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The Hunt Institute for Botanical Documentation, a research division of Carnegie Mellon University, specializes in the history of botany and all aspects of plant science and serves the international scientific community through research and documentation. To this end, the Institute acquires and maintains authoritative collections of books, plant images, manuscripts, portraits and data files, and provides publications and other modes of information service. The Institute meets the reference needs of botanists, biologists, historians, conservationists, librarians, bibliographers and the public at large, especially those concerned with any aspect of the North American flora.

Hunt Institute was dedicated in 1961 as the Rachel McMasters Miller Hunt Botanical Library, an international center for bibliographical research and service in the interests of botany and horticulture, as well as a center for the study of all aspects of the history of the plant sciences. By 1971 the Library's activities had so diversified that the name was changed to Hunt Institute for Botanical Documentation. Growth in collections and research projects led to the establishment of four programmatic departments: Archives, Art, Bibliography and the Library.

Notes on Brandy booklet
sent to
Clark, Wister, Lawrence.
3 ex. Mrs. Arnold. Hamonway
Havell

Reply to Wymon letter
sent to Lawrence, Clark.
3 ex. Mrs. Arnold. Hamonway

Harvard's View
OF THE CONTROVERSY
OVER THE
Arnold Arboretum

A STATEMENT
IN QUESTION-AND-ANSWER FORM
PREPARED AT THE DIRECTION
OF THE PRESIDENT
BY DEAN McGEORGE BUNDY

Digitized by Hunt Institute for Botanical Documentation

July 1, 1954

THE CONTROVERSY OVER THE ARNOLD ARBORETUM

Harvard's View

Question: What is the main point at issue in the controversy over the Arnold Arboretum?

Answer: The main question now is whether the plan to move the principal research collections of the Library and Herbarium of the Arnold Arboretum from Jamaica Plain to Cambridge is or is not in the best interests of the Arnold Arboretum. The President and Fellows of Harvard College and the Arnold Professor are firmly of the opinion that it is; some old and good friends of the Arboretum are strongly persuaded that it is not. The view of the President and Fellows has been stated in a detailed and careful vote passed on January 19, 1953. This vote is the official statement of the Harvard Corporation's policy for the Arnold Arboretum.

Question: Why do the Harvard Corporation and the Arnold Professor believe that the move is in the best interests of the Arnold Arboretum?

Answer: The move to Cambridge resolves two very pressing problems. One is the necessity of providing for the housing of extremely valuable Arboretum books and specimens in a modern, fireproof, air-conditioned, dust-free building; the other is the great need of the Arboretum staff for more usable space for horticultural activities and research purposes in the Arboretum building.

The entire construction cost of the new building is being met by the University; it costs the Arnold Arboretum nothing.

Question: What is the matter with the present Arboretum Building?

Answer: There is nothing essentially the matter with it, except that it involves a major fire hazard and is overcrowded. This overcrowding seriously restricts its usefulness to the Arboretum. For

many years the Library of the Arboretum has been housed in considerable part on wooden shelving, and every available space in the administration building has been stacked with paper cartons of dried twigs and leaves. The building has been literally stuffed with highly combustible material which continuously encroaches on the restricted working space of the staff.

Question: How can there be an advantage to the Arboretum in moving any of its herbarium and library away from Jamaica Plain?

Answer: A generation ago it was proposed to bring together the great collections of the Arnold Arboretum and the Gray Herbarium in a single new Herbarium of extraordinary excellence which would be available to advance the work of both institutions. When the two collections are brought together in the new Herbarium building, the Director and staff of the Arnold Arboretum will have at their disposal a research tool of a wholly new and superior quality. The contribution of the Arnold Arboretum to the new collection will be larger than that of any other unit, and since the property of the Arnold Arboretum will remain directly under the care and supervision of the Arnold Professor, the move to Cambridge should properly be regarded as a major expansion and improvement of the facilities available to the Arboretum.

Question: What about the Arboretum's function as a source of beauty and inspiration? Is there not danger that in carrying out the new plans for the Arboretum its aesthetic significance may be overlooked?

Answer: By no means. The true beauty of the Arboretum is not separate from its educational value; the two go together. If the Arboretum were merely a park of flowering trees and shrubs, it could not have the grandeur which comes from its meaning as a great living collection significant for students of plants all over the world. It is important that the Arboretum's striking seasonal glories should attract large crowds, as on Lilac Sunday, and it is important that its value for the general public should be sustained, but in a deeper sense the Arboretum's beauty is in its

excellence as a great collection, a tempered instrument, steadily developing through time, for teaching and the advancement of knowledge. This is the beauty which has won the Arboretum its outstanding place among horticulturists, and its world-wide reputation. This beauty the new Harvard Administration is determined to maintain and enhance, and the new arrangements planned for Jamaica Plain are designed in this determination.

Question: What other benefits are there in the move to the new building?

Answer: In addition to releasing valuable space for the Arboretum's use in Jamaica Plain and assigning convenient quarters in the new building, Harvard has purchased and made available office equipment, microscopes, calculators, drawing tables, photographic facilities, vacuum pumps, and similar items of the latest design. All of these, of course, will be available to the entire staff of the Arboretum.

Question: Beyond the improvement in housing and equipment, what advantages are there in the expansion in Cambridge?

Answer: There is another and perhaps still more important basic benefit. Productive research in the classic fields of learning in which the Arnold Arboretum has been engaged is dependent not only upon great collections like those which will be available in the new combined library and herbarium, but also upon the fruitful connection between individual scholars at work on related problems. Biological science is not static; at present its fields and ranges of concern are changing rapidly. The old stereotyped boundaries between one discipline and another are wasting away. The scientists of the Arnold Arboretum, if they are to maintain and increase the great reputation of their institution, need the advantage of continuous and fruitful connection with investigators in related fields. Even beyond the special facilities provided in the new building, they need access to other kinds of experimental equipment and material which are now readily available in Cambridge and which could be duplicated in

Jamaica Plain only at very great expense, if, indeed, they could be duplicated at all.

Question: But if the Arboretum moves some of its work and resources to Cambridge, will it not be divided and weakened?

Answer: Harvard's view is just the opposite, and it is based on a long experience with scientific institutions in general and with the Arnold Arboretum in particular. There is no warrant for the notion that all the activities and facilities of a great institution devoted to the preservation and advancement of knowledge should be in one place. The famous Harvard College Observatory, for example, maintains its basic library and office facilities in Cambridge and its main telescopes at the Agassiz Station, twenty-five miles away. Many distinguished botanical institutions have their living collections in one place and their main research collections of books and specimens in another. The Arboretum itself has never restricted its activities to Jamaica Plain. Members of its staff have for many years had offices and laboratory space in Cambridge, and of course its living collection is now divided between Jamaica Plain and the recently acquired property in Weston. This division has brought new strength to the Arboretum, and the same thing should be true of the planned expansion in Cambridge.

Question: Does the new move to Cambridge mean that the Arboretum will shift its interest away from the living collection at Jamaica Plain?

Answer: Not at all; the Corporation vote which authorizes the Cambridge expansion specifically reaffirms the traditional policy of maintaining the great living collection at Jamaica Plain. The Corporation also affirmed in this vote its determination to appoint an Arnold Professor who "should have among his qualifications a demonstrated interest in and knowledge of the care and management of an arboretum for the collection, cultivation and development of trees, shrubs and herbaceous plants and activities incidental thereto." On February 1, 1954, Professor Richard A. Howard took office as Arnold Professor and Director of the Arboretum. Professor Howard has an outstanding reputation as a scholar and leader

in the Arboretum's fields of systematic botany and horticulture. He was the unanimous choice of his senior colleagues in all of Harvard's botanical institutions, including the few individuals who have opposed the Corporation's decision on the expansion of the Arboretum in Cambridge. Professor Howard's research career is closely associated with the use of living collections, and he has worked intimately with such collections, not only at Harvard, but at the Atkins Garden in Cuba, the New York Botanical Garden, and elsewhere. Professor Howard has already shown his deep concern for the living collection of the Arboretum, and it is clear that his policy is one of advancing the Arboretum's work on all fronts as a great scientific institution. Both Professor Howard and the Harvard Corporation have a firm determination to see to it that the Arboretum remains in the forefront in the basic field assigned to it at the very beginning of its work, in 1872, the field of "trees, shrubs and herbaceous plants." This specifically includes the support and further enhancement of the living collection at Jamaica Plain.

Question: In addition to their aesthetic value what is the importance of the living collections?

