

*Counters
H. H. H.
To what extent has
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accomplished?*

Chicago, Dec. 30, 1896.

My Dear President Harper:-

Your committee on correlation of the work of the science departments beg leave to make the following report:

We deem it advisable that each department of science should make provision for the following classes of students:

1st. Those who can hope for no more than a brief survey of the field of the department, e.g. students of the literary courses.

2nd. Those whose lines of study permit a fuller- but still only general- survey of the same field, e.g. science students who are not specializing in the department/ or in related departments.

3rd. Those who are specializing in related departments.

4th. Those who are specializing within the department. As provision for these lies wholly within the department it does not fall within our province as a committee on correlation.

Our report is formulated under the following heads:

- I. Provisions for non-scientific students.
- II. General Provisions for scientific students.
- III. Specific provisions for particular classes of science students.
- IV. Provisions for Students specializing within the several Departments.
- V. Additional Recommendations.

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1. PROVISIONS FOR NON-SCIENTIFIC STUDENTS.

A series of relatively short courses in the various departments of science which shall meet the needs of students who can give little time to the natural sciences, but who desire some familiarity with their leading features, and some touch of their culture and spirit. To be available these courses must be restricted to one or two quarters, in most cases. This provision seems to us to be fairly well made in the following instances:

In Astronomy, by course 1, summer quarter, repeated in autumn quarter.

In Geology, by course 2, winter quarter, and in Physiography, by course 1, autumn quarter, repeated in winter quarter.

In Physiology, by course 1, autumn quarter, repeated in spring quarter.

In Botany, by course 1, repeated each quarter.

In Zoology this want does not seem to us to be satisfactorily met. We would recommend that courses 1 and 2, General Biology, and course 4, Elementary Zoology, be combined and recast, so as to embrace the following topics treated in a manner adapted to the class of students indicated above:

A general introduction to Zoology; fundamental principles of Biology as exhibited in animals; outlines of morphology,

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A general introduction to Zoology; fundamental principles of Biology as exhibited in animals; outlines of morphology,

animal physiology, phylogeny, classification, etc., together with themes of general interest, or of importance to other sciences, especially the human sciences, such as heredity, variation, evolution, geographical and geological distribution, protection, resemblance, parasitism, etc., one quarter.

This could go either under the head of General Animal Biology, or of Elementary Zoology. It should not be entitled "General Biology" simply, since that is as much botanical as zoological.

In the case of Physics and Chemistry, it is not clear to us that it is advisable to give courses shorter than two quarters, because these sciences are so fundamental that all students ought to give them at least that amount of time during the college course. We would suggest, however, that the most elementary courses now given be adapted (so far as practicable without injury to others) to the needs of those who are not to pursue the subjects further. We make this suggestion with hesitation as we realize that such adaptation is liable to weaken the courses for the scientific students.

When the number of students in these departments shall become so great as to require the division of classes into sections, we would suggest that the line of cleavage be made to fall between those who intend to pursue long courses and those who desire a general course only, and that two parallel courses be estab-

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We make no recommendation, under this head, in respect to the courses in anatomy and histology, neurology, ~~and~~ palaeontology, mineralogy and petrology, as it does not seem advisable to specially formulate short courses in these, , except as elsewhere indicated.

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11. GENERAL PROVISIONS FOR SCIENTIFIC STUDENTS.

In addition to provisions for the non-scientific students, we recognize the needs of two classes of scientific students- (1) those who desire to give a nearly equable distribution of time to several sciences (teachers in secondary schools and others), and (2) those whose major lines in science limit the time they can give to other sciences to one year or thereabouts, in most cases. The courses which are needed by these two classes are essentially the same. Under this head is embraced the more general provisions for the needs of related scientific departments; special provisions will be discussed under another head. We submit the following observations:

In Astronomy there appears to be no special provision for these classes of students. Their number is, however, probably not very large, since most students who do not specialize in astronomy are content with the course in "General Astronomy" (one quarter). Courses 1, 2 and 6 taken consecutively will perhaps fairly meet the need of those who wish a year's course.

In Physics, Courses 1, 2 and 3 meet the requirement.

In Chemistry, Courses 1, 2 and 3, or their equivalents, 4 and 5, meet the requirement.

In Geology, Courses 7, 8 and 9 are intended to subserve this function; as also,

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In Mineralogy, Courses 3, 4 and 5.

In Botany, Courses 2, 3 and 4 meet the requirement.

In Physiology (animal, including human) the requirement does not seem to be met, and we recommend that a year's course be formulated to meet the needs of biological students who wish to make the subject their minor, and for those who are going to study medicine.

