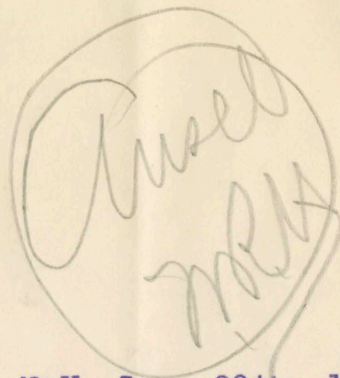


St. Denis Hotel.



New York, N.Y. June 20th, 1892.

Dear Doctor Harper:-

I have just been to Boston to see Professor Putnam. He told me that the World's Fair commissioners have directed that a Museum be maintained at the close of the Fair as a memorail of the Exposition. According to his understanding this Museum will not be run in connection with the University. He says that there are not to be two great Museums but one. I write you to ask if this is a correct statement of the case. From your conversation I understood that you would erect a Museum building on the University grounds.

Frederick Starr is out of the city and will not be back for two weeks. I will go to Ohio in a few days as my work here is finished and I cannot afford to wait two weeks for Mr. Starr.

There is one very important matter which you ought to consider. Dr. Starr is a University man; he knows nothing about the practical part of archeological work nor the management of men. I understand the matter thoroughly although I know very little about the University work. Hence Dr. Starr and myself can get along splendidly in double harness.

Professor Putnam is greatly elated over the discoveries made in Southern Ohio last year. During the course of our explora-

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Professor Putnam is greatly elated over the discoveries made in Southern Ohio last year. During the course of our explor-

tions we found images, effigies, implements and utensils from Mexico, the Pacific coast and the Carolinas. Archeologically speaking, this discovery was very important because it proved the Southern origin of the Ohio tribes. It also showed that they were extensive travelers. The work of exploration cost Professor Putnam about \$3000. He is very anxious to have me do other work for the World's Fair. Our discoveries were made in a group of some twenty mounds. There are other groups like these in the same vicinity. I have the permission of the farm owners to examine all of them. Professor Putnam will send a survey to the Valley. Can you not send me into the field at once so that the Professor will not secure this valuable material for a rival Museum? You see there is plenty of time before the University opens to do considerable field work. I have my force of men who have helped me for several years and who thoroughly understand the detail work of photographing, drawing and identifying of the material. You want a nucleus for your Museum. You want some good mound and grave collection to show those who are putting money into your Museum what you are accomplishing.

I would agree to work for four months for you upon one of the best groups in the Scioto Valley upon the same terms that I worked for Professor Putnam. He allowed me \$3000 and I made him a collection of some \$50,000 objects. All the money was paid out for services, labor and destruction of crops, save some \$300 or \$400 which I reserved as compensation for my work. The eminent anthro-

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pologist, Franz Boaz, whom I understand is to be in your University will need crania for examination and I can make him a collection which he will find of great value in determining the origin of the aboriginal man in this country. You can buy numerous collections for your Museum, such as the Rev. Dr. Greene's, which have no scientific value. The same amount of money put into field work will give you a complete series of notes and photographs, together with a splendid collection of objects pertaining to the life of the primitive man. This work can be accomplished before the University opens.

In conclusion I most strongly urge that you permit me to do this work before it is too late. It's study, anthropologically, can be deferred, but the collection must be made this summer or it will never be mounted in your Museum. In case you see fit to project field work you had better send to Xenia, Ohio, (my home) \$1000 July 1st; \$1000 August 1st and \$1000 September 1st. I will send you itemized accounts as I did to Professor Putnam.

Trusting to receive an immediate reply, I am,

Very sincerely your friend,

Warren K. Moorehead
Xenia
Ohio

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Xenia
Ohio

SMITHSONIAN INSTITUTION

S. P. LANGLEY, Secretary
G. BROWN GOODE, Assistant Secretary,
in charge of U. S. National Museum

UNITED STATES NATIONAL MUSEUM

Washington, June 4, 1892

Dear Dr. Harper

This will introduce to you my esteemed friend, Warren K. Moorehead, of Xenia, Ohio, who has worked in our museum, made wonderfully successful explorations in the west and who has just returned from a tour in the cliff country. I have been talking to him about our museum project and I know that he can render you most eminent services. In character, energy, clearness and address he is all right. He will tell you what he would like to do. As regards plans, furniture and installation our engineer of property will render you all the aid you want and Mr. Moorehead is in excellent rapport with everybody in the Inst-

tion. He is a Baptist also, which is at least nothing against him in the scarcity of good timber grown in that forest.

I am very truly yrs.
O. Mason

President Wm. R. Harper.
Chicago University

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Museums

File No.

Regarding

Date

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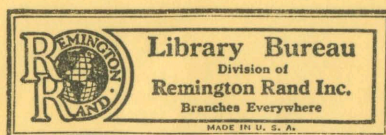
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File No.

Chamberlin, T. C.

Coulter, J. M.

File cross reference form under name or subject at top of the sheet and by the latest date of papers. Describe matter for identification purposes. The papers, themselves should be filed under name or subject after "SEE."



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Museum

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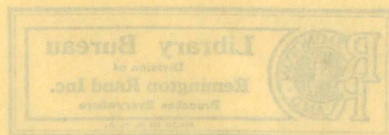
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File No.

Name or Subject

Chamberlain, T. C.

Coulter, J. M.



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Annual Report
43

June 12, 1897.

Chamberlain
My Dear President Harper:-

Pursuant to our conversation of some days since with reference to museum matters, I beg to make a preliminary report on the mode of record at present prevailing in Walker Museum. Although my title might seem to extend my functions beyond the affairs of Walker Museum, I have not construed them in any broader sense.

1. An omnibus record of whatever comes into the building is kept by the janitor in a book provided for the purpose, but for which we have no specific name. It is a sort of entre-port book.

The nature of the entries may be seen by the following:

1896.Sept. 4- 1 Box Fossils from Morris/, Ill. from T. C. C.

" 27- 1 Box from Fayette, Ia., 140 lbs.
Sent by express by H. C. Cowles.

Oct. 10- 1 Box Mineral Specimens
From Prof. Penrose Silver City, N.M. via Santa Fe R.R.