Answer: First, there is their fundamental meaning as a demonstration and testing ground of what will grow in this climate. This is a basic and historic purpose of the living collection, and the question "Will it grow?" has not lost significance since 1872.

For modern students of horticulture, the living collections have much additional meaning. They are an extremely valuable source of germ plasm for the work in plant hybridization and propagation. They are also a source of morphological material for investigations of plant structure and group relationships. The living collections display specimen plants grown under known or controlled conditions for studies of variation; the breadth and quality of the collections provide the chance for selection of the most promising materials for further horticultural studies.

Question: How will the move to Cambridge affect the facilities and equipment which will continue at Jamaica Plain?

Answer: Professor Howard expects that the work at Jamaica Plain can be greatly strengthened as a result of space and facilities which will be liberated when the main research collection has been moved to Cambridge. First, it will be possible to organize a first-class horticultural library. When the main research collections are moved to Cambridge, there will remain at Jamaica Plain those books and specimens which are needed for the horticultural activities pertaining to the living collection. Professor Howard has worked out the selection of these books and specimens in cooperation with the Director of the Harvard University Library, Professor Keyes Metcalf, and the Director of the New York Botanical Garden, Professor William J. Robbins.

In the space now occupied, by the overflowing research library and herbarium, Professor Howard plans to provide for laboratories and lecture rooms, to be used in the further development of the Arboretum's work in the field of scientific and experimental horticulture. He also expects to have demonstration areas which will make it possible, for the first time, to give adequate public display to the activities and discoveries of the horticultural staff.

In summary, then, the expansion in Cambridge will not only provide greatly improved new facilities for the Arboretum, but it will permit a major improvement of the horticultural work in Jamaica Plain. When the move is completed, the Arboretum will have one leg firmly planted in Cambridge and one maintaining itself more strongly than ever on the traditional grounds at Jamaica Plain. It will be insured against an isolation which might gravely endanger its rank as an outstanding institution. It will be equipped to continue the pattern of cooperation with other Harvard departments and institutions which has developed under its successive directors for over a generation.

Question: Will the new move be very expensive for the Arboretum?

Answer: On the contrary, the move will afford a great basic saving, because the Harvard Corporation is providing modern, specially designed, permanent quarters and equipment for the use of the research collections at no construction cost to

the Arboretum. Since it is universally agreed that the Arboretum has been in desperate need of proper housing for these collections, this is a great net gain. The Arboretum is acquiring, without initial cost to itself, the use of space and equipment worth many hundreds of thousands of dollars.

Question: But what about the maintenance cost of the new space?

Answer: The Arboretum, like other institutions of the University which will have space in the new building, will pay its share of the maintenance and operating costs of the building. This is the normal arrangement in all of Harvard's buildings, and this cost of maintenance for the Arboretum in a unified collection should be less than the cost of maintaining a separate smaller incomplete herbarium and library in comparable quarters. In any case, the cost of maintenance of the new plant will be less than the yearly interest on the capital sum saved by the Arboretum in acquiring the use of this first-rate space and equipment free of initial charges.

It seems entirely clear that the solution to the Arboretum's urgent housing problem which has been provided by the Harvard Corporation is one which constitutes a substantial grant to the Arboretum from the University.

Question: Is it true that the move to Cambridge was first proposed in the Bailey Plan and that the Bailey Plan is a botanist's proposal that submerged the special interests of the Arboretum in the general purposes of Harvard?

Answer: It has been frequently asserted that the answers to both of these questions is "yes." These assertions are quite incorrect. First, the Bailey Report of 1945 was carefully designed to serve the interests of all the botanical institutions of Harvard University, including the Arnold Arboretum. Professor Irving Bailey himself was then and is now a highly distinguished and loyal member of the staff of the Arboretum. The administrative proposals which he put forward in his report were designed to serve the interests of all. It is true that the Corporation has now decided that these proposals should not apply to the Ar-

nold Arboretum. This result owes much to the careful reconsideration which was undertaken by the Corporation in response to the requests of the Visiting Committee of the Arboretum. It is indeed an example of the patience and open-mindedness with which the Corporation and the Overseers have reached their present position. But the Bailey Report itself remains a most helpful document, and it is quite unfair to represent it as some sort of conspiracy against the Arboretum or any other Harvard institution.

The second point is even more important: it is altogether wrong to suggest that the idea of expanding into Cambridge originated in the Bailey Report. For many years before that Report was written, such leaders in the affairs of the Arnold Arboretum as Professor Oakes Ames and Professor E. D. Merrill had been urging the unification of the overcrowded and expanding collection of the Arboretum with those of other botanical institutions of Harvard in a new building centrally located in Cambridge. The new building, the Harvard University Herbarium, is not just the result of a single recent report. It is the fulfillment of needs felt and expressed since the time of President Lowell by successive administrators and scholars devoted to the interests of the Arnold Arboretum.

Question: If all these things are so, why are so many distinguished people in disagreement with Harvard's position? It may be that Professor Ames and Professor Merrill once favored the kind of plan Harvard has adopted, but Professor Ames, before his death, and Professor Merrill, still, have opposed the Corporation's position. So have Professor Sax and many others who have been interested in the affairs of the Arboretum. Why?

Answer: It seems probable that the strong feelings which have been aroused among many fine people in this matter are due fundamentally to misunderstanding. As discussion developed around the Bailey Report several years ago, things were said and written by some of those concerned which, if taken out of context as they often were, could lead to sharp differences of view. One group came to feel that Harvard was hostile to horticulture and blind to its trusteeship of the

Arboretum. Another group came to feel that those who were opposed to Harvard were blind to the Arboretum's basic obligation to stand in the front rank as a *scientific* institution. As the controversy developed, a good deal of personal feeling was aroused, and some very fine people came to find it easy to believe the worst of Harvard. Thus ready and uncritical circulation was sometimes given to such unjustified charges as those which have been considered in earlier answers to the questions above.

The Corporation vote of January 1953 represents a most careful and considered attempt by Harvard's Governing Boards to state a basis for the future work of the Arboretum upon which all parties can agree. It is the result of a prolonged and patient effort to respond to questions which have been raised about the future of the Arboretum. It specifically safeguards the living collections and the basic authority of the Arnold Professor. Both the Corporation and Professor Howard are confident that the operations of the Arnold Arboretum under the vote of January 19, 1953, will show that the fears of those who have opposed the move to Cambridge are unjustified.

Question: One of the questions that has been frequently raised in recent years relates to the control of the Arboretum's budget. How is this handled under the vote of January 19, 1953?

Answer: The Arboretum's budget is prepared by the Arnold Professor. It is within his sole discretion to make the basic recommendation to the President and Fellows of Harvard College for the allocation of the Arboretum's funds in each budget year. The one exception to this is that his own salary is set by the Corporation on recommendation of the President.

The budget of the Arboretum, when it has been prepared by the Arnold Professor, is submitted to the President through Dean McGeorge Bundy, who has been designated as the President's agent for the administrative supervision of such institutions as the Arboretum, the Observatory, and the major Museums. Dean Bundy may not change any of Professor Howard's recommendations, but he may accompany Professor Howard's budget with comments and recommen-

dations of his own. In receiving the budget in this fashion, Dean Bundy acts as the direct agent of the President. The President, Dean Bundy, and Professor Howard have established close and friendly relations in a combined effort to serve the Arboretum.

Question: Then it is correct to say that the budget of the Arnold Arboretum is in no sense under the control or supervision of any "group of Cambridge botanists"?

Answer: That is correct.

Question: Is it correct to say that the Corporation's vote of January 19, 1953, "impairs the position of the Arnold Professor" by making him an officer without academic tenure and by providing that appointments to his staff may be initiated by the President as well as by the Arnold Professor himself?

Answer: This complaint seems to show exactly how mistrust can lead to misconception. Both of the provisions to which objection has been made were specifically designed to protect the interests of the Arboretum; both place the Arnold Professor in the same position as any other senior officer administering a basic institution of the University. He can be removed from administrative office when the best interests of the institution require it (though he would retain his rank and academic standing as a Professor), and the Corporation, through the President, can reach into his institution to give it new life if that should be necessary. This is the position of the Dean of the Law School, the Director of the Harvard College Observatory, and every other senior administrative officer, in relation to the Governing Boards. Naturally, in the usual case an administrative officer is not removed before his retirement or voluntary resignation, and in the usual case he initiates appointments to his own staff. But provision for the exceptional is no more than a normal precaution properly taken, in the interests of the Arboretum, by the Corporation as the trustee charged with the ultimate responsibility for the Arboretum's administration.

