

## HOTEL ALEXANDRIA

CABLE ADDRESS "ALEXANDRIA"



LOS ANGELES

July 12, 1912.

Miss Ellen B. Scripps,  
La Jolla, San Diego County,  
California.

Dear Miss Scripps:

In accordance with the agreement between the officers and members of the Marine Biological Association of San Diego, and the Regents of the University of California, entered into February thirteenth, nineteen hundred and twelve, the deed to the property of the Association, its books and accounts, have passed this day to the Regents of the University. In accepting this trust, the Regents desire to repeat the statement made in the letter of February thirteenth, in which they emphasized their appreciation of the importance and value of the property, which today has passed to them. The University pledges itself to give close and careful attention to the affairs of the Scripps' Institution of Biological, both to aid and develop scientific research, and also in the administration of the business affairs of the Institution.

In about a month an engineer attached to our office in Berkeley, will be sent to San Diego. This man will survey, at the expense of the University, the entire property belonging to the Institution. He will make a detailed map, and will study the property with a view to making a report upon the best means of future development of the land. His report will indicate sites for cottages and buildings of the station, such



## HOTEL ALEXANDRIA

CABLE ADDRESS "ALEXANDRIA"



LOS ANGELES

as the aquarium, library, etc., and also means for protecting the land against the action of drainage water and the ocean.

Appreciating, as the Regents do, the value and importance of the property which has been transferred to them, they still feel that there is much to be done toward the development of the Institution. Scientific work in several lines is at a stand-still. It has been suggested to the Regents that you would be glad to be informed of the Station's needs, and to provide the necessary funds for the further expansion of the work. As to present imperative needs, the following program is suggested after consultation with Professor Ritter:

No. 1. Binding of volumes for the library, purchase of new books and journals. Cost estimated at \$1,000.

No. 2. Construction of a retaining wall on the beach, immediately in front of the laboratory to protect the land against the action of the waves. It is also necessary to slope the cliff to prevent further erosion. This is essential for the construction of the pier and the installation of the pumping plant. Cost to be estimated by an engineer.



#3 -Miss Scripps.

A.C. BILICKE, PRES. S.J. WHITMORE, VICE PRES. AND GEN. MGR. JOS. REICHL, ASST. MGR.

## HOTEL ALEXANDRIA

CABLE ADDRESS "ALEXANDRIA"



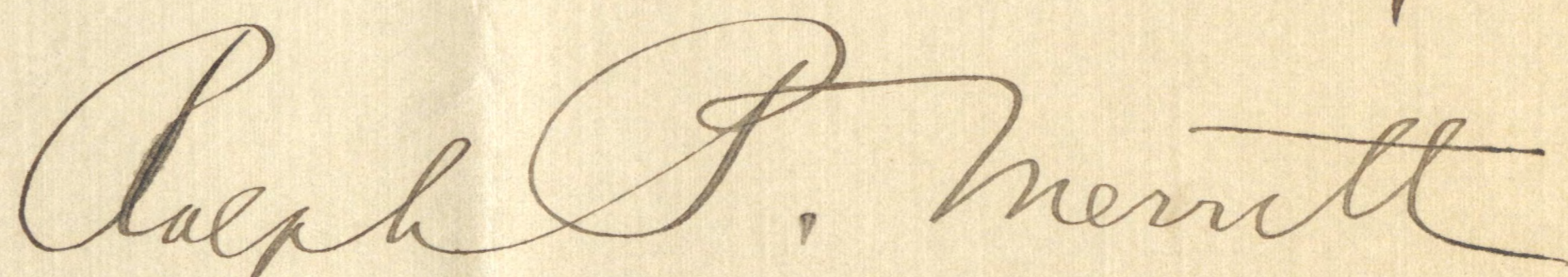
LOS ANGELES

- No. 3. Construction of a pier 1500 feet in length. Cost estimated \$20,000.
- No. 4. Installation of salt water pumping plant, (engine, pump and pipes) for supplying salt water for the aquarium and laboratory. Cost estimated at \$2,500.

There are other pressing needs but those here presented are the most imperative. After the survey is finished, we will have further data to submit upon the matter of grading, planting, construction of cottages, etc.

The station cannot progress without the expenditures just enumerated. If you are willing to contribute for these purposes, the Regents will pledge themselves to carry out the trust as fast as funds are received, giving the work careful attention in every detail.

Very respectfully yours,



Comptroller of the University.



Copy

July 12, 1912.

Miss Ellen B. Scripps,  
La Jolla, Calif.

Dear Miss Scripps:

In accordance with the agreement between the officers and members of the Marine Biological Association of San Diego, and the Regents of the University of California, entered into Feb. 13, 1912, the deed to the property of the Association, its books and accounts, have passed this day to the Regents of the University. In accepting this trust, the Regents desire to repeat the statement made in the letter of Feb. 13, 1912 in which is emphasized their appreciation of the importance and value of the property, which to-day has passed to them. The University pledges itself to give close and careful attention to the affairs of the Scripps' Institution of Biological, both to aid and develop scientific research, and also in the administration of the business affairs of the Institution.

In about a month an engineer attached to our office in Berkeley, will be sent to San Diego. This man will survey at the expense of the University, the entire property be longing to the Institution. He will make a detailed map, and will study the property with the ~~xx~~ view to making a report upon the best means of future development of the land. His report will indicate sites for cottages and buildings of the station such as the aquarium, library, etc., and also means for protecting the land against the action of the sea drainage water.

Appreciating, as the Regents do, the value and importance of the property which has been transferred to them, they still feel that there is much to be done toward the development of the Institution. Scientific work in several lines is at a stand-still. It has been suggested to the Regents that you would be glad to be informed of the Station's needs, and provide the necessary funds for the further expansion of the work. As to the present imperative needs, the following program is suggested after consultation with Prof. Ritter:

- No. 1. Binding of volumes for the library, purchase of new books and journals. Cost estimated at \$1,000.
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The station cannot progress without the expenditures just enumerated. If you are willing to contribute for these purposes, the Regents will pledge themselves to carry out the trust as fast as funds are received, giving the work carsful attention in every detail.

Very respectfully yours,  
(sgnd) Ralph P. Merritt  
Comptroller of the  
University.



**E. W. SCRIPPS**

April 1st to Dec. 1st, West Chester, Butler Co., Ohio  
Dec. 1st to April 1st, Miramar, San Diego Co., California

*Prologue*

July 16, 1912

Miss Ellen B. Scripps  
La Jolla, Cal.

Dear Ellen,

Comptroller Merritt sent me a copy of his letter to you of the 12th inst.

I see from this that not only has <sup>he</sup> he and Ritter use for more money, but they are ready to begin making some expenditures almost immediately.

I saw Ritter last night and suggested, however, that he be not in a hurry in the matter of spending money on binding his journals, etc. that had accumulated. I thought that this was a kind of expense, though probably necessary in the long run, that should not be undertaken until after we were certain that there would be money to spare for this purpose, and the more important work was done.

Perhaps the two most immediate needs are the pumping plant and the protecting coast wall, and ~~to better~~ the grading of the cliff to keep it from washing and falling in.

I suggest that you begin gathering a fund of \$2500 a month ~~from~~ with August 1st, as I believe that there will be call for it and for the allowances of several months more before the winter sets in.

I shall send a copy of this letter to ~~him~~ <sup>Jim</sup> and tell him that unless you notify him over the phone or by letter to the contrary he is to ~~be~~ cause <sup>him</sup> to pay <sup>into</sup> your bank account each month \$2500 more than what you previously directed him to do. By doing this I may save you the trouble of having to think of the thing yourself, or to write any special orders.



7/16/12

As long as the money is paid into your bank account, that is to say <sup>in</sup> your hands, it will not be necessary for Jim to have a written order on file.

Jim notifies me that the Dunn note of \$96,000 which was given in part payment for the ~~Cleveland~~ <sup>Zalady</sup> Times, has been paid. This payment adds some \$16,000 to your already plethoric account.

Affectionately,

E. W. SCRIPPS.



*Brooklyn*

July 16, 1912

Mr. Ralph B. Merritt  
Comptroller University of California  
Berkeley, Calif.

Dear Mr. Merritt,

I received a copy of your letter of the 12th inst. addressed to my sister. I have suggested that she be prepared to begin making payments of \$2500 a month from the date of August 1st, 1912. If she does not approve of this I will let you know. Otherwise you may be justified in presuming that the money will be on call.

Yours sincerely,

E. W. SCRIPPS.



July 20th, 1912

Mr. J. C. Harper  
United Bank Bldg.  
Cincinnati, O.