" 12- A lot of Minerals and Fossils with material received by
Professor Salisbury from Greenland and Newfoundland.

" 15- 2 cases containing Trays from Richmond, Va.

1897.Feb. 14- 1 case containing Relief Maps of Switzerland.

Mar. 7 - 1 case containing 32 pkgs. of Wood Models from Germany.

The material after being received in the museum remains in the custody of the janitor until taken in charge by the curators of the several subsections of the museum.

The methods followed in the different subsections vary somewhat according to the nature of the material involved. We may take the methods employed with the material of the section of paleontological geology as a fair illustration.

June 12, 1907.

My Dear President Hager-

Reference to our conversation of last week with reference to museum matters, I beg to make a preliminary report on the state of record at present prevailing in Walker Museum. Although my life might seem to extend my functions beyond the status of Walker Museum, I have not considered that in any broader sense.

1. An omnibus record of whatever comes into the building is kept by the janitor in a book provided for the purpose, but for which we have no specific name. It is a sort of ante-post book. The nature of the entries may be seen by the following:

1896, Sept. 4 - 1 Box Fossils from Morris, Ill. (Hager, C. C.)

" 27 - 1 Box from Fayette, Ia., 140 lbs.
Sent by express by H. C. Gifford.

Oct. 10 - 1 Box Mineral Specimens
From Prof. Farnsworth Silver City, N.M. via Santa Fe R.R.

" 12 - A lot of Minerals and Fossils with material received by
Professor Salisbury from Graham and Newland.

" 13 - 2 boxes containing Traps from Richmond, Va.

1897, Feb. 14 - 1 case containing Relief Map of Wisconsin.

Mar. 7 - 1 case containing 32 plates of Wood Models from Germany.

The material after being received in the museum remains in the custody of the janitor until taken in charge by the curator of the several subdivisions of the museum.

The methods followed in the different subdivisions vary somewhat according to the nature of the material involved. We may take the method employed with the material of the section of paleontological geology as a fair illustration.

1. In a General Accession Book memoranda are made of the collections added from time to time. In this there are also kept memoranda of specimens selected from the working collections to place in the exhibit museum. Memoranda are also made in this book of fossils sent out for exchange.

2. In another book (or strictly a series of books, as a second one is already two-thirds full) of the nature of an Accession Catalogue, a list of the fossils is recorded, giving the scientific name, the formation, the number of specimens, the locality and the collector. The entries of this kind now end with 4739. The number of specimens covered by these entries ranges from one or two up to a few score.

3. At the same time there is made out a Card Catalogue designed to be arranged alphabetically according to genera. This card embraces the number of the specimen as recorded in the Accession Catalogue, the geological formation, the locality, the number of specimens and the collection or the collector; that is, it is in essence a reproduction of the book record in the more convenient card catalogue form.

4. At the same time an Envelope File is kept. Upon the exterior of the envelope a number corresponding to the number in the Accession Catalogue is placed, and the file is arranged on the basis of these numbers. Within the envelope there is preserved the old field labels of the party from whom the specimens were derived, and any other memoranda that pertain to the history of the specimens. The purpose of this is to preserve all old data bearing upon the material of the museum.

Of course labels go with the specimens and numbers are attached to the specimens directly so that the identification is not dependent upon the preservation of the labels.

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 2. In another book (or strictly a series of books, as a second one is already two-thirds full) of the nature of an Association Catalogue, a list of the fossils is recorded, giving the scientific name, the formation, the number of specimens, the locality and the collector. The entries of this kind now end with 4730. The number of specimens covered by these entries ranges from one or two up to a few scores.
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- Of course labels go with the specimens and numbers are attached to the specimens directly so that the identification is not dependent upon the preservation of the labels.

The only change I would suggest would be the procuring by a special manufacture, of a more elaborate and sumptuous book for the Permanent Catalogue to which the entries from the small books in use may be transferred by a copyist in good form. We are using an 8 x 10 blank book of about 200 pages. This is more convenient for first entry in the laboratory, but it will not be so convenient for reference when the number of such books becomes large, and will lack something of the formality and dignity which will be appropriate when the museum shall have grown old and great.

Very truly yours,

T. C. Chamberlin.

The only change I would suggest would be the procuring by a special manufacturer, of a more elaborate and handsome book for the Permanent Catalogue to which the entries from the small books in use may be transferred by a copyist in good form. We are using an 8 x 10 blank book of about 1800 pages. This is more convenient for first entry in the laboratory, but it will not be so convenient for reference when the number of such books becomes large, and will lack something of the formality and dignity which will be appropriate when the museum shall have grown old and great.

Very truly yours,

F. C. Chamberlin.

(Copy)

May 25, 1903.

Prof. Stuart Weller,

Chicago.

My dear Mr. Weller:-

I am in receipt of your favor, enclosing list of the specimens which you have kindly sent to Burlington for me. I am very much obliged to you for your attention to this matter, and as soon as I reach Burlington--which will probably be about ten days hence-- I will send you a receipt for the specimens. I shall put in the date for return at January 1st, 1904, and if I find before then that I shall need to keep them longer, I will apply to you for an extension of time. Knowing, as you do, something of the conditions under which I have to do my work, you will appreciate how difficult it is for me to fix a time with certainty, much less to undertake to finish a given piece of work quickly. I am a very busy man, having a variety of business interests requiring my attention, from which I have to steal the time in which to do my scientific work. When I go to Burlington, I never know at what moment I may be summoned by telegraph to drop everything and come west. I do considerable work out here, where I have a duplicate of a good part of my technical library, but I cannot bring borrowed specimens, or unique ones of my own out here, because I have no fire proof building like I have at Burlington. Besides this, there is the continual delay in getting my drawings made. I cannot secure these like so much merchandise, but have to be continually educating my artists, and they have frequently to stop altogether to await the opportunity for consultation with me. I mention these matters so that you may understand that when I keep specimens a long time it is unavoidable. It is my intention to figure most of your specimens with new and original drawings--not copies from Miller and

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time it is unavoidable. It is my intention to figure most of your

specimens with new and original drawings--not copies from Miller and

Gurley--for publication in my next Monograph so that they will not lose anything in value from passing through my hands.

