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RESEARCH AND THE AMERICAN COLLEGE¹

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THERE are two zoological themes either of which I would like to discuss with you this evening, but instead of this I've decided to tell you something of a college which has recently been founded and of its ideal to promote research by leading a large proportion of its ablest pupils to adopt research as their life work.

This institution has fallen heir to 139 acres of land upon which are 17 buildings reasonably well adapted for continued use as laboratories, lecture halls, library, assembly halls and dormitories. It has \$13,000,000 of productive endowment paying, as at present invested, 4.8 per cent. above the expenses of the care of the funds, that is \$624,000 besides tuition fees, which amount to 500 times \$200 or \$100,000, making a total income of \$724,000.

By provision of the charter the institution has no president, but in his stead is a chairman of the faculty who is also *ex-officio* chairman of the trustees. His successors are to be elected by vote of both faculty and trustees, agreement by each body being necessary. He is *ex-officio* a member of any committee of faculty or of trustees upon which he may desire to serve. This is in reality, though not in name, a return to the former condition of the New England college, a condition now abandoned in American colleges and universities with a few exceptions, notable among them Oberlin, in which the old tradition as to the presidency remains in force.

To the trustees is committed the investment and care of the funds of the college and the securing of additional funds. To the faculty is committed the determination of educational policies and all the educational administration of the institution, including the selection of members of the teaching staff, the library force and the secretarial and other assistants, except in the treasurer's office. The trustees estimate each year in advance the amount of funds to be available from all sources for the educational work of the institution and with this fundamental figure known the faculty plan the budget in detail, subject, however, to the approval of an executive committee upon which are an equal number of representatives elected by the

¹ Address of the chairman and president of Section F—Zoological Sciences—American Association for the Advancement of Science, Cincinnati, December 28, 1923.

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