would withdraw his assent to the resolutions.

Several warm discussions, and direct questioning of those present, as to whether they thought it was a conspiracy, and getting a negative reply from each individual asked, made the President barely admit that we did not represent a conspiracy.

The President then asserted that the responsibility in this matter was entirely our own. This was objected to.

The President also urged secrecy, and especially the

affair should not reach the Board of Trustees. The meeting then adjourned.

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Thursday, January 21st, 1892.

Talk in President's Office. 9-25 A. M. President Hall and Michelson.

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Talk in President's Office. 10-30 A. M. President Hall and Bolza.

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Talk in President's Office. 11 to 12-50. President Hall and Mall.

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Talk in Baur's Room at University. 11 A. M. Donaldson and Baur. Donaldson told Baur what had been done, and invited him to evening meeting.

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Talk in President's Office. 1 P. M. President Hall and Donaldson. Donaldson invited President Hall to come to the evening meeting. He refused.

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Talk on way home from University. 6-30 P.M. Sanford and Lombard. Lombard advised Sanford not to come to the evening meeting unless he had some new plan to propose.

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Meeting at Donaldson's House. 7-30 P. M. Donaldson, Mi-

chelson, Whitman, Nef, Mall, Lombard, Boas, Bolza and Baur present. All agreed that the attempt to save the University from the impending danger by openness and frankness had been brought to naught by President Hall's action at the second "Meeting of the Faculty", and that the matter must now go to the Trustees. How should this be done? Professor Michelson said that he could see no other course open to him but to resign, and he should do so. Lombard said he had told President Hall, in his first interview, that if matters did not change he should leave. He could now do nothing but resign. Donaldson said "I shall resign". Mall said, that under existing circumstances he could not remain here after this year, and he should resign. Whitman and Nef each said "I shall resign". Bolza said "I am ready to resign." Boas and Baur each said "I shall resign."

These statements having been made independently, it was decided that a paper, which would include all the resignations, should be prepared. This was done in the following form:--

Clark University, Worcester, Mass.

Jan. 21st, 1892.

To President G. Stanley Hall,

Sir:-

The undersigned Officers of Instruction request the President to transmit to the Board of Trustees of Clark

University, the following communication:-

Owing to lack of confidence in the President of Clark University, the undersigned Officers of Instruction hereby tender their resignations, to take effect Sept. 1st, 1892.

Albert A. Michelson Prof. of Physics.

C. O. Whitman..... " " Zoology.

Henry H. Donaldson Assist. Prof. of Neurology.

Warren P. Lombard... " " Physiology.

John Ulric Nef..... " " Organic Chemistry

Franklin P. Mall... Adjunct Prof. of Anatomy.

Oskar Bolza.....Associate Professor of Mathematics

G. Baur.....Docent in Comp. Osteology and
Paleontology.

Franz Boas.....Docent in Anthropology.

and it was signed by all the men present. It was decided that this paper should be given to the Clerk of The University, and that he should be asked to give it to the President at the earliest opportunity.

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Friday, January 22nd. 1892.

The envelope containing the resignations was given to the Clerk of the University at 8-15 A. M. by Professor Michelson, with instructions to inform him when it was given to the President.

Meeting in Whitman's Room in the University, 10 A. M.
Whitman, Michelson, Donaldson, Mall, Boas, Nef, and Baur present.

Whitman expressed desire to talk with Mr Rice concerning our action. Some men doubted the advisability, but none opposed, provided the interview was personal. It was suggested that the men should meet in the afternoon, and that Donaldson and Lombard should draw up a schedule of the order of events to be presented at the afternoon meeting.

Meeting at Donaldson's House 2-30 P. M. All who had resigned present. Situation discussed, and finally all agreed that we had acted for the best. Mall, Donaldson and Lombard, were asked to compile, from their notes and recollections, a history of events since Jan. 13th, and that this be submitted for correction at the next meeting.