In Zoology the need is not met. We recommend that courses on the general morphology and classification of the leading forms of animals, running through three quarters, be introduced.

Except as elsewhere stated, we make no recommendation in reference to courses of this class ⁱⁿ anatomy and histology, neurology, ~~and~~ palaeontology, as it does not seem advisable to formulate special courses of this character.

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111. SPECIFIC PROVISIONS FOR PARTICULAR CLASSES OF SCIENCE
STUDENTS.

1. The Mathematical courses necessary for advanced Physics and Astronomy are well provided for, so far as we can judge, but as we are not experts in these lines, it may be advisable to make inquiry of representatives of the departments concerned.

2. To provide properly for work in Palaeontology and Palaeontological Geology, there should be a one-year course on the special morphology of invertebrate types, and a similar course on the morphology of the vertebrates. The latter appears to be now offered, in substance, if, indeed, it is not needlessly duplicated, for we find three series of courses bearing more or less upon it under three separate departments, as follows:

Under Zoology-

- | | | |
|--------|-----|-------------------------------------|
| Course | 11- | Comparative Anatomy of Vertebrates. |
| " | 12- | Same continued |
| " | 13- | The Embryology of Vertebrates. |
| " | 14- | Vertebrate Embryology. |
| " | 34- | Tectonics of the Vertebrate Embryo. |

Under Anatomy and Histology-

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| Course | 5- | Mammalian Anatomy, |
| " | 6- | " " continued. |

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Under Anatomy and Histology-

Course 5-	Mammalian Anatomy.
6-	" " continued.

Under Palaeontology-

- Course 2- Outlines of Vertebrate Zoology and Palaeontology.
" 3- Comparative Osteology and Phylogeny of Vertebrates
" 5 & 6- Laboratory work in Comparative Osteology of Living and Extinct Vertebrates
" 7- General Morphology of the Vertebrate Skeleton
" 8- Systematic Phylogeny of Vertebrates.
" 18- Vertebrate Morphology.
" 19- Human Osteology.

*14 courses, nos. 13 & 14 Zoology
and 7 & 18 Palaeontology nearly identical
titles involved. Some be some in research
courses but the number is 14.*

These, in our judgment, should be brought together under one department (and that department is clearly Zoology), reduced to system and put in working form. A systematic course of one year on vertebrate Morphology compiled from these, or substituted for part of them, would form the requisite basis for Vertebrate Palaeontology, and would at the same time be a foundation for the more special vertebrate studies.

The instruction in the special morphology of the invertebrates which is needed for invertebrate palaeontology is lacking. As it is indispensable to Palaeontological Geology, and even to Historical Geology, it has been given, imperfectly and at great disadvantage, by Mr. Weller in the department of Geology where it does not belong.

3. The Morphological courses prerequisite to Botanical Palaeontology are now given in the department of Botany.

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4. We would recommend that a brief course in Neurology be specially shaped for students in Psychology and Pedagogy.

5. We would recommend that ^{one-year} courses in Physiology, and also in Anatomy and Histology, be shaped with reference to prospective medical students, and be announced as such.

6. An understanding between those in charge of Mineralogy and Chemistry, by virtue of which the courses in Crystallography and in Determinative Mineralogy could be taken as alternatives to certain chemical courses, and an announcement to that effect in the programmes of the two departments would probably be mutually helpful. We will endeavor to see if this can be privately arranged.

IV. For students specializing within the several departments we make no recommendations, as that does not fall under the head of correlation.

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IV. ADDITIONAL RECOMMENDATIONS.

There are some anomalies in the courses as now constituted that we think should be removed.

1. Bacteriology is placed under Zoology, though bacteria are plants. This tends to propagate the erroneous notion that bacteria are animals, a notion more or less current, growing out of the old use of the term animalcules. It is also liable to cast suspicion upon our scientific accuracy. One of our number is naturally reluctant to make any recommendation on this subject, but the two remaining members of the committee unreservedly recommend the transfer of these courses to their proper scientific place.

2. Nearly all the courses announced under the head of Palaeontology are either wholly or chiefly courses in Zoology. In our judgment they should be transferred to their proper scientific place. As now constituted, the department of Palaeontology should be merged in that of Zoology.

If a separate department of Palaeontology is to be retained, it should be constructed on its proper synthetic basis and be made to embrace the botanical and geological elements that are inherent and necessary factors of it. Its chief patronage has always sprung from geological interest and research, and there is, in our judgment, no reasonable hope of rendering the department an educational success when dissevered from its most vital

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connections.