My dear Harper,

I inclose copy of a letter from Comptroller Merritt, addressed to Ellen, and copy of a letter she just sent to me. I have not the copy of the letter she has addressed to Merritt.

Some two or three months ago Ellen and I discussed the matter of making various improvements at the Biological Station. The Station stood in need of several things:

(1) A pier, the cost of which would be approximately, I believe, \$20,000.

(2) An enlarged library.

(3) The building of several cottages, and

(4) Arrangements for more extensive publication.

If I can lay my hands on them I shall send you copies of letters I addressed to Bitter and Ellen at the time.

Merritt and Bitter called upon me a little while ago in regard to the matter, to get my advice. I told them that Ellen expressed a willingness to increase her contributions under certain conditions, providing there was need for it, but that she did not wish to give much of her personal attention to the planning of the expenditure and the expenditure itself.

I suggested then that one of them write her a letter, laying down a general program, and especially call attention to immediate needs

The proposal was that Ellen should advance the amount of \$2500.00 per month for 24 months, or until some \$60,000 had been paid in



7/20/12

Ellen received a letter from Merritt on the subject, and I also received a copy of Merritt's letter.

A few days ago, when I talked the matter over with Ellen, she expressed her willingness to begin to make immediate payments. I addressed a letter to Ellen, a copy of which I sent to Jim, directing Jim, unless otherwise ordered by Ellen, to begin with August 1st to add \$2500.00 per month to the amount regularly paid in at her bank.

It occurs to me that Merritt's letter makes no reference to any amounts of money, or how they are to be paid in, and what terms are advanced.

After Ellen had favorably considered the matter of making the advance she decided not to make an immediate and direct gift of the money. She will advance the amount of \$60,000.00, or such part of it as is needed, in the way that I have suggested, as a loan; and will either receive notes or book credits for the same so that she or her estate will have a claim against the University for the amount so advanced. I believe it is her intention to add a codicil to her will by which she will add to her present legacy to the University the amount of these advances. Unless such a codicil is added, I believe that the amounts of money thus paid in will be charged against the University so as to be subtracted from <sup>As</sup> ~~the~~ legacy.

As Ellen may not only make the above advances but later even other sums, I understand that she would desire that all of her contributions should be in the form of legacies and that all shall be ~~all~~ provided for in the body of her will and codicils.

Ellen has asked me to write you myself as I understand thoroughly well her plans, and as you see, it has required a rather long letter to make a fairly full explanation.



7/20/12

I will send her a couple of copies of this letter, so that, if she approves of my formulation of the subject, she can initial the sheets, <sup>of one copy</sup> inclose them in an envelope and send them to you without further trouble. I suppose until she does this, or write you over her own hand you will have no authority, as her agent, to take any action in the matter.

I presume you are in Denver now; but I think this letter had better go directly to your office in Cincinnati, though a copy, without the inclosures, will be addressed to you to Denver.

Yours sincerely,

E. W. SCRIPPS.



UNIVERSITY OF CALIFORNIA  
OFFICE OF THE COMPTROLLER

Berkeley, July 17, 1912.

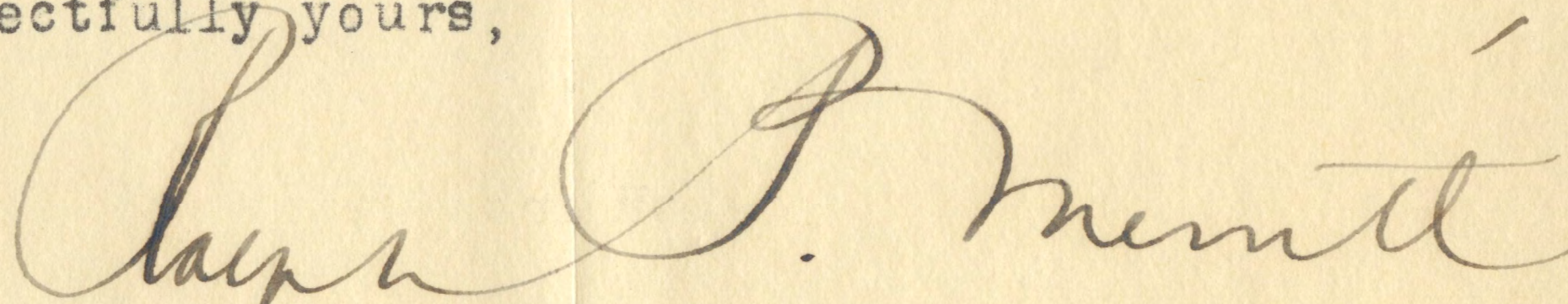
Miss Ellen B. Scripps,

La Jolla, Calif.

My dear Miss Scripps:-

Your letter of July 15th was received this morning, and I also gave it to the President of the University to read. We thank you for what you have said, and assure you that the University appreciates your generosity. At the next meeting of the Finance Committee of the Board of Regents, which will be held on Tuesday, July 23rd, your letter will be reported to that body.

Very respectfully yours,

A handwritten signature in cursive script, reading "James S. Merritt". The signature is written in dark ink and is positioned to the right of the typed name.

Comptroller



*Proctor*

July 25th, 1912

Professor Ritter

La Jolla, Cal.

Dear Prof. Ritter,

Would you be good enough to send me a copy of Miss Ellen B. Scripps' letter to Mr. Merritt, if you have one. Mr. Scripps wants me to send a copy of this letter to Mr. Harper. After transcribing I will return you the original copy.

Thanking you in anticipation for your courtesy, I remain,

Yours sincerely,

*Ernest E. Tower*  
Secretary.



*Biological*

Denver, Colo., July 26, 1912.

Miss Ellen B. Scripps,  
La Jolla, Calif.

Dear Miss Scripps:            Re:- IMPROVEMENTS TO BIOLOGICAL STATION.

Your letter of the 15th inst., reporting on the recent visit of Mr. Merritt and giving a list of the proposed improvements to the Biological Station and estimated cost thereof, was forwarded to me here. I have also received a copy of E. W. Scripps' letter to you of the 16th inst.

It is my understanding of your letter that I am to forward the funds to you in addition to the regular remittance and that you will check out the necessary amounts from your own private account.

E. W. suggests that an additional remittance of \$2,500.00 per month be made to you, beginning August first. I have not yet received a copy of Mr. Merritt's letter which you sent to E. W., so that I have no information except that contained in your letter and your brother's.

In view of the foregoing, I will have sent to you, an additional remittance August first of \$2,500.00 and monthly thereafter the same amount until you otherwise direct. My understanding is that E. W.'s suggestion is tentative and that as soon as you know the probable extent of calls upon you, you will advise me so that I can increase the amount if you wish it.

There will be no trouble as to finances. Two special dividends are to be made by Toledo. The monthly dividend of Cleveland has been increased, as I recommended, and the Toledo monthly dividend has also been increased. So that, you will have abundant funds to take care of the Biological improvements and any other disbursements which you may desire to make.

Yours sincerely,

*J. C. Hanfer*

Cc EWS JGS CFM



*Prologue*

Denver, Colo., July 27, 1912.

Prof. Wm. E. Ritter,  
La Jolla, Calif.

Dear Mr. Ritter:

Today I received your letter of the 18th inst., forwarded to me from Cincinnati.

Yes, I had delayed making the July remittance, awaiting instructions. I am leaving for Cincinnati today and will promptly have remittance for July made, and thereafter each month, in accordance with the arrangement I made with you last Winter.

Other matters mentioned in your letter will be taken up from Cincinnati as I am quite hurried today.

Yours sincerely,

*J. C. Harper*  
*per M. C. M.*

Cc Miss EBS  
CFM



*Proctor*

Cincinnati, Ohio, July 29th, 1912.

Ralph P. Merritt, Comptroller of the  
University of California,  
Berkeley, Calif.

Dear Sir:-

I have just returned from Denver. During my absence, various letters have been received, including copy of your letter of July 12th to Miss Ellen B. Scripps, advising ~~me~~ of the actual transfer of the Marine Biological Station to the Regents of the University. I have been waiting for this advice so as to begin the monthly payments of \$750.00, which Miss Scripps authorized me last winter to make on her behalf for the year beginning July, 1912. I enclose herewith the draft for the July installment. Hereafter this will be sent out on or about the first of each month.

Miss Scripps has approved of the plan mentioned in Mr. E. W. Scripps' letter to you of July 16th of sending \$2500.00 a month, beginning August 1st, 1912. These sums will be deposited in a special account in the Bank of Commerce & Trust Company in San Diego and will be subject to Miss Scripps' check. You or Prof-Ritter will arrange with her for getting her check when needed.

I am the Agent of Miss Scripps and it is not only my business but pleasure to do anything that I can to forward her wishes and to save her from being bothered with matters that I can look after. So I wish you to feel free to call upon me.

