Friday, April 13, 1906.

CONTENTS.
The Academic Career as affected by Administration: Professor Joseph Jastrow.... 561
Scientific Books:—
Morrisan's Elements of Mechanics, James's Elements of the Kinematics of a Point and the Rational Mechanics of a Particle: Professor L. M. Hoskins. Patterson's The Other Side of Evolution: Professor C. H. Eigenmann .......................... 574
Societies and Academies:—
Discussion and Correspondence:—
Meteorite Shower at Modoc, Kansas: Oliver C. Farrington. Capture of the West Indian Seal at Key West, Florida: Dr. C. H. Townsend. On the Origin of the Small Mounds of the Lower Mississippi Valley and Texas: P. J. Farnsworth .... 582
Special Articles:—
Current Notes on Meteorology:—
Annals of Mont Blanc Observatory; Meteorologische Zeitschrift; Forests and Rainfall; Notes: Professor R. Dec. Ward ....................... 592
Carbon Suboxide: Dr. J. Bishop Tingle... 593
Analysis of the Results of the Twelfth Census 594
Awards of the Royal Geographical Society... 594
The Congress of the United States........ 595
The Ohio State University................ 596
The Installation of President Houston.... 596
The American Philosophical Society .... 597
Scientific Notes and News ........................ 598
University and Educational News ......... 600

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THE ACADEMIC CAREER AS AFFECTED BY ADMINISTRATION.1

It is my purpose to discuss, in accordance with the central theme of this conference, the influences exerted upon the academic career by the present administrative conduct of university affairs. Whether or not we are prepared to admit that whatever is best administered is best, it seems both fair and profitable to judge the value of admin-

1 In view of the appearance in SCIENCE of Professor Cattell's proposals for university organization, I have decided to avail myself of the wider publicity for my own treatment of a related issue. My presentation, in common with that of Mr. Munroe (SCIENCE, December 29, 1905) was read before the Trustees' Conference held at the University of Illinois in October, 1905. My personal judgment endorses the complete reconstructive plan that Professor Cattell proposes; I have, however, confined my constructive suggestions to two urgent but simple measures that may be looked upon as the minimum step in the 'gradual evolution' by which the comprehensive plan is to be established. The public discussion of this problem and the indication of the defective status of university organization and tendencies, are in themselves decided gains in shaping opinion. The danger to the academic career seems to me the most serious menace. Any steps taken for the relief of this situation will most directly further the cultural interests of the nation.