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 twofold: 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
To the Board of Trustees of the University of Chicago

The University of Chicago

Your Committee is prepared to consider the matter recently raised by the University's request to place the Museum in the new building. The question of whether or not the Museum should be assigned to the new building is being considered by the Committee, and the following points are being discussed:

I. Museum as an integral part of the University. Your Committee is unable to see how the Museum's functions can be adequately served by an institution which is not in a position to support the financial needs of the University.

II. Museum as a part of the University. In the judgment of the Committee, the Museum should be developed within the framework of the University, and any new arrangements should be made in coordination with the University authorities.

III. Museum as a separate institution. The Museum's importance is such that any new arrangements should be made in coordination with the University authorities.

IV. The purpose of the Museum is to serve the University and the community. Therefore, the Museum should be placed in the new building, and the University should support the Museum financially.

V. The purpose of the Museum is to serve the University and the community. Therefore, the Museum should be placed in the new building, and the University should support the Museum financially.

Sincerely yours,

[Signature]
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 recommend-
ed. 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 develop-
ing the departmental museums, in several important cases, beyond very
modest limits. Some of the buildings are already so hemmed in by
The present committee, the Executive, is in charge of the organization of the National Committee, and the special section of the National Committee on the collection of the necessary information for the preparation of the report to the Committee on the National Committee, and the special section of the National Committee on the collection of the necessary information for the preparation of the report to the Committee.

The purpose of the report of the National Committee is to furnish to the Executive Committee a report of the necessary information for the preparation of the report. The Executive Committee is to furnish to the Executive Committee a report of the necessary information for the preparation of the report.

IV. Relationship between the Committee and the Government Committee.

The relationship between the Committee and the Government Committee is the following: the Executive Committee will furnish the information to the Committee on the collection of the necessary information.

We desire to call attention to the report of the Executive Committee on the collection of the necessary information for the preparation of the report.

Primary factor which will be critical to the report. The scope of the report is to furnish the necessary information for the preparation of the report.

For information, that these seem to be important, are the following: -

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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 and most expert in museum matters are not necessarily the most interested and most expert in matters pertaining to the libraries 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.
After preliminary efforts to prove or disprove the possible existence of the
white ant, the author now turns his attention to the question of whether or not these
organisms are really capable of surviving in areas where they are known to be
present.

In the case of the government microscope, these preliminary observations will
result in a greater understanding of the government microscope to a much greater extent.

The author contends that the government microscope is an important tool of the
government and the leading the board of the government must be aware of the
material that tends to obscure much of the evidence and for working in
the subordinate sections of the government microscope. If these problems
then that preliminary examination will give the proper basis of the
development of the government microscope after the government has obtained
information with such necessary material on its immediate needs
for perusal and report work.

The committee recommends the following:

1. Government microscope

The government microscope is connected with the government microscope.

There are certain facts of work that are very important in determining
and understanding the government microscope. Once these facts are known, the work can be done more efficiently in connection with the
instruments government. As the instruments government, we may also
append any important discoveries.

IV. Organization and Government

The committee recommends that

The board of directors, representatives, and members of the
person who is interested in the government microscope, may be
attached to the instrument of only one or two.

The government microscope is interested in the government microscope and may be
attached to the instrument of only one or two.

The government microscope is interested in the government microscope and may be
attached to the instrument of only one or two.
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
We recommend that the Board of Control of Museums consider at least one representative of each department (including the proposed General Museum) be recognized as having any privileges in the museums. We recommend that the Board of Control be constituted so that each department be given the privilege of recommending the representatives of the department.

In the event of a dispute between the province and the government as to the function of the Board of Control, it should be referred to the General Museum to answer any such departmental participation in the General Museum policies.

III. Disposition of Material

Some collections are still under the control of the General Museum and new material as well as old material requires the attention of specialists. It is proposed that the General Museum be recognized as the primary parentage of the General Museum. It will be essential to the proper section of the General Museum to maintain a full-time department for each section.

All new material as well as old material requires the attention of specialists to the fullest extent.
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 con-
sidered 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 quadrangle 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.
The second plan proposed for the utilization of the building and its grounds is the establishment of a scientific laboratory for the study of the natural sciences. The laboratory would be equipped with modern facilities and would be open to the public, providing a venue for educational and research activities. It would be located in a separate wing of the museum, with easy access to the main building.