I have read with much interest and attention what you have written in relation to the question of the final resting place of my collection, and I quite appreciate the force of much that you say in favor of Chicago. It will be some time before I shall have to determine the matter, for I expect to do some years of work on it myself, but I am going to consider the question an open one, and we will doubtless have opportunities for talking it over. If the scheme for a great scientific museum at Chicago under administration of the University should materialize it would, I think, have much influence with me. I am not under any arrangement or agreement with Cambridge. They have published these very expensive works of mine without any conditions whatever, and have placed the entire Crinoid collections there at my disposal. I have had most of their specimens of *Flexibilia* at Burlington for the last five years, and they will probably remain there some time yet. For these extraordinary favors and facilities I naturally feel deeply grateful, and if I could see the right prospect ahead there for proper development of the Echinoderms into a great department, no other consideration would induce me to let my collection go elsewhere. I presented the type specimens of my Uintacrinus Memoir as a purely voluntary matter, as a slight evidence of my appreciation of the extremely cordial (and, as it seemed to me, flattering) way in which they took up that paper and published it in such beautiful style, without any questions, immediately on my sending on the Ms.

I confess, however, to a feeling of discouragement over the

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Museum prospects at Cambridge and this feeling is--inter nos--shared by Mr. Agassiz. I made a proposition some time ago looking to the ultimate donation of my collection and library to the Museum, on conditions of certain steps being taken for the creation and support of a special department of Echinoderms, for which there is no museum in the world better prepared as to material. While the great desirability of the plan was promptly recognized, the consensus of opinion was not at all encouraging as to the possibility of carrying it out. So I consider the whole matter as in abeyance, awaiting future developments. Unless I should encounter some unexpected bad luck, my collection will never be a matter of merchandise, but will go somewhere freely with a view to its permanent use and proper care. I have never, even in thought, attempted to place a money value upon it, and trust I may never have to do so.

I suppose it is idle to think of such a thing, but if hereafter the University of Chicago should be able to offer some financial inducement to get the Crinoid collections from Cambridge and the State of Illinois, we could settle the rest of it without much difficulty. Really the strongest reason I have had for wanting to place my own collection at Cambridge is the consideration of bringing these great typical collections together into one.

Very truly yours,

Frank Springer.

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 the ultimate donation of my collection and library to the Museum,
 on condition of certain steps being taken for the creation and
 support of a special department of Ichthyology, for which there is no
 museum in the world better prepared as to material. While the great
 desirability of the plan was promptly recognized, the consensus of
 opinion was not at all encouraging as to the possibility of carrying
 it out. So I consider the whole matter in suspense, waiting
 future developments. Unless I should encounter some unexpected bad
 luck, my collection will never be a matter of merchandise, but will
 go somewhere freely with a view to its permanent use and proper care.
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 it, and trust I may never have to do so.
 I suppose it is idle to think of such a thing, but it nevertheless
 the University of Chicago should be able to offer some financial
 inducement to get the Grinnell collections from Cambridge and the State
 of Illinois, we could settle the rest of it without much difficulty.
 Really the strongest reason I have had for wanting to place my own
 collection at Cambridge is the consideration of bringing these great
 typical collections together into one.

Very truly yours,

Frank Springer.

WALKER MUSEUM

OFFICERS OF GOVERNMENT

THOMAS CHROWDER CHAMBERLIN
Professor of Geology, and Director

CURATORS

ROLLIN D. SALISBURY
Professor of Geographic Geology

JOSEPH PAXSON IDDINGS
Professor of Petrology

RICHARD ALEXANDER FULLERTON PENROSE, JR.
Professor of Economic Geology

FREDERICK STARR
Associate Professor of Anthropology

WILLIAM F. E. GURLEY
Associate Curator in Paleontology

STUART WELLER
Instructor in Palaeontologic Geology

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

OFFICE OF THE PRESIDENT.

WILLIAM R. HARPER, PRESIDENT

Documents No.

DATE

CHICAGO **Nov. 7, 1903.**

Museum
Dr. T. C. Chamberlin,

Director of Walker Museum,

University of Chicago.

Dear Sir:-

I submit herewith a report upon the condition of the collections in Walker Museum under my charge, and upon the needs for the next year.

Respectfully yours,

Stuart Weller

WALKER MUSEUM

The University of Chicago

WILLIAM B. HARRIS, PRESIDENT

CHICAGO Nov. 7, 1902.

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Director of Walker Museum,

University of Chicago.

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I submit herewith a report upon the condition of the collections in Walker Museum under my charge, and upon the needs for the next year.

Respectfully yours,

A Report upon the Invertebrate
Paleontological Collections in Walker Museum.

1. Accessions. Since October 1, 1902, two notable additions have been made to the collections under my charge. The first of these is the Faber Collection, purchased from Mr. Chas. L. Faber of Cincinnati, Ohio. This collection is especially rich in Ordovician material from the Ohio valley. It includes the types of about 160 species which are of special importance, because it is the addition of such material that adds most to the scientific value of our collection. In addition to these types, there is a large amount of exceedingly valuable, selected material which, added to what we already possessed from the same general region in the James Collection and the Gurley Collection, makes our collection one of the best, if not the best collection in existence from the Cincinnati region.

The second accession of especial note is the Van Horne Collection, presented to the Museum by Sir William Van Horne of Montreal. This collection is rich in material from the Niagara limestone of northeastern Illinois and southeastern Wisconsin and from the St. Louis limestone of the Mississippi valley. It includes several type specimens and many others which will become types when my studies upon the Chicago faunas have been completed. The types of a large number of Carboniferous fishes are also intended to be included in this collection by Sir William Van Horne. These specimens were loaned several years ago to a specialist working upon this group of organisms and at the time the collection was transferred to the University, had not been returned. Steps are being taken, however, by Mr. Van Horne to have these specimens returned to us.

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Besides these two collections, an important collection of Kinderhook fossils was made in the field by the curator. With this accession, our Museum now possesses the largest and best collection of Kinderhook fossils anywhere in existence, and it is being made the basis of a series of "Kinderhook Faunal Studies" by the curator, three numbers of which have already been published in the Transactions of the St. Louis Academy of Science .

