

WASHINGTON, D. C., SUNDAY, MARCH 13, 1910.

WINNING THE WEST BY WORK

Marion Hughitt Discusses the Growth of the Great Inland Empire Following Building of Railroads.

By JAMES B. MORROW.
Staff Correspondence The Washington Herald.
Chicago, March 12.—The projectors—dauntless men for the time, with a freakish dream they were to vitalize into a reality—the doubtful villagers of Chicago they would build the road toward the banks of the Mississippi, obliquely across the uninhabited prairies to a point "near the lead mines of Galena and Dubuque," over the river in Iowa.

It was eleven years before the survey of the route was fully mapped and completed. The engineer who directed the work was given \$250 a day for his expert services. From Chicago to Elgin, forty-two miles in distance, the road was made of yellow pine rails, six inches square, spiked to the ties, on which there were a thin "ribbon" of oak and an iron plate two and a half inches in width and three-fourths of an inch in thickness.

Such was the problematical and difficult beginning of what is known to-day as the Chicago and Northwestern Railway System, with its 10,000 miles of main track in nine opulent States and a 20,000,000 passenger station that will be soon ready for business. Samuel J. Tilden, Jay Gould, and Russell Sage were, one after the other, directors of the corporation. Marvin Hughitt is now president. He was ten years of age when the chief engineer, at \$250 a day, surveyed the line from Chicago to Galena.

McKinley Consulted Him.
If William McKinley wanted sound opinions on the railroad question, he sent for Marvin Hughitt. So did Mr. Roosevelt. There was a conviction at the White House during the administrations of both Presidents that Marvin Hughitt would never suggest or argue anything that was injurious to the public interest. But Mr. Hughitt's most intimate comrade in political life was Mark Hanna. He wrote Hanna so early as 1884 that McKinley, as the high priest of prosperity, ought to be nominated for President. Afterward he put his advice into the more advantageous form of unobtrusive work and quiet negotiation.

Outwardly a stern man, Mr. Hughitt has the brown and twinkling eye of Hanna, and a rare quality of wit that makes him the best of companions. Among his friends he occasionally offers a quaint observation concerning the worthy output of certain oracles. "Behold," he will say, on reading how farmers should farm, hens lay eggs, and women bring up their children, "Solomon has again spoken."

Working in silence—he never writes articles for print or delivers addresses—Mr. Hughitt, while president, has multiplied his main track two and a half times and the revenues of his traffic correspondingly. He is one of the really great railway managers of America. Better still, he has kept within the law and has treated the people up and down his road decently and justly.

Strategy Is Tried.
It was notified that he would meet me with dignity and courtesy, but that he would lead to the exposition. I knew he would be a professional interviewer. Therefore I tried strategy—confessed when the conversation was over—blurring my errand as well as I could and talking McKinley and Hanna. So the gates of speech were opened, and I found a human and friendly personality.

"I was in Washington on business," he said, "and, on receiving a note from President McKinley, called at the White House and spent the evening. Referring to his plans, the President spoke of his prospective visit to Buffalo, that he might give a day to the exposition. I protested, saying: 'You appear to think all the cranks are dead or have moved to another country, in which belief you are sadly mistaken. Your friends are distressed at the unnecessary personal risks you take and, when they learn of your intentions, will join me in begging you to stay away from Buffalo and the exhibition.'"

"Mr. McKinley laughed at my fears. Lifting his hands as high as his head, to give the deprecation of gesture to what was said, he exclaimed: 'I am safe, I assure you. No one would think of doing any harm to the President of the United States.' I never saw him again."

Knew William H. Seward.
"The first important public man with whom you were acquainted," I inquired, "was William Henry Seward, to whom you carried telegraph messages as a boy?"

"That is so," Mr. Hughitt replied. "Mr. Seward, after serving two terms as governor of New York, returned to Auburn, where he practiced criminal and patent law. I was a very young boy at the time, of course. My family soon afterward moved to Chicago, and I didn't see Mr. Seward again until I was a man of twenty-three and the trainmaster and superintendent of what is now known as the Chicago and Alton Railroad. While on his way from the Chicago convention to Springfield, where he was to pay his respects to Abraham Lincoln, who had defeated him for the Presidential nomination, Mr. Seward stopped at Bloomington, where I lived, and had dinner at the depot restaurant. I spoke to him and he recognized me at once, seemingly pleased to know that I was becoming prosperous and successful."