3. The courses in Anatomy and Histology, as now constituted, are essentially courses in methods. Instruction in these methods is duplicated in other departments, notably in botany, and almost necessarily so, for it is impracticable to require courses in technical methods of students entering courses in botany and zoology. With their limitations of time, it is not, in our judgment, wise for students to take exclusive courseⁱⁿ methods when it is possible to gain these methods while working in zoological or botanical courses which afford, at the same time, valuable substance of thought and intellectual discipline in addition to the mere technique. In general, we believe such subjects are best kept in their natural relations, e. g. the anatomy and histology of plants with the study of plants, the anatomy and histology of animals with the study of animals, human anatomy and histology with the study of the human body or with surgical schools.

We enclose herewith, on a separate page, a tabulation of the foregoing courses as recommended.

Very respectfully submitted,

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Very respectfully submitted,

JUNIOR COLLEGE COURSES.

1. Provisions for non-Scientific Students.

<u>Astronomy.</u>	<u>Physics.</u>	<u>Chemistry.</u>	<u>Geology.</u>
Course 1	Courses 1 & 2	Courses 1,2 & 3.	Course 2.
<u>Physiography.</u>	<u>Physiology.</u>	<u>Botany.</u>	<u>Zoology.</u>
Course 1.	Course 1	Course 1	Proposed Course 1.

11. General Provisions for Scientific Students.

<u>Astronomy.</u>	<u>Physics.</u>	<u>Chemistry.</u>	<u>Geology.</u>
Courses 1,2 & 6.	Courses 1,2,3.	Courses 1,2 & 3, or 4 and 5.	Courses 7,8,9.
<u>Mineralogy.</u>	<u>Botany.</u>	<u>Physiology.</u>	<u>Zoology.</u>
Courses 3,4,5.	Courses 2,3,4.	Proposed Courses 2, 3 and 4.	Proposed Courses 2, 3 & 4.

No student will be able to take all of these courses in the Junior College. The most of them will be actually taken in the Senior College. But a perfected system of correlation of science studies should contemplate provisions by which certain students (but not the same student) will take each of these courses

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II. General Provisions for Scientific Students.

<u>Physiology.</u>	<u>Physiology.</u>	<u>Botany.</u>	<u>Zoology.</u>
Course 1.	Course 1	Course 1	Proposed Course 1.

<u>Astronomy.</u>	<u>Physics.</u>	<u>Chemistry.</u>	<u>Geology.</u>
Course 1	Courses 1 & 2	Courses 1,2 & 3.	Course 2.

I. Provisions for non-Scientific Students.

JUNIOR COLLEGE COURSES.

in the Junior College.

SENIOR COLLEGE COURSES.

111. Specific Provisions for Particular Classes of
Science Students.

For Palaeontological Students.

1. One-year course on the special morphology of invertebrate types.
2. Similar course on the morphology of the vertebrates.
3. Morphological courses in botany (now given).

For Students in Psychology and Pedagogy.

1. Brief course in Neurology.

For Prospective Medical Students.

1. Special^{year} course in physiology,
2. Special[^] course in anatomy and histology.

(For "Additional Recommendations", see body of report).

in the Junior College.

SENIOR COLLEGE COURSES.

III. Specific Provisions for Particular Classes of

Science Students.

For Paleontological Students.

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2. Similar course on the morphology of the vertebrates.
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For Students in Psychology and Pedagogy.

1. Brief course in Neurology.

For Prospective Medical Students.

1. Special course in physiology.
2. Special course in anatomy and histology.

(For "Additional Recommendations", see body of report).

Palmer House, Confidential
Chicago.

Cutter

November 1 1892

President W.R. Harper:

My dear Sir:

By accident I have had half of today in Chicago, & made a pilgrimage to "Cobb's Hall" to see you & the new University. Unfortunately for myself you were not to be found, but I saw plenty of evidence of work.

I want your judgment ^{to assist mine} in a matter of importance to me. I am being urged by the directors of Lake Forest to take the Presidency of that institution. Of course they are very sanguine of a liberal support if the University is revolutionized & put in touch with modern methods. They want me to conduct that revolution. I have had an abundance of inside testimony; but you are in a position to give an objective view. There would be nothing to me in Lake Forest of today; but is ~~the~~ ^{an} alliance with the great educational forces that must concentrate about

[Faint, illegible handwriting, likely bleed-through from the reverse side of the page. The text is mirrored and difficult to decipher.]

Palmer House,
Chicago.

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Chicago worth my ambition, and am
I likely to express myself better at
Lake Forest than at Indiana University?