It would facilitate matters if you would direct your Secretary to send to me copies of correspondence relating to biological matters so that I may be kept fully posted.

Sincerely yours,

*J. C. Harper*

cc - EBS ✓  
EWS  
JGS  
WER



8/3/12  
Cincinnati, Ohio, July 29th, 1912.

Mr. Milton H. Epstein, Cashier,  
Bank of Commerce & Trust Co.,  
San Diego, Calif.

Dear Sir:-

Referring to yours of the 19th inst. addressed to James G. Scripps, inquiring about the \$750.00 which heretofore for some months has been sent to the Bank, would say that no further remittances will be made to the Bank on account thereof.

The Biological Station has been transferred to the Regents of the University of California and the remittances hereafter will be made to the Comptroller of the University at Berkeley.

Yours very truly,

*J. C. Hanger*



Cincinnati, Ohio, July 29th, 1912.

F. Yindrock,

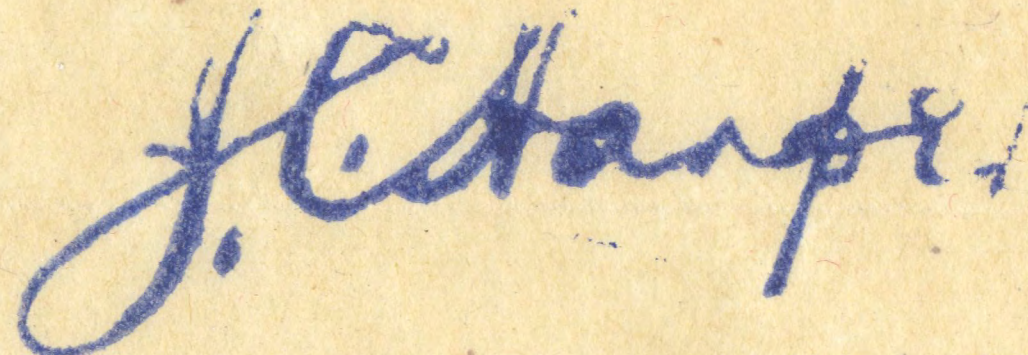
Present.

Dear Mr. Yindrock:-

Beginning with July, 1912, and monthly thereafter until twelve such payments have been made, send to Ralph P. Merritt, Comptroller of the University of California, Berkeley, California, \$750.00 on account of the salary of Professor W.E. Ritter and the work of the Marine Biological Station at San Diego, and charge these payments to the cash account of Ellen B. Scripps.

Sincerely,

cc - EBS ✓  
JGS

A handwritten signature in blue ink, appearing to read "J. C. Harper". The signature is written in a cursive style with a large initial "J" and "C".



*Biological*

Cincinnati, Ohio, August 1st, 1912.

Ralph P. Merritt, Comptroller,  
University of California,  
Berkeley, Calif.

Dear Mr. Merritt:-

I am in receipt of your letter of the 27th ult., formally advising me of the transfer of the Regents of the University of California of the Marine Biological Laboratory at San Diego, and of all property belonging to the Association, and requesting that remittances be made out to the order of the Regents of the University of California and mailed to you as Comptroller.

I sent you the July installment on the 29th ult. Hereafter remittances will be made payable to the order of the Regents as requested.

I enclose herewith the August remittance.

Sincerely yours,

*J. C. Harper*



- Biological Payments Account E.B. Scripps -

Cincinnati, Ohio, August 1st, 1912.

F. Yindrock,

Present.

Dear Mr. Yindrock:-

Referring to my letter of the 29th ult., I am this morning in receipt of a letter from Mr. Merritt, dated Berkeley, July 27th, requesting that remittances be made "to the order of the Regents of the University of California" and mailed to Ralph P. Merritt, Comptroller of the University of California, Berkeley, Calif.

Hereafter please make out the drafts accordingly.

cc - EBS ✓  
JGS

Sincerely,

*J. C. Stamps*



UNIVERSITY OF CALIFORNIA  
OFFICE OF THE PRESIDENT

Berkeley, August 5, 1912

Dear Miss Scripps:

Your letter of July the fifteenth to Mr. Merritt gave us all very great pleasure. It is particularly a pleasure to know that this great work which you have instituted has now taken definite form, and what has heretofore been in some part idea and theory will speedily take the bodily form of institution, work, and service. I congratulate you on having the means wherewith to do this, but much more do I congratulate you on having the foresight and the will to do it.

Very faithfully yours,

*Benj. Ide Wheeler.*

Miss Ellen B. Scripps,  
La Jolla,  
California.



UNIVERSITY OF CALIFORNIA  
OFFICE OF THE SECRETARY OF THE REGENTS

Berkeley, August 15, 1912.

My dear Miss Scripps:

You will be interested in knowing that at a meeting of the Regents on August 13 the Board confirmed President Wheeler's recommendation that the following scientific staff should be appointed for the Scripps Institution for Biological Research for the year ending June 30, 1913:

William E. Ritter, Scientific Director (Professor of Zoology, University of California)  
E.L. Michael, M.S., Zoologist, Administrative Assistant, \$1200.  
George F. McEwen, Ph.D., Hydrographer, \$1000.  
Charles A. Kofoid, Ph.D. (Professor of Zoology, University of California), Zoologist, Assistant Director.  
Calvin O. Esterly, Ph.D. (Professor of Biology, Occidental College), Zoologist.  
W. C. Crandall, A.B. (Professor of Biology, State Normal School, San Diego), Master of the "Alexander Agassiz."  
Myrtle E. Johnson, Ph.D. (Teacher of Biology, Pasadena High School), Zoologist.  
H.C. Burbidge, A.B. (Assistant in Physics, Leland Stanford Junior University), Chemist.  
J. Frank Daniel, Ph.D. (Assistant Professor of Zoology), University of California, Special Investigator on Elasmobranch Fishes.  
A.L. Barrows, M.S. (Assistant in Zoology, University of California), Research Assistant to Professor Kofoid.



C. Stock (Student, University of California), Research  
Assistant to Professor Daniel.

Also Mr. George A. Haines was duly appointed  
Secretary of the local board.

Very sincerely yours,

*V. W. Henderson*

Miss Ellen B. Scripps,  
La Jolla,  
California.



Copy.

Berkeley, Calif. August 23, 1912.

My dear Mr. Harper:-

I am informed that there is on deposit in Cincinnati about \$1500 that is due to the account of the Marine Biological Association of San Diego:

The information, which is sent me from the old Board of Directors, is not very clear, but I understand from it that there was some mistake in the accounts of the building fund which has resulted in an overdraft, and that \$1500 which Mr. Scripps intended should be given to the Station has never been received by it.

I should be very glad if you would enlighten me as to the facts of the case.

With many thanks, I am

Very truly yours,

Ralph P. Merritt,

Comptroller.

J. C. Harper,

United Bank Bldg.,

Cincinnati, Ohio.



Cincinnati, O., August 29, 1912.

Subject---Biological Assn. Fund.

Mr. Ralph P. Merritt, Comptroller,  
University of California,  
Berkeley, Calif.

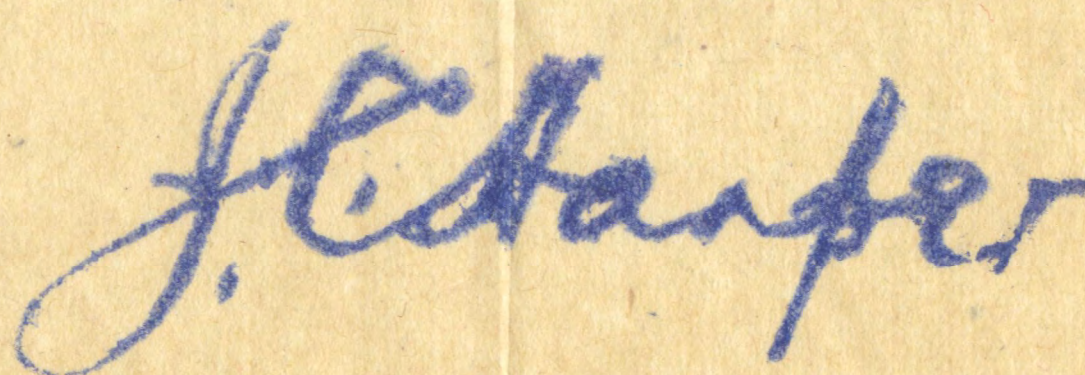
Dear Mr. Merritt:-

I am in receipt of yours of the 23rd inst., inquiring about the balance of \$1500.00 held here in Cincinnati on account of the Marine Biological Assn. of San Diego. The facts briefly are these:

In 1906 Miss Ellen B. Scripps set aside \$50,000.00 for the benefit of the Marine Biological Assn. Calls were made upon this fund from time to time, as shown by the attached schedule. The larger items were the building and equipping of the boat and the building of the laboratory building, water tank, etc. There remains of this \$50,000 a balance of \$1500.00, also some accrued interest on the fund, so that I am enclosing herewith a check to the order of the regents of the University of California for \$1514.75, being the balance of the principal of the fund, \$1500.00, and accrued interest \$14.75. The interest on the balance of this fund was paid monthly to Mr. Wagenheim, treasurer of the association, up to the first of July last. I have not ~~thought~~ thought that you would desire a detailed statement of these interest payments.