"When did you learn telegraphy?"

"Oh, I picked it up, a letter at a time, while carrying messages in Auburn. Then I went to the capital of the State and was an operator for the New York, Albany and Buffalo Electro-Magnetic Telegraph Company, which had a single wire from 9 Wall street up the Hudson, through Poughkeepsie and Troy, thence westward by way of Schenectady, Utica, Rome, and Rochester to Buffalo. It was at a key, I could give the old telegrapher's call for every office on the line."

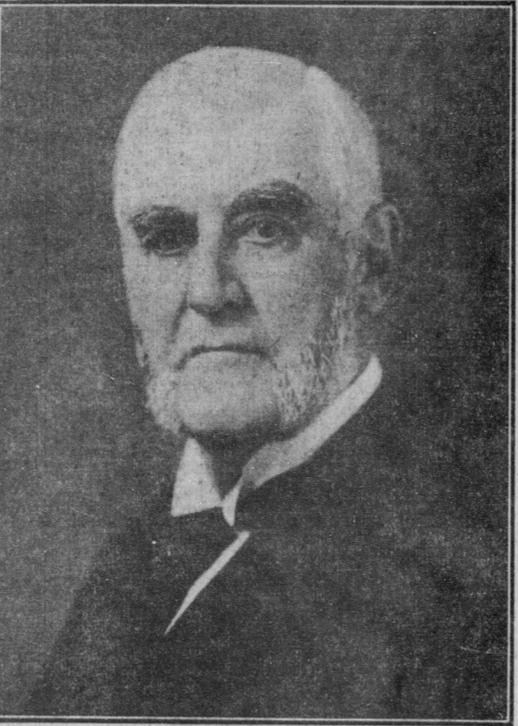
Enters Railroad Office.
"When I was seventeen years old my father brought his family to Chicago and I found employment with the Illinois and Mississippi Telegraph Company. There were only three commercial operators in the city in those days, and I was one of them. In 1857—I was then twenty years of age—I went to Bloomington, where, as I told you, I met Mr. Seward. As superintendent and general superintendent of the Illinois Central Railroad, I had an active part in sending troops to the South

during the civil war. Being young and slender and rather short in stature, I looked like a boy, but I could do a long and hard day's work in keeping our war trains in motion. After service with the Chicago, Milwaukee and St. Paul road, I went to the Pullman Palace Car Company as general superintendent, but I didn't keep the position very long.

"I had known George M. Pullman back in my days at Bloomington. He then owned a single sleeping car and operated it over the road of which I was trainmaster. Indeed, the car was nothing more than one of the crude day coaches

without any hindrance whatever to the running of our numerous trains. In a large way, covering the continent, almost work of a similar character was continued for years, until now we see the finished evolution and the finest system of railroads in the world. What has been done has been done quietly—privately, in a sense—and the people have not realized the mighty proportions of the task. And all the while lands have been increasing in value, and waste places have been made populous and fruitful. As a human achievement, physical, financial, and intellectual, there is no match, in matters

BELIEVES IN PROSPERITY OF THE COUNTRY.



MARVIN HUGHITT.

Head of great railway system in the Northwest.

of the period. At night, boards would be laid across two seats for the mattress and bedding. Still, it was a sleeping car, and one of the mechanical wonders of the generation. Mr. Pullman had been a cabinet maker at Alton, N. Y., and while a young man moved buildings, large and small, when the State began to widen the Erie Canal. His business in Chicago was to raise houses.

City's Grade Is Raised.
"The ground on which the city was built being low and flat, the grade was ultimately elevated about seven feet, I think. It happened, therefore, that one had to do a lot of walking up and down stairs in almost every street, old houses being on one grade and new houses on another. Mr. Pullman, I recollect, raised the Fremont Hotel without interfering with the cooking or the coming and going of the guests. When I left his palace car company, in 1872, although the so-called palaces were rather shabby and few, compared with the present equipment, I came to the Chicago and Northwestern Railway as general superintendent. I was general manager four years later, and then vice president. Since 1887 I have been president."

"What did the railways get for hauling freight in the early days of your service?" I asked.