The only flaw in the title of the latter
is to be found in its very provincial
surroundings & the doubtful support
of a farmer's legislature.

This of course is given in confi-
dence, and I write it simply because
I am groping about for some advice to
help my judgment—

Yrs. sincerely
John M. Coulter.

In response to letter of October 7.

Coulter

Lake Forest University.

October 14 - 1895

Statement from the Department of Botany of Chicago University.

The Department of Botany needs, beyond all else, to be established as a full department. The attempt to direct its work by means of a weekly lecture and visit is far better than nothing, but is very far from being for the best interest of the department or of the University. There is such a demand made upon me for graduate work from all the western Colleges that a proper organization of the department would be followed at once by

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Statement from the Department of Botany of Chicago University.
October 14 - 1892

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For response to letter of October 7.

Coulter

2

Lake Forest University.

~~PRESIDENT'S OFFICE~~

a large attendance. As the department is so new, it is impossible for me to estimate the financial needs in the way of books, periodicals, apparatus, supplies, etc. There is need of all that can be had. The more we have for expenditure, the more students can we accommodate, the more research work can be done, the more rapidly will the department rise to its proper dignity.

As at present organized ~~the~~ additional instruction will be needed for the Spring course, which promises to be very largely attended. Such instruction will take the

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Lake Forest University.

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PRESIDENT'S OFFICE.

form of a laboratory assistant for each squad of twelve students.

I would also call attention, in connection with publication, to the Botanical Gazette, a journal now just closing its 20th year, and without a rival in this country. For several years now it has paid expenses, for it is the organ of American botanists and taken everywhere Botany is studied. It would be a wise thing to celebrate the beginning of its new decade

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Yale Forest University.

48
~~_____~~
Lake Forest University.

~~PRESIDENT'S OFFICE.~~

by making it one of the publications of Chicago University. There is such pressure upon its pages that it should be enlarged from a 48 to a 64 pp. journal & its subscription raised from \$3⁰⁰ to \$4⁰⁰. This can probably be done at no expense to the University, but the University should guarantee a possible ^{annual} deficit up to \$500.—

Respectfully submitted —

John M. Coulter.

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Yale Forest University.

File **The University of Chicago** *Bouller* *Coulter*

Board of Trustees
December 14, 1897.

President W. R. Harper,
University.

My dear President Harper:-

I have your note of Dec. 10, enclosing the one from Mr. Latimer of Lake Forest. Although you spoke of this matter to me on the train, I have thought it best to put the statement in writing so that it may be definitely before you.

The herbarium is one of the great working collections of the country, and at the fair market value, is worth \$10,000. It has been the accumulation of about twenty-five years. It contains a very large number of types, for which there is no market value. While at the Indiana University the university invested \$2500 in additional sets of plants. When I went to Lake Forest, it was the understanding that the collection was to come with me. In fact I would not have come without it. This necessitated an obligation to the Indiana University to refund their \$2500. This Lake Forest was never able to do, as almost immediately, the hard times came on. Consequently, I was compelled to meet this obligation myself. In speaking of the matter to certain of the Trustees, Senator Farwell, offered a loan of \$600, and Mr. McCormick, one of \$1000. I put \$900 to this and paid off the obligation. Just before leaving Lake Forest, Mr. Farwell made a subscription to the University, and in paying it, turned over my note of \$600. In this way the University's claim against the herbarium, that Mr. Latimer speaks of, came about. ^{until it could be raised from} Mr. Farwell and Mr. McCormick, both advanced ^{the} money to friends of the University, and so fulfilled the tacit agreement. This, therefore, is the exact state of affairs. The herbarium is here, is being used

The University of Chicago

President W. R. Harper,

University.

My dear President Harper:-

I have your note of Dec. 10, enclosing the one from Mr. Lattimer of Lake Forest. Although you spoke of this matter to me on the train, I have thought it best to put the statement in writing so that it may be definitely before you.

The herbarium is one of the great working collections of the country, and at the fair market value is worth \$10000. It has been the accumulation of about twenty-five years. It contains a very large number of types, for which there is no market value. While at the Indiana University the university invested \$2500 in additional sets of plants. When I went to Lake Forest, it was the understanding that the collection was to come with me. In fact I would not have come without it. This necessitated an obligation to the Indiana University to refund their \$2500. This Lake Forest was never able to do, as almost immediately the hard times came on. Consequently, I was compelled to meet this obligation myself. In speaking of the matter to certain of the Trustees, Senator Farnwell offered a loan of \$500, and Mr. McCormick, one of \$1000. I put \$200 to this and paid off the obligation. Just before leaving Lake Forest, Mr. Farnwell made a subscription to the University, and in paying it, turned over my note of \$500. In this way the University's claim against the herbarium, that Mr. Lattimer speaks of, came about. Mr. Farnwell and Mr. McCormick both advanced money to friends of the University, and so fulfilled the tacit agreement. This, therefore, is the exact state of affairs. The herbarium is here, its being used

The University of Chicago

constantly, and has against it ^{the} ~~2~~ two claims that I have mentioned.