In addition to the above mentioned collections, several minor accessions have been added. Of these the most important is the Stokes Collection of Antarctic fossils. This collection contains scarcely more than a dozen specimens, but they are of great scientific value from the fact that they are the first and only fossils that have ever been brought back from the Antarctic continent. For the first time they give us some knowledge of the age of the stratigraphic rocks of that unknown continent, and they furnish most important data upon the ^{dis}tribution of the land and water of the southern hemisphere during Cretaceous times. A report upon this collection has been published in the Journal of Geology, and republished in the Contributions from Walker Museum.

2. Cataloging. The cataloging of the collections has progressed slowly during the past year, because of the small amount of time which can be devoted to this work by the curator himself, and because no assistants have been available to which such work could be entrusted. There are now about 10,000 entries in the catalog of the collections. Of these, about 1,200 or 12 per cent., are type specimens, a most remarkable percentage of this class of material. Of the type specimens, a manuscript catalog has been prepared, giving synonyms,

Besides these two collections, an important collection of Kinderhook fossils was made in the field by the curator. With this accession, our Museum now possesses the largest and best collection of Kinderhook fossils anywhere in existence, and it is being made the basis of a series of "Kinderhook Faunal Studies" by the curator, three numbers of which have already been published in the Transactions of the St. Louis Academy of Science.

In addition to the above mentioned collections, several minor accessions have been added. Of these the most important is the Stokes Collection of Antarctic fossils. This collection contains scarcely more than a dozen specimens, but they are of great scientific value from the fact that they are the first and only fossils that have ever been brought back from the Antarctic continent. For the first time they give us some knowledge of the age of the stratigraphic rocks of that unknown continent, and they furnish most important data upon the contribution of the land and water of the southern hemisphere during Cretaceous times. A report upon this collection has been published in the Journal of Geology, and republished in the Contributions from Walker Museum.

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bibliography and annotations. Some provision for the publication of this catalog should be made, as it is only in that way that the great scientific value of our collections can be made public to paleontologic workers throughout the world.

3. Future accessions. At the present time, the most important thing to be considered in connection with the building up of a collection of invertebrate fossils, is the securing of important private collections. No such collections can be made in the future as have been made in the past. Localities are being exhausted; many famous ones of the past are now wholly barren. The product of the weathering of long ages is rapidly being gathered together in private and public collections. It is necessary, if our collections are to grow in the future as they have during the past few years, that important private collections be added to those already in our possession. There are many such collections of greater or less importance which I hope to see come to the University sooner or later, but there are two collections of supreme importance which we ought to possess.

The Springer Collection of crinoids is preeminently the greatest collection of these attractive and interesting organisms in the world. It has already been made the basis of a great monograph upon the Camerata Crinoids, and the owner, Mr. Frank Springer, is engaged upon the monograph of the two additional orders, the Flexibilia and the Inadunata. I have had conversation and correspondence with Mr. Springer in regard to his collection, and I am enclosing with this report a copy of one of his letters. I feel confident that if the proper steps are taken, this collection can be brought to the University as a gift.

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The second of the two collections mentioned above is the Hall Collection, left by the late James Hall, for many years State Geologist and Paleontologist of New York, and the oldest and most widely known paleontologist that America has ever produced. Since his death his collection and library have been offered for sale. The collection is of untold value, being made up of a vast amount of material which can never again be duplicated. Included in it are the types of many species which he has described. At the time of Professor Hall's death the collection and library were offered for sale for \$100,000. I believe, from information which I have received, that it could be secured at the present time for \$75,000. The daughter of Professor Hall, who is the present owner of the collection, is now a resident of California, and some steps have been taken to sell the collection to the University of California. Such a disposition of the collection would be a real disgrace to the institutions of the east. The material in the collection is practically all from east of the Mississippi river. The collection belongs in the east, and there is no museum where it could be more suitably placed than in Walker Museum. Is there not some patron of the University who could be prevailed upon to present this collection to the University? If we should secure the Springer Collection and the Hall Collection, added to what we already possess, we would certainly have the greatest collection of invertebrate fossils in America, and probably the greatest in the world.

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4. Development of the Collections. For the purpose of developing the collections we already possess as well as for paving the way for future growth, there are several pressing needs. The 500 museum drawers and the stacks of trays in the basement furnished last spring, have supplied a long felt need. The trays in the basement are nearly all filled with unworked material and the catalogued collections are being rearranged in the drawers of the Museum.

The most strongly felt need at the present time is the extension of the services of the curator. At the present time I am employed by the University for only six months of the year, and during that time my time has, of course, to be divided between the duties of instructor and the care of the collections. There is no other collection in this country of like importance to ours upon which at least two men are not devoting their entire attention. Under my present arrangement with the University I am forced to seek outside employment upon official state, or national geological surveys in order to procure a sufficient livelihood. I am at present employed as State Paleontologist of New Jersey, and my services are also desired in like capacity in Missouri. If arrangements can be made by which I can receive a salary of \$2500 from the University, which would be rendering payment for three Quarters' work at the same rate paid now for two Quarters, I would agree to devote my entire time (four Quarters] to the University work, for several years at least, provided arrangements could be made for a field course in stratigraphic and paleontologic geology during the summer Quarter. Such a course is much needed and is asked for every year, and it would serve to add materially to the collections. The proposed salary would be less than I am now able to make in connection with my outside work, but I am

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willing to make this sacrifice in order to be able to devote my entire energies to the work in which I am most interested. If this arrangement can be made, it will not only permit the more rapid development of our collections, but will allow me to enter into relations with Mr. Springer, which I believe will practically assure the securing of the Springer Collection for the University. Mr. Springer himself can never hope to finish the monographic work upon the crinoids which lies before him. It would be my purpose, if free from the necessity of securing outside employment, to arrange to associate myself with Mr. Springer in this work. Besides Mr. Springer, I am the only paleontologist at present in America who has given any special attention to the study of the crinoids, and I am confident that an agreement could be entered into with Mr. Springer to continue this work jointly. If such an association were established, our future ownership of the collection would be practically assured. At the least, the Springer Collection should be valued at \$150,000, and the University should use every legitimate means to secure it.