"Our charges were 2-7/10 cents per ton per mile. Now the average is 45 of a cent, which includes coarse freight at a lower rate and high-class freight at a rate that is dearer. The reduction of the transportation charges in this country, the meaning of the reduction to the American people in the settling of vast areas that were inaccessible except by hard and perilous journeys in horse and ox vehicles, and the physical work of building our present system of national railways is one of the most stupendous achievements in human history. It should be remembered that the work was performed by individuals who took the initiative and supplied the money."

Added to Nation's Value.
"I have often wondered what would have happened if the government had undertaken forty years ago to do what man has attempted and carried through successfully. Just reflect upon the work for a moment. Railroads were built, of course, in the expectation that they would be profitable to the owners; but the men who had land and the men who bought land, most of whom were poor, have made infinitely more than any one else. The construction of the roads, in the first place, was a hazardous and tremendous project. Since then, without government aid, order or direction, the roads have been entirely rebuilt at a cost that would have terrified the business giants of Boston, New York, and Philadelphia a generation ago. Light vehicles and engines have given place to cars that will carry fifty tons of merchandise apiece, and to locomotives that seem to be the finality in power and weight of everything on wheels. Meanwhile, of course, heavier rails were laid and stronger bridges thrown across gullies and streams. Yet throughout the era of reconstruction the roads have kept up with the country's growing traffic, and business of no kind has suffered through irregular or inadequate facilities for transportation."

"A group of Dutch engineers who visited Chicago expressed a wish to see our terminals. I told them we were in a bad tangle because our tracks were being elevated thirteen feet, from the center of the city, practically to the suburbs. When they returned to my office they said they were amazed to find the work going on

purely material, for the work of the railroad men of the United States."

No Opposition There.
"Was public opinion hostile to railroads in your early days?" I inquired.

"My memory goes back to the time when every one was calling loudly for railroads, and the sooner they were built the better. The advantages of transportation were obvious. Of what value were crops if they could not be hauled to market and bedding? Still, it was a sleeping car, and one of the mechanical wonders of the generation. Mr. Pullman had been a cabinet maker at Alton, N. Y., and while a young man moved buildings, large and small, when the State began to widen the Erie Canal. His business in Chicago was to raise houses."

"The modern instrumentalities of transportation," Mr. Hughitt went on to say, "are almost magical in their operations. Fruit from California is eaten at the farthest point of our Eastern seaboard. The miners of the Rocky Mountains are wearing shoes made near Boston. When I was a telegraph operator in Chicago wagons and boats were still the freight carriers of the nation. New York had dug the Erie Canal to make a slow and primitive opening into the West. Freight at once fell from \$100 a ton to 70 cents a hundred. Five absurd little roads were built along the canal and united into a single line, and the legislators at Albany, fearing disastrous competition with the waterway owned by the State, attempted to increase the rates of rail transportation. At that time an empire, locked away from the Atlantic Ocean and the navigable rivers, awaited the emigrant with his ax, plow, and sickle."

People Were Liberal.
"Thus all men wanted railroads, and in the universal need and desire the people in many instances, in the light of the present, were overliberal. This State, for example, gave an imperial domain—2,600,000 acres of land, as rich as the Nile valley, in a sweep several miles wide on either side of its right of way—to the Illinois Central Railway Company. Undoubtedly the public granted too much, and undoubtedly the builders of railroads demanded more than was reasonable or just, but the building of an empire had begun, immigrants were coming across the ocean in ships, and New England was emptying its best blood into the boundless West. The country lost sight of proportions. It became prodigal with cheap gifts that were soon to be of princely value. And yet, who have profited the more, the people or the railroads? Where there were swamps we now have cities. The solitude of a mighty wilderness booms to-day with happy industry. I have lived to see forests turned into farms and wolf-inhabited prairies given over to profitable husbandry. Two great national pictures are in my mind, my eyes have looked on both—to-day and yesterday."

"How and when did opposition to railroads begin?" I asked.

"It started, through various granger movements, when the prices of farm crops were ruinously low and production far exceeded demand. The discouraged agriculturist in a sod house, with plenty to eat, it is true, but burning his corn as fuel because there was no sale for grain, looked about him for something to hit. In his isolation, seeing the rail-

way, its engines and empty cars, and noting the, he wildly struck in that direction. My associates have always said that I am an optimist. I neither deny nor confirm their accusation. However, I have never believed that the people at bottom were antagonistic to our railroads. The abuses of the railroads were condemned, and that was right; but the abuses were the fruitage of conditions which were logical in human nature and the events."