Hoping that this will make the matter clear, I am,

As ever yours,

John M. Coulter

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Hoping that this will make the matter clear, I am,

As ever yours,

John M. Coulter

April 25, 1899.

new
Instruction
Dear President Harper:-

I have the enclosed report with your memorandum. If your question refers only to the courses offered by the Department of Botany, I would say that the recommendations of the report have been fully carried out. The classes of students suggested have been provided for and the first class, namely, "non-scientific students", have been provided for more fully than ever before, having a chance at three ^{different} definite courses.

If your question has reference to the report as a whole, as it affects all the departments, I am unable to answer fully. My immediate knowledge extends only to the Department of Zoology. I know that that Department has arranged courses designed to meet the ideas of this report.

Of course the recommendation of the committee in reference to Bacteriology, I sympathize with in theory, but see that it is entirely impracticable under the present organization.

Yours sincerely,

John M. Coulter

President Harper,

The University.

The University of Chicago

Department of Botany

gip

April 26, 1907

Dear President Harper:-

I have the enclosed report with your memorandum. It gives question refers only to the course offered by the Department of Botany. I would say that the recommendations of the report have been fully carried out. The classes of students suggested have been provided for and the first class, namely, "non-scientific students," has been provided for more fully than ever before, having a chance at three distinct courses. If your question has reference to the report as a whole, as it affects all the departments, I am unable to answer fully. My knowledge extends only to the Department of Botany. I know that that department has arranged courses designed to meet the needs of this report.

Of course the recommendation of the committee in reference to bacteriology, I sympathize with in theory, but see that it is entirely impracticable under the present organization.

Yours sincerely,

John M. Coulter

President Harper,

The University.

Coulter
The University of Chicago

Department of Botany

The Botanical Gazette

Full
May 22, 1899.

Dear President Harper:-

I have to propose a temporary arrangement between the Field Columbian Museum and The University in reference to the herbarium.

The reasons for it ^{are} as follows:

1. The herbarium is deteriorating from lack of attention. Fully one-third of the specimens belonging to it are still in packages, and must be mounted and distributed. Those already mounted and distributed need constant watching. Material is coming in constantly which can only be stored.

2. Because the herbarium is in this condition, taxonomic work cannot be encouraged, and I have been compelled to tell graduate students who wish to come here for such work that they must go to Harvard or Columbia. Besides this, for the same reason, I myself have been compelled to give up certain important pieces of work which should be completed.

After consultation with Dr. Millspaugh I have the following proposition to make:

Loan the herbarium to the Field Columbian Museum upon condition that they keep it properly mounted; that they take proper care of it and subsequent additions which come to it; that they make and maintain a complete catalogue; that every sheet be stamped so as to indicate that it is the property of The University; that it shall be subject to our order at any time after a period of five years; that during the continuance of the loan the Museum shall provide working room for and take immediate direction of graduate students of The University desiring taxonomic work.

The advantage of this arrangement to The Museum is the use of the material. The period of five years represents the minimum

May 22, 1892

Handwritten signature/initials

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The University of Chicago

Department of Botany

The Botanical Gazette

time that would justify the Museum in going to the expense of mounting, maintenance, cataloguing, etc.

The advantages to The University are as follows:

1. Great saving of expense in putting the collection in proper condition and in maintenance.
2. A steady increase in the value of the collection, rather than a deterioration.
3. Opportunity to offer taxonomic work and so ^{to} enable certain graduate students to come to the University, without going to the expense of employing a special instructor.
4. Liberating the collection for the immediate use of the present botanical staff.

It may be said further that the arrangement proposed is somewhat similar to that between Columbia University and the N.Y. Botanical Garden at Bronx Park; and that the herbarium would be no further from the other work of The University than is the Gray Herbarium at Harvard.

The only serious thing to consider is the possibility of the removal of The Museum before the end of the five-year limit. I do not know how serious this is, but perhaps you have means of judging.

It is understood, of course, that taxonomic work done by our students at The Museum will be under my direction, just as all other work of the Department, and that the botanical staff of The Museum will simply have charge of the laboratory work.