Furthermore, from a business point of view, the extension of the services of the curator would be a paying investment. The added financial value to the collections, by reason of added work upon them, their classification and the raising of ordinary material to type material would far more than offset the sum necessary to furnish the increased salary to the curator.

Next to the extension of the services of the curator himself, the furnishing of an assistant is a matter of great need. Student assistance, such as has been intermittently allowed during the past two years, is unsatisfactory. There should be a regularly appointed

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Next to the extension of the services of the curator himself, the furnishing of an assistant is a matter of great need. Student assistance, such as has been intermittently allowed during the past two years, is unsatisfactory. There should be a regularly appointed

assistant in the Museum who could be trusted to perform a large part of the more mechanical labor connected with the preparation and installment of the collections, giving the curator more freedom to devote his time to the more strictly scientific work.

As soon as possible, a much greater museum space should be allowed for the suitable installment and display of the collections. One entire floor in Walker Museum would be none too much room for this purpose.

Respectfully yours,

Stuart Weller

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STUART WELLER
Instructor in Paleontologic Geology

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

OFFICE OF THE PRESIDENT,

WILLIAM R. HARPER, PRESIDENT

Documents No. 414

DATE

CHICAGO Nov. 10, 1903.

Recommendations of the Director of Walker Museum.

— o o o —

Dr. William R. Harper,

President of the University of Chicago.

Dear Sir:-

For specific statements relative to the growth and needs of the several sections of Walker Museum, I beg leave to refer to the reports of the Curators. I especially invite your attention to the statements of Curators Williston and Weller, which contain matter of great importance.

It seems to me that a situation of critical moment has arisen, and that the opportunity should not be permitted to escape us. This grows partly out of external and partly out of internal conditions.

The opportunities for making collections in the field, and for securing private collections are very exceptional.

By reference to Mr. Williston's report, it will be seen that the small investment in field work made during the past summer has given returns of 200 or 300 per cent., cash value. A review of the collections and donations that Mr. Weller has secured in the last few years will show a value greatly exceeding all that the University has paid him for all kinds of service during his connection with it. Opportunities promising even greater returns than these appear to lie immediately before us, as set forth in the reports of Curators Weller and Williston. These opportunities are peculiarly transient, for reasons there stated, and must be embraced now, or they will be

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lost.

Besides these material opportunities, the accession of Professor Williston to our staff gives new instructional and investigative opportunities, and new possibilities of organization of no less moment.

To better realize the immeasurable values in these opportunities, I beg to submit, and to urge the adoption of a plan of reorganization of a very conservative but, I think, effective kind. I do this with the hearty concurrence of those of my associates who are intimately concerned in the changes proposed.

The essentials of the reorganization are embraced in two propositions:

1) That Walker Museum be given a more definite allotment of service and of funds, and that, during the continuance of the present exigencies, the paleontological phases of museum development take precedence;

2) That, reciprocally, the instructional work in paleontology be more closely associated with the geological and biological departments, such close association being deemed necessary to the highest efficiency of this work.

More specifically, I would recommend that Professor Williston be made Director of Walker Museum in my stead, and that a notable portion of his time be assigned to museum work, including collection and investigation, and that compensation therefor be provided in the allotment to the museum. I would further recommend that Mr. Weller be made Assistant Director, in charge of the Invertebrate Collections, and that a stated portion of his time be assigned to museum work, and that compensation for this be provided for in a similar way.

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To offset the extension of organization in this direction, it is proposed that the separate establishment of the paleontological department, as such, be discontinued, and that the instructional work that is essentially paleontological geology be given in the geological department, and that which is essentially paleontological biology be given in the biological departments, while the investigative work be done mainly under the auspices of the museum. Under this arrangement, the instructional courses would be entered under the geological and biological departments respectively, and those in charge of these courses would be given a place on the instructional staff of these departments, with their appropriate titles. This arrangement would bring the paleontological teachers into as close contact as possible with the students of the geological and biological departments, a matter of great practical importance in the development of a student clientele.

As a schedule for the Museum budget, I submit the following, premising that the most of the items would appear in other schedules, if the reorganization were not adopted:

S. W. Williston,

Director of Walker Museum, and Professor of Paleontology-----	\$3,500
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Miscellaneous expense in the Vertebrate Division,

Preparator in Vertebrate work,	\$1,000	
Installation materials, trays, etc.	300	
Office furniture,	50	
Library,	100	
Expeditions and collections,	<u>1,500</u>	
		2,950

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S. W. Williston,

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Paleontology-----\$3,500

Miscellaneous expense in the Vertebrate Division,


Expeditions and collections,	1,500
Library,	100
Office furniture,	50
Installation materials, trays, etc.,	300
Preparator in Vertebrate work,	\$1,000
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(Schedule continued)

Stuart Weller, Assistant Director in charge of Invertebrate Paleontology (one-third salary) (Two-thirds of Mr. Weller's salary for a full year's service, \$1666.67, remaining in the geological budget as heretofore)	\$ 833.33
Miscellaneous expense in the Invertebrate Division, Collections, as heretofore, \$1,000 Assistant, 600 Installation material, trays, etc. 200	1,800
Miscellaneous expense in Mineralogy and Petrology, Collection and installation,	300
Miscellaneous expense in Anthropology, Case for collections, \$100 to \$150 Museum material, 150	300
Administrative expense-----	500
Total	\$10, 183.33

Museum space. I desire to earnestly urge that larger space provisions be made for the Museum. At the earliest possible date, the entire building should be given over to museum purposes, as originally intended. To this end, provision should be made elsewhere for the geological and anthropological class, library, laboratory and office work.

Very respectfully,


Director of the Museum.