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Saturday, January 23d.

Lombard, Mall and Donaldson worked on the history.

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Sunday, January 24th.

Continued work on the history. Meeting at Donaldson's house, 2-30 P. M. History, so far as compiled, read and corrected.

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Monday, January 25th.

Meeting at Whitman's house, 4 P. M. Continued work on the history. Nef reported that President Hall attempted to induce him to withdraw from the movement.

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Tuesday, January 26th.

Meeting at Boas' house. 8 P. M. It was decided to see some Trustees. Donaldson deputed to see Cowles. Continued preparation of the history of events.

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Wednesday, January 27th.

Donaldson went to see Cowles on 7-45 A. M. train. President Hall on same train. He met Cowles at Somerville. Cowles' interpretation of the difficulty was, that it arose from inexperience and one-sided point of view on our part. His confidence in the President seemed very great.

Meeting at Nef's, 7-30 P. M. The interview with Cowles was reported, and it was decided to have Prof. Whitman go to New York, that night, to see Mr. Rice. Our mental condition was despondent.

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Thursday, January 28th.

Meeting at Nef's, 9-30 P. M. Whitman reported interview with Rice. Rice was not informed of the events. Stated that our difficulties would receive unprejudiced consideration. He seemed to think an investigation inevitable. All more hopeful. Adjourned to meet Saturday, 7-30. Lombard reported an interview with Dr. H. Nichols, who stated that he had had difficulties with President Hall.

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Saturday, January 30th.

Meeting at Nef's. 7-30 P.M. Interviews with various Trustees reported; Whitman had seen Swan; Lombard, Salisbury; Mall, Gage. Formulated grievances in view of an investigation.

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Sunday, January 31st.

Cowles called on Donaldson in the forenoon. He stated that action had been taken by the Trustees; that the action was to be considered, together with an explanatory paper from the President; that the desire was to place the matter where it stood before the handing in of our resignations; and that the further conduct of the affair was put in the hands of the President.

Meeting at Nef's, 7-30 P. M. Cowles' conversation reported

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Monday, February 1st.

Michelson, Whitman and Donaldson called on Goulding, Salisbury and Rice. They did not see Salisbury; made an engagement with Goulding for the next evening, and had a long talk with Rice. The latter stated that he was only incidentally informed of Saturday's Trustee's meeting. It was emphasized that the difficulties were not due to the financial situation.

by whom?

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Tuesday, February 2nd.

Faculty Meeting 11 A. M. Meeting called very hastily. The President first read the formal communication from the Trustees.

COPY OF LETTER FROM TRUSTEES.

"Worcester, Feb. 1, 1892.

Dr. G. Stanley Hall,

President of Clark University.

Dear Sir: At a meeting of the trustees of this University held Jan. 30th ult. the communication of Jan. 21st, signed by several members of the Faculty, tendering their resignations, was considered, and therefore the following vote was passed, to wit:--

"VOTED: that the Trustees of Clark University, received with great regret, through President Hall, a communication from several members of the Faculty, under date of Jan. 21, 1892, in which the gentlemen whose names are appended tender their resignation of the positions they have severally held as Instructors in that Institution; and that the Board avails itself of the opportunity to express to those gentlemen its high appreciation of the service each and all of them have rendered the University.

VOTED: That the extreme and concerted character of the action presented in the paper containing their resignations, not only gives it precedence over all other matters,

but if formally acted on by the Trustees, would seem to leave them no recourse but to accept the resignations tendered. It is, however,

VOTED: That the Trustees refer the communication to which allusion is made, to President Hall, in whose impartiality, good judgment, clear understanding of all interests involved, and devotion to the interests of the University, they have entire confidence, with full power to represent the Board, and to take such action with regard to any or all of the resignations tendered, as he may deem advisable.