In addition, the museum plans to establish an art education center, which would offer workshops, classes, and lectures on various aspects of art and design. This center would be housed in a separate building, located adjacent to the main museum, and would be accessible to the public.

The museum also plans to expand its outreach programs, including the development of a community outreach program that would provide educational materials and resources to schools and community organizations.

The museum is also considering the establishment of a research institute, which would focus on the study of the natural and cultural heritage of the area. The institute would be housed in a separate building, located near the main museum, and would be open to the public.

The museum is committed to promoting the cultural and educational values of the community, and plans to continue to expand its programs and services in the years ahead.
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,
A report on the economic impact of various agricultural practices on rural communities in the Midwest.

The committee, after careful consideration of the evidence presented, recommends the following immediate action:

1. That the Board of Trustees, in consultation with the Chancellor and the President of the University of Minnesota, establish a new committee to be composed of
   - Members of the Board of Trustees
   - Members of the Academic Senate
   - Members of the Student Senate
   - Members of the University Administration

2. That the new committee be empowered to undertake an in-depth study of
   - The economic and social impact of the various agricultural practices
   - The potential for economic development in the region

The report of the new committee shall be submitted to the Board of Trustees for consideration.

Recommendations

- Increase funding for research on sustainable agricultural practices
- Develop educational programs in sustainable agriculture
- Foster partnerships between universities and local communities for agricultural development
We take the liberty of suggesting that the relations be tween the general and the departmental museums, and the reservation of space for the museum building take precedence, as subjects of consideration by this Board, as their bearings are fundamental.

Respectfully submitted,

Committee.
We take the liberty of suggesting that the relation be seen
the General and the Departmental Museums, and the reservation of
space for the museum building face precedence as matters of
consideration by the Board, as their pressing and fundamental

Respectfully submitted,

Committee
To the Board of Museums,

of the University of Chicago.

It will perhaps facilitate your work if a brief statement relative to the origin of this Board be made by the Committee of the Board of Libraries, Laboratories and Museums, on whose recommendation it was established, and who were requested to continue in service and to present for your consideration such matters as may be said to have been handed down to this Board from its predecessor, the Board of Libraries, Laboratories and Museums.

On April 5, 1904, this Committee presented to the last named Board a report on the scope, relations, organization and government of the University museums, and the reservation of space for the buildings requisite for them. A fundamental feature of the recommendations of the committee was the establishment of a Board of Control of Museums, separate from the Board of Control of Libraries and Laboratories. It was naturally felt that if such a separate Board was to be established, the consideration of most of the other matters recommended in the committee's report should be reserved for the consideration of such Board. In pursuance of this feeling, only those recommendations that related to the establishment of this Board and to certain consultations preliminary to its action were adopted by the Board of Libraries, Laboratories and Museums.

It was the wish of that Board that the remaining portions of the report should be transmitted to this Board. These are as follows:
To the Board of Trustees.

I will give you a summary of the work of the Committee of the Board of Trustees, its recommendations, and the reasons for the recommendations. I have decided to continue the recommendations in writing and to present them to the Board for consideration. The Board of Trustees has been urged to give full consideration to the recommendations of the Board of Trustees, its recommendations, and the reasons for the recommendations.

On April 8, 1920, the Committee presented to the Board a report on the scope, relations, organization, and government of the University's museums and the recommendation of a course for the Board of Trustees. The recommendation of a course for the Board of Trustees was made by the Committee, and the recommendation of a course for the Board of Trustees was adopted.

In accordance with the recommendation of the Board of Trustees, the recommendation of a course for the Board of Trustees was made by the Committee. The recommendation of a course for the Board of Trustees was adopted by the Board of Trustees. The recommendation of a course for the Board of Trustees was adopted by the Board of Trustees. The recommendation of a course for the Board of Trustees was adopted by the Board of Trustees.
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.
I. Purpose of the General Committee

The purpose of the General Committee is the establishment of a university museum and its development.

II. Scope of the Committee

In the development of the museum, the Committee is to be primarily responsible for the acquisition and installation of art and artifacts, not only for the purpose of exhibition, but also for the benefit of research and education. The museum should be more than a repository of art, but a place where art and education can coexist.

III. Phases of Development

The development of the museum should take on two phases:

A.形体的博物馆

B.形体的博物馆

The purpose of the General Committee is to move toward a single collection, or even to establish a series of collections, and to develop the museum to a significant degree.

The purpose of the museum is to provide a space for the entire university and its students, not only for exhibition, but also for education and research.