(Schedule continued)

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full year's service, \$1666.67, remaining	
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Miscellaneous expense in the Invertebrate Division,	
Collection, as heretofore,	\$1,000
Assistant,	600
Installation material, trays, etc.,	200
	<u>1,800</u>
Miscellaneous expense in Mineralogy and Petrology,	
Collection and installation,	300
Miscellaneous expense in Anthropology,	
Cases for collections, \$100 to \$150	150
Museum material,	<u>150</u>
	300
Administrative expense-----	500
Total	<u>\$10,193.33</u>

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The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

OFFICE OF THE PRESIDENT,

Documents No. 414

WILLIAM R. HARPER, PRESIDENT

DATE

CHICAGO Nov. 11, 1903.

Professor T. C. Chamberlin,
Director of Museums.

Dear Sir:-

I beg to submit to you the following report upon the collections in vertebrate paleontology under my charge in the Walker Museum:

The collections previously made during Professor Baur's incumbency have been removed from the basement of the Anatomy building, and are now stored in the library of the paleontological division of Walker Museum. These collections, while not large, include some very valuable material, especially that collected by Mr. E. C. Case (Ph.D., University of Chicago) from the Permian of Texas. Some of the specimens, as that of Eryops, a gigantic salamander-like amphibian, are nearly complete, and ought to be mounted and placed on exhibition. This material has been made the basis for valuable contributions to science by the late Dr. Baur and Dr. Case.

Although not under my charge, I may mention the valuable collections of Paleozoic fishes and Permian reptiles of the Gurley Collection, and others under Dr. Weller's charge. Mr. Branson, Fellow in Paleontology, is now engaged upon the study of the Paleozoic selachians of this material, and will shortly have a contribution ready for publication.

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in vertebrate paleontology under my charge in the Walker Museum:
I beg to submit to you the following report upon the collections

Dear Sir:-

Director of Museum.
Professor T. C. Chamberlain,

CHICAGO Nov. 11, 1903.

WILLIAM R. HARKER, PRESIDENT

The University of Chicago

WALKER MUSEUM

from the Cretaceous of Kansas, and the Permian of Texas, aggregating 8400 pounds in weight. The collection from Kansas includes several specimens which are by far the best of their kind in the world. One of these, a complete specimen of a *Portheus*, an extinct bony fish, allied to the modern pike, is now partly removed from its matrix, and will be, I hope, mounted by myself and Mr. Branson in the museum by the first of January. The specimen measures fifteen feet in length by three and a half, or four feet in width, and has every bone but one or two in the skeleton in place. Another specimen of the same kind, without ribs and fins, and with imperfect skull, was purchased by the American Museum a few years ago for \$550 from the collector of it, and is now one of the prized specimens of that museum.

Another specimen, better even than that of the fish, is one of a swimming reptile, a *Mosasaur*, of which the skeleton is perfect, and but slightly disturbed on the chalk slabs in which the skeleton was collected. I wish very much that this specimen might be mounted after the manner of a recent skeleton, but this would require the labor of a skilled preparator for several months. We shall, therefore, if we can get the time, mount the skeleton, temporarily at least, upon its chalky matrix, in a wall slab. The specimen is twenty-one feet in length from the tip of the skull to the tip of the tail, and about three and one half feet in width as it lies. It belongs to the genus *Holosaurus*, of which only one other specimen is known, an imperfect one mounted in the Yale University Museum, collected by myself twenty years ago.

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The next most valuable specimen is that of a large flying reptile or pterodactyl, with an expanse of wings of nearly twenty feet. This specimen lacks only the legs, so far as can now be determined (the specimen is yet largely concealed in the matrix). Fortunately, however, the leg of another specimen of the same species was also obtained, so that a nearly complete specimen may be mounted in relief on a wall case, twenty feet in length by about seven in width. They are now mounting a ~~similar~~ specimen, no better than ours, in the Yale Museum, of which mention was made in the last report of the President of Yale University. Yet another specimen of much value is a large part of a skeleton of a toothed bird of exceedingly rare occurrence, *Baptornis*, of which only four other specimens are known--none so complete as this.

In addition to the foregoing, there is another saurian skeleton, fifteen feet in length, lacking only the posterior part of the tail, and one fore leg; several other good saurian skulls, turtles, fishes--about fifty in number.

From the Permian of Texas about eight hundred pounds of fossils were collected by Professor Case and assistant for the museum. This material includes two nearly complete skeletons of the rare reptiles known as Pelycosaurs, a group very different from any animals now living. Mr. Case will shortly publish in the Journal of Geology a restoration of one of these animals, the first correct restoration of any form of the group, based upon this material.

I will frankly say that the success of the two parties exceeded my expectations, in part due to good fortune, in part to the excellent services of my assistant, Mr. Branson, a former student of paleontology with me at the University of Kansas, and now Fellow of Paleontology.

The next most valuable specimen is that of a large flying reptile or pterodactyl, with an expanse of wings of nearly twenty feet. This specimen lacks only the legs, so far as can now be determined (the specimen is yet largely concealed in the matrix). Fortunately, however, the leg of another specimen of the same species was also obtained, so that a nearly complete specimen may be mounted in relief on a wall case, twenty feet in length by about seven in width. They are now mounting a similar specimen, no better than ours, in the Yale Museum, of which mention was made in the last report of the President of Yale University. Yet another specimen of much value is a large part of a skeleton of a toothed bird of exceedingly rare occurrence, Bapornia, of which only four other specimens are known--none so complete as this. In addition to the foregoing, there is another saurian skeleton, fifteen feet in length, lacking only the posterior part of the tail, and one fore leg; several other good saurian skulls, turtles, fishes--about fifty in number. From the Permian of Texas about eight hundred pounds of fossils were collected by Professor Case and assistant for the museum. This material includes two nearly complete skeletons of the rare reptiles known as Pelycosaurus, a group very different from any animals now living. Mr. Case will shortly publish in the Journal of Geology a restoration of one of these animals, the first correct restoration of any form of the group, based upon this material. I will frankly say that the success of the two parties exceeded my expectations, in part due to good fortune, in part to the excellent services of my assistant, Mr. Branson, a former student of paleontology with me at the University of Kansas, and now Fellow of Paleontology.

Altogether, I have no hesitation in saying that the material added to the collections in paleontology the past summer have an actual cash value of more than two thousand dollars, and might be sold for that.