Yours truly,

Frank P. Goulding,

Copy by H.H.D.: Secretary of the Corporation.
Mar. 8, 1892. :

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Copy of Memorandum read by Pres. Hall, to the Faculty, Feb. 2, 1892.

As I understand it, the Trustees felt it necessary to provide for the worst, a worst in which all would suffer, and the University receive a blow from which it could not recover in years.

This they most earnestly deprecate. They desire rather, as you do, a modus vivendi arranged between us, as the parties most concerned.

As a contribution to this end, I wish first to waive

all I did and said in connection with the late painful meetings.

Under the peculiar circumstances it did not represent my deliberate view, and I desire to reconsider it.

Further, in all that has transpired, and in the many details which individuals have told others, and that have been repeated to me, so far from contravening your inferences, and even your feelings towards me, I more and more realize that they have been the natural conclusions from your point of view, and with the facts within your reach. It is because, as you gradually know all the facts, you will be certain to view me in a very different light, that I do not, and cannot harbor any resentment against anyone. I have no doubt of the integrity of purpose of each. I believe you are all honorable gentlemen. I am glad to say this, and I can do it heartily and do it from my own impulse, without the suggestion by, or knowledge of anyone.

I thus do all in my power to place everything where it was before the first meeting, the results of which I am sure I brought upon myself, against the advice of at least one of you.

Another easement is a communication from Mr Clark which makes some things possible not so before.

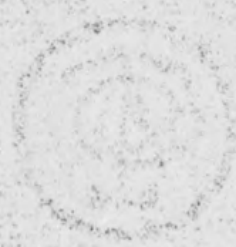
The Trustees and I wish to remove every obstacle towards⁽¹⁾ A mutual redetermination of powers, rules, and methods of the Faculty. This would be slow, but should

begin at once. (2) To open negotiations for the future with individuals, and with all, if funds will permit.

These painful days may begin a better state of things, and nothing I can do shall be wanting to bring good instead of injury out of the discussion.

(Copied by H. H. D.
March 8, 1892.)

This was followed by the following informal communication:



Prof. Whitman and Prof. Michelson expressed satisfaction with the stand taken by the President in his communication. The President opposed the appointment of a Committee to confer with the President and the Trustees on the matter in hand.

Donaldson nominated the Senate and Dr. Sanford as such a Committee. After some discussion it was decided to adjourn until 5 P. M.

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Meeting in Michelson's room 1 P. M. Decided that we could accept the President's propositions to consider the matter by means of a Committee of Conference.

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Faculty Meeting at 5 P. M. In reply to a question the President stated that both statements referred to all those who had resigned. Then the following informal statement was read:-

"Returning to the communications of this morning, those concerned desire to state that they are fully prepared to meet the President in the spirit of his remarks, and co-operate with him and the Trustees. They shall resume their relations with the President by putting out of mind the events subsequent to January 19, and by requesting that the paper containing their resignations be destroyed."

This reply was accepted by the President. Prof.

Michelson, Prof. Whitman and Dr. Donaldson were elected a Committee of Conference to confer with the President and Trustees.

In the evening the Committee called on Goulding. At one point in the conversation he suggested that the President might be a very capable man, but also, "that he could not keep a hotel". Goulding was not communicative.

From there the Committee went to see Mr. Salisbury. He argued for the special difficulties of the President's position, his need of rest, and the general desirability of delay. It was felt that our point of view had made but little impression on Mr Salisbury.

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Thursday, February 4th, 5. P. M.

Committee met the President. The last set of propositions was gone over, we giving our interpretation of them, to him. He neglected the first set, saying that they opened the whole matter of the duties of the Faculty. He did not seem inclined to assist us in meeting the Trustees. We were much disappointed by this attitude of the President, coming only two days after his apology. The President said that he should take our propositions to the Trustees.

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Wednesday, February 10th.

