

# SCIENCE

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## CONTENTS

<i>Relations of Salary to Title in American Universities</i> : PROFESSOR JOHN MAXSON STILLMAN .....	241
<i>The American Association for the Advancement of Science</i> :—	
Section G—Botany: DR. TRACY E. HAZEN..	259
<i>Scientific Books</i> :—	
<i>Marchal's Recherches expérimentales sur la sexualité des spores chez les mousses dioïques</i> : DR. A. F. BLAKESLEE. <i>Peglion's Le mallatie crittogamiche delle Piant cultivate</i> : HAVEN METCALF.....	272
<i>Scientific Journals and Articles</i> .....	274
<i>Societies and Academies</i> :—	
<i>The St. Louis Chemical Society</i> : DR. C. J. BORGMeyer .....	274
<i>Discussion and Correspondence</i> :—	
<i>Genetic Logic</i> : PROFESSOR J. MARK BALDWIN .....	274
<i>Special Articles</i> :—	
<i>Symmetry in the Big Claws of the Lobster</i> : PROFESSOR FRANCIS H. HERRICK.....	275
<i>Current Notes on Meteorology</i> :—	
<i>The Weather of Saxony; Railroad Building in Arid Regions; Meteorology in Egypt; Rainfall and Altitude; The 'Scotia' Results</i> : PROFESSOR R. DE C. WARD.....	277
<i>Mr. Rockefeller's Gift to the General Education Board</i> .....	278
<i>Scientific Notes and News</i> .....	279
<i>University and Educational News</i> .....	280

## RELATIONS OF SALARY TO TITLE IN AMERICAN UNIVERSITIES<sup>1</sup>

IN this paper is considered the problem of the relation existing between salary and title, under the conditions ruling in American colleges and universities. What adjustment of these relations is most favorable to the effectiveness of the institution concerned? In general, three types of adjustment are possible. In the one case, a fixed salary may be attached to the professorship and to each of the lower grades of rank. Next, each grade may have a fixed minimum salary, with a system of automatic increase with length of service, and for no other cause. The third relation is the one generally prevalent; the salaries in any grade are not definitely fixed, and increase of salary may be made at any time and for many reasons other than those connected with length of tenure.

The first of these systems aims, so far as professors are concerned, to establish a republic of letters. It would develop a condition in which a man once chosen for a chair is responsible to no one but himself, and in which he neither expects promotion nor fears its failure, because his character and work are judged by no president, no committee and no executive board. The men in minor positions are professors in waiting, to receive recognition in case of vacancy or of departmental expansion.

<sup>1</sup> A paper read at the Cambridge meeting of the Association of American Universities, November 23, 1906. The paper was prepared by John Maxson Stillman, professor of chemistry in Stanford University.