Built to Promote Welfare.
"It must be borne in mind that in the past railroads were built to promote the welfare of localities. Baltimore and Philadelphia, competing with each other, went into the transportation business. Cincinnati built a line of its own into the South, as a measure of commercial defense against Louisville. On all sides, centers of trade and industry were fighting either for self-preservation or ultimate supremacy. The war between communities, the accepted principle that large customers should pay freightage as well as merchandise at a cheaper rate than small customers, and the severe competition among the railroads themselves for traffic, led naturally to the practice of giving rebates, of refunding part of the money paid for carrying commodities."

"So there was an immoral side to the railway problem. I have spoken of the physical transformation, worked out gradually, but boldly, in tracks, bridges, and equipment. Alongside of it, in the struggle and strain of that monumental accomplishment, there has been an ethical evolution, a correction of conduct, and the rejection of standards that were formerly thought to be necessary and defensible, until one shipper has no more privileges, secret or public, than another. Rebating has stopped absolutely. No more passes are given. Moreover, it is my belief that during all the progress of the railroads to a better state, moral and physical, the people have been friendly, rather than hostile."

No Financial Fears.
"Do any serious financial problems trouble the minds of railway managers at this time?"

"None that I know of. I think money can be obtained for needed branches, extensions, and other improvements. The only matter of grave concern relates to legislation. We have laws enough. There is danger that the national government will cross the line of regulation and attempt to participate in actual management. When that occurs the country should buy the railroads, and if that ever happens the subsequent chaos and incompetency will be appalling. In my opinion, the railroads should have the exclusive power of fixing the rates of transportation. When a rate is too high, it ought to be challenged and the dispute settled by the Interstate Commerce Commission. The claim that rates are dear because railroads are greatly over-capitalized is groundless. Besides, rates are low. Except in rare instances, the railroads of the country could not be duplicated for the market value of their outstanding securities."

"Another danger is the possible conflict between the government at Washington and the various States over railway regulation; a State saying, 'Go ahead with your issue of bonds and stocks,' and Washington saying, 'Stop! The local authorities have no right to interfere when a road is engaged in transporting interstate commerce.' In such an event there would be perplexity, stagnation, and loss. Consequently, prudence and wisdom are now essential for the continuation of sound business conditions."

Believe in Regulation.
"I believe in railroad regulation," Mr. Hughitt continued to say, "in order, among other things, that unjust discrimination may be prevented between centers of business and competing zones which market their products in the same places. Railroads, you understand, desire to build up general business in the regions through which they operate. Kansas City, battling for the same market with Chicago, might complain that its rates on outward freights were excessive. There are discriminations and unjust discriminations. The latter should not be tolerated. Then the public ought to be assured that the bonds or shares put out by a railway are actually for permanent improvements. In short, there should be a rational supervision of the railroads by the country, but no tinkering with their management."

Land Was Cheap Then.
"When I was in Bloomington, land was worth about \$1 an acre," Mr. Hughitt replied. "William V. Chanoran, the Washington banker, who financed the Mexican war, owned immense tracts of rich prairie that could have been purchased at that figure. I have owned farms ever since I was sixteen years old. At Bloomington I had eighty acres of land, and sold my crop of corn for ten cents a bushel. Pork was less than three cents a pound. Cattle were equally cheap in price. Improved farms in that region to-day sell for \$15 an acre and even more. Pigs are a legal tender in Chicago at nine cents a pound. Corn is 70 cents a bushel."

"For 1,500 miles west of tide-water there has been a similar overturning of former conditions. Farmers cannot pay from \$5 to \$20 an acre for land and grow pork, beef, and grain at antediluvian quotations. I do not say the facts I am stating dispose of the question concerning the dear cost of living, but they are to be considered in any analysis of the present situation."

"Meanwhile, the habits of the people have changed. When living at Bloomington, I had a couple of pigs, a cow, a chicken yard, and a vegetable garden. So did other villagers in all parts of the country. No one, unless he resided in a city, ever thought of going to the store for potatoes, eggs, butter, or milk. Most men raised their own meat. Nowadays, villagers buy everything they eat. How, however, I am sure there is no real scarcity of food. We throw enough away to feed a country in Europe. Land is wasted, and likewise are its products."