Committee met President at 5 P. M. The President said

the Trustees had considered some of the propositions and seemed inclined to take the matter up in detail. For that purpose letters of inquiry had been sent to other institutions. We were urged to await the replies to these letters before further considering the matter. This was objected to as a waste of time and as having little bearing on our decisions. The first proposition of the second set relating to orders was discussed in some detail. The President proposed various plans, but in such a way that it seemed plain that he wished to filibuster. We separated without fixing the date of our next meeting.

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Saturday, February 13th.

Committee visited Dr. Gage. Impressed him with the need of speedy action, the simple character of the changes desired, the disadvantages of the present status, the desirability of our being able to meet the Trustees, and thus have the opportunity to explain our own views in our own way. The talk was satisfactory to the Committee.

From outside information, it appears that from this time to Tuesday, February 16th, there was much activity among the Trustees.

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Tuesday, February 16th.

President called on W. in morning. Talked in a general way. Said "Trustees might be up here; might

Whitman?

want to see" us &c. Appeared to be afraid to say that they were coming for a conference. Also appeared to fear that we, the Committee, should get information of the event. Michelson was first informed some 5 minutes before 4 o'clock, and myself somewhat later, that a conference was to take place. President urged on W. that the difficulties of the matter were increased by the fact that we had been talking to the Trustees, meaning our interview with Dr. Gage.

President also asked if he had ever failed to take the responsibility for what he had done, had ever tried to throw the responsibility on anyone else. Whitman alluded to a number of cases in which the President had done precisely this thing.

President seemed much agitated and tried to explain them by saying that he had been misunderstood.

At 4 P. M. we were called to meet the Committee of the Trustees, consisting of Messrs. Rice and Swan, in the President's Office. The paper containing second set of propositions was taken up, point by point.

1. The question was whether we could have avoided reporting each petty order to the office, at once.

President argued that since the books were audited about the 10th of each month, and the appropriations of funds were monthly, &c. the office must know them.

It was urged that we were willing to report large orders, but not small ones, and that the latter were really

insignificant in this connection. President wished to have departments keep their own books, in case they did not report to the office all matters at once. The Trustees urged the disadvantage caused by thus multiplying the accounts.

The plan of Prof. Michelson that we should report only large matters, was stated to be essentially that in vogue at a number of other institutions, and seemed satisfactory to the Trustees.

2. The second proposition relating "to the appointment and pay of assistants and helpers" was then brought up.

The first point was whether we had not had the nomination of assistants, or had at least not had any assistant forced upon us. This we admitted, but we urged the difficulty of arranging with anyone without knowing what we could offer him.

It was admitted by the President that all arrangements had been made with the office. That the Finance Committee fixed a maximum and that he had often got men for less. It was urged that we could make as advantageous arrangements with the men as could the office. That the office did not, and probably would not pay men in accordance to the value of their services.

Michelson instanced the present treatment of his man, Trainor.

This led to inquiries on the part of the Trustees, as to how the departmental appropriations are made. H

The replies of the President, though simple, appeared indefinite. The matter was not pressed; though the question was raised as to how far various employees were paid from the general appropriations. Donaldson instanced his assistant, Miss Carr.

Tuesday, Feb. 16. 4 P. M. (continued)

The discipline of appointees without the consent of the head of his department. Auth

The burden of the matter was thrown on Whitman, and the Mead case.

Trustees asked if consultation with the President would not have obviated some of the difficulty? Whitman urged that he had informed the President of Mead's matter. To this President had nothing to reply. It was pointed out by Donaldson that Mead's case was only one of three. President replied that those, (the other two,) were mistakes.

Donaldson asked if it were not true that West's case, although an admitted mistake, had not been rectified until January. President admitted this without extenuation. It was pointed out that he had refused to consult with Boas.

The trustees urged that all the time that consultation would have smoothed matters over, and it was no object to show that consultation had neither been invited, nor accepted.

We passed to the proposition that the Library Committee should be elected and have the control of the purchase of books &c.

From questions by the Trustees, it appeared that there was no permanent library fund, but it was not clear where the money at present came from.