The larger part of this material cannot be unpacked even, in the crowded condition of Walker Museum, and by reason of the lack of storage, room and cases, and not much can be made ready for exhibition without the aid of a skilled preparator. I shall be very reluctant to entrust such valuable material to an inexperienced assistant. I have asked for one thousand dollars to pay the salary of such a preparator. For this sum, or a little more, I can secure as good a preparator as there is in America, a former assistant.

With such an assistant, and fifteen hundred dollars a year for collecting, I can definitely promise to add from eight to ten tons of valuable material annually to the collections. I do not ask that this promise shall be taken on faith-- my work in the past at the University of Kansas will, I trust, be taken as a guarantee.

Very truly yours,

S. H. Hillebrand

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WALKER MUSEUM

OFFICERS OF GOVERNMENT

THOMAS CHROWDER CHAMBERLIN
Professor of Geology, and Director

CURATORS

ROLLIN D. SALISBURY
Professor of Geographic Geology

JOSEPH PAXSON IDDINGS
Professor of Petrology

RICHARD ALEXANDER FULLERTON PENROSE, JR.
Professor of Economic Geology

FREDERICK STARR
Associate Professor of Anthropology

WILLIAM F. E. GURLEY
Associate Curator in Paleontology

STUART WELLER
Instructor in Paleontologic Geology

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

OFFICE OF THE PRESIDENT,

Documents No. 414

DATE April 20/04

WILLIAM R. HARPER, PRESIDENT

CHICAGO

Nov. 11, 1903.

A reminder

Chamberlin
for Walker
above

Dr. T. C. Chamberlin,
Director of Walker Museum,
University of Chicago.

My dear Sir:-

I have carefully considered the recommendations regarding the reorganization of the work of Walker Museum, which you have proposed, and they meet with my entire approval. I believe that the time is ripe for such a change. We have a most exceptional opportunity at the present time to develop a great museum of paleontology, which may easily become, in the near future, one of the greatest in the world. This opportunity will pass from us in a very short time, and should be grasped at once. Great collections in other branches of natural history may be secured as easily in the future as at the present, but for securing collections in paleontology, both invertebrate and vertebrate, the time to act is now.

The educational value of such collections as we may secure is almost inconceivable. While the number of special students in paleontology will never be large, the results of their investigations upon the instruction in other departments will be far-reaching. The theory of evolution which takes so large a part in the instruction in all branches of biology and historical geology would forever remain a theory alone from the study of contemporaneous organisms. The

The University of Chicago

WILLIAM R. HARRIS, PRESIDENT

CHICAGO
Nov. 11, 1903.

Handwritten:
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Received

Dr. T. C. Chamberlain,

Director of Walker Museum,

University of Chicago.

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paleontologist investigates the past history of organisms and through his studies the actual facts of evolution are discovered, and these facts are used by all instructors in biology and historical geology, even in the most elementary classes. Because of this relationship between paleontology and the other sciences, its educational results should not be determined alone from the number of students to whom instruction is given, but as well upon collections secured, upon which important investigations may be carried on.

The adoption of the plans in which you propose to make the work of the paleontologists in the University in part instruction, and in part investigation, seems to me to be of prime importance. I earnestly hope that the plans may be carried out and that we may be given the opportunity to develop a great museum of paleontology from which the results of investigations of the utmost importance may flow.

Respectfully yours,

(Signed) Stuart Weller.

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Respectfully yours,

(Signed) Stuart Weller.

Chicago, April 5, 1904.

To the Board of Libraries, Laboratories and Museums,
The University of Chicago.
by a Committee of which Prof. T. C. Chamberlin was chairman.

Your Committee appointed to consider the matters recently laid before this Board by the President of the University relative to museums, has had the same under prolonged consideration, and begs to submit the following:

I. Museums an urgent necessity. Your Committee is unanimous in the conviction that museums are absolutely essential to the proper development of several of the departments.

II. Scope. In the judgment of the Committee, the museums should be developed with primary reference to investigation and instruction, and only subordinately for purposes of exhibition. Not only this, but in so far as the latter purpose finds a place, the exhibition should have primary reference to the University public rather than the general public. The museum should contemplate research by members of the faculty, and by advanced students, as its first and greatest function, and in its development ample provision should be made for such work.

III. Phases of development. The Committee is unanimous in the view that the development of the museums should take on two phases---

A. A General composite museum.

B. A series of departmental museums.

A. The purpose of the general composite museum should be two-fold: 1) It should bring together into a single collection, or systematic series of collections, a typical synoptical representation of all those phases of inquiry that admit of successful museum representation. This should constitute the exhibit portion of the general museum, and should have special reference to the general education of the University constituency and the specific instruction of students in the subjects represented. 2) It should bring together in drawers and other suitable modes of accessible storage, collections for advanced study and investigation (see sections V, VI, and VII). This is regarded by the Committee as the more important of the two functions.

B. The purpose of the departmental museums should be to furnish to the departments to which a museum is necessary or helpful their own special illustrative and investigative material, within their own buildings, so as to be immediately accessible and completely under departmental control.

IV. Relations between the general and the departmental museums. The relations to be established between the general museum and the departmental museums are in part defined above and in sections V, VI, and VII following, but your Committee anticipate that many questions of detail relative to these relations will arise, the working out of which should, in the judgment of the Committee, be made the function of the Board of Museums, whose establishment is hereinafter recommended. We do not therefore attempt to present a complete definition of these relations.

We desire however to call attention to a rather imperative physical factor which will be likely to control, in large measure, the evolution of the two phases of the museums. The space on the campus is now so far occupied by buildings, or by special assignments for buildings, that there seems to be no practical method of developing the departmental museums, in several important cases, beyond very modest limits. Some of the buildings are already hemmed in by other buildings as to have no available space for enlargement, while their present space is all needed for other than museum purposes. No large development of departmental museums seems therefore practicable in these cases. These physical limitations will doubtless compel the restriction of the departmental museums to such material as is needful for the immediate class and laboratory work of the departments and the placing of the greater mass of investigative material that requires much space for storage and for working in the appropriate sections of the general museum. It seems probable, then, that physical conditions will give preponderance to the development of the general museum after the departments have provided themselves with such museum material as is immediately required for class and laboratory work.