Yours truly,

Copy EBS-Prof. Ritter.





MARINE BIOLOGICAL ASSN. FUND ACCOUNT.

Drafts sent. Fund & Bal.

|         |            | Sept 1, 1906 Fund Account----- | \$50,000.00              |
|---------|------------|--------------------------------|--------------------------|
| Paid on | Mar. 12/07 | Draft drawn by J. W. Tr.       | \$2,500.00-----47,500.00 |
|         | Apr. 30 "  | do                             | 2,500.00 45,000.00       |
|         | June 19 "  | do                             | 2,000.00 43,000.00       |
|         | July 25 "  | do                             | 2,000.00 41,000.00       |
|         | Aug. 26 "  | do                             | 1,000.00 40,000.00       |
|         | Sept. 11 " | do                             | 2,500.00 37,500.00       |
|         | June 19/08 | Dft on L. T. Atwood            | 2,000.00 35,500.00       |
|         | Aug. 4 "   | do                             | 2,000.00 33,500.00       |
|         | Oct. 6 "   | do                             | 1,000.00 32,500.00       |
|         | Mar. 21,09 | " by J. W. Treas.              | 1,000.00 31,500.00       |
|         | June 9 "   | Dft on L. T. Atwood            | 2,500.00 29,000.00       |
|         | July 17 "  | do                             | 1,500.00 27,500.00       |
|         | Aug. 14 "  | do                             | 2,500.00 25,000.00       |
|         | Sept. 8 "  | J. W. do                       | 1,000.00 24,000.00       |
|         | Nov. 8 "   | do                             | 3,000.00 21,000.00       |
|         | Dec. 22 "  | " J. G. Scripps                | 1,500.00 19,500.00       |
|         | Mar. 15-10 | " do                           | 5,000.00 14,500.00       |
|         | Apr. 25 "  | do                             | 4,000.00 10,500.00       |
|         | Apr. 27 "  | do                             | 2,000.00 8,500.00        |
|         | June 1 "   | " J. C. Harper                 | 3,000.00 5,500.00        |
|         | Aug. 4 "   | do                             | 1,500.00 4,000.00        |
|         | Oct. 26 "  | do                             | 1,500.00 2,500.00        |
|         | July 11/11 | do                             | 1,000.00 1,500.00        |
|         | Aug. 29/12 | Check to regents of U of C     | 1,500.00 0.00            |



Cincinnati, O., August 29, 1912.

Subject---Additional Improvements Biological Station.

Miss E. B. Scripps,  
La Jolla, Calif.

Dear Miss Scripps:-

I have been holding on my unfinished business for some time your brother's letter to me, dated July 20, 1912. In the next to the last paragraph, he states that he will send a couple of copies of this letter to you, so that if you approve of his formulation of the subject, you can initial the sheets of one copy, enclose them in an envelope and send them to me without further trouble.

I have never received one of these copies so initialed by you, but I have had several letters from you on the subject.

In your brother's letter, he says that you have decided not to make an immediate and direct gift of the money towards which you are setting aside \$2,500.00 per month, but purpose to regard it as an advancement on your present legacy to the University until you add a codicil to your will by which you will add these advances to your present legacy to the University. He also speaks of it as a loan and that you are to receive notes or book credits for the same. I am quite sure that the regents would not take money as a loan; that is, something that they would be obligated to repay.

What is your desire? to have these moneys which are paid out of the new fund, which you are creating in installments of \$2,500.00 a month, regarded as a present gift to the University, as was the original \$50,000.00, or do you wish to have these sums regarded as ~~advancements~~ <sup>advancements</sup> made on account of the bequest to the University specified in your will? If you will let me know just what your wish is in the matter, I will endeavor to have the necessary documents prepared



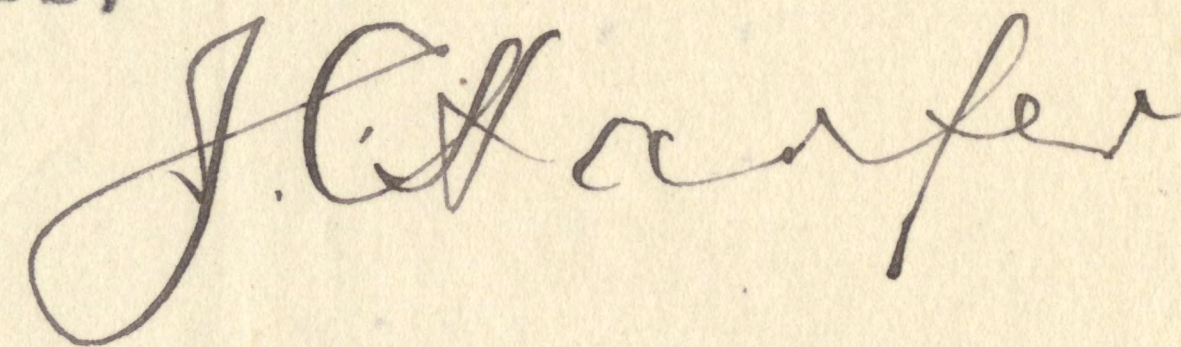
J. C. Harper to E. B. Scripps #2

August 29, 1912.

to secure the carrying out of your intention.

Sincerely yours,

Copy EWS-JGS



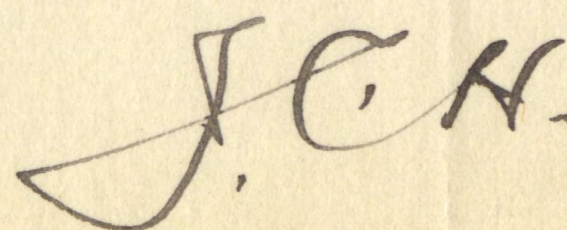
P. S.--I have concluded that I had better quote the passage in your brother's letter to which I referred, so that you will have before you the idea expressed in his language rather than mine.

"After Ellen had favorably considered the matter of making the advance she decided not to make an immediate and direct gift of the money. She will advance the amount of \$60,000.00, or such part of it as is needed, in the way I have suggested, as a loan; and will either receive notes or book credits for the same so that she or her estate will have a claim against the University for the amount so advanced. I believe it is her intention to add a codicil to her will by which she will add to her present legacy to the University the amount of these advances. Unless such a codicil is added, I believe that the amounts of money thus paid/<sup>in</sup>will be charged against the University so as to be subtracted from its legacy.

As Ellen may not only make the above advances but later even other sums, I understand she would desire that all of her contributions should be in the form of legacies and that all shall be provided for in the body of her will and codicils.

Ellen has asked me to write you myself as I understand thoroughly well her plans, and as you see, it has required a rather long letter to make a fairly full explanation."

From your letters to me of July 15th and July 21st, I inferred that you contemplated a present gift to the University of whatever you paid on account of the new improvements. Was this your intention?





#400

Cincinnati, O., August 29, 1912.

Subject---Biological Station.

Miss Ellen B. Scripps,

La Jolla, San Diego County, Calif.

Dear Miss Scripps:-

I attach hereto <sup>copy of</sup> letter of the 23rd inst. from Mr. Merritt, and of my reply. I examined the records, which Mr. Atwood had preserved among your papers when you originally created the fund and specified the uses to which it should be applied. In view of the ~~present~~ <sup>recent</sup> transfer by the Association to the regents, I deemed that it was now proper to turn over all of the residue of this fund to the regents, which I have accordingly done.

The above by way of report.

Sincerely yours,

J. C. Harper

Copy  
JGS  
EWS



UNIVERSITY OF CALIFORNIA  
OFFICE OF THE COMPTROLLER

Berkeley, September 16, 1912.