IV. Nature of the museum

The museum is to be a place where art, science, and education can coexist, not only for exhibition, but also for research and education.

V. The Two Functions

The museum is to be a place where students can learn and grow, not only for exhibition, but also for research and education. The museum is to be a place where art, science, and education can coexist, not only for exhibition, but also for research and education.
E. 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 and VI following, but your Committee anticipates 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 so 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
The purpose of the government museum is to fulfill its responsibilities to the government by preparing a museum to be of greater value to the people.

The function of the museum is to be of immediate service to the people.

The relation of the government to the museum is as to be immediately serviceable and complimentary.

We recommend that the government and the museum amalgamate.

We recommend that the relation of these two institutions.

We give attention to the nature of the relations of the museum to the government.

The relation of the two places of the museum is now to occupy the position of the government.

It is necessary to place the government on the government museum.

Some of the buildings are already in use.

Other buildings are to have no satisfactory place for their accommodation.

Without their presence, they need to be altered to serve the museum.

Therefore, we recommend the restoration of the government museum to work for the government and the pleasure of the greater mass of the people.

Investigative material is needed to make space for recreation and for

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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. 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.
V. Museum Department

Your committee recommends the establishment of a separate museum department in connection with the General Museum. There are certain fields of work that are very largely under the existing and immediate need for a museum material in connection with this field of work can be done more advantageously in connection with the separate museum. An interpretation committee may also be responsible for the interpretation and preservation of museum material.

IV. Disposition of Material

Any collection not suitable for the General Museum and any material as such that have been donated to the General Museum and any material as such that have been acquired by the Department shall be disposed of by the Board of Control. It shall be subject to the General Museum to decide on the disposition of the General Museum. It shall be subject to the discretion of the General Museum as to whether the material is to be transferred to the Department or to any other institution or to any other museum.

For each section:

All such material as may be deemed suitable for the Department shall be transferred to the Department of the General Museum.
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.

VII. 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 any entrance to the southeast quadrangle 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.
It is expected nevertheless that these problems will be
practically and administratively solved with the consent of the
University, with a view to the highest serviceability of the material.

The more your Committee has

...continued the subject of space, the more it has been impressed

the importance of setting the extension of the museum a

a landmark in the recent history of the space when research available

a fact in my case, the satisfactory remedy will prove a mighty

to a few decades, not to speak of the continuous growth within the

University with your Committee's continuous to grow. Your Committee has

concluded the following three plans relative to space, and to


The first plan proposes that a building be added to the

Museum of the west, extending to the corner of Forty-second and

and also a building on the east, extending from Bessemer Hall to the

south line of Fifty-eighth Street. We recommend that the east

east of Bessemer, Museum be vacated, and the building used for

the museum. If my entrance to the entrance of the stores at the northwest corner be removed as

important, we propose that in order to be introduced next year to

of the Hall. The plan comprises that the building for Geology,

Geography and associated subjects be placed at an entrance

next north of Fifty-eighth Avenue, and be connected with the museum

as a continuation of the loo...


5.

The second plan proposes that the building for Geology be

Geography and associated subjects be placed west of Waterman, Museum

and that the Museum be extended by a building extending from Bessemer

Hall to the west face along front of Bessemer Hall, with no easter...

entrance of Fifty-eighth Avenue.
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.

VIII. 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.
The Third Plan of your Committee Informs the House:

With respect to the extension of the General Museum, we will be content for the extension of the General Museum to provide that the existing occupying the space between the house and the house shall be an important element.

We believe that such a move would give a new and different effect, and at the same time become a large area of community utilization of the house to meet economic and social conditions. A secondary consideration is the possibility of the museum into closer relations to the departments of the educational branch, which must be among the greatest participations in the ultimate development and utilization. We see in the combination of the space into a few gardens, we have the same immediate extension of the museum to less space, while the whole structure and neighborhood would be increased in an enfranchised way, it would not be necessary that it should all be completed at one time.

IV. Your Committee recommends that preliminary steps be taken at once for the removal of the buildings now located on Water Avenue so that the whole space may be devoted to the purposes of the General Museum as originally intended.
January 19, 1905.

My dear President Harper:

I have yours of January 16, which in the first place is an illustration of the promptness of our Faculty Exchange. It reached my desk the morning of January 19.

You ask in reference to the Board of Museums on Saturday, and I am afraid you have caught me unawares. The fact is, I had not yet passed from the general proposition to the "definite and specific".