If possible, I would like to have this matter settled during the present Quarter, before I leave for my vacation.

Yours truly,

John M. Coulter
per C.S.B.

President Harper,
The University.

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John M. Coulter

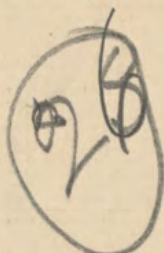
President Harper,
The University.

The University of Chicago

Department of Botany

Coulter
The Botanical Gazette

June 7, 1899.



My dear President Harper:-

I have your answer to my proposition concerning the herbarium. I understand the point made by the trustees, which of course is merely to avoid making any claim upon the herbarium. It is hard to divide it on the basis suggested, for practically none of it has been paid for by the University excepting such care as has been given to it. I have not felt justified, with our ~~own~~^{other} needs, in making any additions to it since I have been here which involved expenditure of money. Of course a great deal has come to it simply because some collectors have long been in the habit of sending to me.

I make no objection at all to the securing of an option for five years by the University, provided that we can in any way ^{quiet}~~the~~ the claims upon it that you know about. As I have heard nothing in reference to these claims for a long time, I take for granted that you have arranged the matter in some way. The claimants, both professed themselves satisfied with the definite statement of the intention of the University to purchase it.

I shall be glad to talk the situation over with you at any convenient time.

yours sincerely,

President Harper,

The University.

John M. Coulter

June 7, 1899



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I shall be glad to talk the situation over with you at any

convenient time.

Yours sincerely,

John M. Coulter

President Harper,

The University.

June 22, 1899.

Board of Trustees

Dear Sir:-

My herbarium is the result of the gifts, collections, exchanges, and purchases of twenty-five years. It contains many types and rare collections, and is rated as the most valuable private collection in this country. Its appraised value is \$10,000. Accompanying it is a collection of books essential to its proper study, books that are not duplicated in the biological library.

These collections of plants and books have been thrown open freely to students of the Department ever since my connection with the University. This seemed to be necessary, in order that the students, especially those engaged in research, might have proper facilities. The collection is increasing constantly, through gifts and exchanges, and it has far outgrown my ability to carry and maintain it in a usable condition. The money expended upon it by the various colleges with which I have been connected is \$2500. This I have been carrying, in order to retain possession. I offer the whole collection of plants and books, with all of the additions that shall hereafter come as gifts to me while connected with the University, for \$2500.

Yours very truly,

John M. Coulter

President Harper,

The University.

June 22, 1899.

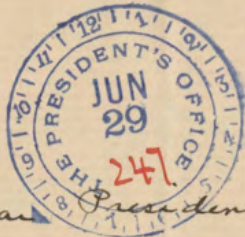
*Approved
J. H. Harper*

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President Harper,

The University



June 27 - 1900.

My dear President Harper:

When we were talking over the coming of Professor Barnes from Wisconsin I spoke of the possibility of obtaining his Moss collection. It is the best one in the country, Professor Barnes being the acknowledged "moss sharp" of the country.

We secured from the University of Wisconsin an option on the collection for \$750, good until July 1st, 1900, ^{and only in favor of The Univ. of Chicago.} I set out to find some one who would present it to us, and thought I had found "a friend." Accordingly I turned over the offer of the Board of Trustees of the Univ. of Wis. to Major Rust, with the statement that I would have the money for him in June. In order to secure the offer, the transaction was to be between the two universities.

At almost the last day in the evening I am compelled to report that my friend has failed me, not hopelessly, but hopelessly so far as the time limit is concerned. I regret this exceedingly, for it was a rare chance to be lost by so small a margin.

Yours sincerely,
John M. Coulter



The University of Chicago

June 27 - 1900

The Botanical Garden

W. W.

My dear Professor Harper:

When we were talking over the coming of Professor Barnes from Wisconsin to speak of the possibility of obtaining his 1900 collection. It is the last one in the country. Professor Barnes being the acknowledged most sharp of the country.

We received from the University of Wisconsin an option on the collection for \$750, good until July 1, and only in form of the University of Chicago. I set out to find some one who would present it to us, and thought I had found a "friend" accordingly I turned over the option to the Board of Trustees of the University of Wisconsin to accept that with the statement that I would have the money for him in force. As soon to become the offer, the transaction was the better the two universities.

At almost the last day in the summer of 1900, I learned to regret that my friend had failed me, not happily, but happily so far as the time limit is concerned. I regret this exceedingly, for it was a rare chance to get by the summer.