My dear Miss Scripps:

Following our conversation on Friday, please let me say that the general procedure which will be followed in the development work of the Scripps Institution for Biological Research is as follows:

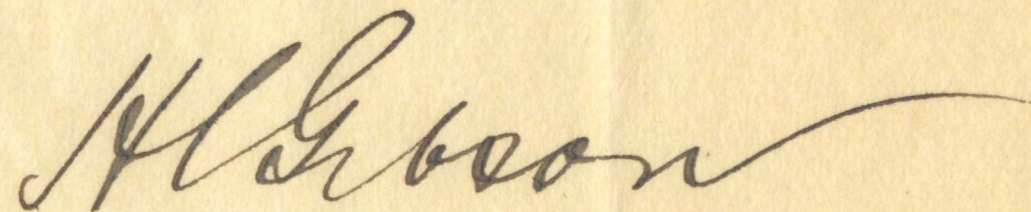
1. Those plans which have been suggested by Prof. Ritter or the local Board will be definitely put in shape so that bids can be asked for in accordance with the rules of the Regents of the University.
2. Bids will be called for and the lowest, responsible bidders will be selected.
3. A formal statement will be made to you in writing, asking your approval of the project for which money is to be expended.
4. Provided that you approve, you will instruct the bank in San Diego to transfer to the account of the Regents of the University of California in the Union Trust Company of San Francisco the cost of the work as stated.
5. The Regents of the University of California will then undertake such work as has been decided upon and carry it out, giving it their careful attention.

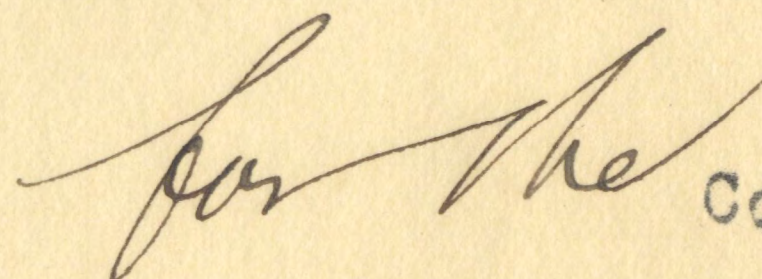
As the first project for which money is to be expended from this special gift of yours, we would name the library of the Scripps Institution for Biological Research. For this \$1000 is to be expended as Prof. Ritter shall indicate during the coming year. This money is to be used for the purchase of new books and journals and for the binding of books and journals now on hand.

Will you, therefore, kindly instruct your bank to transfer the amount of \$1000 to the order of the Regents of the University of California in the Union Trust Company of San Francisco, notifying me at the time such transfer is made.

Very respectfully yours,

Miss Ellen Scripps,  
La Jolla, Calif.



 Comptroller.

c.c. for Prof. Ritter  
cc for Mr. E. W. Scripps.



Berkeley, September 16, 1912.

My dear Mr. Foster:

I wish to take time to put in writing the conclusions at which we arrived in our conversation in La Jolla last Friday:

1. You will draw up plans and specifications for a sea wall 150 feet in length to protect the present buildings of the station. This sea wall to be built of steel sheet piling.
2. You will make specifications for grading of the cliff in accordance with the sea wall just mentioned.
3. You will draw plans and specifications for a pier 1500 feet in length to extend out from the beach at the point near the present tank. This pier will be high enough in level to allow teams to pass under it on the beach and to escape all wash from the highest tides. The pier will be built of steel of the cheapest and lightest construction which it is possible to make in accordance with good practice and permanency. There will be a walk at least 6 feet wide and as much wider as possible without increasing materially the cost of the pier. At the end of the pier there will be a small platform from which experiments may be carried on, taking into consideration the fact that at some future time there may be a much larger platform built at which the ship "Alexander Agassiz" may be moored.
4. You will make plans and specifications for a pump and a motor and a pipeline to supply salt water to the tank in the laboratories.
5. You will complete the typographical map of the property of the station, giving especial attention to the permanent roads which are to be located and will reach some conclusion with the authorities of the City of San Diego in regard to these plans.
6. You will also gather all such information as to the future needs of the station in regard to the buildings so that we may proceed to lay out definite plans as to the cottages and other features of the station which are to come in as future developments.

As soon as your plans and specifications are complete in any on these projects please forward them immediately to me for approval so that we may proceed to get bids at the earliest possible moment.

Yours very truly,

*Albion*  
for the Comptroller.

Mr. Herbert Foster,  
La Jolla, Calif.

c.c. to Mr. E. W. Scripps,  
Miss Ellen B. Scripps,  
Prof. Ritter.



September 21, 1912.

Mr. Ralph P. Merritt,  
Comptroller University of California,  
Berkeley, California,

Dear Mr. Merritt:-

In accordance with your request I give you the following itemized statement of the \$16,800 annual or \$33,600 total appropriation which the local board of the Scripps Institution for Biological Research resolved to ask of the State Legislature at its coming session:

|   |            |
|---|------------|
| 1. For operating the "Alexander Agassiz"  | \$7000.00  |
| 2. Researches on the Bacteriology of the Sea  | 5000.00    |
| 3. Experimental studies of the laws of growth of organisms  | 1750.00    |
| 4. Studies of the lives of individual men and women from the <sup>log</sup> biographical standpoint with a view of answering the question "Does human nature change?" | 1200.00    |
| 5. Publishing by the Institution and building up the Library through exchanges  | 5850.00    |
| Total   | \$16800.00 |

Concerning the importance of these requests I would say that they would go just so far toward carrying out the purposes for which the Institution exists. They are consequently essential in whatever sense the Institution itself, and research in science of any sort are essential. I have arranged the items in the order in which I should wish they might be treated if some but not all were to be allowed, this order not being that of their scientific or humanitarian importance, but of practicability as determined by the present facilities and working program of the Institution.

The "Agassiz" with the things accessory to her will represent, when the wharf is completed, an expenditure of about \$30,000. She has a capacity for doing and ought to be doing, to fulfill the purpose for which she was built, at least six or eight times as much work as she now performs. The small amount of work done is wholly due to the small amount of funds available from our present income that can be devoted to this aspect of the Institution's work. It would cost a little more than \$10,000 a year to keep her in commission and at sea as much of the time as she ought to be. What we are asking is, consequently, that the Legislature supplement the amount we are able to devote to "field work" to the extent of enabling the boat to work to her full capacity, or to so much of it as would fit in most advantageously with other aspects of the work as a whole.

It should be added that were the "Agassiz's" crew, to the extent of the Master, engineer, and about three sailors and



deck hands to be in constant employ, they would be able to render much service ashore that will have to be provided for as soon as the Aquaria are in operation. This is an important consideration.

Items 2, 3, and 4, would provide a salary for a young investigator in each, \$1500 in 2, and \$1200 in 3 and 4. The remainder in each instance would be for apparatus and manual labor necessary in carrying on the work. The bacteriological investigations, for example, would require a microscope of the highest efficiency, a thing the Institution does not now possess.

As to item 5 (publication) two points should be emphasized; first, the material being produced at the Institution is in considerable part of a kind and amount that precludes its publication in any of the series now being run by the University; second, were the Institution to have a publication fund of its own, the publishing now done by the University for this Institution would be saver to the University.

If further statement from me is desired, I shall be glad to furnish it.

Sincerely yours,

*Wm E. Ricketts*  
2.



# Bank of Commerce and Trust Company

SAN DIEGO, CAL.

SEP 10 1912

191

Your letter of 9/8 received:

WE CREDIT: *acc*

2500 =

*E. B. Scripps Marine  
Biological Fund*

WE DEBIT:

WE ENTER FOR COLLECTION:

Outside items credited subject to payment.



# Bank of Commerce and Trust Company

SAN DIEGO, CAL.

OCT 7 - 1912

191

Your letter of 10/7 received:

WE CREDIT:

*Yc*

2500 =

*E. B. Scripps Marine Biological  
Station Building Fund*

WE DEBIT:

WE ENTER FOR COLLECTION:

Outside items credited subject to payment.



Miss E. B. Scripps

Lafolla  
Calif.



October 21, 1912.

Mr. Ralph B. Merritt, Comptroller,  
University of California,  
Berkeley, California.

Dear Mr. Merritt:

Herewith find check of Miss Ellen B. Scripps, on the Bank of Commerce and Trust Company, of San Diego, in favor of the Regents of the University of California for \$1000.00 on account of the Library. Professor Ritter stated that some bills were due and that you had expected a check before this. On the other hand, Miss Ellen B. Scripps had understood that you would call on her for a check when it was needed.

Please acknowledge receipt of the enclosed remittance, sending it to me at my office in Cincinnati. I am starting for the east to-night.

Very truly yours,

J. C. Harper.

cc EBS  
WER



copy

October 22, 1912.

Dr. Henry Smith Williams,  
New York City.