As I look at it, there are two things that must be determined first.

1. **What departments shall this museum scheme include?**

The composition of the committee that made the report would indicate that only the so-called "scientific" departments were being considered. Of course, in a theoretical and sometimes in an actual way all other departments could be included. In my judgment, this is too extensive and complicated a situation for us to contemplate, and the line must be drawn somewhere in our definition of the present scheme.

2. **The site of the proposed building must be determined definitely; not merely the general site, but the actual ground it is to occupy on the campus.**

These things, it seems to me, need to be decided before anything else can be done; after they have been decided, and we know what the proposed museum is to contain, and how much ground space it is to have, then the Commission you proposed should be appointed and should get to work.

Of course your own very much larger experience in handling subjects of this nature may have suggested an entirely different approach, but I have stated what lies in my mind.

Yours sincerely, 

John M. Culler
January 15, 1908

My dear President,[

I have come to thank you for the honor you have done to me by my appointment of me as Secretary of the Science Message. I received it with the utmost pleasure to the thought of serving you and the University in any way I can.

You are in possession of my entire confidence, and I shall try to live up to the expectations you have placed in me. The first two years have been very busy, and I hope to be able to continue in the same spirit in the future.

I think it is important that the university should have a strong faculty. The composition of the faculty is very important, and I am sure that the selection of the members will be a matter of great importance.

I am particularly interested in the question of the financial support of the university. I think that the support should be based on a more sound foundation than the present one.

I am very glad to have the opportunity to express my appreciation of the work of the university.

Yours truly,

[Signature]
Members, Commission on Museums.

T. C. Chamberlin, Chairman,
R. D. Salisbury, Vice-Chairman,
E. D. Burton,
J. L. Laughlin,
E. H. Moore,
S. W. Williston,
J. R. Angell,
F. R. Lillie,
W. R. Harper,
M. A. Ryerson,
F. A. Smith,
F. J. Llewellyn,
C. L. Hutchinson.
Members, Commission on Museums:

T. C. Chamberlin, Chairman
R. D. Southmay, Vice-Chairman
E. R. Burton
E. I. Landeau
E. H. Moore
E. W. Williams
E. H. Angel
E. R. Lillie
W. R. Hering
M. A. Haven
T. A. Smith
C. L. Rettinger
February 28th, 1905.

President William R. Harper;
University of Chicago.

Dear Sir:—

In response to your request for a statement of museum needs, the Department of Bacteriology begs leave to submit the following:

1. The Bacteriological Museum is unique in containing live and growing specimens, which require unusual care and attention in order to keep them in proper condition. There are in it at present 175 such specimens, representing cultures of the principal pathogenic and non-pathogenic microorganisms. These must be at all times ready for class and research work and for calls from other universities, with which exchanges are frequently made. The facilities for storing and for handling these cultures are now limited and will soon need improvement.

2. Aside from living specimens the Bacteriological Museum should contain permanent specimens for class observation and demonstration. There should be not only micro-photographs, but also mounted preparations of:

   a. Microorganisms in plate culture.
   b. " gelatin stab culture.
   c. " agar slant culture.
   d. " potato culture.
   e. " for microscopic work, including spore stain, flagella stain, capsule stain and other special stains.

   f. " in diseased tissue.

These specimens can be purchased, or if sufficient assistance and equipment be afforded, they can be prepared with less outlay.

Yours truly, Edwin O. Jordan
In accordance with your request for a statement of academic needs,
the Department of Anthropology asks leave to submit the following:

1. The Anthropological Museum in relation to its present and future
   economy. Special emphasis is put on the palaeontological
   and non-paleontological material from the department's own
   collections, and relations between these and similar
   material from other institutions.

2. A plan for lining up and laying the groundwork for
   a comprehensive, long-term programme of research and
   teaching in anthropology.

The above points also serve to illustrate the need for
the Department of Anthropology to acknowledge and appreciate
the contributions of other institutions to its own work.

E. Minor technicalities in place contrary.

F. Interim report on field. 
   "d. Work still ongoing."
   "e. Work still required."
   "f. Work not yet initiated.
   "g. Work not begun yet."
   "h. Work not started at all."

The above points also serve to illustrate the need for
the Department of Anthropology to acknowledge and appreciate
the contributions of other institutions to its own work.

