

# SCIENCE

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## THE ACADEMIC CAREER AS AFFECTED BY ADMINISTRATION.<sup>1</sup>

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 admini-

<sup>1</sup>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.