Dear Sir:-

Your plan of getting from investigators in various fields of science, statements as to unsolved problems that "lie nearest to hand in the realm of the undiscovered" to place before magazine readers, is commendable. It touches a department of scientific concern and scientific activity in which I have thought not a little. I am therefore glad to respond to your request, and the form of your inquiry and the purpose you have, I will let determine the character of my contribution.

The general directing of scientific research at any given time is determined by the need felt by students for more knowledge touching problems already in hand rather than by desire to formulate and then solve entirely new problems. From the standpoint of need and then of effort to elucidate still farther problems of nature on which we already have some light, I would say that by all odds the greatest need of biological science at the present moment is a better criterion as to just what is meant by solving the problems of nature; as to when, or in what sense a problem is solved, and so as to just what we may hope to do and what we may not hope to do in the way of answering questions about the phenomena of living beings.

The ever-widening recognition of the interlocking and interdependence of the facts of nature and so of the problems of science is surely one of the most remarkable and interesting things about scientific progress. It has come to be a truism in most fields of biology that every problem "solved" engenders a new set of problems, or as one might say, is a swarming point of new problems. In the forward journeyings of science



we do not come to the problems, enter them, stop a while, then pass on and leave them behind as a railroad train does the towns along the line. On the contrary the problems are approached one after another, formulated, and assimilated or related with the others, thus producing the vast, complex but systematized body, growing ever vaster, more complex, and more systematized, which we call science.

What is to be the end, what the limits of all this? Should the solving of problems of nature go on at the present rate for, say, five thousand years more, would science before or at the expiration of that period, have found certain problems that <sup>would</sup> be an end, absolutely, of the chain in that direction? Problems that would not expand into or engender other new problems?

The attitude of mind which investigators shall hold toward these questions, and so the teachings relative to them which they shall instill into the minds of people generally, I believe to be of very great importance. Men of science have for years spoken unhesitatingly about the infinity of nature. However nearly if not quite all such expressions will be found on close scrutiny, to be either very vague and general, or definite only in the sense that the limits of certain phenomena transcend the means of observation and experimentation now available. Infinity in the sense of true illimitableness or endlessness, as applied to nature, is, I believe, a concept feebly held by objective science. Because of this, the most needed researches in biology at the present time are such as not only depend upon greater perfection of the mechanical appliances for making observations, but also those which depend upon giving more attention to what is involved on the logical and psychological sides, in observing, and reasoning about the facts observed. For example, restricting myself to "two or three cases" as you suggest, researches on what are spoken of as "ultra-microscopic" organisms seem to me specially desirable, and specially promising.

Another problem of equal importance and equal promise,



though perhaps of greater manipulative difficulty, is that of how far and in exactly what sense the principle of conservation of energy holds in psychical phenomena.

For a third problem I turn in quite a different direction, namely that of paleontology. Few results of biological research reached since the general acceptance of the doctrine of natural derivation of new kinds of plants and animals, have produced more surprise than the accumulative evidence of the extremely early time in the earth's history at which so many of the groups of organisms which live today were already in existence. Extensive searching of the rocks in many and favorable localities by experienced paleontologists, would, judging by what has already been accomplished, bring out many new facts, and these might be confidently expected to throw sorely needed light not only upon the question of how remote the origin of present types actually was, but also upon the question of how the animal kingdom could be so highly differentiated at so early a period in the earth's development, if the theory of evolution from a few simple forms be true.

Very sincerely yours,

signed Wm. E. Riller



Denver, Colo., Oct. 25, 1912.

Prof. W. E. Ritter,  
La Jolla, Calif.

Dear Sir:

I return herewith to you, the articles Nos. 1 to 5, by Hichborn on the University of California. On the train was the first opportunity I had to read them.

I was greatly surprised at the mildness of the articles. If Hichborn has told the truth, as far as he has gone, then I cannot see any ground of complaint. No doubt, the University and its graduates have done and are doing, a lot of good, but that was not the point that Hichborn was aiming at.

Really, I think that University men must be pretty thin-skinned if they object to articles such as these, providing, of course, the writer made no important misstatement of facts.

The whole educational system of our country is before the bar of public opinion. Prominent members of the National Educational Association indicted ~~him~~<sup>it</sup> stronger than Hichborn did the University. Personally, although not a University man, I believe in what Wisconsin is doing, and I believe other State Universities will have to measure up to the standard which it has set.

Sincerely yours,

J. C. Harper  
per M.

Co EBS  
EWS



# The University of California

NO. 1.

By Franklin Hichborn.

The California State university receives from the state over \$1,000,000 a year.

In the matter of endowment it is the richest of the state universities.

Figures recently published by State Controller A. B. Nye show that the California university has an endowment of \$4,462,779, as against \$1,448,799 for Minnesota, and \$626,161 for Wisconsin.

An educational institution so generously supported and endowed has great possibilities for good. And yet—

Senator Caminetti of Amador declared on the floor of the state senate at the last session, there is a feeling abroad that the state's university is conducted in the interest of those who are not required to labor.

The San Francisco Labor council, the strongest central body of organized labor in the state, has adopted resolutions demanding that the university be made more representative of the plain people.

The Rev. Charles N. Lathrop, one of the most prominent Episcopalian clergymen in California, charged, in a public address at San Francisco, that the state university is being used to educate men to serve, not The People, but the large corporations against The People.

The commission appointed in October, 1908, by Mayor E. R. Taylor, to investigate into the circumstances which led up to the San Francisco "graft prosecutions," sets forth in his report that one of the largest French restaurant assignation places in San Francisco, situated on a prominent corner of a downtown shopping district, containing four stories devoted to private supper bedrooms, was built on land owned in trust by one of the largest trust companies of the west; that the building was constructed by the trust company according to

plans satisfactory to the lessee, a man notorious in the French restaurant assignation business; that THE OFFICER OF THE TRUST COMPANY ENGAGING IN THIS ENTERPRISE WAS MADE A REGENT OF THE STATE UNIVERSITY.

The commission which published these findings consisted of William Denman, a leader at the San Francisco bar; Alexander Goldstein, one of the most prominent merchants of central California; the Rev. William K. Guthrie, one of the foremost clergymen of the Presbyterian church in California; William Kent, member of congress, capitalist and philanthropist; Dr. Henry Gibbons, Jr., dean of the Cooper Medical college; Will French, then editor of the Labor Clarion, now member of the state industrial accident board; the Rev. Father D. O. Crowley, founder of the San Francisco Youth's Directory, an institution that has saved thousands of city lads who had no other opportunity to useful citizenship.

"The trust officer," say the commissioners, in the introduction to their report, "who invests trust funds in a house of assignation is not a fair representative of San Francisco bankers, nor is the example a fair one of his daily banking activity."

But is a one-time backer of wholesale prostitution serving upon the board of regents of the state university?

That is the question which comes to the mind of the reader of the report on the San Francisco graft prosecution. It is a question, which, taken with the growing feeling that the plain people are not getting from the university returns their large investment and generous support warrant, promises to result in thorough overhauling of the affairs of the institution when the legislature meets in January.



# Bank of Commerce and Trust Company

SAN DIEGO, CAL.

NOV 7 - 1912

191

Your letter of 11/5 received:

WE CREDIT:

*a/c*

2500

=

*Marine Biological  
Station Fund*

*[Handwritten flourish]*

WE DEBIT:

WE ENTER FOR COLLECTION:

Outside items credited subject to payment.



November 14, 1912

His Excellency Hiram W. Johnson,  
Governor of California.

Dear Sir,

It has seemed to me you would welcome a brief statement from a few of those who cast the great "Silent Vote" in the recent presidential election of how they voted and why they voted as they did. This sort of information should, it would appear, be of special importance to the leaders of a political party which professedly does not control votes but wants them only as a free-will offering.

I am heart and head for almost every item in the principles of the Progressive Party as set forth in the Chicago Platform, and voted for the Progressive candidates throughout. My vote for presidential electors was not, however, because I desired the return of Colonel Roosevelt to the White House but because I deemed it greatly important that your administration in this State should be sustained. In its national aspect the outcome of the election suits me better than any other would have suited me.

We (I say "We" because not only the election returns, but many other signs are to the effect that my feelings are in general like those of a majority of the voters of the nation) wanted Mr. Wilson elected because we hope he will be a political leader great enough to meet the needs of the time. He was the only presidential candidate in the field who had not proved himself not to be such a leader. That he will measure up to this high level is far from certain; but there is considerable chance that he will. Two qualifications absolutely essential, I believe, for leadership equal to the demands, Mr. Wilson seems to have: The ability to fight fair and to practice a good measure of self-criticism. For me, and I am sure for a very large number of American citizens, Colonel Roosevelt's most fatal defect is in the last mentioned particular. Greatly as I admire him for most of his qualities, and enthusiastically as I have in the past defended him and voted for him, I have very gradually and reluctantly come to recognize that his confidence in himself is so absolute and uncritical as to make it impossible for him to hold the foremost place in the great political revolution of the day. The very essence of Progressivism is growth; but a man who claims practical infallibility for himself (the Colonel's assertion in his remarkable speech in Milwaukee to the effect that he had never said anything which under like circumstances he would not say again comes mighty near such a claim) thereby puts himself outside the class of growing men.