President made an effort to show that the library rules had been submitted to the Faculty. In this he was not successful. Stated that the orders for books were in excess of the funds and hence selections had to be made. This, President stated, was done by the Committee or by himself, and for the past year he had "taken a good deal of responsibility and exercised a good deal of discretion."

In other words, he had ordered the books himself.

From questioning the members of the Library Committee, we find that Nef, Sanford and Bolza have never, as Committee members, ordered any books; hence the first statement by the President is not true.

It appeared to the Trustees that if each department was represented on the Committee, and they knew what they had to expend, that the main points would be carried.

At this juncture Mr. Swan took the paper of propositions and read the additional ones, concerning publication in the daily press without the consent of parties concerned, and the withholding of information, but these were not discussed. The first set of propositions were then read

through by the President, passed to us, and consent invited.

In discussing the first one "on rules", the Trustees took very strong ground to the effect that we were not governed by unpublished rules.

President then said that he thought the two-day rule covered the case of Fellows, but had found out that it did not.

Donaldson called his attention to the ten-day rule, which was explicitly stated to Boas.

The President sought to throw this by saying it was absurd, and laughing it away &c.

The most serious talk was on this first proposition. The remaining propositions in this paper were considered in a more general way, the Trustees taking the ground that there were matters to be settled between the President and the Faculty, and not to be brought to them. They enlarged on the point that they had the authority, and were the ultimate authority, but that they had delegated these matters to the President, and rather expected him to attend to them. This gave us opportunity to point to the preamble, which was "The President and Faculty assent to the following proposition", that having been written with the idea that we were capable of settling the matter without the Trustees. President replied that he had assented to most all the propositions when first presented, but stated at that time

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that there were two about which he desired to consult the Trustees. This was only the partial truth, as usual.

This practically finished the discussion. At leaving we were asked if there was anything novel. M. said that we hoped that some direct means of communication, like the present, could be established between the Trustees and the Faculty. This was met pleasantly by the Trustees?

Adjourned at 6 P.M.

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The propositions which form the basis of the subsequent
are following:

Propositions as presented and amended in the Faculty Meeting of January, 1892.

(Copy) The President and Faculty assent to the following propositions:

1. The Faculty and other Academic appointees are governed by only such rules as have been publicly brought to their notice.

2. At the request of two or more members of the Faculty, the President will call a Faculty Meeting.

Amended to read:

(2) At the written request of two or more members of the Faculty, stating the object of the meeting, the President

3. Any member of the Faculty may introduce dfor discussion any subject connected with University affairs.

Amended to read:

- (3) Members of the Faculty may propose for discussion any subject concerning the University or its members.

4. In matters pertaining to their studies, Assistants, Fellows, scholars and students shall be responsible to the instructors by whom their work is directed.

Amended to read:

- (4) In matters pertaining to their studies, as distinct from their business relations to the University, &c. &c.

5. The Faculty may elect their officers and committees, President excepted.

6. All questions shall be decided by a majority vote.

(This was omitted as unnecessary)

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- II. (Presented to President Hall on February 4th.)

1. Heads of Departments or of Laboratories have full con-

trol of the appropriations assigned for their use, with the option of ordering through the office or not, at discretion.

2. Heads of Departments or Laboratories have authority to engage scientific and laboratory assistants, and to determine their salaries.

3. No action affecting any Assistant or Fellow shall be taken by the University without consultation with the Head of the Department, or the instructor by whom his work is directed.

4. The Library Committee is to be appointed by the Faculty, and the rules are to be submitted to the Faculty for ratification. The Committee shall have power to expend money appropriated for books and journals.

Attention called to the following points:

Publication of information concerning Departments or individuals without consent of those concerned, has been a source of irritation, and has provoked adverse, public criticism.

In matters of business, when our right of information has seemed clear, delay in giving information has proved a source of discontent.