OFFICERS
OF
THE BOARD OF TRUSTEES

The University of Chicago
FOUNDED BY JOHN D. ROCKEFELLER

OFFICE OF . . .
THE SECRETARY

MARTIN A. RYERSON, *President*
ANDREW MCLEISH, *Vice-President*
CHAS. L. HUTCHINSON, *Treasurer* WALLACE HECKMAN,
Counsel and Business Manager
T. W. GOODSPEED, *Secretary* TREVOR ARNETT, *Auditor*

WILLIAM R. HARPER, PRESIDENT

CHICAGO March 19, 1903

Prof. Jno. M. Coulter,
Faculty Exchange.

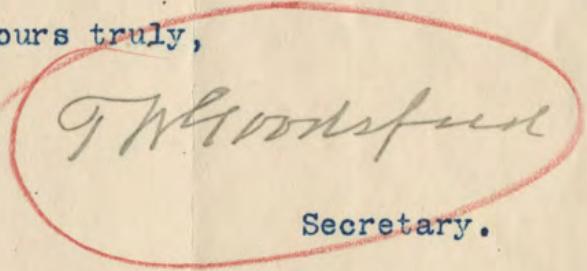
Dear Sir:--

Your letter of March 9th to President Harper he has forwarded to me, for what purpose I do not know.

I am very much surprised that you ask President Harper to make a statement that the balance of the receipts for rooms in Snell over and above \$4000. is to go into the Treasury of the Association. The agreement was drawn with the especial intention that this should not be done. It was felt to be impossible to agree to this suggestion and I supposed it was fully understood that this was given up. Certainly the Auditor, Mr. Arnett, and I do not feel that it would be possible to accede to your request. It could not be done without being submitted to the Board of Trustees who would not, as I believe, listen to it for a moment.

I have no doubt but that the lease can be continued next year on the same terms as I understand now exist.

Yours truly,



Secretary.

The University of Chicago

Department of Botany

Washington, D.C.
Jan. 13 - '09

7
The Botanical Gazette

My dear President Jackson:

Your very kind letter reached me just as I was leaving Fort Wayne for Washington. I had planned to call upon you, but the final rush of departure made that seem impracticable. I will always be in close touch through Professor Barnes, who is to keep me informed of University matters.

It is my hope to complete a book while I am away, for which I could not find sufficient consecutive time while at home. I am leaving the ms. of two other books with publishers in N.Y., so that presently a little fruit from my university work will appear. I have received letters from my colleague in Cambridge (England) in reference to the Darwin Celebration, and under his friendly guidance I hope I may not represent our own University unworthily. Assuring you of my high appreciation of your continual kindness & cooperation,

I remain, as ever, sincerely yours

John M. Coulter

The University of Chicago

Washington, D.C.
Jan. 18 - 09

The Botanical Gazette

My dear President Jackson:

Your very kind letter reached me just as I was leaving for
 Washington. I have planned to call upon you, but the final rush of
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 reference to the Darwin Celebration, and make his friendly welcome to you as
 representative of our University community. Hoping for of my high appreciation
 of your continual kindness & cooperation,
 I remain, as ever, sincerely yours
 John M. Coulter

The University of Chicago

The Botanical Gazette

October 18, 1915.

President H. P. Judson,
Office of the President.

My dear President Judson:

Your note of October 15th in reply to mine concerning the "convocation plants" suggests that I made an impression that was not intended.

The department is more than pleased to render this service to the university, and the only intention of the letter was to explain how, in rendering this service, we would need a little extra assistance now and then. As long as our space holds out, there will be no "interference" with the work of the department; but, of course, when we get crowded, which always will come at intervals, we shall simply ask for some more space.

We are not only glad to be of this service to the university, but I really think we can do the university better service in this particular, and at less expense, than by the old arrangement.

Yours sincerely,

John M. Coulter

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

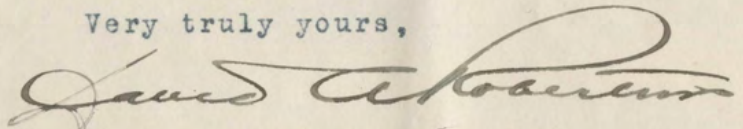
Office of the President

Chicago, October 19, 1915

Dear Mr. Dickerson:-

You will be interested
in the accompanying correspondence.

Very truly yours,



Secretary to the President

D.A.R.-B.