A fact that had considerable weight toward making me desire Mr. Wilson's election is that he was nominated without reference to geographical "availability". Of course statesmanship of the kind demanded by present conditions will be impossible until officials can be chosen for their abilities rather than for their place of residence. A man from Yuma should have a better chance to be president than one from Utica



if he has better presidential stuff in him. This principle is, we may reasonably expect, going to be acted upon, at least during the critical period of our national life through which we are now passing.

The question of how the college men and women of the country are going to behave relative to the new party allignments that are taking place seems of considerable importance as there are many indications that they are going to play a larger political role in the future than they have played in the past. While undoubtedly they will add to the force of the movement against the Aristocracy of wealth, there will be a strong tendency among them to want to substitute therefor an Aristocracy of Learning or Intellect. Signs are not lacking that Mr. Wilson will not rise entirely above this tendency.

I am contending, and am prepared to go far in the contention, not only that an aristocracy of Learning is but a little better than an aristocracy of Wealth, but that the highest and best achievements of the Intellect will hereafter be possible only under a social and governmental régime that shall approximately realize the democratic ideals of our country.

Yours with great respect,

Wm. S. R.



*Broulax*

UNIVERSITY OF CALIFORNIA  
OFFICE OF THE COMPTROLLER

Berkeley, November 21, 1912.

My dear Miss Scripps:

Your note of November 18th is at hand, and I am sure that the Finance Committee at its next meeting will be glad to approve the request which you make.

Professor Ritter has been in the office this morning, and after talking over the whole situation regarding the Station, I think we have outlined a plan which will bring the action which we all so much desire. Professor Ritter will lay before you the plans which we have outlined.

Very sincerely yours,

*Ralph S. Merritt*  
Comptroller.

Miss Ellen B. Scripps,

La Jolla, California.



December 2, 1912

My dear Miss Scripps,

My experience last week in having to go to Sacramento to interview the State Board of Control on behalf of the appropriation we are seeking for the Scripps Institution; my discussion of development plans with the University men at Berkeley who are handling our affairs; my talk with your brother the other day; and finally our board meeting yesterday; have all worked together to convince me of a truth which I have felt, subconsciously, for some time but have tried hard not to admit; namely that the inevitable course of events is creating a situation which neither I nor probably any other one man will be able to handle. It will be impossible for me to do justice, or even come near doing justice, to both the business and the scientific sides of the Institution, during the next few years. If I try to carry both on such a basis as now prevails, I shall not succeed in either. As I mentioned to you yesterday, it so happens that the scientific programme of the Institution and my own particular part in it have reached a point in their natural growth where nothing less than all the time and strength I possess will suffice to carry them forward. I am just now closing up for the Smithsonian Institution a large but comparatively easy piece of scientific work and am ready to tackle two other pieces which will be considerably the hardest and, I believe, the most important of any scientific tasks I have ever undertaken. In addition to the research work which presses so hard, the demands on me from the educational side are considerable and constantly increasing. Ours is a growing scientific institution; and it is growing more rapidly as an influence on scientific ideas and work than it is as a working instrumentality.

On the business side, were our legislative interests, our water front developments, our colony building, our land improvements, etc. to get what they <sup>out</sup> to have from me they would crowd out scientific work almost entirely for some years at least.

What is to be done about it?

I believe you and your brother are agreed that my chief value to the Institution is as a man of science; that I can serve it most worthily as an investigator and as the originator and promoter of its general policies.

My suggestions for dealing with the situation are: You change the specification as to how the new money you are giving shall be used to the extent of cutting the wharf and other water front improvements from your list and assuming instead the cost of new scientific work including the salaries for the additional service needed. We (the local board) change our application for State aid to a request for money for the wharf and other water front matters, and for lobster investigations.

I believe this would make our case stronger before the legislature. All the officials with whom I have talked have indicated that legislators are inclined to favor grants for permanent im-



provements rather than those for operating expenses. This would mean that the whole amount for which we are asking is indispensable and we should have to bring to bear every bit of influence we can muster to get our bill through without reduction.

Dr. Fred Baker would, I think, consent to take the lead in handling our cause before the legislature. Undoubtedly I could help him considerably, but what is needed is that I should be helper and not leader in this purely political matter, which requires wide and influential acquaintance locally, and an indefinite amount of time. If Baker were to do this it would be without cost to the Institution except in so far as he should be put to actual expense.

For the developmental and business affairs of the Institution there should be some one other than the Director to assume responsibility for the manifold details of this development. I believe Crandall could handle this ably in connection with the captaincy of the Agassiz, could we command his entire time; and the efficiency of the boat is becoming more than ever dependent on him. It seems as though we shall have to make some arrangement by which we can have more of his time for that anyway, for the Normal School and the U.S. Dept. of Agriculture are recognizing his ability as well as we are, and are calling on him more and more for help. They both want him next summer, and he will have to decide within a couple of weeks whom he will serve.

To summarize: If the Institution is to develop materially as we have planned, and if, as has always been our policy, it is to stand primarily for scientific output and the work of men, those who are responsible for this work must always be so circumstanced that their scientific interests shall never be subordinated to anything else.

Yours sincerely,



THE SCRIPPS INSTITUTION FOR BIOLOGICAL RESEARCH  
OF THE  
UNIVERSITY OF CALIFORNIA

LOCATED AT LA JOLLA  
NEAR  
SAN DIEGO, CALIFORNIA

LA JOLLA, CALIFORNIA,

December 2, 1912

My dear Miss Scripps,

My experience last week before the State Board of Control on behalf of the appropriation we are seeking for the Scripps Institution; my discussion of development plans with the University men at Berkeley who are handling our affairs; my talk with your brother the other day; and, finally, our board meeting yesterday; have all worked together to convince me of a truth which I have felt, subconsciously, for some time, but have tried hard not to admit; namely that the inevitable course of events which I nor probably any other one man can handle. It will be impossible for me to do justice, or even come near doing justice, to both the business and the scientific sides of the Institution, during the next few years. If I try to carry both on such a basis as now prevails, I shall not succeed in either. As I mentioned to you yesterday it so happens that the scientific programme of the Institution and my own particular part in it have reached a point in their natural growth where nothing less than all the time and strength I possess will suffice to carry them forward. I am just now closing up a large but comparatively easy piece of scientific work and am ready to tackle two other pieces which will be considerably the hardest, and, I believe, the most important, of any scientific tasks I have ever undertaken. In addition to the research work which presses so hard, the demands on me from the educational side are considerable and constantly increasing. Ours is a growing scientific institution; and it is growing more rapidly as an influence on scientific ideas and work than it is as a working instrumentality.

On the business side, were our legislative interests, our water front developments, our colony building, our land improvements to get what they ought to have from me they would crowd out scientific work almost entirely for two or three years at least.

What is to be done about it?

I believe you and your brother are agreed that whatever of worth I have to the Institution is as a man of science: That if I can serve it worthily at all it is in this capacity.

My suggestions for dealing with the situation are:

You change the specification as to how the new money you are giving shall be used to the extent of cutting the wharf and other water front improvements from your list and assuming instead the cost of new scientific work including the salaries for the additional service needed. We (the local board) change our application for State aid to a request for money for the wharf and other water front matters, and for lobster investigations.



I believe this would make a stronger case for us before the legislature. All the officials with whom I have talked have indicated that legislators are inclined to favor grants for permanent improvements as against those for operating expenses. This would mean that the whole amount for which we are asking is indispensable and we should have to bring to bear every bit of influence we can muster to get our bill through without reduction.

Dr. Fred Baker would, I think, consent to take the lead in handling our cause before the legislature. Undoubtedly I could help him considerably, but what is needed is that I should be helper and not leader in this. If Baker were to do this it would be without cost to the Institution except in so far as he should be put to actual expense.

The developmental and business affairs of the Institution, I believe, Crandall could handle in connection with the captaincy of the Agassiz, could we command his entire time; and the efficiency of the boat is becoming more than ever dependent on him. It seems as though we shall have to make some arrangement by which we can have more of his time for that anyway, for the Normal School and the U.S. Dept. of Agriculture are recognizing his ability as well as we are, and are calling on him more and more for help. They both want him next summer, and he will have to decide within a couple of weeks whom he will serve.