In short, Professor Howard, as a full professor, has the same tenure as any Harvard professor or

associate professor — he may be removed only for grave misconduct or neglect of duty. And as Arnold Professor and Director of the Arboretum, he has the same standing, precisely, as other senior administrators.

Question: And it is correct to say that in recommending new appointments to the President, Professor Howard is in no sense under the control or supervision of any "group of Cambridge botanists"?

Answer: That is correct. Professor Howard may consult anyone he wishes, but his recommendations to the President are his own.

Question: Suppose that the Corporation is right and that the move to Cambridge is indeed in the best interests of the Arboretum. Would it not be better, just the same, for Harvard to seek instruction from the courts, in view of the fact that distinguished friends of the Arboretum, advised by distinguished counsel, believe the move may be unjustified and even perhaps a breach of trust?

Answer: This question was considered with great care by the Corporation, and it has stated its conclusion as follows: "We think that this criticism is wholly unjustified. We understand that as a matter of law instructions will be granted in Massachusetts only where the trustee has 'real and serious doubts as to his duty.' We have had no such doubts as to our duty in respect of the matters covered by our resolution of January 19, 1953. On the contrary, we are firmly convinced that the administration of the Arboretum and of its endowment in accordance with that resolution is proper and is within the terms of the endowment and the scope of our discretion as trustee. We believe that such a question as the advisability of making the major part of the Arboretum library and herbarium available with other botanical material in Cambridge, rather than separately in Jamaica Plain, is precisely the kind of question which it is our duty as trustee to decide."

It is important to observe here that there can be no question of breach of trust unless there is first a judgment that the move to Cambridge is not in the best interests of the Arboretum. The issue is therefore basically whether the move is

good for the Arboretum, but that is exactly what the Corporation, as trustee for the Arboretum, is called upon to decide whenever it makes any judgment at all on the Arboretum's affairs. If it should pretend to doubt it does not feel and ask the court for judgment whenever reputable people disagreed with its decisions, it would make a mockery of its high office. If this theory were adopted, every decision on which honorable men differed might have to go to court for judgment, and the courts would thus, in effect, be substituted for the Corporation as the principal governing board of the University. For three centuries men of strong will have differed over the wisdom of Harvard's decisions, but never until now has it been suggested that the way to settle them is for Harvard's Governing Boards to abdicate their function.

Question: But what about the McKay case? Harvard asked for instructions that time and was told to stop what it was doing.

Answer: This is true, but that matter differed from the present one in at least two major respects. First, it involved an attempt to share with others the responsibility imposed by the donor upon the Corporation. There is no such question here. Further, there was enough uncertainty in the Harvard Corporation in the McKay case — some of its members had at first opposed the plan — to make it natural for members of the Corporation to feel a need for instructions when objections were raised to the scheme. In the present case, prolonged and careful study has steadily confirmed the Harvard Corporation in its conviction that the vote of January 19, 1953, is sound. The McKay case is thus no proper precedent for the present matter.

Question: Some of those who are opposing Harvard are people of means who have been most generous to the Arboretum in the past. Is it wise to run the risk of alienating such people?

Answer: Harvard has an obligation to all its benefactors, to use their gifts for the purposes for which they were given, and Harvard has always stated emphatically its dedication to this principle. In the words of President Eliot, "The ac-

tuating spirit of the Corporation must be a spirit of fidelity — fidelity to the many and various trusts reposed in them by the hundreds of persons who, out of their penury or their abundance, have given money to the President and Fellows of Harvard College. . . . A reputation for scrupulous fidelity to all trusts is the most precious possession of the Corporation." This principle, as this whole discussion aims to show, is the chief concern of the Harvard Corporation in its management of the Arnold Arboretum. Gifts to the Arboretum which have specific restrictions attached to them are used with care within these stated restrictions. Gifts without such restrictions are used for the best interests of the Arboretum under the terms of the governing documents. It is fundamental in the management of a trust like the Arboretum that not even the most generous donor should insist on the right to decide matters of administrative policy. This a point which Harvard's great benefactors have traditionally understood.

Question: But some of those who have been generous to the Arboretum argue that since they do not approve of what is going on, there is a breach of moral trust even if the Corporation's position is legally sound. What is your answer to this claim?

Answer: The duty of the Harvard Corporation, as of any charitable trustee, is to do what in its considered judgment will best promote the purposes for which funds are given it, in accordance with the terms of gift, and on the basis of careful inquiry; it cannot abdicate this responsibility, any more than it can hand over its duties to the courts. There is no more certain way to wreck an institution devoted to the ends of education and research than to allow outside pressures to steer it away from the true line of advance. Harvard has often stood firm against pressures of this sort from government and from business. It can do no less when those who are concerned happen to be members of the Harvard family. It cannot be pleasant for the Corporation to find that a course which it considers clearly advantageous to the Arboretum is regarded with disapproval by some of the Arboretum's generous friends, but

the real breach of moral trust on the Corporation's part would be for it to put aside what it firmly believes to be in the best interests of the Arboretum.

In the endowment campaign of 1927-28, a "Summarized Statement" was issued by those who were helping to raise money for the Arboretum. This statement carried the names of some of those who now disagree with Harvard's position; it pointed out that "ultimate responsibility rests with the President and Fellows of Harvard College, thus insuring permanence and continuity of policy, and due consideration of what is necessary to its scientific work." This ultimate responsibility the Corporation cannot shirk; it must do what it thinks right, even though very good friends disagree. Its fidelity to the highest standards of scholarship is no less important than its devotion to the central freedoms of the University. Harvard must adhere to her basic tradition of freedom, to her basic tradition of dedication to the advancement of learning, and to her considered judgment of what is in the best interest of the Arnold Arboretum.

NOTES ON DEAN BUNDY'S LEAFLET

- p.3 The main question insofar as the quality of the work done by the Arboretum is concerned is not the removal of the research collections. It is the number, quality and direction of the research staff at the Arboretum.
- p.3 ans. to Question 2. It is stated that more usable space is needed for research purposes in the Arboretum building, but in the answer above it is stated that it is in the best interests of the Arboretum to move the principal research collections to Cambridge.

With reference to the "great need of the Arboretum staff for more usable space for horticultural activities." These horticultural activities are of minor importance; they are not Sargent's conception of what the Arboretum should do; they are not fundamental research. They are piddling activities designed to draw the attention of the less discerning horticultural persons from the very real disintegration of the Arboretum's research in the taxonomy of woody plants.

These horticultural activities which I contend are piddling are set forth in a letter of Feb. 4th, 1955 from Donald Wyman who seeks to convince me of the error of my ways. He says, "In fact Horticulture should receive a new impetus from the new arrangement. The new offices and library on the first floor.....are much more convenient for visitors. The new lecture hall on the first floor makes it possible to have large groups here for classes, talks and educational displays, something that was never possible before in the nineteen years that I have been here. We are planning to use these facilities to the fullest, having exhibitions more or less continually and classes are planned for this spring, the subjects being, "Maintenance of the Home Grounds," "Best Woody Plants for New England," and "Plant Propagation.""

This stuff must of necessity be taught at or near the high School level. Those who take these courses or attend any popular lectures will be mostly ladies of the garden club type and the facilities of the Arboretum can take care of only a few of them.

Another thing that is featured is a display of paintings of tropical flowers, Nov.15 to Dec.31st., and a Christmas Show of Holiday Decorations.

Now compare these "horticultural activities" with the type of research done by Sargent, Wilson, Rehder, Merrill and others, work of far reaching influence in botany and horticulture and magnificent contributions to our knowledge of woody plants and you will realize how much we are being short-changed.

Notes on Dean Bundy's Leaflet

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These "horticultural activities" cost little. They are done by the Arboretum staff, Wyman, the propagator and others who can do it with little effort in addition to their regular duties. At best it reaches only a handful of people. The work of Sargent, Rehder, Wilson and Merrill reached thousands and was of immense value to botany and horticulture. "Rehder's Manual" alone benefits every person who is interested in woody plants whether he has a copy or not. Most working plantsmen have it, or at least have access to it. I have two copies, one at home and the other at the office.

