

(1902?)

The University of Chicago

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*Two copies
of this*

The life and soul of the Marine Biological Laboratory is co-
öperation. That is the Law and the Gospel of its whole scheme of or-
ganization. It is the real bond of union for its Corporation,
Trustees, and Staff. It is the fundamental idea in its method of
dividing the work of instruction, ^{the source of its strength as a centre of} research, the key to whatever pros-
perity awaits it in future development, the one feature which gives it
unique distinction among marine stations, and ~~is~~ ^{make} it exceptionally
worthy of such magnificent financial support as is now offered to it
without solicitation.

Coöperation has been ~~th~~^{through}-going in all the affairs of the
Labortory--in its ownership and control as well as in its work and sup-
port. The prime condition of honest and effective coöperation, as all
have seen from the start, is an independent organization, representing
fairly all coöperating interests.

Independence has therefore been a fundamental maxim with us,
and hitherto, we have never wavered in adherence to it, preferring the
embarrassments of poverty to any relief that could be purchased through
annexation to, or absorption in, another institution. The events of
the past year have fully demonstrated the strength and unanimity
of conviction on this matter.

It may be suggested that union with an institute organized for
coöperation with universities in research and advanced instruction
would not involve the sacrifice of anything essential to the future

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development of the Laboratory. Independence, it may be said, is of no importance except as it secures the way to the ends in view. It may be safely surrendered, if the desired ends are guaranteed. *This "if" is full of unwarranted presumption.* ~~how~~
~~see about this "if" here presented.~~

The moment we transfer the Laboratory to the hands of a board of foreign creation, we reduce it to the level of an annex, subordinate its individuality, strip it of final authority, renounce full control of its destiny, and subject ourselves permanently to the condition of petitioners. The reward would be, expected relief from pecuniary embarrassment. But the relief promised would be only partial at the best, and once accepted, the door would be closed to any large outside support. Grateful as the world will be to Mr Carnegie for his grand gifts to knowledge, it will feel that he is abundantly able to provide for his institute. The proposed relief, generous as it is and appreciated as it would be, only about equals in amount what the proposed new board so magnanimously offered to do, without asking us to surrender our independence. In the face of such large liberality, for which our deepest gratitude is due and felt, it may seem almost ungracious to mention a need that is even larger. But in order to make the Laboratory strong and its work continuous, we must admit that our requirements exceed the sum proposed,—yes, exceed both sums combined. I run no risk of appearing to exaggerate, when I say that for a permanent station and staff, the annual expense, even at the start, should not be less than both of our promised supports united; and I am still within moderate estimate, when I affirm that within three years we

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should be well prepared to apply more than double the sum of the two offers now in view.

It seems to me almost incredible, therefore, that any true and wise friend of the Laboratory, should be willing to regard these offers as "alternatives". Obviously our first duty is to exhaust every means to unite them. If compelled to deal with them as alternatives, then let us be wise, and not forget that independence has an already matured value, and a potential value of great promise. Can we afford to hitch our destiny to that of any single institution, however closely that institution may approach our ideals? I realize the value of an endowment; it lies wholly in an assured income. With a self-perpetuating board, reasonably certain to grow stronger and increase its annual gift according to need, we have a support of far greater promise than any endowment now in sight. It is, in reality, nothing less than an endowment with unlimited growth in prospect. ~~Be~~ in mind also that this board is definitely pledged to look after endowment, build and equip a permanent Laboratory, purchase land &c. Moreover, this board would be one of our own creation, and it would conserve our independence with all that implies.

If we sell our independence for immediate endowment, we do not increase our income, but we do shut out possibilities of outside contributions, limit our freedom of action, and weaken, if not destroy, the condition that invites cooperation in the best sense.

We should reject an active, sympathetic,
approachable financial board, each member
a contributor, with purpose, interest, and
ambition centred on the one enterprise, and
accept therefor a board wholly removed
from us, with only a widely distributed official
interest for us, and dealing with us only
through the intermediation of committees,
divided and sub-divided several times before
a focal point is presented.

The life and soul of the Marine Biological Laboratory is co-operation. That is the Law and the Gospel of its whole scheme of organization. It is the real bond of union for its Corporation, Trustees and Staff. It is the fundamental idea in its method of dividing the work of instruction, the source of its strength as a centre of research, the key to whatever prosperity awaits it in future development, the one feature which gives it unique distinction among marine stations, and makes it exceptionally worthy of such magnificent financial support as is now offered to it without solicitation.

Coöperation has been thorough-going in all the affairs of the Laboratory -- in its ownership and control as well as in its work and support. The prime condition of honest and effective coöperation, as all have seen from the start, is an independent organization, representing fairly all coöperating interests.

Independence has therefore been a fundamental maxim with us, and hitherto, we have never wavered in adherence to it, preferring the embarrassments of poverty to any relief that could be purchased through annexation to, or absorption in, another institution. The events of the past year have fully demonstrated the strength and unanimity of conviction on this matter.

It may be suggested that union with an institute organized for coöperation with universities in research and advanced instruction would not involve the sacrifice of anything essential to the future development of the Laboratory. Independence, it may be said, is of no importance except as it secures the way to the ends in view. It may be safely surrendered if the desired ends are guaranteed. This "if" is full of unwarranted presumption.

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