Yours sincerely,



E. B. S.

Biological

Miramar, Calif. December 3, 1912.

Gough & Trounce,  
Rooms 502 & 503 Spreckels Bldg.,  
San Diego, Calif.

Gentlemen:-

PIER FOR BIOLOGICAL STATION

My sister Ellen B. Scripps has donated to the University of California twenty thousand dollars, (\$20,000), to be used in building a pier at the Biological Station. The only object of this pier is to furnish a safe landing for the schooner Agassiz or a small boat from it, so that specimens obtained for the Laboratory work may be quickly transferred to the Laboratory. There is no occasion for any heavier or stronger structure than one that will be safe from being washed away by the surf.

The University people have prepared plans and specifications for such a pier as would naturally be built by a State Institution with State money. Doubtless the plans call for something far beyond the actual needs of the Institution, and far more expensive than could be supplied with this gift fund.

I do not think it is necessary to extend this pier 1500 feet into the water as proposed by the University Engineer. It is quite probable that if you would offer a plan of a pier that would be sufficiently substantial and that could be built within the sum mentioned I could secure its acceptance.

I rarely come to the City and I make no business appointments; However, by making arrangements with my Secretary by calling telephone number East 74, I can be pretty sure of being found home, if you reach Miramar before nine A. M.

Yours sincerely,

E. W. SCRIPPS.



*Biological*  
*Copy*

December 5, 1912

Dear Mr. Crandall,

I have no doubt you realize pretty fully how responsible a job you will have undertaken if you become a full time and full pay member of the working force of the Scripps Institution in the capacity of Master of the Agassiz and General Business Roustabout. As concerns the Agassiz work surely I need not say anything, for you are already more familiar with the situation than I am. The only point I would mention on the maritime side is the possibility, not to say probability, that some day we may be able to get the use of the Albatross or some other large vessel for extending the field investigations beyond the limits to which we are restricted with the Agassiz. Should this happen in all likelihood you would be expected to direct the scientific work.

As to the other, the business side, these general principles should be always before your mind: You would be looking after the business end of a strictly scientific enterprise. That would mean that the scientific needs would always be the first consideration; that nothing would ever be justifiable for the sake of the business as such. The scientific needs are now and probably always will be greatly in excess of the funds available for meeting them. This means, it goes without saying, that, any given expenditure having been decided upon, every dollar must be made to bring a full dollar's worth of "goods"; and that the specific things undertaken, whether scientific or business, will have to be deliberated over in the most careful way. The particular scientific undertakings will always be a few selected from a large number almost as urgent and practicable as the ones actually taken up.

It is quite impossible to mention in detail all the responsibilities that would fall to your lot, nor would this be necessary if it were possible. In fact, did I feel that such details were necessary I should not consider you the right man for the position. Your ability, as I conceive, to see for yourself what ought to be done and your capacity and willingness to then turn in and do it, are largely my grounds for wanting you.

If we succeed, as we must succeed, in getting funds from the State for the water front improvements, your part in that work would probably be to a considerable extent under instructions from the Regents of the University speaking through Mr. Merritt.

Your most important and hardest immediate task would be to provide living accommodations for the staff; that is, to start our Colony. Probably one of the first steps in this direction would be for you to establish your own home here.

Improvements of the grounds, tree planting, road-making, etc. to the extent that the funds will permit, would need attention at once.



These two items would be the beginning of the one big problem of converting our land into income producing property - of largely increasing the Institution's productive endowment.

As I told you the other day, the raw material would be in your hands, largely, for making anything you are capable of making. I doubt if any other man in this country or any other has had a more unique opportunity to promote science by business management.

Care of the property, buildings, etc., aside from the strictly scientific laboratory equipment, would devolve upon you.

I suppose the local board and the Regents will require all proposals to be approved by the director, and all bills to be approved by him; but within the conditions you would have great freedom.

With it all you would, I should hope and believe, have considerable chance to do scientific work. For example it seems to me you would be able to do more on problems connected with the kelp than you can in your present position. In addition to the problem of renewal of the plants, a study of the beds and feeding grounds and harbors for fishes and other animals ought to be made; and I think you might begin very soon to get material together for such a study.

Now as to salary. You have already indicated to me at what pay you can afford to give up your present position.

There are two aspects of this matter that perhaps you have not considered, and which I wish you would if you have not. One is the principle I am trying to establish because I believe it eminently desirable, at least for those who join the staff as investigators primarily, of beginning on salaries that shall fully contemplate rather frequent increases up to some limit, so long as all is satisfactory on both sides.

The other point is the size of your salary relative to that of others on the payroll of the Institution. A healthy esprit de corps is, I am sure, one of the greatest elements making for success in an enterprise like ours and probably no single element has greater influence in this direction than has the amount of salary received by the members.

I am not speaking of these matters for the purpose of "jeweling you down". It is only that I wish you would consider them in stating, as you will in your letter to me, what pay you will require.

Write me as soon as you can and we will hold a meeting of the local board for taking action on your appointment and other immediately important questions.

Cordially yours,

Wm. E. Ritter

M.



*W.C. Crandall*

COPY.

San Diego, Cal.  
Dec. 7th, 1912.

Dear Dr. Ritter,

Your letter of Dec. 5th has been carefully considered and its various propositions noted. If I did not consider that the handling of the different problems would be oftentimes difficult, I should not consider leaving my present position but I can now see a future for the Scripps Institution and am willing to do my best to try and assist in advancing the work. That the problems involve scientific work makes them more attractive.

As to salary, I stated that I would undertake the work for Two Hundred Dollars per mo. or Twenty-four Hundred per year with the assurance that, if my work were satisfactory, the place would be practically a permanent one. I do not believe that this can be considered unduly high by other members of the corps for the following reasons:-

1. The direct business responsibility will devolve upon me and in putting work into operation the rest of the corps will be able to do their work unhampered.

2. The scientific corps are individually benefiting themselves in working out their problems through the aid of the Institution altho at the same time giving the Institution full value received. For some time and as the work develops later probably only a general connection with specific problems can be undertaken by myself.

Yours sincerely,

(signed) W.C. Crandall.



**E. W. SCRIPPS**

April 1st to Dec. 1st, West Chester, Butler Co., Ohio  
Dec. 1st to April 1st, Miramar, San Diego Co., California

*Biological*

Miramar, Calif. December 7, 1912.

V. E. Ritter,

Miss Ellen B. Scripps,

This refers to Ritter's letter of the 2nd inst.

It seems to me that Ritter's suggestion is a good practical one.

I believe we couldn't get a better qualified man than Dr. Baker to represent the Institution at the Legislature, and I believe that he would find his cause strengthened before the Legislature, by the fact that Ellen B. Scripps had offered twenty thousand dollars (\$20,000) for the pier, and that the Association had decided to switch this amount of money to the going expenses.

I am bound to favor any plan that will reserve the money for the use of professional research and publication.

The employment of Crandall would both directly and indirectly be in line with this.

I myself am impressed with the idea that if we could afford it Crandall ought to be employed by the Institution, not only on account of the attainments he has, which would make him a sympathetic and intelligent business manager, as well as a practical research worker.

I suggest that a special meeting be called of the Trustees at the Biological Station, at the earliest date, for the purpose of finally passing on these two subjects, and also for the purpose of finally adopting our constitution. I will not resist the Constitution, a draft of which has been made and submitted to me, but I believe something better can be formulated.

Yours sincerely,

E. W. SCRIPPS



# Bank of Commerce and Trust Company

SAN DIEGO, CAL.

DEC 9-1912

191

Your letter of 12/7 received:

WE CREDIT:

*g/c*

*2500 =*

*E. B. Scripps Marine  
Biological Station Fund*

WE DEBIT:

WE ENTER FOR COLLECTION:

Outside items credited subject to payment.



UNIVERSITY OF CALIFORNIA  
OFFICE OF THE PRESIDENT

Berkeley, December 19, 1912.

My dear Miss Scripps:

I have received your very interesting letter of December eighth and have conferred with the Comptroller about it. There is no doubt that the state will more readily furnish the money for the building of wharves, bulkheads, etc. than for other things. This procedure has been recommended by us to the Board of Control. We must wait and see what the Legislature does with the proposition. It may, and I hope it will, give us the entire amount. It may cut it down. Southern California people must join in keeping the amount to the original estimate. It is none too large, but if anything too small for the work in hand. The views which you set forth in your letter are entirely in accordance with our own views. With best wishes for a merry Christmas and a happy New Year, I am

Very faithfully yours,

*Benj. I. Wheeler.*

Miss Ellen B. Scripps,  
La Jolla,  
California.