These "horticultural activities" are very inexpensive, but they serve to make the uninformed horticultural public think that they are getting something while Mangelsdorf is spending a substantial portion of the Arboretum's income at Cambridge on work wholly unrelated to Sargent's conception of what the Arboretum should do and far removed from what the donors to the Arboretum's endowment though they were supporting.

p.4 I cannot see that the move to Cambridge is a major expansion and improvement of the facilities available to the Arboretum. Sax told me that the space allotted to the Arboretum herbarium was pretty well filled up as the building was smaller than originally planned owing to inflation. A new building is not a research tool of a wholly new and superior quality. The tools of taxonomic research are the library, herbarium and living collections and they are the basis in their field. Without top-ranking taxonomists the tools are of no use.

p.5 The availability of office equipment, microscopes, calculators, drawing tables, photographic facilities, vacuum pumps and similar items of the latest design to the staff of the Arnold Arboretum is of very minor importance. These are not the tools of taxonomists. The Arboretum has what a taxonomist needs and if it had full use of its income it could easily buy everything needed. If the Arboretum taxonomists need to use any of this equipment they can easily make the occasional trip to Cambridge.

Close contacts with the Harvard botanists is mostly a theoretical benefit insofar as the taxonomists are concerned. The published papers of the Harvard botanists do not indicate that they can be of much help to Arboretum taxonomists. The taxonomists get their greatest stimulus from contacts with their fellow taxonomists at other institutions and when they visit the Arboretum. Probably the most important contact needed outside the field of pure taxonomy is with the cytogeneticist; Dr. Sax for example, and he is already at the Arboretum. In any event

Notes on Dean Bundy's Leaflet

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the cytogeneticist may well be at Cambridge and daily contact with a taxonomist is not necessary. This is just another statement to attempt to justify and cover up the diversion of funds to Cambridge.

The magnificent contributions of the Arboretum to the taxonomy of woody plants were made during the many years when the Arboretum botanists were at Jamaica Plain, isolated from the Harvard botanists, but in the main stream insofar as their researches were concerned.

- p.6 It takes more than reaffirmation to maintain the great living collection at Jamaica Plain. It takes more than Professor Howard's deep concern. It takes all of the Arboretum's income and top-ranking taxonomists.

There is no evidence that Harvard has done much recently or has any plans for further enhancement of the living collection at Jamaica Plain. Sargent's collectors, Wilson and many others collected extensively in many parts of the world. Without collecting in the field the Arboretum cannot grow; it becomes static and begins slipping backward.

- p.6 Why should the Arboretum organize a first class horticultural library. There is already one of the best in the world at Horticultural Hall.

- p.8 The horticultural applications of Sargent's, Wilson's and Rehder's work was and still is very great. The "horticultural activities" so far suggested by Dr. Howard are inferior to what is being taught in the agricultural colleges.

If the herbarium and library related to research are moved to Cambridge along with the taxonomists the leg left at Jamaica Plain is a wooden one, pretty well weakened by termites.

The expansion in Cambridge is providing new facilities, but they are not needed, not improved and not useful, when they must be paid for in diversion of funds, division of the library and herbarium and removing the botanists from the living collections.

Isolation has never endangered the Arboretum. It has long been a mecca for botanists and horticulturists. The real danger to the Arboretum is diversion of money to Cambridge and domination by people with no interest in taxonomy and the future of the Arboretum as an institution for taxonomic research.

Notes on Dean Bundy's Leaflet

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p.9 It is difficult to reconcile the statement that Bailey "is a loyal member of the staff of the Arboretum." with the statement that the Arboretum is the "goose that lays the golden eggs."

The Bundy statement is one of the slickest, smuggest, most hypocritical documents that I have read when it is considered in the light of what has happened. I cannot overlook or forget these things.

I am not willing to accept any of the Bundy statements without critical examination and indisputable proof. When I reached p.9 I was fed up with everything that he said and decided to let the rest go.

THE ARNOLD ARBORETUM



Eighty-fifth Anniversary Year 1872-1957

IN 85 YEARS THESE CONTRIBUTIONS
TO
HORTICULTURE AND TO SCIENCE

Education

Guidance of graduate students — college courses in horticulture and botany — field trips — visiting scholars — public classes — lectures to clubs.

Exploration

Botanical expeditions to China, Japan, Korea, New Guinea, tropical America — the Alaska highway — forest surveys of the United States.

Floristic Studies

Eastern Asia, Fiji and other islands of the Pacific — the Philippines — Panama — Mackenzie River Basin.

Fundamental Research

The cambium and secondary xylem — vascular structure of the flower — the "Rana-lia" complex — growth substances and chemical weed control — cytology of lilac, forsythia, ash and other woody plants — cytological mechanisms of inheritance — conduction through bark and dwarfing of trees.

Monographs

Azaleas — lilacs — the relatives of Camellia — the Pines — Lonicera, the honey-suckles — the Rose-Apples, Syzygium — the Screw pines — Yucca — Crataegus — Sorbus.

Plant Breeding

Incompatibilities of ornamental shrubs — hybrid forsythias and magnolias — flowering cherries — hybrid elms — ornamental crab apples.

Plant Introduction

More than 4,000 introductions, including the Royal Azalea — hardy Cedar of Lebanon — Dawn Redwood — Memorial Rose — Chinese Dogwood — Beauty Bush — Regal Lily.

Plant Propagation

Graft compatibilities — seed dormancy — rooting hormones — use of polyethylene plastic — double dormancy — effects of substrata.

Publications

Silva of North America — Manual of Cultivated Trees and Shrubs — Arnoldia — Sargentia — Journal of the Arnold Arboretum — Botanical Exploration of the Trans-Mississippi West — Lilacs — The Arnold Arboretum Garden Book — Yucca of Southwest United States — Bibliography of Cultivated Trees and Shrubs — Bradley Bibliography — Index Rafinesquianus.

Service

Living collections of hardy woody plants — exchange of living plant materials — identifications — exchange and loan of herbarium specimens — bibliographic assistance — tours, lectures, classes and questions answered for the public — survival handbooks for the Armed Forces — special military studies of vegetation.

THE ARNOLD ARBORETUM celebrates its eighty-fifth anniversary this year. The Arboretum was established in 1872 through a bequest by a New Bedford merchant, James Arnold, on land given for that purpose by Harvard University. Seven years later a cooperative agreement with the City of Boston established the pattern of operation which has been maintained to the present. This agreement, together with contributions by donors and benefactors from the public, the affiliation with Harvard University, with its high educational standards and the interest of the people of Greater Boston, has provided the foundation for the Arnold Arboretum. On this firm base has been built an institution of international reputation in the advancement of the general knowledge of woody plants, in the education of students and in the displays of trees and shrubs which are open to everyone.

In addition to the initial bequest of James Arnold, special drives and annual appeals for gifts have increased the endowment and made available unrestricted funds for immediate use. The staff has valued the financial support of the Friends of the Arnold Arboretum, which has helped to make possible the unique record on the opposite page. No other arboretum in North America can equal the proud record of the Arnold Arboretum in respect to its dedicated service in the study of woody plants. The staff now asks your help in continuing this program by adding or renewing your support of its activities through your contribution as a Friend of the Arnold Arboretum.

As a supporter of the Arnold Arboretum, you are cordially invited to examine the resources of the Arboretum and to observe the work of its staff at Weston on May 12, at Jamaica Plain on May 19 and in Cambridge on June 10, and to enjoy the grounds throughout the year. We hope that you will follow our work through the pages of *Arnoldia* and other reports. Yours is also the opportunity of joining classes and field trips and of asking for our assistance in horticultural or other botanical problems.

Your gift may be deducted for income tax purposes and will be gratefully acknowledged. If you are a Harvard alumnus, your gift to the Arnold Arboretum may be part of your contribution to the drive for Harvard College.

RICHARD A. HOWARD
Director

*The Harvard
Corporation*
AND THE
Arnold Arboretum



Digitized by Hunt Institute for Botanical Documentation

A TALK
BY WILLIAM L. MARBURY

Comments
not confidential
& can be used in
any way you wish.
Karl Sigs

THE HARVARD CORPORATION AND THE ARNOLD ARBORETUM

By William L. Marbury

IN a very few minutes I shall try to explain to you the nature of the unfortunate dispute that has arisen between Harvard University and some of the friends of the Arnold Arboretum.

The story begins about eighty-five years ago when Harvard was asked to accept a trust. The terms of the trust were plainly stated. Harvard, which had then been established for some two hundred and fifty years as an institution of learning, was to receive a fund, the income from which was to be used to develop a tract of land located in a Boston suburb known as Jamaica Plain as an arboretum containing all the different varieties of trees, shrubs and herbaceous plants that could be grown in the open air in that location. The University was also to use the income from this fund to support a professor who was not only to care for and manage the arboretum but to teach the knowledge of trees and all other matters "naturally, directly and usefully connected therewith" in the University. This professor was to be a scholar appointed by Harvard and he was to be a member of the Harvard faculty.