"If we lived as economically as do the Frenchmen, the Germans, the Italians, or the Dutch, there would be more money in our savings banks, and we would look every bit as hearty and well just as well."

Director of the Survey.
So he climbed, step by step, leading his associates in their common work until, upon the retirement of Prof. Powell, in 1884, he was appointed to the directorship of the survey. His connection with the survey proved Dr. Walcott to be something more than a stratigraphic geologist, worthy of the highest honors and of decorations from great universities and scientific societies. It proved him an all-round man, a man of catholic tastes and broad culture, and a marvelous or-

MASTER MIND IN BIG TASK

Dr. Charles D. Walcott, a Trained Geologist, Proves a Great Organizer in the Smithsonian Institution.

By CHARLOTTE M. CONGER.
The Secretary of the Smithsonian Institution, Dr. Charles D. Walcott, was born in New York Mills, that hustling town of the Empire State, famous for its fine cotton and its fine men. The secretary received a letter from one of the oldest inhabitants of his birthplace, not long ago, saying his correspondent was moved to write through seeing a photograph of him in a technical journal, which so resembled Dr. Walcott's father that he immediately recognized it as a picture of his son.

The old gentleman went on to tell of his

ganizer and inspired administrator. Organization, the organization is his creed. The personnel is valuable only as it contributes to the organization.

"It makes no difference about you," he would say when his subordinates in the Geological Survey came to him with complaints, "or about me. It is the organization that counts, and whenever it comes to a question between us and the welfare of the organization we must yield to the organization." This is the reason why he is such a marvel in his line; why he has been able to do, and do so well, an amount of work that

national lines, and he persevered in the work until it was accomplished.

It is natural that, recognizing his position in the scientific world, his ability as an organizer and an executive and their debt to him, the board of regents of the Smithsonian Institution should, upon Mr. Langley's death, offer him the position of secretary of the institution, a title, by the way, that hardly gives an adequate idea of the dignity, influence, and importance of the office. Briefly, the secretary of the Smithsonian Institution is the executive officer of the board of regents, the governing body of the institution. The board of regents is composed of two members of the establishment, the Vice President of the United States, and its Chief Justice are, in virtue of their office, members of the board, three members of the Senate, three members of the House of Representatives, and six citizens, no two of whom may be from the same State, though two must be residents of Washington.

Has Important Duties.
The presiding officer of the board of regents is the chancellor of the establishment, who is elected by the board from among their own number. This office has invariably been held by the Vice President or the Chief Justice. The board also elects its secretary, whose duties correspond to those of director in other institutions. The establishment, mentioned above, refers to the Smithsonian Institution, which is a corporation or establishment created by the act of Congress approved August 10, 1846. Its statutory members are the President, the Vice President, and Chief Justice of the United States, and the President's Cabinet.

Its duties are the "supervision of the affairs of the institution and the advice and instruction of the board of regents." Since its creation in 1846, the establishment has held less than a dozen meetings, so that its duties are not particularly onerous. The board of regents average four meetings a year and its executive committee quarterly meetings. The real work of the institution is directed by the secretary, who is elected for life, who is an autocrat, accountable to no one save the board of regents, with large funds to dispense, and with immeasurable influence in the world of science.

The chief criticism that has been made of the administration of the Smithsonian Institution is that its secretaries have been specialists. Its first secretary was an ardent physicist, his successor, Prof. Baird, was an ardent naturalist, while Dr. Walcott's immediate predecessor was, like Prof. Henry, a physicist, who devoted the latter part of his life to working on a flying machine, which made several flights, and had its inventor lived to fully develop his theories, it would doubtless have proved a complete success.

Capable in Many Lines.
Dr. Walcott is, it is true, a geologist, but he comes very near being a Jack-of-all-science and good at all, for, like Franklin, he does not limit himself to one line, but has interests as broad as the world. His chief joy in life is geology, his pet fad the fauna of the Cambrian rocks. He handles a bit of store, bearing the impression of a trilobite with much the same feeling that a gem collector fingers his diamonds, emeralds, and rubies, and it is to be inspired with his own enthusiasm to have him point out the rock formations in photographs taken by his own camera directed by his own hand.