There are additional points which need to be
considered in the long-term planning for the Department.
President William R. Harper,
University of Chicago.
Dear Sir:—

The department of pathology has been accumulating since its establishment a collection of gross and microscopic specimens of diseased human organs to be used in demonstrations to students in pathology. The work has necessarily gone slowly in view of the limited amount of our appropriation.

The preservation of tissues so that they retain their color and appearance involves passing them through several different fluids and eventually mounting them in suitably shaped heavy glass jars which are sealed and kept from the action of light.

The fluids are moderately expensive, and often must be changed frequently. The jars are very expensive and must be imported.

The department needs a specially constructed cabinet for the preservation and classification of typical microscopic specimens.

The department needs a museum room where the gross specimens would be more accessible (at present they are kept in a basement room), and in which light proof cases could be constructed for the better preservation of the specimens.

Very truly yours,

H.T. Richter,
for Prof. Hektoen.

P.S.—The museum has at present 270 specimens.
Dear Sir:

The growth of bacteriology and the science of germs has been so rapid and so great that new and unexpected problems arise daily. The work of the committee has been to study these new problems and to form a plan to meet the need in connection with the teaching of bacteriology at the university. It is necessary to take a survey of the field and to make a study of the situation.

The bacteriologist is faced with the problem of showing the direct relationship between the microorganisms and the disease. The work of the committee is to determine the best method of teaching bacteriology and to make a plan for the future development of the subject. The committee has studied the various methods of teaching and has made recommendations for the best method.

Very truly yours,

[Signature]

For the President.
Chicago March 29, 1905.

My dear Mr. Burton:

So far as I am able to collect the facts, the following would seem to be the Museums now definitely recognized in the University of Chicago: the Botanical, the Zoological, the Paleontological, the Anthropological, the Neurological, the Astronomical, the Oriental, the Classical (including the Museum of Art), the Museum of Comparative Religion, the Historical, the Commercial, the Germanic, the Educational, and the Technological. In addition to these there will be a general museum, making a total of sixteen.

In connection with the policy of the University, the following questions present themselves:

1) Which of these museums will be placed in the appropriate departmental buildings, and for which of them must general provision be made in a separate museum building?

2) Are there some additional museums which are likely to be organized in the near future (for example, Household Administration) not included in this list?

3) What special provision is called for either in departmental buildings or in a general building for the particular museums here proposed?

4) What special provision is necessary in the way of
money for current administration, (a) during the first two or three years of development, (b) later?

5) What would be a reasonable sum as an annual appropriation for collections, (a) during the first three or four years, (b) later?

This letter is sent as a supplementary letter to the one forwarded to the heads of departments some time since, and contains a fuller basis on which information is sought for a report to the Board of Museums and Libraries. If you will kindly therefore make a second statement from the point of view of your department, I shall deem it a great favor.

Yours very truly,
The Minister of Defence

Office of the President

Chile

The

The letter as a supplementary letter to the one

In a letter of 10th December, we have informed you of the decision to continue a special series on which our assistance to which you refer to the Ministry of Defence and your information. If you will

Thank your letter and receive a copy of your letter from the point of view of your request. I urgently need it at a great hast

Yours very truly,

[Signature]
My dear Professor Burton:—

After communicating with several members of the Commission on Museums, I am writing to announce that a meeting of the Commission will be held in the Board Rooms of the University, twelfth floor, Merchants' Loan and Trust Building, on Tuesday afternoon, July 25th, at 3 o'clock.

At this meeting the Commission will organize under the Chairmanship of Mr. Chamberlin and proceed to take up the work committed to it by the Trustees.

Sincerely hoping that you may be able to be present, I remain,

Yours truly,

William Harper
My dear Professor Chamberlin:

President Wm. R. Harper,

I appreciate very much indeed your letter of November 4th and the full statement which it contains on the problems which confront the Museum Commission. It is evident that these problems will be found very difficult to solve. I am sure, however, that the Commission will find a way in which to solve them.

The meeting was well attended, there being present Messrs. Ryerson and Llewellyn of the Board, and Professors Laughlin, Moore, Burton, Williston and Lillie of the faculty. Messrs. Hutchinson and Angell were prevented from attending. The proposal for discussion was the proposal known as No. 3, which, you remember, was essentially that the first-floor space from Mendel south to Beecher and west to the limit assigned to the Museum, be assigned to the synoptic museum, the upper floors of the building west of Walker to Philosophy and Psychology (in addition to the ground south of the Museum and north of the Low building), the upper floors of the section north of Beecher to the Geologic-Geographic group, and the upper floors of the section south of Mendel to the Astronomic-Mathematic group, together with all the available ground-space between that section an
To dear Professor [Name]

I appreciate very much having your [Report Title] November 4th and the full statement which it contains on the programme which contains the music commission. It is evident that these problems will be very difficult to solve.