So you see that from the very beginning the trust was intended to provide for the advancement of learning at Harvard, as well as the growing of trees and shrubs at Jamaica Plain.

This is the text of a talk by William L. Marbury, Fellow of Harvard College, before the ladies of the Guilford Garden Club, Baltimore, on March 25, 1957. Mr. Marbury is a member of the firm of Piper & Marbury, Baltimore. Harvard University has reprinted this talk in the interest of clarifying some of the questions that have been raised concerning the Arnold Arboretum.

Scientific research is essential for the development of an arboretum, as well as for teaching, and this was, no doubt, one of the reasons why Harvard was chosen as trustee of this fund instead of a bank, trust company or independent board of trustees. The choice of an educational institution as trustee and the specific direction that the proposed arboretum should be under the care of a member of the faculty actively engaged in teaching leave no doubt that the creators of the trust intended that the arboretum should be developed as a scientific institution. At any rate that is the interpretation which was placed on the terms of the trust from the very beginning.

OVER the course of the years the Arnold Arboretum, as it was called, became very famous not only for its beautiful grounds but also as a center of scientific research in horticulture and botany. To assist in this research a fine library and a collection of specimens were built up and large sums of money were raised, particularly a fund established in honor of Professor Sargent, a very distinguished scholar who had made great contributions to scientific botany as well as to horticulture.

While Harvard was building up the Arnold Arboretum in the way which I have described, it was also building up other libraries and collections of botanical specimens which came to it from other sources. There was the famous Gray Herbarium and there were many other similar gifts, bequests and purchases made over the years. Many of the books and botanical specimens acquired in this way were closely related to those which had been collected by the Arnold Arboretum but, unfortunately, they were not housed in any central place. The Arboretum collections were in buildings at Jamaica Plain, whereas the other collections were scattered through a number of different buildings located six miles away in Cambridge.

Some years ago a comprehensive plan known as the Bailey Plan was proposed for bringing together under a single direction all of the botanical and horticultural activities at Harvard. One of the features of this plan was the centralization

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in a new building in Cambridge of all the libraries and specimens relating to botany and horticulture. The plan also called for the use of a portion of the income of the Arboretum to pay for its fair share of the cost of operating and maintaining the new building and caring for its collections.

The Bailey Plan was presented to the Harvard Corporation with the full approval of the director and staff of the Arnold Arboretum, but nearly four years after it had been approved by the Corporation, questions were raised as to its wisdom and legality. The Corporation referred the legal questions to counsel and the question of the wisdom of the plan to the Board of Overseers, which is a group of thirty distinguished alumni who supervise the affairs of the University. After prolonged study extending over several years the Overseers unanimously approved a resolution authorizing the Corporation to proceed with the construction of the new building and the centralization of the botanical books and specimens, together with the accompanying financial arrangements. Counsel advised that there was no legal objection to this and it was, accordingly, done. Other features of the plan were found to be unwise or of doubtful legality and these were abandoned. *but only under pressure.*

Now let us see just what the Harvard Corporation did. The land at Jamaica Plain and the trees and shrubs which grow there were not in any way injured nor have they been neglected. Today they are in as fine condition as they ever were and just as much money is being spent on them as before — *in fact more.* They are receiving the best of care and are in constant use as a basis for study and teaching.

Certain books and specimens which relate strictly to horticulture were kept at Jamaica Plain because that was the place where it appeared that they would be of greatest use. The rest of the books and specimens were moved to the new central building where they continue to be the property of the Arnold Arboretum and remain completely accessible to its staff. The usefulness of these books and specimens to the staff of the Arboretum, as well as to the many others

Rarely used by anyone.

interested in many parts of the world, has, in fact, been greatly increased by their immediate proximity to the other related collections belonging to Harvard. They are better housed than they were before and the scientific work of the Arboretum has been made easier.

Why then is there any objection on the part of those who have the best interest of the Arboretum at heart? Frankly, that is a question which it is very difficult for me to answer. The dissenters say that the books and specimens should have been left at Jamaica Plain, but they have not given any reason that seems to me to make sense. I will give you a simple illustration which will be familiar to most of you. The Johns Hopkins University conducts a laboratory at Silver Spring, Maryland, where it is doing important work for the government. From time to time the scientists on the staff of that laboratory may have to do work in research which can best be done at the Homewood campus in Baltimore where the main scientific libraries of the University are to be found. It certainly would appear that the location of the books to be used in doing the scientific research necessary to carry out the work at Silver Spring is a question best decided by those who have to use the books. The point is that the Johns Hopkins University is not a physical location. It is an institution which does its work where it can best be done. Similarly the Arnold Arboretum is not just a collection of trees and shrubs. It is a scientific institution which has always carried out much of its work away from Jamaica Plain. The real question is what part of the work can best be done at Jamaica Plain and what part can best be done elsewhere.

NOW those who are charging the Corporation with "disintegrating" the Arboretum apparently think that its work must all be done at Jamaica Plain. They have charged that the removal of books and specimens from one physical location to another and the use of the Arboretum funds to help pay for their housing and maintenance at the new location are breaches of trust. In the State of Massachusetts a law was adopted to protect public trusts from the burden of expensive

for what purpose? Nothing related to horticulture.

litigation which might fall on them if any person who disagreed with what the trustees were doing had the right to hale them into court. In that State any citizen who thinks that public trustees are violating the terms of their trust must appeal to the Attorney General of the State. If, after investigation, the Attorney General thinks there is anything to the case he lets his name be used in a suit to decide the question. If, on the other hand, the Attorney General is satisfied that there is nothing to the case, then he refuses to let his name be used and that is the end of it.

That is exactly what happened here. The dissenters who did not like what Harvard had done in moving the books and specimens from Jamaica Plain to the new building in Cambridge asked the Attorney General for permission to sue Harvard. The Attorney General investigated and after hearing both sides of the story decided there was no basis for a suit and refused to allow his name to be used. The dissenters then brought suit against him charging that his refusal to let them use his name was arbitrary. The highest court of Massachusetts unanimously held that the dissenters had not shown any legal grounds which would justify the courts in interfering with the discretion of the Attorney General.

You might think that after that the dissenters would have been satisfied to let the matter drop. But, apparently, they are so sure that they are right about this that they have now undertaken to stir up public opinion against the Corporation by charging that the Corporation has "evaded" a court test. What they really mean is that the Corporation has not taken the initiative to start a lawsuit on its own to find out whether its own action was lawful. Trustees sometimes do that when they are in doubt as to the legality of their action, but in this case the Harvard Corporation agrees with the Attorney General of Massachusetts that there is no real doubt. Because Harvard takes that position it is called arrogant by the dissenters, but the truth is that many of those who use this harsh language have never even taken the trouble to go to Cambridge to see for themselves just what has been done.

They would be disallowed if they did.

only that it could not survive attorney general.

Too common name work is Jan. 1900
except Harvard who says in the Garden history.

SO that is what the controversy is about. Some books are in Cambridge, others in Jamaica Plain. Some specimens are in Cambridge, some in Jamaica Plain. All are more safely housed than ever before. All are now more useful than ever before. All are readily accessible to members of the Arboretum staff. The present members of the Arboretum staff, with two exceptions, much prefer to have the books and specimens where they now are rather than where they were previously housed. The trees and the shrubs remain in Jamaica Plain and in fine condition. They are as much a part of the Arboretum's activities as they have been in the past. The whole controversy is unfortunate, and if there is anything reprehensible about it, it is the attempt to arouse bad feeling against a great educational institution by appealing to people like yourselves who, in most cases, are in the position to hear only one side of the story.

X Those at J.P. rarely used
by anyone.

Those at Cambridge
used primarily on taxonomic
studies of flora of South
America or Caribbean

Two known exceptions.

Those which survive
look good, but many
important species & varieties
missing because of
inadequate replacement.

X No one except me using
them for scientific work.

→ The most reprehensible
aspect is the lies told by
Pusey, Bundy, Marbury,
Kane, Washburn & Howard.

TO THE ARNOLD ARBORETUM

JAMAICA PLAIN 30, MASSACHUSETTS

ANNUAL MEMBERSHIP

REGULAR	\$10	☐	SPONSORING	\$50	☐
SUSTAINING	\$25	☐	PATRONS	\$100	☐

Please make checks payable to Harvard University and forward to the Director of the Arnold Arboretum.

Name _____

Address _____

Such contributions are a deductible item on Federal Income Tax returns.

