

February 23, 1928.

Dr. F. P. Keppel, President,  
Carnegie Corporation of New York,  
522 Fifth Avenue, New York City.

My dear Doctor Keppel:

I am writing to you in reference to the allotment made at our meeting day before yesterday from the fund set aside for objects in which Mr. Carnegie was, and Mrs. Carnegie is, interested. I sketched the resolution. I recall however that when presented by you in typewritten form there was some reference to the Carnegie Museum, that had been inserted, which was not in my draft. I do not think that a reference to the Carnegie Museum should be made in the resolution, for while the work is indeed carried on here in the laboratory of the Museum it should be carried on as it invariably has been in the past, as a separate matter not coming in any manner, save indirectly, under the cognisance [sic] of those who are in charge of the Museum.

The making of the replicas in the past was done at Mr. Carnegie's personal expense under my direction as the Curator of Paleontology. Mr. Carnegie made appropriations for this purpose and I set up an account which is known as "The Restoration Fund." The appropriations made by Mr. Carnegie were placed in bank as a separate account. I then employed certain parties not connected in any way with the Museum, and I took for the time being certain men who were officially connected with the Museum as preparators off of the Museum payroll and employed them in the work. It was understood from the beginning that this was Mr. Carnegie's personal affair, and I was in the habit of accounting to Mr. Franks, as Mr. Carnegie's bursar, for expenditures made at Mr. Carnegie's request. The situation today is set forth in the following brief statement.

In The Restoration Fund which I have in bank, there is a balance on hand received from Mr. Carnegie with accumulated interest thereon, amounting to about \$1950, and I have three unfinished plaster casts.

The proposition now is that these three unfinished casts shall be finished, that the metal work necessary to support one of them, the construction of a base, the shipment and installation of the same in the City of Mexico, shall be carried out.

In order to do this I must go out, as I did in former years, and employ some outside plaster workers and take off the payroll of the Museum for a few months a couple of men who are engaged in the paleontological laboratory. They are to be paid for their work not by the Museum, but from The Restoration Fund, until the work is finished.

You percieve [sic], that, while this work is done in our laboratory and is based upon material which is in the Museum, it is not a direct activity of the Museum. It seems to me that it might avoid complications and would be upon the whole better, if this matter were treated just exactly as it was in the years past, and that the allocation at Mrs. Carnegie's request of the \$5,000 be entered on the Minutes of the Corporation as made "to The Restoration Fund for making replicas of Diplodocus for presentation to national museums." That is the form in which the resolution should stand upon the Minutes of the Corporation. The making and presentation of these replicas was Mr. Carnegie's own individual action. He was the donor; the Museum was not the donor. In this case it is Mrs. Carnegie who takes up the work which Mr. Carnegie did in his lifetime and makes the gift. The gift is not made by the Museum, it is made by her. I, or in the event of my death, Mr. Avinoff as my successor, would carry on the work at the Museum. There is a clear and sharp distinction between what Mr. Carnegie did and what the Museum did, and in our Annual Reports there was nothing ever

said except an incidental allusion to the work of The Restoration Fund. We accounted for our expenditures under that head directly to Mr. Carnegie, through Mr. Franks as his bursar.

I think it would save all complications if my original resolution, a copy of which is before me, were the one embodied in our Minutes. The remittance of \$5,000, when made, should be made to The Restoration Fund, W. J. Holland, Treasurer. There has been a great deal of confusion in the minds of people as to this matter, which inevitably arose from the fact that the original Diplodocus is in the Carnegie Museum, and that the work is carried on in the laboratory of the Museum. But all of the replicas which were made in the past were the direct personal gifts of Andrew Carnegie to the museums which received them. The Carnegie Museum out of its resources never spent a dollar upon the work of restoration and shipment of the specimens abroad and their installation. Personally I always bore my own expenses when going abroad, as I had to do to install the specimens, but I paid for the services of a skilled workman, whom I took from the Museum, and who during the time he was in my employment as Treasurer of The Restoration Fund received nothing from the treasury of the Museum.

I am induced to write about this matter promptly and explain everything in full, because my friend and colleague, Col. Church, remarked to me in an aside, when the resolution was introduced, "What has the Museum got to do with this?" He realized, as I realized at the time that it is a collateral enterprise and not directly under the auspices of the Museum. The Diplodocus intended for Mexico will be Mrs. Carnegie's gift and not the gift of the Carnegie Museum. What we have is practically her property, as I take it, and not the property of the Museum, although it is here in storage.

I am,

Yours very sincerely,

[W. J. Holland]