I am aware, however, that the commission will find a way in which to solve them.

With appreciation of your kindness in these keeping me posted, I remain

Yours very truly,

[Name]
President Wm. R. Harper,

University of Chicago.

My dear President Harper:—

I hesitate to make a full and frank report of the proceedings of the Museum Commission on last Wednesday afternoon, for I have a rather poor story to tell, but after having considered it for a day, I have come to think that you would prefer to know the precise state of things.

The meeting was well attended, there being present Messrs. Ryerson and Llewellyn of the Board, and Professors Laughlin, Moore, Burton, Williston and Lillie of the faculty. Messrs. Hutchinson and Angell were prevented from attending. The proposition under discussion was the proposal known as No. 3, which, you remember, was essentially that the first-floor space from Mandel south to Beecher and west to the limit assigned to the Museum, be assigned to the synoptic museum, the upper floors of the building west of Walker to Philosophy and Psychology (in addition to the ground south of the Museum and north of the Low building), the upper floors of the section north of Beecher to the Geologic-Geographic group, and the upper floors of the section south of Mandel to the Astronomic-Mathematic group, together with all the available ground-space between that section and
The Journal of Geology

Vol. 22, No. 1, January 1925

The Face of the Earth—Its History,

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Ryerson. As you will recall, the purpose of the extension through to Mandel Hall was to make a connection with the biological group.

The discussion was opened by Professor Laughlin who raised objections to the scheme because, on the one hand, it did not adequately provide for the great growth of the future, citing of course the museum at Harvard, and because, on the other, it involved too great a proportional assignment on the present campus.

Professor Moore raised objections on account of its interference with the plans for the departments of Astronomy and Mathematics and presented a sketch of the plans which those departments had in mind.

This was followed by miscellaneous discussion in the course of which a proposition was made that the Museum and the departments now accommodated in Walker Museum be transferred to the north side of 57th Street, to the space now assigned to Neurology, Anatomy, Physiological Chemistry, and Pharmacology. This proposition was favored by Williston and Lillie. Professor Williston explains that this was only on the assumption that Plan 3, which he prefers, could not be carried out. The question of the disposal of Walker was raised in this connection, together with the obligations involved in the terms of the gift and its acceptance, and the suggestion was made that it be used for a museum of some other kind and also that it be abandoned to other uses and the name Walker be transferred to some new building. Suggestions were also made relative to the transfer to the Astronomical Mathematical group to other locations, particularly that west of Walker and some other disposal of Philosophy and Psychology be made, among the suggestions for which was the displacement of Foster in a fashion analogous to those proposed for Walker. The difficulties of the practical handling of the Astronomical instruments in their
Because... To you will need. The purpose of the experimental gram...

To keep the bird and its environment under the protective roof...
The experimental gram on the other hand, if it is not satisfactory...

more for the purpose of the future, the control area of the same...

in case of the various parents, the same area of the control...

of the experimental gram on the previous...
proposed locations also arose. These and other diversional suggestions constituted the essence of the discussion and nothing beyond discussion was accomplished. Indeed we seemed to be farther from uniting upon a practicable and workable scheme than ever before.

The essential difficulty lies partly in diversity of departmental interests and partly in a failure to appreciate what is requisite to give a museum its greatest productiveness. It seems to me after the long consideration I have given the subject that the plan we have presented is one of very great superiority when the ratio of investment to utility and output is considered. We have provided for a synoptical Museum that if consistently limited to its proper function of systematic instruction, will be fairly sufficient for a long time if not indefinitely for there is little likelihood of many new classes of the higher rank being discovered. The number of genera, species, etc., will of course become immense, but not the great representative types which alone will be needed for synoptic illustration.

We have provided for a very unusual amount of constant contact between this and the students; by placing 6 or 8 departments above it and making it a thoroughfare as it is in Walker now.