He has made wonderful pictures of the Rockies, showing great fields of snow along their sides and great glaciers working in and out among them, and he talks eloquently of their stately charm. But the peaceful scenes snapped in Southern California, the wonderful flowers, more vivid in coloring, more eccentric in shape than those in any other part of the world move him to equal eloquence. The old Spanish buildings, indeed, appeal to every one with an artistic or poetic sense and the treatment of this sudden fall of ground, which was a subject of embarrassment to the engineers having the improvement of that part of the city in hand.

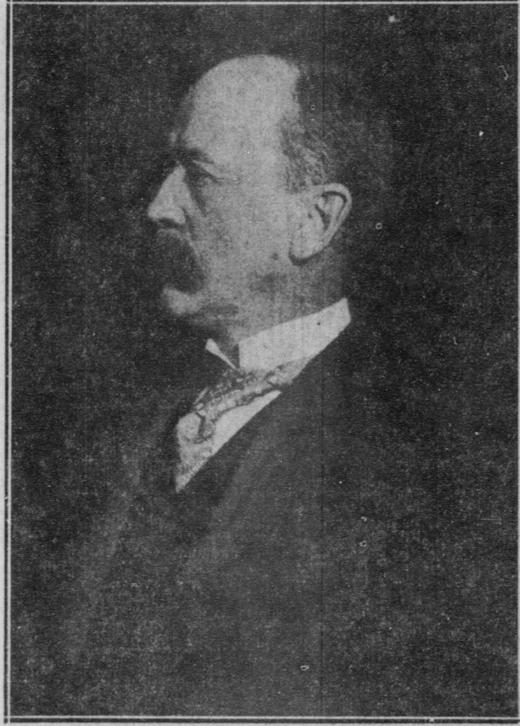
House of Odd Color.
The house of that curious pink, that one sees in the stuccoed buildings of the Mediterranean ports, overlooking the terraced and picturesque descent with its background of woods and clear blue sky might be a bit of Italy or Spain dug up and transplanted here.

While geology is his first and best love, Mr. Walcott has a keen interest in all the otherologies in the dictionary. Archaeology, ethnology, anthropology, and the sciences with other endings and beginnings interest him as well and he recognizes their place in a great museum and in the educational scheme of the country. To show how unbiased Dr. Walcott is, he was asked, when the project of a new museum was first broached in Congress, which he would rather have a new building for the Geological Survey, at that time almost bursting out of the rented quarters it occupies, or a new building for the museum.

He gave his answer without hesitation, a new museum by all means. The educational interests needed it and such a building would give a new impetus to the study of science, awaken a new interest. The money was finally appropriated, the building is finished, but those who regard its noble exterior, enjoy its various collections and carry on their work of research or investigation within its walls will never appreciate what it cost in patience, perseverance, tact, diplomacy, actual battles with stubborn Congressmen, who are ever anxious to subordinate national interests to those of their own districts.

But a man who passed his boyhood digging in the earth for fossils is not apt to yield his will to stubborn Congressmen nor to be turned from his purpose by their seeming indifference. Slowly but surely he has been building up a museum for the nation's advancement in all edu-

CAPABLE STUDENT AND EXECUTIVE.



DR. CHARLES D. WALCOTT.

Secretary of the Smithsonian Institution.

experience in seeking a position in the cotton mills, and of an interview he had with their president, the senior Walcott, who was placed in this important position when he was scarcely thirty-four years old. Had he lived, Mr. Walcott would doubtless have left his son a millionaire, for he was already started on the road to wealth when he died a comparatively young man—but the gods dispose.

Had Charles Walcott been so unfortunate as to have inherited great wealth, his genius might have remained bottled up forever, and the world the poorer thereby, for he is not only a conspicuous figure in scientific circles, but an efficient and inspiring official and a public-spirited man, who has done much for the development and advancement of science and allied subjects in this country. Dr. Walcott's brilliant father died, however, when his son was a mere lad, and left him little save a splendid physique and a fine brain, the best inheritance he could have bequeathed, for they have helped his son to an interesting, helpful, and successful career.