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HARVARD UNIVERSITY
Cambridge, Massachusetts

A Memorandum about the Arnold Arboretum

The Arnold Arboretum was established by an Indenture of March 29, 1872 between the trustees under the will of James Arnold and the President and Fellows of Harvard College. In setting up the institution, Harvard University in effect matched the Arnold gift by assigning a portion of the Bussey land in Jamaica Plain (then West Roxbury) to the uses of the new Arboretum. Subsequent gifts, the largest of which was the Charles Sprague Sargent Memorial Fund in 1927, have enlarged the endowment of the Arboretum.

Through the years since 1872, the Arboretum has increased in stature as a scientific institution of world-wide renown, devoted to the study of trees and other woody plants which can be grown in this latitude. It maintains an unrivaled living collection, a library and an herbarium.

In 1945, a plan was proposed to increase cooperation between the several institutions interested in botany at Harvard, to their mutual advantage. This came to be known as the Bailey Plan and is the point of departure for the controversy which has ensued. This Plan had the approval not only of all the Professors of Botany in the University but also of Dr. Karl Sax, who was then Director of the Arnold Arboretum, and Professor Oakes Ames, who had been Supervisor of the Arnold Arboretum. President Conant commented on the Plan at a meeting of the Board of Overseers in January, 1946, and copies of it were distributed. Later in that same month, at a meeting of the members of Faculty rank of the Department of Biology and of the Botanical institutions, including the Arnold Arboretum, Professor Merrill moved that the Plan be heartily endorsed, and this motion was

unanimously passed. The Corporation then proceeded to implement the Plan, without a single voice of dissent from those charged with the administration of the Arboretum, from the interested Faculty, from the Board of Overseers or from any other quarter.

The Merits of the Case

Early in 1950, the Committee to Visit the Arboretum reported to the Board of Overseers a number of objections to the Bailey Plan. That Board and the Harvard Corporation considered these objections over a period of about three years. The principal objections raised by the Visiting Committee were these:

1. That the Bailey Plan would divert funds of the Arboretum from the support of the living collections at Jamaica Plain to research in scientific botany in Cambridge.
2. That the Bailey Plan would require the Arnold Professor to report through various committees and other administrative agencies and would deny him direct access to the President
3. That the Bailey Plan would permit certain part-time staff members, who give some of their time to the Arboretum and some to other Harvard departments, to be paid by one or the other without an accounting to ensure that each would receive the amount of time it paid for.
4. That the removal of any substantial portion of the books and specimens from Jamaica Plain to Cambridge would be injurious to the Arboretum.

The Corporation recognized merit in the first three of these four principal objections. By its vote of January 19, 1953, adopted upon the recommendation of the Board of Overseers itself, the Corporation directed that the

Bailey Plan should not apply to the Arboretum. It thus retreated from its original position and eliminated insofar as the Arboretum is concerned several important features of the Bailey Plan to which the Visiting Committee group had objected. It terminated the salary arrangements referred to above. It simplified the elaborate administrative arrangements of the Bailey Plan, and expressly reaffirmed the right of the Arnold Professor to discuss the care and management of the Arboretum directly with the President. And although the Bailey Plan had not provided otherwise, the resolution expressly directed that the income from unrestricted gifts for the purposes of the Arboretum should first be applied to the support of the living collections and the building at Jamaica Plain, to the support of the Arnold professorship, to the support of the Library and Herbarium of the Arboretum, and only thereafter, to the extent available, to the support of other Arboretum activities, including instruction and research.

This vote eliminates the ground of every one of the principal objections except the removal to the central building in Cambridge of those books and herbarium specimens of the Arboretum that are not related to horticulture. The long period devoted to the careful study of these objections by the Overseers' Coordinating Committee on the Biological Sciences under two successive chairmen, by the Board of Overseers itself, and by the Corporation, the length to which the Corporation's vote of January 19, 1953 goes in meeting all but one of the principal stated objections to the Bailey Plan, and the thorough reconsideration of the problem by President Pusey and Dean Bundy shortly after they took office, are far from the arbitrary action repeatedly charged by the Association for the Arnold Arboretum.

Insistence by Harvard that the non-horticultural books and specimens be removed to Cambridge is based primarily on the following considerations:

1. The Arnold Arboretum has never been conceived as simply a plot of land in Jamaica Plain. This is unrealistic and inconsistent with the historical fact. Research and teaching activities have long been carried on in Cambridge by various members of the Arboretum staff. Since the acquisition of the Case Estates in Weston, by bequest, more than ten years ago, important horticultural activities of the Arboretum have been conducted at that location. There is nothing in the Indenture of 1872 or in any other gift to the Arboretum which either expressly or by implication specifies or restricts the location of the library or the herbarium. Indeed, there is no express authorization of either in the Indenture of 1872, and both were first maintained not in Jamaica Plain, but in Brookline. Nor is there anything in the elaborate brochure used in soliciting contributions to the Sargent Memorial Fund in 1927 which would require that either the library or the herbarium be maintained solely at Jamaica Plain. Actually, from 1871 until 1892 there was no Arboretum library. In the latter year the University was given the private collection of 4,000 books and pamphlets accumulated by Professor Charles Sprague Sargent, and this collection was transferred to the then new building in Jamaica Plain as a gift to the University. This collection was in number less than half that now in Jamaica Plain and only one twelfth of the present total library belonging to the Arboretum.
2. There is simply no basis for a charge that Harvard has "disintegrated" the institution. Harvard has always thought of the Arboretum as an institution whose activities are not confined to a particular plot of land but are devoted both to the maintenance of a collection of

woody plants and the utilization of these in research and teaching. Indeed, it was largely the contemporary convenience and expense which resulted in the establishment of the Arboretum in Jamaica Plain rather than Cambridge. While horticulture has become one of the subjects of the Arboretum's concern it is not even mentioned in the Indenture of 1872. Harvard does not question the importance of horticulture. It does not question that a major part of the Arboretum's effort and resources should be devoted to horticultural purposes. But by the original deed of trust the purposes of the Arboretum are not only to establish, maintain and increase the living collections at Jamaica Plain, but also to support the Arnold Professor, who, in addition to the care and management of the Arboretum, is required to "teach the knowledge of trees in the University . . . and give such other instruction therein as may be naturally, directly and usefully connected therewith." This, in Harvard's view, embraces not only horticulture, and research related to horticulture, but also basic research in botany to further our knowledge of trees.

3. It is Harvard's view that any institution, whether it be the Arboretum, Harvard itself, or any other not confined by the terms of its foundation to a specified place, should carry out its authorized purposes where they may be most efficiently and advantageously accomplished, whether that should be in one or in many places. In the case of the Arboretum, this means Jamaica Plain and Weston for horticulture now and in the foreseeable future. But for basic research, the case is different. In the past the Arboretum has been a leader in taxonomy and hopes to continue pre-eminent in

this field of endeavor. Further, to keep up with the supporting fields of research the Arboretum must participate, preferably as a leader, in the exciting new approaches to our fundamental knowledge of woody plants. This research requires not only laboratories, but also the study of related collections of books and specimens not possessed by the Arboretum but available in other Harvard collections in Cambridge. It requires also an interchange of ideas with specialists in related fields. These facilities simply cannot be duplicated in Jamaica Plain, no matter how much money might be available.

4. The removal of books and specimens to Cambridge has been worked out in a way that will ensure that the horticultural activities of the Arboretum will not suffer. The books and specimens forming the library and herbarium in Jamaica Plain have been carefully selected for their pertinence to the living collection, and whenever the need is demonstrated the herbarium and library are augmented by books or specimens from Cambridge.

These advantages to the Arboretum seem so clear that Harvard simply does not regard the litigation urged by the objectors as justified.

Most, if not all, of Harvard's critics have as their primary interest horticulture. Harvard's view is that, important though horticulture is, Harvard would be faithless to its trust as Trustee of the Arboretum if it were to permit important research activities of the Arboretum to wither away. It feels that if it is to carry out the terms of its trust it must adhere to that view, despite the respect and affection it bears to many of the objectors.

The Legal Aspects

Recent statements by the Association for the Arnold Arboretum rarely, if ever, mention the legal background of the controversy, or the action of the

Attorney General and the decision of the Supreme Judicial Court.