V. Museum departments. Your Committee recommends the establishment of museum departments in connection with the general museum.

There are certain fields of work that are very largely investigative and immediately dependent upon museum material, and whose instructional work can be done most advantageously in connection with related instructional departments. As illustrative examples, we may cite vertebrate and invertebrate paleontology and paleobotany.

VI. Organization and government. Your Committee recommends that there be established a Board of Control of Museums, entirely separate from the Board of Libraries, Laboratories and Museums. We advocate this in the interest of unity and of economy. For obvious reasons, the persons most interested *in museum matters are not necessarily the most interested & most expert* and laboratories. Time will therefore be saved and unity of interest secured by selecting for the Board of Control of the Museums those, and those only, who are concerned in museum matters.

We recommend that the Board of Control of Museums consist of at least one representative of each department (including the proposed museum departments) that may maintain a museum and participate in the general museum. We recommend that the Board so constituted be given the prerogative of recommending the appointment of such executive officers as the management of the museums may require, and that each department be given the privilege of recommending the representative of the department.

It is our present judgment that, under such regulations as the Board of Control may adopt, it should be regarded as the function of each department participating in the general museum to oversee and direct the development of the portions of the collection relating to such department, and to this end the department should be regarded as responsible for such portions of the general museum and should have essential control of them.

VII. Disposition of material. Such collections as shall be donated to the general museum and such material as shall have been or shall hereafter be procured by funds allotted or donated to the general museum shall be regarded as primarily belonging to the general museum and shall be immediately subject to the action of the Board of Control, it being however understood that such material will be assigned to the several sections of the general museum to which it may appropriately belong, or to the department museums if more serviceable there, and that its classification and installation shall be under the direction of the department made responsible for that section.

All such material as shall have been or shall hereafter be purchased by funds allotted or donated to any individual department, or that shall be given to its specific collections, or that shall be procured or collected by the staff of the department, shall be regarded as primarily belonging to the department in question, and subject to be placed in the departmental museum or in the general museum at the option of the department.

It is expected, nevertheless, that these provisions, made for practical and administrative purposes, will be construed liberally, with a view to the highest serviceability of the material, mindful of the fact that the property is in all cases that of the University.

VIII. Space for buildings. The more your Committee has considered the subject of space, the more it has been impressed with the importance of assigning to the extension of the museum a most liberal allotment of the space which remains available. We fear that, in any case, the available ground will prove wholly inadequate in a few decades, not to speak of the centuries through which the University will doubtless continue to grow. Your Committee has considered the following three plans relative to space, and is unanimous in recommending the third:

1. The first plan proposes that a building be added to Walker Museum on the west, extending to the central north-and-south roadway, and also a building on the east, extending from Beecher Hall to the south line of Fifty-eighth street. We recommend that the roadway east of Walker Museum be vacated, and the building made continuous with the proposed building north of Beecher Hall. If an entrance to the southeast quadrangel at the northeast corner be regarded as important, we propose that an archway be introduced next north of the Hall. This plan contemplates that the building for Geology, Geography and associated subjects be placed on Lexington avenue next north of Fifty-eighth street, and be connected with the museum by a corridor over the roadway.

2. The second plan proposes that the building for Geology, Geography and associated subjects be placed west of Walker Museum, and that the museum be extended by a building reaching from Beecher Hall to the walk that runs in front of Ryerson Hall, with an archway entrance at Fifty-eighth street.

3. The third plan, which your Committee favors, proposes that

all the space on Lexington avenue between Beecher Hall and Mandel Hall be assigned for the extension of the general museum. We propose that the building occupying this space be treated architecturally as a unit, whose central feature shall be an imposing archway at Fifty-eighth street. We believe that such an archway, with such a frontage, could be treated so as to give a noble architectural effect, and at the same time secure a large degree of continuity between the north and south portions of the museum, while also utilizing the ground to great economy. The foremost consideration in favor of this plan is space. A secondary consideration is the bringing of the museum into closer relations to the departments of the biological group, which must be among the greatest participants in its ultimate development and utilization. We are firm in the conviction that the space thus assigned is no more than will be needed imperatively within a few decades, if not almost immediately, and that it would be a mistake to limit the possibilities of extension of the museum to less space. While the whole structure should be treated as an architectural unit, it would not be necessary that it should all be constructed at one time.

IX. Your Committee recommends that preliminary steps be taken at once looking to the removal of the departments now located in Walker Museum so that its whole space may be devoted to the purposes of the general museum, as originally intended.

First steps. As many of the foregoing subjects need deliberate consideration, while certain steps can be taken at once which would facilitate mature consideration, your Committee recommends the following immediate actions:

1. That this Board recommend to the Board of Trustees that a separate Board of Control of Museums be established, as hereinbefore recommended.

2. That the present Committee, or a new committee, be requested to consult with the committees on buildings and grounds of the University and of the Trustees, and with the architect of the University relative to the general features of the plans herein submitted.

3. That the Committee be instructed to confer with the heads of the departments now occupying Walker Museum relative to such measures as may be involved in the removal of these departments from Walker Museum, so far as this shall concern the relations of the necessary buildings for these departments to the museum and to the available space.

respectfully submitted,

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that it would be a mistake to limit the possibilities of extension
to the museum to less space. While a whole structure should be treated
as an architectural unit, it would not be necessary that it should all
be constructed at one time.

17. Joint Committee recommends that preliminary steps be taken at
once looking to the removal of the departments now located in Walker
Hall so that the whole space may be devoted to the purposes of the
general museum, as originally intended.

18. As many of the foregoing subjects need deliberate
consideration, while certain steps can be taken at once which would
facilitate future consideration, your Committee recommends the following
immediate actions:

1. That this Board recommend to the Board of Trustees that a
permanent Board of Control of Museums be established, as hereinafter

recommended.

2. That the present Committee, or a new committee, be requested
to consult with the committee on buildings and grounds of the University
and of the Trustees, and with the architect of the University relative
to the general features of the plans herein submitted.

3. That the Committee be requested to confer with the
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Respectfully submitted,