If there is any supreme law in education in the natural sciences, it lies in contact—close, persistent contact, and this is as true of museum material as of nature itself. Our little museum with all its imperfections, is one of the most effective in this country simply because of the very exceptional contact of the students with it. I have had working relations as departmental head with three museums, one located on the campus at some distance from the classroom, one
The economy of the world is moving to a system of cooperation with the adoption of
international trade agreements. It seems to me that the era of

multi-national corporations is now upon us. The importance of

This concept is based on the idea of

We have been told for a very long time that

increase of our exports. The

factor in our economy. As it is called

the concept of...
on the same floor with the classrooms but in an ell by itself, and
the one here, where the students pass through the museum and are in
daily contact with its material. Neglecting other defenses than
this, I think the respective working values may be put at 10 or 15
per cent of ideal results for the first, 30 or 40 for the second, and
80 or 90 for the third, recognizing that none of them were used to
their highest ideal value. I think the difference in actual utiliza-
tion of the proposed museum with 6 or 8 departments occupying work-
ing quarters above it and with suitable arrangements for the passage
of students through it constantly, might be put at 80 or 90 per cent,
as against 40 or 50 per cent if the museum were put off the present
campus where it would be in habitual contact with a very much smaller
number of students. The damage to the Geological and Geographical
departments by such a removal from their cosmopolitan relationships
would be very serious. The proposition therefore to remove either
the synoptical museum intended for the education of the masses of
the students, or the Geological or Geographical departments that are
participants in the general education that centers on the present
campus, seems to me quite beyond serious consideration.

I must confess to no little disappointment that those for whose
especial benefit the larger scheme of Plan 3, was devised and matured,
and in the advocacy of which we were forced to ask concessions from
departments whose work is so highly appreciated as those of Astronomy
and Mathematics, should fail to support the proposition when its im-
portance had need for representation on their part and should abandon
it for a proposition which is much inferior in prospective productiv-
ness and involves much more serious entanglements than the one proposed.
Professor Moore's opposition is most natural and I may say, from his point of view, laudable, until he can be shown that the museum proposition is important. He frankly indicated in a conference before the meeting his opposition and its grounds, at the same time indicating that he would perhaps have to yield it to the general good. I feel that it is very important that a really good working adjustment there should be made, and it seems to me to be possible, although perhaps not ideal in all particulars. If this cannot be done, the next best plan seems to be to extend the Museum north to the front line of Ryerson and make the most of the available space. If then Anatomy and Zoology feel that it would be more serviceable to them to have a museum north of 57th Street, this of course should be provided if possible. This however will very seriously affect the Vertebrate Paleontology.

I should be very glad to know your judgment and wishes in the whole matter. I cannot tell you how much we miss your immediate personal leadership in this and all other matters. I indicated to Miss Cobb that I should be glad to be summoned at any time for a conference at your pleasure and convenience. I hope I have not improperly burdened you with this long story.

Very truly yours,
Professor Blank’s comparison to most conduct and I may not have
been at their height, but it is fair to note that the current Boston
Academy is a very different institution from the Boston Academy
of 150 years ago. The current students are taught to be scientists, not
merely to memorize facts. In the Academy of the 18th century, the
focus was on rote learning and the memorization of facts.

I have always been fascinated by the history of science and I
find it interesting that the Academy has evolved over time to
incorporate new ideas and approaches. It is important to remember
that the Academy is not simply a museum, but a living institution
that continues to evolve and adapt to the changing needs of society.

I believe that the Academy has a unique role to play in the
promotion of education and science. It provides a unique platform
for students to explore new ideas and to develop their own
interests. It is through the Academy that we can inspire a new
 generation of scientists and thinkers.

In conclusion, I would like to express my gratitude for the
time you have taken to read my letter. I believe that the work of the
Academy is important and that it has a role to play in the future of
our society.

Sincerely,

[Signature]

Art and Science
December 22, 1924.

My dear Mr. Tufts:

I am handing you herewith a letter from Stuart Weller in which he makes an appeal for the department and the work going on in Walker Museum. I shall be glad to have you make a study of it and a recommendation respecting it. Obviously before we could say very much we should have a more definite statement than he makes respecting the cost of the furnishings that he asks for.

Very truly yours,

[Signature]

Mr. J. H. Tufts,
The University of Chicago.

EDB:GB
Dear Mr. President,

I am writing to request a letter in support of the government for the work done in World War II. I would like to express my appreciation for the opportunity to serve in the armed forces. I have had the privilege of working on the Manhattan Project and feel that our contribution was significant. I believe that it is important to recognize the sacrifices and efforts of all those who worked on this project.

Warmest regards,

[Signature]

Ex. 9, 10, 11, 12, 13, 14, 15

The University of Chicago