Mr. J. Spencer Dickerson
The University of Chicago

The way of the innovator is
beset by thorns - in this
instance attached to palms!
JSD

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

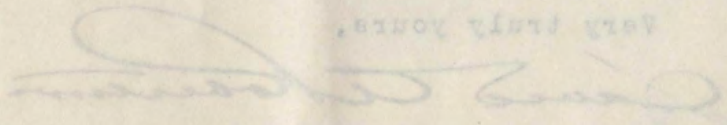
Office of the President

Chicago, October 19, 1918

Dear Mr. Dickerson:-

You will be interested
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Very truly yours,



Secretary to the President

D.A.R.-a.

Mr. S. Spencer Dickerson
The University of Chicago

The money of the university is
being by the way - in this
instance attached to the
220

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

The Board of Trustees

October 6, 1915.

Dear Mr. Robertson:

The Committee on Expenditures at its meeting held October 6, voted to appropriate \$100 for use by the Department of Botany for the purchase and care of plants and other similar material to be used at convocations and other University public functions. Already the Department of Botany has expended \$35 for securing four splendid palms which are available for the purpose of these public affairs. I have notified the Department of Botany - particularly Mr. Cowles - that you would consult with him in the use of the material which the department has secured and its securing. It is understood that the Buildings and Grounds Department will furnish the transportation of these plants. It is particularly necessary that the Departments of Buildings and Grounds ^{and of Botany} should understand that the amount named as the appropriation is not to be exceeded.

I have notified the Superintendent of Buildings and Grounds also that the new arrangement is in force and that you would communicate with him at the proper time for handling this matter.

Very truly yours,

J. S. Dickerson

Mr. D. A. Robertson,

Faculty Exchange.

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

The Board of Trustees

OFFICE OF THE SECRETARY

October 6, 1915.

Dear Mr. Robertson:

The Committee on Expenditures at its meeting held October 5, voted to appropriate \$100 for use by the Department of Botany for the purchase and care of plants and other similar material to be used at conventions and other University public functions. Already the Department of Botany has expended \$35 for securing four splendid palms which are available for the purpose of these public affairs. I have notified the Department of Botany - particularly Mr. Cowley - that you would confer with him in the use of the material which the department has secured and is securing. It is understood that the Buildings and Grounds Department will furnish the transportation of these plants. It is particularly necessary that the Department of Buildings and Grounds should understand that the amount named as the appropriation is not to be exceeded. I have notified the Superintendent of Buildings and Grounds also that the new arrangement is in force and that you would communicate with him at the proper time for handling this matter.

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The University of Chicago

The Botanical Gazette

October 11, 1915.

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President H. P. Judson,
Office of the President.

My dear President Judson:

In view of the new arrangement that has been entered into between the university and the department of botany, in connection with plants for convocation purposes, etc., you ought to have some understanding of the situation. I fear it has not been entirely clear.

In the first place, the proposition came from the university through Mr. Dickerson, and the department was exceedingly glad to be of any possible service to the university in this matter, or in any other matter. It should be remembered, however, that the arrangement required us to ask for some initial expense for stock, since many of the most commonly used decorative plants are not needed by the department of botany. For this initial expense provision has been made, and the stock secured.

Two things, however, should be remembered: first, this stock of decorative plants takes up space in our greenhouses; and second, they require additional care from a greenhouse force already over-taxed. The point of all this is that under this arrangement the department is gladly serving the university, but at the same time is somewhat handicapped in its own work. We proposed in connection with this arrangement that the university grant a tuition scholarship, so that we could delegate a worthy and trained man to care for the extra service thus entailed. Heretofore we have been paying out anywhere from \$75 to \$100 a year for extra help as the need arose, even before this new responsibility was laid upon us.

October 11, 1915

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Office of the President.

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President H. P. Judson, continued.

I have exhausted all known channels of the administration through which such a request might be made, but have failed of any favorable response as yet. I thought it was reasonable, because really the only service the department would ask from the university in return was provision for the tuition of a student, who might thus be helped along.

I have written to you, because, if you favor any such scheme, perhaps your recommendation might help to such an adjustment.

Yours sincerely,

John M. Coulter

President H. P. Judson, continued.

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Yours sincerely,

John W. Judson

Chicago, October 15, 1915

Dear Mr. Coulter:-

Yours of the 11th inst. is received. I had not supposed that the work in question would interfere with the work of the Department. If that is the case I think we better revert at once to the original plan, and not trouble the Department about it.

Very truly yours,

H.P.J. - L.

Mr. John M. Coulter,
The University of Chicago.

Chicago, October 18, 1918

Dear Mr. Conliffe:-

Yours of the 11th inst. is received. I had not supposed that the work in question would interfere with the work of the Department. If that is the case I think we better revert at once to the original plan, and not trouble the Department about it.

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Mr. John M. Conliffe,
The University of Chicago.