Begins as Geologist.
By taste, training, and profession, Dr. Walcott is a geologist. He began his preparations for a career in this science while he was still a toddler and hoarded up pretty stones in childish fashion, which he separated and arranged in a fashion not childish. Then he began collecting bugs, butterflies, any attractive thing that came his way, and between the ages of thirteen and twenty he made a collection of fossils of Central New York, which contained many new specimens and a number of valuable trilobites showing for the first time their whole anatomy. This collection compelled widespread attention and the young collector finally sold it to Prof. Agassiz for the Museum of Comparative Geology at Cambridge.

Recognition from such an authority fired the lad's enthusiasm and he decided to carry with his own hands the precious treasure to his great colleague. He was moved to this decision not alone because it offered an opportunity to visit Agassiz, but because he was unwilling to trust to untried and unsympathetic, perhaps, carriers, his cherished collection. He had planned, too, to remain under Prof. Agassiz's instruction for three years at least, but the death of the master prevented this and he accepted instead a position on the staff of Prof. James Hall, State geologist of New York, where he established such a reputation for conscientious and brilliant work that, when the Geological Survey was removed from the control of the Smithsonian and formed into a separate bureau its first director, Clarence King, appointed Mr. Walcott as assistant geologist. In the same year he was advanced to the position of paleontologist in charge of the invertebrate and three years later he was made chief paleontologist. His appointment as geologist in 1883 included a general direction of the branches of geology and paleontology.

Director of the Survey.
So he climbed, step by step, leading his associates in their common work until, upon the retirement of Prof. Powell, in 1884, he was appointed to the directorship of the survey. His connection with the survey proved Dr. Walcott to be something more than a stratigraphic geologist, worthy of the highest honors and of decorations from great universities and scientific societies. It proved him an all-round man, a man of catholic tastes and broad culture, and a marvelous or-

would bury half a dozen men of ordinary caliber.

In the decade prior to 1857, the work and collections of the Smithsonian and National Museum had grown to an extent that cannot be appreciated by those not in touch with those institutions during that period. Their scope had been gradually enlarged through new bequests, and for other reasons the demands upon them had multiplied. Many collections and other objects intended for exhibit had been stored away for years in their original packings, yet there was no possibility for increase of space until a new and adequate building was available, and it was impossible under the then existing conditions for the personnel to cover the work for the increase of the force was in no way commensurate with the increase of the work.

Killed by Overwork.
The assistant secretary, Prof. Goode, one of the most devoted servants of the institution has ever had, died from overwork and others were falling under the stress laid upon them. This condition came about naturally because of the enormous growth in all departments and the springing up, the spontaneous springing up, one might say, of new departments. The staff itself, each member absorbed in his own specialty, hardly realized how the institution was expanding. In 1857 affairs came to an impasse.

The condition at that time suggested the disordered mass of silks given to the young girl of the fairy tale to straighten out and thus prove her industry, patience, and perseverance. The poor maiden, it will be remembered, failed to accomplish her task, but her protecting fairy, appearing at the critical moment, touched it with her magic wand and the tangle was at once converted into orderly skeins.

Much the same thing happened at the Smithsonian and its offshoot, the museum, in the crisis of 1857, and Dr. Walcott was the good fairy who brought order out of the confusion. As honorary curator of the department of paleontology, the present secretary had been connected with the museum for a number of years and was well known to the secretary, Mr. Langley, and all the members of his staff, who recognized him as a genius in organizing. He was the man they felt who could relieve the pressure, dispel the congestion, and bring order out of disorder.

Organized Carnegie Institute.
But he was already weighed down with work. The organization of the Geological Survey, under his competent direction, has been brought to the highest state. Its machinery was all in place its wheels well oiled, and it ran smoothly enough. Its direction, however, was no small task and, added to this, Dr. Walcott was engaged in organizing the Carnegie Institute, but, in response to an invitation from the secretary and the board of regents, he consented to accept the temporary direction of the museum under the title of acting assistant secretary of the Smithsonian Institution, for this latter institution is the custodian of the National Museum, which is supported by appropriations from Congress and not from the income of the fund left by John Smithson.

The Smithsonian Institution, however, controls the museum and its affairs are directed by its secretary. Dr. Walcott consented to this add to his burdens and responsibilities from a high sense of loyalty to the scientific interests of the country and as a good citizen, ambitious for the nation's advancement in all edu-

Continued on Page 8, Column 4.