Legally, Harvard is a charitable institution and the endowment and property of the Arnold Arboretum are charitable gifts administered by the Harvard Corporation. For many years the law of Massachusetts, like that of most common law jurisdictions, has been that the Attorney General alone can sue the trustees of a charitable institution to enforce the terms of their trust. He represents the interests of the general public which is the beneficiary of the trust. This rule protects the trustees of the charity from harassment by ill-founded suits which the many members of the general public who are interested in particular charities might bring. It also relieves the courts from the flood of litigation which might otherwise ensue. The Supreme Judicial Court of Massachusetts has said that it is the Attorney General's duty to "see that the public interests are protected and to proceed in the prosecution or decline so to proceed as those interests may require." The law "has not left it to individuals to assume this duty"

In the case of the Arnold Arboretum, the Attorney General examined the claim of the objectors that the transfer of a large part of its library and herbarium from Jamaica Plain to Cambridge is a breach of trust by Harvard. He found no merit in their claim. He did not share the doubts of the "eminent counsel" so often referred to by the Association for the Arnold Arboretum. And the Supreme Judicial Court of Massachusetts, in litigation instituted by the objectors, has held that the Attorney General's decision is not reviewable by the courts.

The Future

The principles outlined govern the present operation of the Arboretum. Of its current budget approximately 70 per cent is devoted to horticulture. It is not expected that the proportion currently devoted to horticulture will

change significantly in the foreseeable future. This fact places financial limitations on the progress of the fundamental research for which the Arboretum staff has been well known.

The objectors have criticized the Arboretum's recently announced program for the future as being vague and as covering up in generalities the diversion of funds to general botanical uses. The objections do not seem to have been so much that the program is unsound or improper, but rather charge that the Corporation and the Arnold Professor have no intention of carrying it out. All that Harvard can say in answer to such criticism is that unless and until the operation of the Arboretum departs from the principles outlined above, these criticisms are both unjustified and unfair. There can be no doubt that the policy stated in the Corporation's vote of January 19, 1953 — now over four years ago — has been scrupulously and faithfully carried out. There is no sound basis for a belief that it will continue to be so. Fear that it may not has been nourished by the continuation of the controversy, not by the actual record.

There has been much misrepresentation in statements published by our critics. Harvard, therefore, urges any who are interested in this controversy to visit the Arboretum in all its departments to see what truth there is in the assertion that its effectiveness has been impaired.

April 1957



THE HARVARD FOUNDATION FOR ADVANCED STUDY AND RESEARCH

NEWSLETTER

GORDON HUGGINS, EXECUTIVE DIRECTOR
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EXTENSION 591

December 31, 1956

SIX YEARS OF THE GRADUATE SCHOOL CENTER

Harvard's 6-year old Graduate Center is located well away from Harvard Yard. So situated that it symbolizes in a geographic way the feeling once distressingly prevalent among Harvard's growing number of graduate students - - the feeling that somehow they existed apart from the main flow of University life. It was this feeling, and the need it represented, that led Provost Paul Buck in 1950 to refer to the then newly-completed Graduate Center as the realization of "what has been the most recurring dream of the Faculty since the first World War." The fact that this feeling is much less prevalent today is a mark of the Center's success in fulfilling its intended purpose.

Acting as a guiding principle in the construction of this Center was the concept of a community of scholars-in-training. This concept implies not only the proper facilities for a free exchange of professional information, but also an atmosphere conducive to the growth of a communal spirit among people with common professional ideals. Hence it was appropriate that Walter Gropius, and his associates of The Architects Collaborative, choose as the focal point of their structural group the graceful Harkness Commons, with its large dining hall and meeting room both expressly designed for group social functions. Architect Gropius was quoted by Architectural Forum (December, 1950), in an article expressing the design and purpose of the Center, as wishing that "the success of these eight buildings . . . be measured by their impact upon the minds and the lives of those who . . . use them." It should be of interest at this time to take first measure of this success.

One dimension of the Graduate Center's success is in the number of individuals it serves. Among the 3739 currently registered students of

the six graduate schools in Cambridge sharing in the Center, virtually every one will have some occasion during the year to use its facilities. 576 of these students actually live in its modern dormitories (438 others live in the older dormitories of the system), and more than 1500 resident and non-resident students use frequently the dining facilities in Harkness Commons. More significant, perhaps, is the over-capacity and still growing demand for use of the five social rooms in Harkness Commons and Holmes Hall. Available without charge to any student group in good standing, these meeting rooms consistently are scheduled as far in advance as the regulations allow.

Even more significant, and more difficult to measure, are the numerous indications that communal life in the Center is adding social depth to an otherwise rarified graduate-level education. It has been the custom for the Deans in charge of the Center to recommend to all new graduate students that they apply for space in the dormitories for at least their first year with the University. Justification of this policy, in addition to sheer convenience, is the fact that social orientation within Harvard's complex environment appears appreciably easier for dormitory residents than for non-resident students (the percentage of non-residents withdrawing thus far during the current year is four times greater than that of dormitory residents.) An added dimension of group responsibility is provided by the modified honor system of Parietal Rule enforcement effective within the dormitories. In assuming responsibility for maintenance of these regulations, the student councils of the several graduate schools involved have increased their contribution to their respective student bodies, and at the same time have consolidated their po-

language-study, and economics, and providing large-scale computing to serve in areas where it previously has not been available.

Univac will make a variety of promising computations in the Physical Sciences. A major factor in designing the new 6 billion volt Cambridge Electron Accelerator will be solved by Univac's ability to plot the path nuclear particles will take while whirling around the giant vacuum. Univac will plot atoms' paths within molecules and meteors' paths, which will give new data on the winds and atmospheric densities in the upper air.

Because it handles letters of the alphabet as well as numbers, Univac will give new flexibility to research in language analysis and translation. To learn the rules for the machine translation, scientists are analysing and composing music, the simplest of languages.

In the economic field Univac will analyze intricate management problems confronting business and government. The problem of keeping the economy in balance during the growth of industrialization in "underdeveloped areas" of the globe will be studied with the help of Univac.

In many fields, research now is trying to deal with chance events. Many theoretical "mod-

els" work too smoothly, without taking into consideration that luck may affect the outcome of an undertaking. By applying modern statistics to the machine method the element of "chance" change can be introduced into the analysis of social process and thus find out how these change affect the sequence of events. This element of chance affects the working of biological systems, for example an enzyme may cause a reaction to go in either of two directions. The study of public health variables, such as the problems in controlling a given disease, involves intricate mathematics which can be computed speedily by Univac.

The Graduate School of Business Administration will also use Univac in dealing with statistical problems, such as traffic congestions and detailed comparing of the machine programming of a series of different business companies to learn how best to adapt the machines to business purposes.

The machine is housed in the Computation Laboratory. A faculty committee on Computation Facilities has been appointed. Professor W. W. Leontief, Chairman, Professor H. H. Aiken and Professor E. Bright Wilson will be responsible for assigning research projects.

LIBRARY AND LABORATORY NEWS NOTES

FROM THE DEPARTMENTS AND GRADUATE SCHOOLS

ARNOLD ARBORETUM: The annual Christmas Display of Plant Materials at the Arnold Arboretum was held in the large lecture hall in the Administration Building December 4 through 21. All the greens used in making Christmas decorations as well as fruits, nuts and dried plant materials which make Christmas festive were shown and described botanically. Demonstration exhibits of wreath-making, the keeping properties of Christmas greens and winter protection methods helpful in growing these trees and shrubs were featured. A large Christmas tree was decorated with ornaments made of native plant parts, fruits, cones, seeds and foliage. The exhibit was free and open to the public from 9:00 a.m. to 5:00 p.m.

BIOLOGY: At the 50th anniversary meeting of the Botanical Society of America, Inc., held August 29 at the University of Connecticut, Professors Irving W. Bailey (A.B. '07, M.F. '09), Karl Sax (M.S. '17, Sc.D. '22), Kenneth V. Thimann (A.M. hon.) and Ralph H. Wetmore (A.M. '22, Ph.D. '24) were among the botanists cited for distinguished contributions in research and the teaching of botany.

In August just prior to the annual meeting of the American Institute of Biological Sciences a dinner was held in honor of Dr. William H. Weston, Jr. (A.M. '12, Ph.D. '15) at the University of Connecticut. Dr. Weston became Professor Emeritus at the beginning of this academic year. Some 150 people, including most of Dr. Weston's former graduate students, attended.

CHEMISTRY: Professor Eugene G. Rochow has received the S.B. Meyer Award of the American Ceramic Society for an outstanding paper in the field of glass technology.

CLASSICS: Professor Eric A. Havelock, serving as Radcliffe College faculty delegate, attended the Seven College Conference, which convened at Bryn Mawr College during the latter part of October.

The second volume of Professor Arthur S. Pease's edition of Cicero's *De Natura Deorum* will be

THE PROGRAM OF THE ARNOLD ARBORETUM

Education: By exhibiting a comprehensive collection of hardy woody plants, thus demonstrating the appropriate cultural practices for each.

By teaching botany and horticulture both to students within the University and to the interested public.

(What specific courses on horticulture are now in any published listing?)

By sharing the knowledge of trees, plants, and plant materials with fellow scientists and horticulturists.

(Does not say they are cultivated.)

Plant

Introduction: By adding to the Arnold Arboretum's collections basic indigenous and exotic woody plants, both wild and cultivated.

(What is basic? Living ^{or} herbarium?)

By helping other Arboreta, both here and abroad, to increase their collections.

(How?)

By continually searching for new plants of beauty, value, and scientific interest.

(What has been done here to date?)

Exploration: By financing the field work of staff members to aid their research and thus enhance the collections of the Arboretum.

(How is this being slanted toward cultivated plants?)

By sponsoring (when funds permit) the special research and exploration of other botanists whose work contributes to the Arnold Arboretum's program.

(What about other horticulturists?)

THE PROGRAM OF THE ARNOLD ARBORETUM

-2-

Research: By using to their fullest the outstanding living collections, the herbarium and the library of the Arnold Arboretum.

(Specifically by what projects that are now underway?)

By furthering the study of woody plants in New England as a contribution to comparative horticulture.

(How? What is this?)

By seeking support for projects in geographical areas where the resources of the Arnold Arboretum and the special knowledge of its staff[^] be most effective.

(In the field of horticulture?)

Publication: By preparing floras, monographs and critical studies based on the collections of the Arnold Arboretum.

By issuing reports of original investigations in the field of horticulture.

(of cultivated plants? What is being done as relates to horticultural taxonomy?)

October 22, 1956

Received from R. Howard 11/23/56

Revised comments by Lawrence.

THE PROGRAM OF THE ARNOLD ARBORETUM

Education: By exhibiting a comprehensive collection of hardy woody plants, thus demonstrating the appropriate cultural practices for each

By teaching botany and horticulture both to students within the University and to the interested public ^{what specific courses or hort. are now in any published listing?}

Does not say they are cultivated

By sharing the knowledge of trees, plants, and plant materials with fellow scientists and horticulturists

Plant

Introduction: By adding to the Arnold Arboretum's collections basic indigenous and exotic woody plants, both wild and cultivated ^{living or herbarium? what is basic?}

By helping other Arboreta, both here and abroad, to increase their collections, How?

By continually searching for new plants of beauty, value, and scientific interest what has been done here to date?

Exploration:

How is this being slanted towards cultivated plants?

By financing the field work of staff members to aid their research and thus enhance the collections of the Arboretum

By sponsoring (when funds permit) the special research and exploration of other botanists whose work contributes to the Arnold Arboretum's program what about other horticulturists?

Research:

Specifically by what projects that are now underway?

By using to their fullest the outstanding living collections, the herbarium, and the library of the Arnold Arboretum

By furthering the study of woody plants in New England as a contribution to comparative horticulture what is this? How?

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Publication: By preparing floras, monographs and critical studies based on the collections of the Arnold Arboretum

By issuing reports of original investigations in the field of horticulture ^{of cultivated plants}

October 22, 1956

What is being done as relates to horticultural taxonomy?

THE ARNOLD ARBORETUM
HARVARD UNIVERSITY
JAMAICA PLAIN — CAMBRIDGE — WESTON
MASSACHUSETTS, U. S. A.



Because of a similarity of names some confusion has developed between the "Friends of the Arnold Arboretum" and the "Association for the Arnold Arboretum, Inc." To clarify the situation this letter and the enclosed folder are sent to you as a member of the Association for the Arnold Arboretum, Inc., to explain the purposes and the benefits of membership in the Friends of the Arnold Arboretum, the group which directly supports the work of the Arboretum itself. The Association for the Arnold Arboretum, Inc., has no official connection with either Harvard University or the Arnold Arboretum and is not authorized to solicit funds on our behalf.

For many years the Arnold Arboretum has received generous support for its work through annual contributions from a group of benefactors called the Friends of the Arnold Arboretum. An annual appeal at this time of year is made to a small group of people interested in the Arboretum and its work. Unless designated for some special purpose, all funds so obtained are used exclusively for research in horticulture and improvements in the quality, scope and appearance of the living collections in Jamaica Plain. These funds allow us to undertake special research projects at opportune times, to obtain special introductions of ornamental plants or to develop new plantings which might normally be delayed because of earlier budgetary commitments. Gifts may be ten dollars or more and all are acknowledged. Your contribution to Harvard University for educational and scientific purposes of the Arnold Arboretum is deductible for federal income tax purposes.

During the past two years you have heard a great deal pro and con about the Arnold Arboretum. This distinguished horticultural and research institution has its physical plant in three locations. Living collections open to the public have long been located in Jamaica Plain and Weston, Massachusetts. Horticultural activities are centered in these two areas, with a library and a herbarium, a lecture hall and demonstration room, all for work in horticulture, in Jamaica Plain. Experimental, nursery and

permanent collections have been maintained by the Arboretum in Weston, Massachusetts, for nearly twelve years since the gift of the Case Estates by Louisa and Marian Case. The floristic, systematic and morphological research of the Arboretum staff on the kingdom of flowering plants is now located in Cambridge in a new building erected and equipped at a cost of approximately one million dollars from unrestricted funds of Harvard University, and without cost to the Arboretum. The Arboretum does pay a share of the maintenance costs of the building in proportion to the percentage of the building which its collections and staff occupy. In planning this building the wisdom, necessity and merits of the removal of a major part of the Arboretum library and herbarium to Cambridge were discussed and approved by the Arboretum staff. The legality of this move has been considered and approved by the Attorney General of Massachusetts.

A number of documents are available as background information for those interested. "Harvard's Views of the Controversy over the Arnold Arboretum" explains the policies of the Harvard Corporation as trustee of the Arnold Arboretum and its endowment. "The Director's Report" tells of the necessity for the current organization. The Attorney General's opinion of July 2, 1953, affirms the legality of the proposals of the trustee. The opinion of the Supreme Judicial Court, written by Chief Justice Stanley Qua and rendered on February 11, 1955, explains why the Attorney General's ruling was upheld. All of these documents are available on request.

On behalf of myself and the staff of the Arboretum, I earnestly appeal to all men and women of good will to put aside this unhappy controversy and allow us to prove our good faith and our firm determination to enhance the already great reputation of the Arboretum for research in horticulture and in the woody vegetation of the world. We are anxious to continue our program for scientific achievement. We invite you to visit all of the Arboretum's work and to take part in its activities. The buildings and the grounds at Jamaica Plain, Cambridge and Weston are open to you. We hope you will come to see what we have and to enjoy the flowering trees and shrubs which it is our purpose to maintain and improve as perhaps the greatest collection of its kind in the world. The courses, lectures and demonstrations offered by the staff are for your benefit.

We solicit your financial support in the work of the Arnold Arboretum by this invitation to join the Friends of the Arnold Arboretum. Your contribution will be used directly to further horticulture.

Sincerely yours,

Richard A. Howard

Richard A. Howard
Director

THE
FRIENDS OF THE
ARNOLD ARBORETUM



Digitized by Hunt Institute for Botanical Documentation

The
FRIENDS OF THE ARNOLD ARBORETUM
are

Benefactors who by their annual contributions
support the work of the

ARNOLD ARBORETUM



Gifts, unless designated for special purposes, are used to further research in horticulture and to improve the living collections of the Arboretum in Jamaica Plain.



Among the current projects supported by such gifts are:

- Experiments in protection against winter damage to Rhododendrons.
- Development of new ornamentals by hybridization and plant breeding.
- Studies in methods of rooting of plants difficult to propagate.
- Introduction of new species for testing in New England.
- Improvement in quality and coverage of the living collections.

The Arnold Arboretum offers to all . . .

Horticultural and botanical articles and news in its official publication ARNOLDIA . . .

Adult education courses in horticultural and botanical subjects at the Administration Building and the greenhouses . . .

Outstanding, labelled display plantings of trees and shrubs at Jamaica Plain and Weston . . .

Lectures and exhibitions in the Administration Building in Jamaica Plain . . .

Staff assistance on horticultural and botanical problems . . .

Annual reports of the activities of the Arboretum and its staff . . .

But most important of all . . .

As a Friend of the Arnold Arboretum you have the assurance of knowing your support advances the horticultural work of the Arnold Arboretum in its efforts to enrich the gardens of America.

Contributions
may be ten dollars or more.
Checks should be made payable to
Harvard University.

All gifts are deductible for Federal Income Tax purposes.